David Pembroke: Hello ladies and gentlemen and welcome once again to InTransition, the podcast that examines the practice of content communication in government and the public sector. My name's David Pembroke. Today we examine a very important part and an emerging part of research and insight that is going to be so critically important to the people creating and distributing content that we really do need to understand it much, much more, but before we come to that, as we do each week, we start with the definition of just exactly what it is that we are talking about that is the centre of this particular programme.

Content communication is a strategic, measurable, and accountable business process that relies on the creation, curation, and distribution of useful, relevant, and consistent content. The purpose is to engage and inform a specific audience in order to achieve a desired citizen and/or stakeholder action. My guest today is Trish Lavery, the Assistant Director in the Design and Analytics area of the Innovation and Behavioural Insights Team within the Federal Department of the Environment here in Canberra, Australia. Trish, her job is to design, implement, and evaluate behavioural interventions that bring together insights from behavioural economics, psychology, and social anthropology.

Her role includes the analysis of website analytics and looking at the effectiveness of digital communications and also things such as A/B split testing of websites, and looking at the various effectiveness of digital social media interactions by providing that analytical data so we can just understand how effective those digital media interactions are. Trish has a stunning background in academia with a PhD in marine biology and undergraduate degrees in science and behavioural science. She's authored 12 scientific publications and has been cited in all sorts of different places, so I'm absolutely thrilled for Trish to join me here in the studio, InTransition, and thank you Trish for joining us InTransition.

Trish Lavery: Thank you very much for having me, David. It's a pleasure to be here.

David Pembroke: I don't think we've ever had anyone with quite the background that you have. I think you might be the most qualified person that we've ever spoken to.

Trish Lavery: That's very nice of you to say.

David Pembroke: You love study?

Trish Lavery: I do, I do.

David Pembroke: Are you curious? What is it? What's ...

Trish Lavery:	Yeah, it's just that drive to keep learning. I get restless very quickly and as long as I'm learning something new, I'm happy. Whatever that may be.
David Pembroke:	Were you like that as a kid? Were you always like that?
Trish Lavery:	Yeah, I think so. Yeah, on school holidays I'd be digging out books from the library and delving into some new area of whatever my new career was going to be that week.
David Pembroke:	Interestingly, behavioural science but then into a PhD into marine biology. Tell me that story.
Trish Lavery:	That's right. It's a bit of an interesting transition. I must admit, I was always quite fascinated with the mind in the waters, the intelligent mammals that live in our oceans, and so my original foray into behavioural science was designed to examine the social behaviour of our cetaceans, our whales and dolphins. Unfortunately I found that I loved the data analytics side of things and I really didn't want to spend 20 years on a boat trying to collect that data to begin with, so after looking at that, I moved more into mathematical modelling and using that as a way of understanding the interactions between marine mammals and their environment.
David Pembroke:	Okay, and you made your way back to Canberra, back into the federal government and you were in the marine science area, weren't you?
Trish Lavery:	That's correct, yeah. Came back ...
David Pembroke:	What was the role? What were you doing there in that role?
Trish Lavery:	What stimulated my interest in joining the department was the marine area that we have. We have a very interactive role in the International Whaling Commission, our overseas policy. That was my initial area of research, of interest within the department.
David Pembroke:	But now you've moved into the analytics, design thinking, the behavioural insights, innovation area of the Department of Environment, and this is a very popular and topical area of exploration not only here in Australia but obviously in the UK, in the United States. Pretty much every government around the world is starting to really invest heavily in this area.
Trish Lavery:	That's right. I think there's finally a recognition of just how important this is and what a big influence it can have on service delivery and policy and programme management.
David Pembroke:	Okay, so let's go right back to the basic elements of exactly what it is that someone, the Assistant Director in the Design and Analytics area of the

Innovation and Behavioural Insights Team within Environment. What sort of work are you doing?

