



**GOVCOMMS PODCAST**

**EPISODE #136 REPUTATION  
MANAGEMENT**

- WITH EVAN EKIN-SMYTH

TRANSCRIPT

# TRANSCRIPT

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Evan Ekin-Smyth:

You probably wouldn't find somebody who was a permanent part of our core team who was on the social media side, who wasn't involved in the media training. In some way, shape or form, even if it was just observing. So those functions were so tied because we're dealing with the same content, in a little bit of a different way, but we're dealing with the same subject matter. So, we learned in real time in terms of what tone need to be taken for what issue, but also we're close knit group, close with executive and we talked very regularly. And I think that's better than any sort of scenario training that you can do with talking it through.

Intro:

Welcome to the GovComms Podcast, bringing you the latest insights and innovations from experts and thought leaders around the globe in government communication. Now, here is your host David Pembroke.

David Pembroke:

Well, hello everyone and welcome once again to GovComms, the podcast that examines the practise of communication in government and the public sector. My name is David Pembroke. Thanks for joining me.

Today, it's part two of our special interview with Evan Ekin-Smyth, who is the director of media and digital engagement at the Australian Electoral Commission.

Now, a couple of weeks ago, we published episode one. So perhaps if you're about to listen to episode two, maybe pause it right there, go back and have a good listen to episode one, and then pick it up from there because it really is a fantastic conversation, where we talked to Evan about the way that the Australian Electoral Commission managed the communication and engagement function in the lead up to during and after the most recent federal election.

Now, such an important function given the increasing amount of electoral misinformation and the way in fact that the AEC was so bold in defending Australia's democratic reputation, not only through its Twitter account, but through multiple digital and offline channels as well. So really fantastic. But the basis of the conversation are around the six principles that they've used.

Now, in the previous episode, we got through numbers one and two, but here we go. There are four more principles coming your way. But it's a great conversation and you will really enjoy listening to Evan Ekin-Smyth.

We're through two of the principles and we've got four to go. So again, number one, open and regular. Number two, using your team, using those subject matter experts and helping them to build that confidence, so is that they can present effectively. So number three, what was the next principle.

Evan Ekin-Smyth:

You're going to test me on all these principles. One of them was backing up any public statements operationally. So that's a...

David Pembroke:

What does that mean?

Evan Ekin-Smyth:

So effectively for our team, it means that the operation needs to be sound because reputation management is not just communication, but for our team, it means not over promising and under delivering. Well, that's how I took it anyway. Making sure of what we were saying. So even though we're going incredibly quickly and trying to be ultra responsive, you never want to say something that make us spot on. If we were over promising on a service and under-delivering, it's probably the worst thing that you can do.

David Pembroke:

How did you manage that? How did you plan for that?

Evan Ekin-Smyth:

Well, again, it comes back to the fact that we have the right people in the positions, the connection to the executive, the appropriate reporting mechanisms and meetings that we are in on. We're part of that ground floor, I suppose, in terms of organising the election. We're sitting in the wings, listening to everything and knowing how the election is being run. Probably a big part of that was our new command centre that we had during the federal election, so that was something new for 2022 federal election.

A lot of the operation of the command centre was about operational delivery, but we have a little media hub within our command centre and it allows us to be right there, knowing what's going on, getting the information. So it allows us to get ahead of things, but it also allows us to respond if there's an issue going.

We are in the command centre daily, roistered on. We have people there who have access to all forms of information. You can pop your head out and you can ask, "What's going on with our remote mobile polling operation in the NT and how is that going, because I've heard information on X channel that there's a team stranded at an airstrip?" And you can get that information, either through your relationships, through the organisation or through the information that command centre staff had at their fingertips. So, I think that was a really important piece as well.

David Pembroke:

I think that's, again, another really important insight. That notion of having your team out and in amongst the organisation, really understanding, building that trust, building the confidence, building their awareness and their understanding, so that they can be perhaps the backup to you if you fell over.

Did you look at the risk of someone like you who's been around, being experienced was there a plan that, okay, Evan falls over, who's up next?

Evan Ekin-Smyth:

Yeah. That's an interesting one because there is a level of risk attached to that, but I have a very good team, so a lot of the functions that were happening could have operated without me on any given day to a large degree. And then also within our state offices as well.

So, while I do a lot of the talking and use my time at the AEC as expertise to talk to people like you and journalists about what's going on during the election. We had a group of state managers who could do it just as well and who were doing it. And we had a team behind me who largely ran the social media operation and a level of lead-in and preparation enabled us to lessen that risk. You're always going to have some element of risk aligned with certain personnel, I think. And particularly when you are a small organisation, like the AEC is. But I think...

