

## InTransition 128: Andrew Barr

- Announcer: Welcome to In Transition, a programme dedicated to the practise of content communication in the public sector. Here's your host, David Pembroke.
- David Pembroke: Hello ladies and gentlemen and welcome to In Transition, the podcast that examines the practise of content communication in government and the public sector. My name's David Pembroke and thank you very much for joining us once again. Today a real treat, I visit the chief minister of the ACT, the Australian Capital Territory, which is the capital of Australia, Canberra but the territory sits around it. So, the chief minister is in fact for our listeners overseas particularly in the States, he's not just the mayor but he's also the governor of the state as well. So, he has both of those responsibilities here and he joins me today in his office. So, we're not in the studio today, we've come across the road, not too far. So, Andrew Barr, thank you very much for joining us InTransition.
- Andrew Barr: Terrific, David. Great to be here.
- David Pembroke: What about that role that you have. Let's maybe have a first of a conversation about that, that you have the municipal responsibility, but then you have those broader government functions to look at as well.
- Andrew Barr: So, it is unique in Australian governance to combine the local government responsibilities together with the state level ones. So, I think we have the most diverse workforce of any employer in Australia. So, not only do we provide local government services and we collect the garbage and we look after sports fields and roads and the like, but we also run hospitals, schools, legal system, emergency services, police force, housing, tourism, economic development, you name the area of government responsibility and perhaps aside from having an Air force, Army, or a Navy, we do pretty well everything else. So, it's incredibly diverse range of responsibilities and I think that allows us to move more quickly in some areas of public administration and reform and sets Canberra up with a competitive advantage over other Australian cities.
- David Pembroke: Okay, what are the sort of unique challenges, really of balancing those two in order to engage effectively with citizens?
- Andrew Barr: They often come to the point around city finances. So, about 15% of the total territory budget is what could be described as municipal or city services and the other 85%, which is predominately health and education are at the state level. A lot of people confuse the different means of revenue collection for the territory government and assume it's all local and not relating to funding hospitals and schools, police forces and the like. So, that can be a communications challenge around explaining to people the money comes in through forms that they might traditionally associate with municipal revenue collection, but it's actually expended on State level services.

David Pembroke: Do you think people are interested in communication from government or do you think they see it as something that it's an annoyance or it's a nuisance?

Andrew Barr: I think there's an appetite for timely information from government in a form that is consumable for residence. So, my approach to this is that across city of our size there's going to be a group of people who want every level of detail possible who are prepared to commit hours, if not days, weeks or months to examining particular issues or wanting to engage with government. You've then got a group of citizens who've probably got ten to fifteen minutes who want more than just a Tweet or a headline, but won't be spending weeks and weeks delving deep into an issue but do want to know a little more. Then there are those who just want to know what are the headlines. What are the main things that you're doing and really, effectively trust government or don't trust government as it comes to the detailed implementation and you see that across projects as large scale as big infrastructure, transport infrastructure projects, right down to what's happening in my local park or my local neighbourhood.

One of the biggest challenges can be that interaction between government policy and commercial service delivery and this is where people have an expectation that the private sector will provide a range of services and if the private sector doesn't or the market economics don't support that service being provided, there's an expectation that government will either step in and force the private sector to do something or will in fact be the provider of services and this could be in areas as commercial as a local supermarket or a chemist or something of that nature where clearly government is not in that business, but if there's a private sector retreat because it's not economic, then it's the government's fault apparently and, so, we should step in. You see that more in our jurisdiction, I think, because Canberra is a planned city and because people see government really as the solution to many, many issues, which I think if you're listening to this podcast across the world may not necessarily be your first answer to a market failure question.

David Pembroke: Before get into the detail because I am very interested in the way that you go about it and the way you think strategically about that allocation of resources to ensure that you are explaining the government's decision effectively to the community at whatever level. But you've been around a while now. You've been elected-

Andrew Barr: Eleven years now.

David Pembroke: Eleven years elected. What are the main and the biggest changes you've seen in this communication space from when you started to the way that you operate today?

Andrew Barr: Well, I think the biggest change have been an absolute explosion of social media as a form of direct communication for elected officials direct to the community without the filter of journalists in the way. In this country, we've seen significant change in the traditional media industry as the previous revenues of gold

through classified advertising and newspapers and the like have dried up. The business model has changed pretty fundamentally. The trust in journalism is at an all time low in Australia. In fact, people often cast dispersions about the integrity, about the integrity of politicians where in that sort of surveying various professions, journalists are now falling below politicians and lining up with used car salesmen and real estate agents. So, there is, I think, a lack of trust now or sort of falling away of trust in what were more traditional media platforms.