Trish Lavery: It's a fascinating team. I feel very lucky to be in it. We have a huge range of very specialist backgrounds. We have people with psychology backgrounds, we have an intelligence analyst, people with design thinking specialties, innovation enablers, marketing, economics, you name it. We really bring those specialist skills together and the lines really start to blur, certainly for me between what's design thinking and what's innovation and what's behavioural insights, in pulling all of those together to look at problems within the department that we might be able to have a unique way of solving.

David Pembroke: Okay, so in terms of that, and perhaps if you might explain to us, where was the drive to implement this sort of area within the Department of Environment? What was the problem that they were having that they needed you to solve?

Trish Lavery: Absolutely. Look, I think people are really busy in their day to day lives and I think often when we go and work with the line areas within the department, they might have an issue and they know the solution, they know why it's a problem but they're really busy and they have their business as usual, and sometimes they might not feel like they have permission to change things and mix things up. I very much see that as our role. Often we go in, they're the greatest source of expertise in terms of what is the problem, "Why aren't people responding to this survey? Why aren't people complying with this regulation?" Often it's about giving them permission. We say, "We're the innovation team. We're going to do it until someone tells us we can't."

David Pembroke: Yeah, right, and so how many opportunities? What have been some of the early opportunities and interventions that you've been able to make that have started to draw some results?

Trish Lavery: Absolutely. Look, we've started small. For example, one of the recent projects that's actually still running at the moment, we're hoping to get results in the next few days, is a project with Kakadu National Park's managers in the Parks Division. They send out a survey to all of their visitors that have visited the park asking what we can do to improve the park, how they've rated our services. Their response rates that they were getting to that survey were quite low so we had a look at it, we had a look at the email from a design thinking perspective, from a psychology perspective. It was quite a generic sort of email that was asking for feedback and to fill in a survey and signed from park management. What we really did is look at that, look at the psychological underpinnings of what motivates people.

People are highly motivated by individual, personal connections that they've made. We ended up redesigning, suggesting that email was redesigned and addressed from an individual park ranger, and rather than saying ... We say, "I, I work in the park and I work really hard to make things better. Can you tell me

what I can do?" We're betting there, because the results haven't come in, that that personal connection, the park rangers people might have met them when they were in Kakadu and they're an amazing group of people. They are very focused on visitor satisfaction and making the experience that people get in the parks the best it can be, so I'm betting that the personal connections people made while they were visiting the park will really motivate them to then respond to this survey, a park ranger asking them how he or she can make their park better.

David Pembroke: Okay, so there's a couple of things in there also, I suppose. What about the park rangers themselves in terms of the anecdotal information that they're gathering, just when they're obviously working ... Well, guiding people around the park. Is there a way that you're capturing that sort of information, or asking them for that information?

Trish Lavery: I wish we were, and there is a lot of anecdotal information and part of the journey for our team is to really reinforce the importance of data. We seem to be going on and on about it a lot. Everywhere we go it's how important that anecdotal, personal information can be. Certainly the data analytics capacity that we have within our team, we'll utilise to do things like look at the responses from those surveys and segment them based on different market segments. Are there certain market segments there that are getting more out of the park and others? How can we tailor the experiences to make it more relevant to the individual?

David Pembroke: In terms of this particular survey, did you find that it's important that you narrow the focus of it, and is it a short survey, a long survey? How onerous is it? Is there an incentive for people to actually fill out the survey?

Trish Lavery: Yeah, that's right. We didn't really want to get into the incentives. We thought it might actually be ...

David Pembroke: Yeah, they work.

Trish Lavery: They do work, yep.

David Pembroke: We do it here all the time. "If you fill this out, we'll give you a $300 or $400 iPad or something," and it really helps.

Trish Lavery: Yeah, that's right. We did discuss that actually and we wondered whether given our budget, the extrinsic motivator of a fairly small reward might be less than the intrinsic motivator that people might get where they feel like they have done something to contribute to the park and pay back that nice ranger who dealt with them at the park. It was something we looked at and we'll see. We might have to come back to that, depending on the results.