David Pembroke:

And particularly when you got a thing called COVID floating about the place as well.

Evan Ekin-Smyth:

And that produced some difficulties, particularly operationally for the AEC. But I think we lessen that risk quite well, but there're further lessons to be learned there in terms of we've responded to the environment to a great degree, the communication environment, the electoral communication environment that is so very different to what it used to be.

But we see what we did at 2022, now is the baseline. And if we sit on that, I think we'll fall behind. So we've got to keep on improving that, keep on lessening those sorts of risks, where there are reliance on individuals that might mean more bodies sit in the operation, in terms of a leader, but it might also mean that we need to get inventive, use our colleagues and share from our colleagues, both internationally and state and territory electoral commissions a little bit more.

We have areas of the organisation, within the AEC and there're a lot of electoral experts around the building in the AEC, but there's a lot of business areas who don't have an operational bent to them during the election, our funding disclosure area, for example, and there're many others, where we can potentially... And they get poached for many areas of the organisation, so hands-on-deck at the election. But potentially where we need to raise our operation in the minds of people around the organisation and poach electoral experts from those areas a little bit better.

David Pembroke:

So there's a couple of things that I take from that, your core team. How big was that core team?

Evan Ekin-Smyth:

Well, it's shrunk down now to five. The core team was only... I'm looking over my shoulders to my colleague. Was it eight? It was eight?

Evan Ekin-Smyth:

Right.

Evan Ekin-Smyth:

So it's not huge. Our functions were, media liaison, as we talked about the interviews, media training leading up to, social media and we look after our website as well. And there's a few bits and pieces on the fringe of that, but truly media, social media and the website. And we had eight people at its peak, we're now down to five and we'll go down a bit further in a few weeks time. It's part of that growth and shrinking that happens during the election.

But we also had what we called, A Social Media Operation's Group, to help us handle the volume. We named it for the acronym SMOG, because we thought that was funny. Figure out the words after you figure out the letters. But what that was, was labour hire staff and we were very lucky that we got great labour hire staff in the door. Hopefully they're listening to me now, they all did a fantastic job, who we roistered on. Because we were covering social media from 5:00 AM to 10:00 PM, seven days a week during...

David Pembroke:

So that's not part of the eight, so it was eight plus.

Evan Ekin-Smyth:

Eight plus that.

David Pembroke:

How many of them are they?

Evan Ekin-Smyth:

I think there was another eight, was it eight?

Something like that.

David Pembroke:

Just monitoring sitting on top of...

Evan Ekin-Smyth:

Correct. And so they were that front line. They were monitoring things outside of our account, but they're also looking at all the dimensions. If there was very basic things that they could answer, they would answer it otherwise they would escalate it. And so we had, we had that very basic layer of, I suppose, the initial triage and action. And then we had a couple of our permanent staff who we actually named SMOG Queens, who were that next layer up, who handled the difficult stuff. So there was levels of triage to enable us to be quick and responsive.

So we always had roistered on both a Social Media Operations Group Operator, who we called a SMOGGLE, and a SMOG Queen to enable those things to happen. And then if a SMOG Queen was finding content that they thought was particularly sensitive, it would come either to me or a colleague to...

David Pembroke:

Kind of SMOG Emperor, if you like.

Evan Ekin-Smyth:

And it's all a little bit jovial, but it worked really well. We were having a look at the structure seeing on what we can improve there, but it served us very, very well to get through what was a ridiculous amount of content.

David Pembroke:

Sure.

What sort of technology were you using to do the social listening?

Evan Ekin-Smyth:

Yeah. We had a tool called Falcon.

David Pembroke:

Okay. Yeah.

Evan Ekin-Smyth:

Yeah. And we are new, till last election, 2019, we were just running off native channels. We did some social media monitoring in 2019, via a tool, so things outside of our company, anything that was tagged for our accounts in 2019, it was all native channels. And there was no SMOG, it was all existing staff members who were very, very busy, which obviously enabled the thinking around how do we do this in 2022?

David Pembroke:

Interestingly also the role of the state offices. One of my big theories is that, increasingly the communication function will be devolved because it'll have to be because of the need for speed and people closer and closest to the audiences will need to build those skills and central comms areas will become more command and control centres of expertise, enabling those organisations. And so clearly that was part of what's happening here, where you were building the skills of your state managers to be able to carry the narrative forward in their particular locality.