Communication has changed. My observations are also that people read less, in particular younger people are reading less. So you need to communicate messages more succinctly, use video, graphics, information. I don't think there's been any reduction in appetite for information. In fact, if anything, I think there's more engagement now, but it needs to be at a variety of different levels and you need to have more detailed information for those who want to delve deeper, but you also need to be able to communicate effectively in short bursts or to provide very clear overviews and very clear statements of what you're doing. A lot of people criticise platforms like Twitter for limiting communication to 160 characters, but then often if you can't communicate the message in that short a ... Television news has been going that way for some time now. You're lucky if you get a seven second grab and so that has changed dramatically.

Newspapers are less important. They still in certain media markets drive the electronic media response and that's a reflection of comparative resources, but these days, it's often a question for me. Will I break this story myself in social media and then watch the journalists follow or do we do the more traditional media release and then just share what comes out of the traditional media in to the social media space. I'm erring more and more on the side of we break it ourselves. So, our audiences are now big enough of my own personal channels to outnumber the audiences in most media outlets in our cities. So, and if you're prepared obviously to spend a little bit of money to boost various posts, then you will achieve a greater audience reach.

David Pembroke: It's such a fun ... That's a fundamental shift isn't it now because you know, you are now the media?

Andrew Barr: To a certain extent, yes.

David Pembroke: Well, the capability of-

Andrew Barr: The capability is-

David Pembroke: The capability is there now.

Andrew Barr: The expectation is that you'll produce media, traditional media quality content. Now the capacity to do that is sort of within financial reach now of most

governments and elected officials now that technology allows you to produce very high quality content at a very low cost comparatively. So-

David Pembroke: Is this a good thing?

Andrew Barr: I think on balance, from a politician's perspective, it is.

David Pembroke: Or is it just the reality? The fact that you now have that capability, it's there.

Andrew Barr: Yes.

David Pembroke: Now the opportunity is that you really, your job is to make the most of it or...

Andrew Barr: I think so. Undoubtedly, if this is not part of your communications approach then you're missing a very large part of the market and undoubtedly, you see this in political movements across the world now that if you want to reach an audience 45 or under, they're predominantly getting their news from social media. There's a variety of different levels of trust associated with content that you do receive through social media. So, it's not to say that your more traditional media brands don't have a high level of trust associated with them. So, you will still see and they will do it themselves and politicians will share a story that comes from the traditional media into the social media space. The sort of interesting balance of what constitutes click bait now for some of the new sites versus what is hard news, is an interesting dilemma I would imagine for those who are running these sites and if you're not working for a public broadcaster, in the end you've got to commercialise your selling of news, then you can see why the industry is changing and that trend is just going to continue.

David Pembroke: Yes, but earlier you mentioned this notion of government intervention to correct market failures. Do you feel any responsibility to support the media?

Andrew Barr: Well, I think there's a very important role for public broadcasting and that's a big part of the Australian media landscape. The extent of how big that footprint is heavily politically contested by the commercial media in particular. So, there's a lot of lobbying that goes on in that context. It will depend. In the US, obviously a much bigger marketplace and so there's room for, I guess for niche providers to meet particular-

David Pembroke: But what about here in your local market where you have a responsibility? A newspaper such as The Canberra Times, would you ever see a situation where the government may support The Canberra Times?

Andrew Barr: I think they would resist that themselves. I mean, we will from time to time advertise with them if it meets a particular legislative requirement or their audience, which in the printed form is an older generation versus their, I guess, their online presence. They have social media presence as well. So, they're

obviously recognising the fragmentation in the marketplace. I'm not sure there's a role for our level of government to be directly funding commercial journalism operations, but there certainly is for the Australian government to support the Australian broadcasting. That is true.

David Pembroke: You mentioned this, a couple times now already, this sense of trust. This issue of trust. Explain that to me a little bit more in the way you think about trust and the way you want to improve the depth and quality of trust.

Andrew Barr: Well, I think there's a concern around the blurring of news reporting with opinion. Now it's ... I have no problem with media outlets having an opinion, but they should label it as opinion not dress it up as straight news reporting and I think the blurring of those two is a real issue and it's particularly the case in media markets where there is only one daily newspaper for example. So, that is an issue that we face in this city, but it's not unique to Canberra. It would be in many smaller media markets in this country and around the world. That concentration of media ownership is a problem.