David Pembroke:	Was it contained? Are you thinking to yourself, "Well, look, if we asked four questions or five questions, we've got a much better chance than if we're asking 30 questions?"
Trish Lavery:	Absolutely, absolutely, and we actually, the original email had two separate surveys that it was asking people to fill in, and so we've recommended that one or the other might be really good and I assume, I'm hoping the results show that the response rate actually increases by making that simpler by more than 100%. You actually end up with more responses, despite the fact that only 50% of the emails will ask for a response to one survey, and the other half will ask for a response to the other survey. I think we might get just as much data but by making it simple for people.
David Pembroke:	Sure, so this scientific method that you're using, is it a modelled approach that you apply generally across tasks that you're doing? Like, is there a step through process that you follow?
Trish Lavery:	Absolutely, absolutely, and we've tried to use this in a range of things. We recently had a hackathon at the Department of Environment and Energy. We called it "Hack The Planet," and we used our behavioural and marketing skills to really create a lot of hype around that which got really good participation across the department. We had a lot of hype about what was in a mystery box that would be handed out to all participants on the day, so without needing to spend any resources on any sort of official marketing, we created a bit of the hype, got a lot of increased participation on the day, and then we gave people a bit of a tool pack to work through that was in the box, that was developed by our design thinking experts, and this walked them through a design thinking framework, step by step, lots of different tools to put them, to just give a different way of looking at the problems.
	Really, that was sort of a combined effort between looking at behavioural insights processes and what biases people might have and how could you use those biases to your advantage and yeah, linking that up with the design thinking and innovation frameworks, so we often use that process now that we've developed ourselves for a lot of different processes, even recently our own section planning day. We grabbed out the hack-a-box, and worked through it. It's been a very useful framework to use.
David Pembroke:	Okay, so that's something that you have assembled using your experience ...
Trish Lavery:	Absolutely.
David Pembroke:	... That contains those various elements?
Trish Lavery:	Yes, that's right because we do have those unique backgrounds in the team and it's really modelled on design thinking principles and a design thinking

framework, but we've been able to bring more elements of the behavioural insights and the innovation enabling I guess you would call it, into that.

David Pembroke: Just for people who may not be quite as familiar about design thinking, what is design thinking?

Trish Lavery: Design thinking, that's a really good question because it's not my area, but it certainly gives you a different perspective of walking through. It's a lot focused on human centred design, and I mean, you can simplify it down to really putting yourself, getting yourself out of your own shoes and putting yourself in the shoes of your user, and doing customer surveys, seeing what they want, and we do this quite a lot. We've had some recent projects in website analytics, we've been looking at our department's websites. We're such a huge department, we have such a range, a huge remit for what we work on. We have regulation and compliance, we have conservation work, policy, so we have quite a broad remit and our website is rather huge and a little bit, probably not as concise as it could be.

                    We've been looking recently to do some website analytics and looking at different pages, and looking at the data behind them and finding "What were people searching for when they landed on this page and how can we improve that and get them to the answer that they wanted as quickly as possible?" For example, we have a wildlife trade page which is largely to do with importing exotic animals into Australia and when we looked at their website and looked at the analytics behind that, we found that actually almost the people visiting that page were people migrating to Australia that wanted to know if they could bring their pets which is not actually part of our responsibility.

                    A lot of the work that we do is actually convincing people that less time spent on our website is a real win. If people can get in and get the information they need, for example, "That's not us. That's Department of Ag that you need to go to, here's a link," that's a real win for us and it's very different from the commercial world where you absolutely want to increase engagement with the website.

David Pembroke: I think you've probably touched on a nerve for the audience, this sense of these big, centralised, cumbersome, historically ladened portals that are carrying vast amounts of information, probably with little to no content strategies sitting behind them, little to no governance around the management of the content, and I know speaking to a lot of people, like you sit down and take a very deep breath and think like, "Where do we start?," in terms of transitioning from a, "We're just going to publish. We're just going to throw stuff up, another PDF, put it up, put it up, put it up. My job's done," to that audience centred, "I'm walking in the shoes of the audience. How are they going to experience? How are we going to design an experience for them?"