Evan Ekin-Smyth:

Yeah. And we did media training for our state managers and their off siders more than we ever had before because we figured that we needed people to be singing from the same hymn shoot if you like, but to really have the confidence to be able to do it as well. If you look at how many media interviews we did through the period, and I can't remember the numbers, but in that last week I was probably doing 25 a day, something stupid like that, our state managers were taking a reasonable...

David Pembroke:

SMOGGLE Emperors can do that.

Evan Ekin-Smyth:

Yes. They can. I'm going to take that suggestion. I'll go the electoral commissioner and say, "I've got a great name." It'll be in my signature name before you know it.

David Pembroke:

What will that make him though?

Evan Ekin-Smyth:

I don't know.

But yeah, we did media training more than we ever had before, quite in depth. Aside from a little bit early on, it was mostly remote and we probably had more involvement from our team rather than a provider than we ever had before as well, really providing that feedback because yes, it was a little bit about the confidence and the skills to be able to talk to a media representative, but it was really about the messaging and we needed people to understand, how it worked. I mean, they know...

David Pembroke:

The language you needed them to use and the context they needed to understand.

Evan Ekin-Smyth:

That's right mate. They know their operation in detail, sometimes too much detail. We're very detail oriented mob at the AEC because we have to be operationally, but...

David Pembroke:

That is one of the biggest challenges across government and public sector because people do know so much. And when you ask them a question they want to tell you everything.

Evan Ekin-Smyth:



Too much. They dig right down. But we had a fantastic group of state managers. It always evolves a little bit from election-to-election. But we had a fantastic reasonably new group of state managers and they were very kind with their time allowing us once a month in the lead up to the election to do remote sessions, where we just got on teams, gave them a scenario and did two interviews with feedback in between, and it was great. And you recorded it, you sent it back to them. You talked about it. It's all very standard stuff. The level of investment I suppose in that and the way that we just did in a very real way.

David Pembroke:

But you're doing it yourself though. This is the other thing again, you're saving money that you're not paying, ludicrous amounts of money to bring somebody in to tell you something that you pretty well already know.

Evan Ekin-Smyth:

To a large extent. I mean, we had a PR provider that helped us with the media training, but it was really a joint thing. So I wasn't the interviewer and none of my team were the interviewers, the PR provider provided that service. But in terms of subject matter, we were there and we were heavily involved in it. We were drafting up the scenarios, because we're the experts. I mean, it links back to that principle and the reputation management, we know what we want to talk about and how we want to talk about it, so why are we not leading that? So that's what we've done on all fronts.

David Pembroke:

It's also a bit misnamed, isn't it? Sort of media training because the media training is one part of it, but it's also the presentation as you say to other. It's almost presentation skills as opposed to media training skills as such, isn't it?

Evan Ekin-Smyth:

Yeah, absolutely it is. As I said, crippling fear of public speaking, grips some people more than most. But we knew if you have a body behind you, a body of work where you know the subject matter more intimately than anybody, it's just enabling people the confidence to really believe that and actually get it and understand that the person that you are talking to, they know 2% of what they're talking about on this subject compared to you. So go with confidence and have a body of work behind you where you've done this before you were talking to internally to people, now, you're just talking externally. It's exactly the same.

David Pembroke:

And it's interesting, in my experience I always find when you do that type of training, when you do give the opportunity to people to see themselves and they do it once and first time might be a bit rough, when they do the second time, always they improve. Because bright people, smart people, they see it, they get it. It's like, "Okay, I know what I need to do now and they improve very, very quickly"

Evan Ekin-Smyth:

Spot on and that's what we saw and that's what we saw throughout the event as well as they did it for real.

David Pembroke:

Exactly. Okay.

Now we're still into the framework. We've got one, two... I think we've got three out. Can I drag any out of the Emperor?

Evan Ekin-Smyth:

Absolutely. Oh, look at that. I've got help. Somebody is...

David Pembroke:

A SMOG Queen has just...

Evan Ekin-Smyth:

That's all right? Oh yes. Of course. One of them was, being very judicious in our use of tone and timing.

David Pembroke:

Okay.

Evan Ekin-Smyth:

Again...

David Pembroke:

Guide me through that. I like that.

Evan Ekin-Smyth:

Again, it sounds simple, but I sort of sum it up as horses for courses. We don't take one particular tone or any one approach to every single bit of communication that we have, and I don't think anybody does. And sometimes this was a point of criticism for us as well. People would say, we were being too jovial or loose or trivial. And we would argue back that, well that's what that interaction needed or can handle. But if you in the next minute, ask us about something very serious. Well, we'll be very serious and there's lots of ways to cut that and slice that and it's not just for social media, it's for media liaison as well. It's for media interviews. I mean, I'm having a laugh with you about being a SMOG Emperor, because that's fine.