So, the internet was meant to bring a greater diversity of voices and to a certain extent it has, but they're still in this transition period. I guess, a greater weight put on your traditional media as they operate in the online space. So, I think there's a greater level of responsibility for those organisations to be clear about what constitutes straight news reporting versus what is the opinion either of the editor, the proprietor, or of the individual journalist. As long as the two are clearly labelled then I think that's okay. The issue is when they're not and opinion starts to infiltrate news reporting.

David Pembroke: But what about trust in you and trust in government. Trust in elected officials. How do you deal with that through your publishing to ensure that you're building trust?

Andrew Barr: Well, I think that people have a lived experience and so, to use a colloquial Australian term, they've got pretty good bull shit detectors. You know, like they know when government is in spinning furiously on something. You can't dress up something as it isn't.

David Pembroke: Have they become more refined, do you think? In this age of empowered citizens where they are consuming so much more content that they are becoming better at smelling something that isn't 100% right.

Andrew Barr: I think so. But it's also going back to the point I made earlier about people not necessarily reading as much, those who take the time to do a little more reading, can fall on both sides of an argument around whether what you've just said is factually correct, but I'm constantly, I shouldn't say constantly surprised, it is a regular feature of engaging in social media, that people do not even read what you post, even if it is relatively succinct and have already make a comment.

David Pembroke: Formed an opinion.

Andrew Barr: But then what I do find is there's a bit of crowdsourced sensibility that comes into it and you'll often have other people that comment on the post and go, "Well you obviously haven't read. Just go to the second sentence and that will answer the question you've asked or directly contradicts the statement that you've made." So, I guess that voice for everyone in the social media space allows, it allows more engagement with elected officials, but it also opens the door to some pretty serious trolling that does occur and the people to make comments in an anonymous form. I generally had an approach that if I can't verify who the individual is and I'm not responding to cartoon characters, those sorts of ... But if you are generally asking a legitimate question that I can get information for then I give my best endeavours to respond in the social media space, but sometimes the sheer volume of engagement is just that you need to be doing that full time and you never have any other opportunities to engage.

David Pembroke: And that's an interesting answer because it takes me to a point around how has it changed the way you govern? It sounds, the context is now so fundamentally different, how has it changed the way that you develop policy? How has it changed the way that you try to solve problems in the community?

Andrew Barr: To the extent that it gives some reasonably immediate feedback amongst a politician's vote of base, that's a useful, can be some useful feedback. Like the broader point that all of those changes in media, and communications and engagement, have lead to more polarisation and partisanship in public debate because there is now no longer sort of one authoritative source of news. People do tend to follow news outlets or politicians with whom there is a sort of starting point is philosophical agreement. You do get the odd trolls who are absolutely opposed to everything you do and say. Like, I could post on Twitter, "It's a lovely sunny day to day," and some people because I said it would take offence and would go, "Well, sunny days aren't lovely," or, "Puppy dogs aren't cute," or we find a million things wrong just because I said it. So, discounting that sort of trolling or partisanship, I think that that trend of reinforcing belief is part of a...

David Pembroke: What I'm looking, maybe for an answer for, that's at that superficial layer at the top of day to day, but I'm talking about the hard work of policy making. That evidenced base and how do you do that in an environment where the sirens are going off every 30 seconds that the world's going to end and it's all Andrew Barr's fault.

Andrew Barr: It will depend on the nature of the policy reform task and your willingness to look beyond initial reactions. In the context of this city, this media market, this electorate and my government's policy agenda, I wouldn't say it's hugely impacted. It's more what it has changed more is the way we would communicate decision rather than the decision making process itself. There's been plenty written and said in the context of the Australian political debate

that the political class more broadly at the national level have either lost the capacity or the appetite for difficult reform.

So, if there's any perception of any group or section of the community might be worse off as a result of a policy change and if they're allowed and strategic in terms of their engagement in social media or the medium in general, there's a shying away from reform. I think there would probably be evidence to support that but there's another thesis that runs around because the government has got out of so much of the activity and the economy that it used to have a role in that public service, government has lost sort of critical capacity in terms of actually being able to develop policy or implement policy in a number of areas because government vacated the space 20 or 30 years ago. So, denuded itself of that capacity.