Not that you're going to be able to solve the problem, but what insights might you be able to give people to help them on that journey of taking them from that overwhelming, "Where do I start?," to transitioning to this way of thinking of standing in the shoes of the audience that you're seeking to reach, influence, and engage?

Trish Lavery: That's a great question and it's certainly not something I think that we're going to be able to do overnight because it is quite a large body of work, but I really think we've done this quite often. We sit down and when we're working with a line area and they've got a certain responsibility and we use that opportunity to have a bit of a look at their webpages at the same time. We've done things like, "Right, I'm a farmer and I want to cut down a tree and I have no idea," which is actually the case for myself personally. I have no idea who that sits with, what I should do, what permits, and actually step through the process. It can be quite unwieldy getting to that information. Often people don't understand whether it's a federal, state, or local government responsibility.

Often sometimes we don't understand what that rests with, so I think part of it will be working together a little bit more, linking to the different webpages, making that clear. Rather than just presenting all the information that is in our remit, we should use the Google Analytics that will tell us why people are searching and where they came from in Google to get to our page. What was their keyword search to get to our page? Even if they're coming to our page and it's not where they need to be, we should take on that responsibility and direct them to where they need to be.

David Pembroke: That's a really interesting point, isn't it? Obviously this is a global podcast, so we broadcast all around the world, but I know that in other parts of the world there's obviously sub-national government and national government and what you're referring to there in Australia is the system that we have here, and we have a third layer of municipal government. How then do you join up, say that farmer who wants to think about cutting down the tree, thinking about municipal requirement, state requirement, federal requirement, how do we stand in the shoes of the farmer with the axe to understand how to deliver that great experience? Have you taken that on yet?

Trish Lavery: We've spent a lot of time discussing that over coffee. I don't know that we've taken it on exactly, but yes, it's ...

David Pembroke: It's hard, isn't it?

Trish Lavery: It is hard. We've envisaged how amazing it would be if we had one portal that would direct you to the local level of government that you need, and that's probably not likely to happen any time soon but I think in the meantime it's just building those links and having that user centred design, using the analytics behind and not being afraid to say, "That's a great question. It's brought you

here," for example, the pets page, "It's not us. Here's where you need to go and here's a link."

David Pembroke: What about getting access to skills such as the analytics? From what I can gather, there's really not a ... We do have a digital skills deficit so people who can actually do that work, it's not as if they're, there's not thousands of them walking down the street today, so would you agree that there's a bit of a problem there when you think, "Okay, it sounds easy, go to your analytics and have a look," but I don't have a PhD and a few undergraduate degrees like you do and other people who work for you who are actually trained in this area, so how do people manage if they don't quite have those skills?

Trish Lavery: It's a huge barrier and I think you're right, it's very sexy these days to have that data analytics capability which means that we're competing for staff probably not only nationally, but on the international stage. It's quite a barrier I think for the APS going forward. It's probably the workforce mobility is higher than it's ever been before and we're increasingly competing for staff on a global scale. We're really going to need to think about what we can bring to the table which with sexy areas like data analytics, probably won't be the huge wages that you could get in the commercial world, so what can the APS offer as compensation? I think that we shouldn't forget that we live in Australia and most of the world seems to really like Australia and the idea of living here, so it is a really positive drawcard that perhaps we don't make the most of.

David Pembroke: Yeah, and the work's fascinating.

Trish Lavery: It is, absolutely, yeah. It's most scary when you delve into just how much Google knows about you. If you visited our website, I can find out what you typed into Google, I can follow you through the different pages that you've been to, so I can actually follow you as a farmer, as a hypothetical farmer on the website, bouncing around to different pages and see that you actually had seven stops before you finally found the right information.

David Pembroke: Now, this podcast is obviously very much focused on this notion of creation, curation, and distribution, and a very fundamental part of it is really understanding the audience and using these behavioural insights and analytics to be able to better inform the types of content, the topics of content, the channels that perhaps you might be able to use. How are you working with your comms areas and policy areas and regulatory areas to help them to become better communicators through the application of your skill and the skill of your team?