But if I was in a media interview where we were talking about a potential operational failure, well clearly I wouldn't be laughing and smiling as much. I would be presenting a very authoritative assured front because that's what that interaction would demand.

David Pembroke:

But in that planning, as you are getting... Were you doing scenario planning around that tone piece of it? Were you thinking, "Okay, this is where we can go when we're talking about that, this is where we might be able to go with that?" To round it out that the AEC has a personality and as you say, "Sometimes things are funny. Sometimes things are not so funny."

Evan Ekin-Smyth:

Yeah. In so far as, and this is a critical thing for us, that our media and our social media functions are tied into one. I mean we have staff who are more geared towards the social media side and staff who are more geared towards the media side, and activities are separated to a certain extent. But you probably wouldn't find somebody who was a permanent part of our core team who was on the social media side, who wasn't involved in the media training, in some way, shape or form, even if it was just observing.

So those functions were so tied because we're dealing with the same content in a little bit of a different way, but we're dealing with the same subject matter. We learnt in real time in terms of what tone need to be taken



for what issue. But also, we are close knit group, close with executive and we talked very regularly and I think that's better than any scenario training that you can do with talking it through.

David Pembroke:

And this is it. And look, the whole purpose of this podcast is for people to take things away that they can learn. Now listen to that people, seriously. Get out behind your desk, talk to people, build relationships, build trust, and do it well in advance of when you're going to need any deriving any sort of dividend from it. I say it all the time and I know I talk about it all the time, but seriously here is great example of the benefits that you're going to get. If you can go out and do that.

Evan Ekin-Smyth:

My team probably gets sick of me saying this, that when there's a particular issue that we need to solve... And I sent an email and say, "I'm waiting for that information." They probably get sick of me saying, "Don't wait, pick up the phone, go poke them, walk around. Aren't they on level two, go to go there now." And they probably get sick of it because a chat will solve 50 emails.

David Pembroke:

And it's so important. And I think in this day and age, as we're looking to... Because they're your talent, they're the ones you're going to ultimately be saying, "Hey, I need you to come on to talk about whatever, and if they know who you are, they built that trust with them and you can give them that confidence. You're going to be able to have more resources to use to help tell your stories, to engage with the audiences that you need to.

Evan Ekin-Smyth:

And I think that really applies not just for sourcing information or having a discussion about how we treat an issue. So not just internal conversations. I think about media inquiries, the amount of benefit that you get, if you get a media inquiry, just bring them up. Some you can handle purely by email and some that it's a better tactic, but if a journalist hits you up about something and there's a bit to it, ring them. It helps enormously from a relationship point of view, but also being able to convey the contextual environment that surrounds that piece of information.

The amount of times that we solved a media inquiry through a returned phone call, maybe they wanted that return phone call. Maybe they didn't. It outweighed the amount of times that we simply ping back an email and it's just enormously helpful.

David Pembroke:

Yep. We're close to the end of the framework. I think we have two to go.

Evan Ekin-Smyth:

I think so. I'm just having a look.

There's one that's very, very simple, but actively monitor issues and plan for crisis situations. And that's not just in our space in the command centre that I talked about before was critical in that. Making sure that, as an organisation, we knew centrally what was going on in our production. It's very hard.

I mean, we have, as I said to you earlier, 130,000 odd staff at our peak, 8,000 polling places, on 500 early voting centres, we have warehouse facilities across the nation, I think about 75 of those. There's a lot of people, a lot of processes, we handle individual ballot papers. There're just millions and millions and millions of individual transactions. So to keep eyes on that effectively is difficult.

The command centre helps enormously with that from an operational point of view, but from a communications point of view and planning for crisis, it's all that connection with our executive and with our broad organisation about what's going on, it's being subject matter experts, it's the media training piece that we were talking about and not just having basic scenarios, we had some pretty full on scenarios with that, it's being part of ...

David Pembroke:

And was that a regular thing? 18 months out were you thinking, "Okay, every quarter or every month we might do some more scenario planning?" Was it as regular as that?

Evan Ekin-Smyth:

So there was broader organisational scenario planning that occurred. And we were part of that because as I said, media and communications need to be part of that frontline thing. We were part of that and I think it occurred something like every quarter for a period of time leading up. Our media training was monthly and-

David Pembroke:

Wow. Okay. All right.

Evan Ekin-Smyth:

... that's a lot, because I mean, we don't have one state manager, we have eight of them, so that's 18...

David Pembroke:

And busy people too. But trying to grab a bit of their time and say, "Hey, this is going to be really worthwhile."