People will have different views on the level of government intervention in the economy or the role of government, so for some people that's not an issue at all. But I think we are seeing and witnessing a trend around the western world in particular of an expectation of a greater level of government involvement and you seeing that sort of notion from the left and the right. I point to Donald Trump's election in the US as a more interventionist approach. A rejection of free trade, for example, which has been a long standing bipartisan policy in the US. You look at the Jeremy Corbyn experience in the UK. I mean that was a quite radical platform of re-nationalization of a number of industries and service bridging getting government back in places it had been out of for a long time. We've not seen those extremes in the Australian political debate perhaps until recently. But I suspect that's the direction that it is headed.

David Pembroke: I tend to agree with you as well. You know, you look at something like autonomous vehicles, you know, the role of government in regulation of that whole development. Is-

Andrew Barr: Is it not government, then who is it? Who would set standards and who has, what's the only entity, I think in the public mind and more broadly can look beyond just commercial interests, to look across the range of different factors that would need to be considered in policy making. So, I suspect that overall and in all countries and at all levels, as we become increasingly global, technology is continuing to transform lives at a very rapid pace. The expectation of the role of government and government playing a greater role in setting standards is going to see that come to the fore in political debates and a high level of expectation about the role of government.

Now whether that path continues to government running industries or business within industries either wholly or by way of providing sort of a competitive ballast against the extremes of the market might be more appropriate in some industries than others. Certainly there's no appetite in this country for governments to get out of essential service provision and in the last few weeks you've seen our prime minister call energy companies and others under the table and sort of dictate a range of outcomes that they want to see. The whole

energy debate in this country has been a failure of standard setting and regulation and policy framework that's led to the private sector not investing because there's no certainty.

I think there's a perfect case study to highlight the role of government, not necessarily as an owner or generator of power but setting a range of standards and providing certainty, so the industry can respond.

David Pembroke: Sure, but I think it's a good point though, that when the lights go out ...

Andrew Barr: It's the government's fault. There's-

David Pembroke: Energy will get the-

Andrew Barr: And in Canberra we have ... We're sort of caught in the middle of this. We either have the best of both worlds or we have the worst of both worlds in that we have a partially privatised arrangement where we have joint ventures. So, where 50% owner in networks and 50% owner in the retail side, which brings certain benefits but on the other hand, we are at 50% not 100.

David Pembroke: And you're just basically blind

Andrew Barr: Oh, we get 100% of undoubtedly. That is true.

David Pembroke: So we can sort of go down that policy track for ages because it's fascinating. I think this whole transformation of the economy and the society driven by technology is you either have to jump in and go with it because it's really something that we can't not be involved in, but I think communication becomes increasingly important as people's lives are changed as people need to understand we're making these decisions for these particular reasons. But from Andrew Barr's point of view what does a typical day look like in terms of your communication habits and what support do you draw from your government, your department in terms of executing that explanation out into the community?

Andrew Barr: Sure. Well, I guess there are three or four different arcs of communication. You need a very clear philosophical underpinning for what you are doing in government. That's one that's a constant. So, everything that sits underneath that should be consistent with your approach to government. You've then got a range of short, medium, and long term projects that fit under that philosophical framework that clearly need to be communicated when certain significant events are under way or that you're demonstrating progress towards a particular outcome. Then I'll describe the philosophical underpinning is that's an ongoing thing. In my entire eleven years in this place, the-

David Pembroke: You have to keep reminding people, don't you? As to this is where we're going and we're doing this because of why.



Andrew Barr: And sitting underneath that within perhaps a four yearly cycle of a parliamentary term are the series of projects or reforms or initiatives that contribute to that overall direction. Then sitting under that comes a yearly cycle that is associated with budgeting and progressing particular projects and then there's different times within that year. So, you have a monthly cycle, a weekly cycle, and then right down to daily. So, my day will begin with wanting to engage in the social media space either to have on all of my different channels whatever is happening today that contributes to those short, medium, and long term goals. I will tend to want to get something out relatively early in the mornings. Have all of my followers wake up to this is what we're doing today.

There will then be a cycle of weekly and monthly activities and I will return to particular themes or projects over the course of their development and ultimately, their conclusion. Then you're always wanting to tie that back to what we are doing in this four year term and why we are here full stop.

David Pembroke: Have a conversation about that.