Trish Lavery: Great question. Yeah, one of the recent solutions that came out of our Hack The Planet was the idea of having social media ambassadors distributed across the department. This was a real recognition that increasingly people are not engaging with the department through the large website that we have, and more and more so through our social media channels. The idea that we're

piloting at the moment and we'll just actually do a trial looking at the social media analytics to see whether this does increase engagement, is to provide, rather than having everything centralised in our comms team is having the comms team having an overarching view and having content experts deliver some sort of ... On the lookout for great social media stories within their line areas.

David Pembroke: So distributed model?

Trish Lavery: That's right and being able to feed that up to the comms team. Our comms team are amazing. They're very, very skilled at what they do, but obviously they can't have a tentacle in every single line area, so what we're trying to develop with this pilot is giving our staff not exactly the skills to write the social media posts but the skills to recognise when they see a really great story that has a really strong content behind it that might be really engaging to our social media followers.

David Pembroke: How are you doing that? How are you teaching people to know what a story looks like?

Trish Lavery: We've actually pulled together people that have shown an interest in this as part of the pilot, and we're actually piloting this by giving literally half of that group some social media training and the other half will go on to just be asked to let us know if they see anything that could be relevant for social media. Actually, pilot will run this and have those two different people putting information up to comms, then we'll get some qualitative information from comms about how many of those actually end up on our Facebook site.

David Pembroke: Okay, that's interesting, so you're even running an experiment around ...

Trish Lavery: Yes, absolutely.

David Pembroke: ... Intervention with education and those without.

Trish Lavery: And does it make any difference. Yeah, can we just ask people? Tell us, is that enough or does our education actually make a difference? How much actually that goes to the comms team gets put up, and the social media engagement and reach behind what gets put up and whether that's different for the two groups. It'll be really fascinating.

David Pembroke: Ah, okay. That's a really interesting ... How long do you need to run that, to be able to get enough data to be able to say, "Okay, we've got the evidence now to be able to make a call one way or the other?"

Trish Lavery: This is a question we come up against all the time because probably to run it and get really statistically robust, we're probably talking a few years. I mean, obviously because there's not that many posts going up and to have a really

robust sample size that you could publish in an academic journal say beyond a doubt, so we'll probably run this until the results fall out that we can say, "Actually, it looks pretty clear that this doesn't make a huge amount of difference," or, "There's actually a good indication this is making a difference. Let's continue the pilot," and make sure that's a really solid result.

David Pembroke: What about the different areas of the department now? There are the people who are looking after the fuel area and there are the people who are looking after Antarctica, so they're obviously going to have a bit of an advantage of the fuel people ...

Trish Lavery: That's right.

David Pembroke: ... So how do you balance that?

Trish Lavery: Ah, yes. We've thought of that. We're actually trialling it only in one division so they will all have ...

David Pembroke: The Antarctic Division is it?

Trish Lavery: No, no. The Environmental Standards Division, that's very compliance and regulatory focused. They're probably not one of the sexiest divisions within the team, within the department, in terms of social media engagement and reach so it's going to be hard task for them. They've got to make ...

David Pembroke: Yeah, but it's true isn't it? Because the most active areas within the Department of Environment are those beautifully visual areas ...

Trish Lavery: That's right.

David Pembroke: ... Like your national parks, like the Antarctic.

Trish Lavery: Threatened species, yeah, that's right.

David Pembroke: Threatened species, but it's interesting. We did the podcast the other week with the Threatened Species Commissioner, and he's like a one man thrashing machine.

Trish Lavery: He's amazing, isn't he?

David Pembroke: He's really taken the ... I think he's seeing the results and he's really taking that personal engagement. Anyone who responds to him, he is telling his story and telling it enthusiastically and he's so present with his information. Are you finding within government that it's hard sometimes in that risk averse environment for people to say, "Yeah, look this all sounds pretty good but I don't really want" ... "What if that embarrasses the minister?" Or, "What if the Deputy Secretary of the department or the Secretary of the department, or the

First Assistant Secretary?" Are you finding that there is a challenge around that to get people engaged?