Andrew Barr: And so, I think that consistency of messaging is important, but equally it can't become boring. So, you've got to constantly innovate in terms of how you communicate and how you link individual daily engagement with your overarching theme.

David Pembroke: How do you resist the challenge to be trivial?

Andrew Barr: Well, I think there's a balance to be struck there and so ...

David Pembroke: You need a tone, don't you? You need a personality.

Andrew Barr: Yes, I've taken the decision that I manage all of my social. So, I'm the one who does the posting. That is a serious commitment of time. There will be content generated for me and suggestions and ideas, but I'm the one posting and I'm the one writing the words.

David Pembroke: Do you think that's the future for politicians, that they ... That authenticity, that trust is gonna mean that elected officials are going to have to do?

Andrew Barr: I suspect so. I think there's room to have a combination and you do see, particularly at a national level where...

Andrew Barr: Yes, or that posts that are from the individual are marked that way and others are marked from the team or the office. I think that's a legitimate balance. But given what happens, your day to day engagements that journalists particularly follow Twitter, that if you don't know what's being posted on your behalf, then ... And you're totally detached from that element of communications, you'll very quickly find yourself in difficulty because someone will either in a press

conference or in a public meeting or any public forum will challenge you on what you said on [crosstalk 00:30:42]

David Pembroke: Or what someone else has said. But that's interesting. If you don't know what's been said on your behalf ...

Andrew Barr: Indeed.

David Pembroke: The serious business of government, you've got work to do and there's all of this going on. So, how do you balance the temptation to sort of grab the phone and look, you haven't done it through the interview yet. So, that's good.

Andrew Barr: It's about the frequency of that engagement. So, how I-

David Pembroke: So you have a rhythm?

Andrew Barr: How I structure my-

David Pembroke: You have a, okay, I'm here. I turn up.

Andrew Barr: Yes.

David Pembroke: Okay, right.

Andrew Barr: So, before I've come into the office in the morning. I would have undertaken a range of social media posts. Some of much clearly would have been prepared in advance. Others might be responding to the issue of the day. I can then leave it and not come back to it until the evening.

David Pembroke: How do your advisors feel about?

Andrew Barr: There's mixed views. Some are probably, you know, want to be running the whole thing. That's the balance every individual will need to strike. But there can be too much. You can have too much content and you end up in a position where people won't follow you because they feel like they're being spammed. So, I'm quite comfortable with the context, unless there's something very significant happening, once a day or twice a day is enough and mixing up the content. There's always room for little insights into the behind the scenes and the person behind the public face. Different politicians will approach that in different ways. I'm relatively private about family, friends, and all the rest. There'll be glimpses of it. People will know certain things if they look at my social media in some detail. There are other things for me that are off limits and I think know what, that's not part of what's necessary to engage. But equally if your content was entirely work related and all dry-

David Pembroke: Boring.

Andrew Barr: Boring, exactly.

David Pembroke: Boring is death.

Andrew Barr: Yes.

David Pembroke: What's your expectations of your departments in supporting you?

Andrew Barr: So, we've had a bit of a revolution internally around communications and moving away from the idea that issuing a press release constitutes communication job done, tick. So, we've had a real focus on looking at the demographics we're engaging with, tailoring the content to the interests of that particular demographic, looking at all the different communication channels we have, which are incredibly diverse across government, the range of services that we have. I've asked our communications team who have been more centralised and working together more effectively across the different areas of government to think more about their audience. A lot of the time in the government communications game, it's about ticking a series of boxes and it's all been output focused, not necessarily outcomes focused. So, my cabinet is regularly updated on a monthly basis, not only on traditional media activities but also in terms of broader engagement with government and communications, what are the other trends.

So, we know across all of our different government websites across all of our different government social media channels. What's trending, what's of interest to the community. Where there's an appetite for more information. We look at, when we're wanting to engage and a demographically represented example engaged on a particular issue. We look at the data and say, "Well, look it's only men over 55 who are putting written submissions into this particular issue." We've got to go out and proactively source the views of other people. Whatever our best communication channels to achieve that.

So, we have seen a significant shift in terms of the work, the type of work that's undertaken and the nature of our communication. It's no longer one size fits all. It's much more targeted and we're prepared to innovate a little in how we get messages across. The challenge for government will always be how edgy, how much risk can you take, but I've given our communications people a bit of a licence to take a few risks, to do a little bit more and in fact, to a certain extent, if you provoke a certain amount of controversy, you probably cut through.

David Pembroke: But the maturity of that in terms of your capability, where would you rank that?

Andrew Barr: Developing. still a way to go. A little bit of that is-

David Pembroke: But you've got the data though. You're taking a data based approach, aren't you? So, you're really building those insights into-

Andrew Barr: This has been a recently new phenomenon. So, I've been the chief minister for two and a half years now. So, I've really driven this in that time. So, it's not been an 11 year project. It's been a two and a half year one and-

David Pembroke: But it's a perpetual focus for you.

Andrew Barr: Oh, it's going to ... And I think you can expect to see further innovation and further change for not only how we work, but the type of engagement.

David Pembroke: Sure. Well, I think the expectations are from the community that that will continue to happen. That you really need to do it.

Andrew Barr: Yes, I think that's-

David Pembroke: And it will be constantly evolving as well. I think as capability changes, technology continues to change, there will be more opportunity, more expectation that I'll be able to engage with the ACT Government just as I would with a big bank, a big telecommunications company or anybody.

Andrew Barr: Yes, and when I'm constantly scanning what's happening across the country and across the world in this space and we want to ... No shame in stealing best practise. If you see things that are working exceptionally well and not just what other politicians might do but what's happening at a government level or in particular bureaucracies, even in areas that you might describe as dull but worthy, where they managed to do this well and get a level of engagement that you otherwise wouldn't. Why not talk to them and find out how they've done and seek to adapt it to your local circumstances.

David Pembroke: I think it's fantastic for people working in government communication. There is that licence in creativity and ability to really work with the community to tell great stories.

Andrew Barr: I think the other thing we are seeing and we are very keen to tap into is the development of this industry more broadly. So, it's not just what happens internally within government. Not all of our communications efforts are in sourced and we do want to see the industry develop. We do want to see local capability support. That is also part of our approach.

David Pembroke: That's a conversation for another time because it is, I think this particular city, we are very well placed with our universities, our institutes of technology. We have the people. We have the skills and we can I think build a fantastic industry that can lead the world in this particular opportunity.

Andrew Barr: Yes, the great thing about Canberra, it's relative size, is it's big enough to have legitimate pilots and trials of anybody who approaches. Small enough that you can do that in an affordable way, you can take a risk or two and community that is, I think, the fastest adapters to new technology in this country and Australia's

one of the quickest adapters in the world. Very well placed in that context. Highly educated community and interested and engaged on issues and so, there are times when it is very clear that something has captured the public's imagination.

A recent example of this is improving the rail service between Canberra and Australia's biggest city, Sydney and there's a whole lot of interest in that and it's not just the rail bus, but how you communicate that. How you bring together a community coalition to see an investment that would improve the services. It's going to be a very interesting case study over the next year or so of how we can utilise effective communications across a range of different platforms in order to build a case to impact a resource allocation decision and a public policy decision that effects two state territory governments, the Australian government and a diverse range of communities along the way. So, I want to highlight that as an interesting case study.

David Pembroke: Well, I think we might come back in a-

Andrew Barr: Because for example, there is some opportunities for some good old fashion campaigning of, you know, you catch the train and stop at every stop. You can do a lot of face to face, but then you want to document the journey. When I did this a little while ago, the social media along the way. The fact that you didn't actually have continuous communication along this journey between two major cities in this country was a point of interest in and of itself.

David Pembroke: Yeah, right. Okay. Well, how about we come back and discuss that. It'll be interesting to see how that strategy comes together and if indeed, you can get that budget allocation.

Andrew Barr: Working hard on that one.

David Pembroke: Andrew, we could talk for hours. I think there's so much in this and I commend you on the way you've really jumped into this over the last few years and gone out and gone after it and really taken a few risks and put yourself out there. I think your results, recently re-elected and I think it puts the fact that people do know and understand you because you communicate. You're authentic and you're consistent and strategic. So-

Andrew Barr: Thank you very much.

David Pembroke: Well done for all of that. Yeah, we'll come back. I think we'll have another conversation another time because there's so much more we could talk about as well. Maybe pick out a couple of case studies that we might look at as to what exactly was the strategy and what did you do next and what did you do next and what did you do next. So, to you the audience, thanks very much for tuning in again this week. As always, we appreciate your time, but for now, it's bye from the chief ministers office here in Canberra in that Australian capital

territory and I will see you at the same time next week but for the moment, it's  
bye for now.

Announcer:

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