Trish Lavery: Yes. I think it is changing, though. Certainly we have trailblazers like the Threatened Species Commissioner who's come out all guns firing and showed us all that this is okay and this is certainly, this is the future and this is the way we need to engage with the younger generations, so certainly having trailblazers like that gives the rest of us a bit of permission.

David Pembroke: Now, will you backend your capability onto his publishing to perhaps give him some guidance around, "These are the areas that are working with your particular audience?" Or, "These are the times of the day." Or, will you be able to assist him with that particular work or is he just going to do it himself?

Trish Lavery: He's a pretty amazing guy. I'm sure he's got that capability well within his team, but it's certainly something we're looking into at some stage ...

David Pembroke: Sure.

Trish Lavery: ... Is to work within him and just having a look at ...

David Pembroke: Do that broad analysis.

Trish Lavery: ... More broadly ... That's right, at what is really engaging with our audience.

David Pembroke: Okay, so from a content communications area, the people who have got that responsibility for the creation and the curation and distribution of useful, relevant, consistent content, how best can they engage with a team like yours? What are the sorts of advice and guidance and information do they have to have to help you get a better outcome?

Trish Lavery: Yeah, so one of the things we really want to do as a team is always run trials. We're often asked to provide a bit of information or a bit of a behavioural lens on things which is fine, but what we're really looking for is designing and implementing and analysing a trial. We can be pretty flexible in that but we obviously need a measurable outcome as part of that. People coming to us and wanting some advice and some information, that's what we're really looking for. A measurable outcome that we can help them design an intervention, and actually measure the result.

David Pembroke: Designing an intervention, perhaps around a content, that might be a particular content programme on a particular channel for a specific period of time, but where do you get a baseline then if you are designing that implementation that perhaps you haven't had that audience engaged previously?

Trish Lavery: Yeah, absolutely. Yes, we have the capacity within our team to do A/B split testing on websites so that's what we really push and often that's a little bit

hard for some of our line areas to grasp. They want to say to us, "Well, if you've got these great suggestions, everyone should see it. Let's just roll it out," but I keep reminding them that they might be rubbish suggestions. Let's actually test this. I might be telling you a load of rubbish and you'd never know. If we don't test this and get the results by doing A/B split testing so that every second person that logs onto that person sees slightly different content and we can test their engagement.

David Pembroke: How important is that? It's obviously critical. From the scientific point of view, you really do need to have that control group to test against, don't you?

Trish Lavery: Absolutely, and I think this idea that everything we should be doing is evidence based is becoming more and more accepted. It's still, as I say, a little bit challenging for some people to think, "Well, if we've got one that's better than the other one, we should just roll that out," but it's really important to test whether one option is better than the other, and often if some of our line areas that we work with really convinced that they just want to roll it out, I explain to them that, "This is going to give you a great business case. You're going to be able to show that there's more engagement with one piece over another. It's going to be really easy to put that up the line to say, 'We've done a trial, we've analysed the results and we know definitively that this one is better.'"

David Pembroke: Okay, but if I was and probably speaking on behalf of the very impatient people who work in the world of ... If you saw something that was working and it's obvious, can't we just get rid of the test and go? Or, "Trish, please, let me," or are you saying no?

Trish Lavery: This is the conversation we're having all the time. Look, often Google Analytics can do pretty amazing things with A/B testing of websites, and when you've got, for example, two different content pieces and you put them up as part of an A/B test and one of them's doing much better on some metric than the other, Google will actually recognise that and they'll say, "Oh, I'm getting pretty sure." The analytics behind Google will say, "I'm getting pretty sure this one's better than the other, so I'm going to show 70% of people the better one," and I've still got the control group, but over time I'm swaying those different ratios so that more and more people are seeing the better content but you're still collecting the data.

David Pembroke: The data that you need to make the judgements.

Trish Lavery: Yeah, that's right.

David Pembroke: It's the future, isn't it? It's really the basis of all decision making around interventions, as you say, around programmes, regulations, assembling that evidence base but grounding it in a scientific method through which you can then tell stories, create great content but really you've got to have that evidence before you move forward.

Trish Lavery:	That's right, yeah.
David Pembroke:	The future, how then three or four years down the track, take me on the time machine. What's it going to look like? How are the content people going to be working with your people into the future? Are you going to be working side by side? Is this requirement going to be so pervasive that people with science based backgrounds are going to be embedded in most every communications area? Are in fact people going to be braced ... Because my theory is communications capability is going to be spread to the edges. It's not going to become ... I think there will be always a role for a central strategic area, but that capability's going to have be much closer to the edges to respond, to meet the needs of citizens. That's a theory that I've run on this programme many times, but what would your view be about where we're going to end up a few years down the track?
Trish Lavery:	I see an increasing alignment between the content managers and the data analytics that they're going to need. I think we'll see increasing the need to analyse who is engaging with the content, what they were hoping to get out of it, what different segments those are and a greater segmentation to make our websites and our content more accessible to people, and more relevant to what they needed. We've certainly seen this in the commercial world where often when you log onto a commercial website, they'll go and collect other data. "Where are you?" Sometimes, "What's the weather in your area?" Perhaps what you've been looking at recently, and merge that together to show you quite an individual website, so that if you and I logged onto the same website, we'd get quite different information on that homepage.
David Pembroke:	What about this view that distributed content, content published directly to the social platforms, the giant social platforms, your Instagrams, your Facebooks, and do people really want to have to go to say the Federal Department of Environment's website or do they really just want to consume that content natively in that particular space? What's your view there? Given that obviously there's some challenges there in terms of then getting the data back for you to be able to make the sorts of judgements that you're looking for.
Trish Lavery:	Yeah, that's right. Look, I think it's probably increasingly going to be a bit of a divergence there where people want to engage with the department and the amazing work we do increasingly through social media, increasingly on their mobile, but I think there's always going to be that real need for, for example, our farmer who wants to know the specific regulations around him, that's never going to be able to get that information from social media engagement.
David Pembroke:	Yeah, because it is that role of, "This is the central point of truth" or the single point of truth that ...
Trish Lavery:	That's right.

David Pembroke: ... "This is where you come to get it."

Trish Lavery: Exactly, so there's always going to be the need for that real information base online but I hope that we can increasingly engage, particularly with younger generations, through social media and make them a bit aware of the amazing work that the department does.

David Pembroke: Excellent. Well, Trish, I've just looked at the time and we have gone over. Sorry audience. Too interesting, too many insights, and it really is the future. I think there's so much in this. I'd actually go back and re-listen to this a couple of times because I think Trish has really given us some breadcrumbs there as to the future of what our roles will be and how important it is that we become skilled in data analytics, A/B testing. These are going to be absolutely garden variety skills that communications people are going to have to take on board as they go out into the world to work for government agencies, departments, not-for-profits, civil society organisations.

Traditionally comms people have run a mile from mathematics, but I think that race is over and we have to turn around and come back and face the music, so yeah. It's interesting, it's fascinating, and coming together I think with the scientific people could be great fun and really rather on relying on the old tummy compass, we can really on the evidence. Trish, thank you very much.

Trish Lavery: It's been my pleasure. Thank you for having me.

David Pembroke: Yeah, really enjoyed the conversation and to you audience, thanks very much for coming back again this week. We'll be back at the same time next week with another very interesting guest, hopefully just as interesting as Trish. I'm sure they will be, but for the moment, thanks very much for joining us once again on InTransition. If you are interested in having a look at our research project that we're doing with the Australian National University, jump online to www.ContentGroup.com.au and click on "research." We're doing a research project with the ANU and I think if you're interested in this programme, you'll certainly be interested in that research, so make sure you do that, but for the moment, have a great week and I'll see you at the same time next week. Bye for now.