Evan Ekin-Smyth:

Yeah. And the feedback that's come from that cohort of people is that, it was incredibly worthwhile, not just for their job of speaking to the public and relaying the message, but also for getting out the weeds and actually thinking about their job at a higher level, which they do in many other facets of course. But they found it helpful for that as well. How, is what we are doing actually perceived. You got to keep that frame of mind when you're planning services as well.

David Pembroke:

Yeah. So listen, the big lessons what pick out maybe two or three things that from the 2022 election that you'll take with you into this next planning cycle is you continue this cycle of continuous improvement.

Evan Ekin-Smyth:

You're putting me on the spot here.

David Pembroke:

I am. But you're an emperor, you can handle it.

Evan Ekin-Smyth:

And now you see me. I love it. I love it.

Look, I think one of the biggest lessons for us is that we've got to continue to be inventive. What has worked now will not work next time or it will only do...

David Pembroke:

God, can you imagine what it's going to be like next time?

Evan Ekin-Smyth:

A big part of me does not want to think about it, but the channels might be completely different, elections overseas might affect us.

David Pembroke:

But the core pieces of it won't. Really you...

Evan Ekin-Smyth:

Correct.

David Pembroke:

Use, trust, authenticity, expertise, those sorts of things aren't going anywhere.

Evan Ekin-Smyth:

The principles that we've been discussing-

David Pembroke:

That's right.

Evan Ekin-Smyth:

... are not necessarily radical, not at all. The way that we have fulfilled them has been a little bit different to in the past and a little bit different to some public service organisations. So we've looked at the principles and we're looking at the reputation management strategy and how it went. We'll wrap that up fairly soon and see if we need any tweak there, but I reckon the principles will hold up.

It's how we adapt and evolve with those plans underneath to really continue to respond to the current environment as it evolves. And having our hands on the wheel and being swift is never going to change the wheel will change, so we'll need to be gripping a different shape wheel and getting used to that and making sure that we're familiar with it. I don't know what the channels will be. And my team will give me all level of grief about being disconnected to social media.

David Pembroke:

Well, but it's interesting, isn't it? TikTok 2009, not an issue, now it is. I was looking at my 16 year old daughter the other day, they're now on this thing called Be Real, which is now where everyone is spending their time. I'm a bit like, "Well, there it go." So who knows?

Evan Ekin-Smyth:

I'm obviously very fake because I'm not there.

David Pembroke:

Either am I. But I find the observation of the young ones and what they're doing and how they're doing it and what they're looking at and how they're consuming content. That's the interesting piece, because they're generally a little bit ahead of the adoption of the dinosaurs like myself, but again, I don't think that, as you said before, your principles aren't going to change, your context will.

Evan Ekin-Smyth:

Yeah, that's right.

David Pembroke:

And you just need to be aware of that.

Evan Ekin-Smyth:

I mean talk about social media channels and what's important and whatnot. Part of the work that we haven't talked about is we met quite regularly with social media organisations.

David Pembroke:

That's an interesting one. Actually, let's quickly jump onto that as well. How did those conversations go?

Evan Ekin-Smyth:

Very well.

David Pembroke:

I bet they did. I bet they did after the rinsing that they've had in other places for perhaps not playing as well as they might.

Evan Ekin-Smyth:

And look, they've got an answer to the public domain, so prior to the 2019 federal election, it was the first time that we met with social media organisations. And I remember being at those initial meetings prior to 2019, I think all we met with was Facebook, Twitter, and Google this time we added... We met with WeChat during the election as well, 10 cent the company for, but we added TikTok, which you mentioned and a range of others in the lead up to this election. And it wasn't just two or three meetings on the doorstep, we consulted with them as early 2021 and had a regular series of meetings. There was some scenarios put to them as, "Hey, this content's on your channel. We think it contravains the electro act or we don't think it does, but we think it might contravain new policies. And we talk about their policies, what might need to be improved there, all those sorts of things.

Again, I can't remember the number, but we had a range of referrals somewhere around 60 or 70 referrals that we put to different social media organisations about content. During the election the response was really good. And I think a lot of that is about the preparation work that we did.

They also did, i'll colloquial call them freebies for us, in terms of promoting electoral participation, but also having information hubs on their channels. I use TikTok as an example, they did something called I think it was an election hub. And so anytime somebody searched for anything that was even remotely election related, they got served with the election hub and added information about our stop and consider campaign and how to participate in all those sorts of things. Those things, really valuable those relationships, so we'll continue to cultivate those.

They're not always all roses and nothing can ever be. It's a complicated environment and they've got their own freedom of speech and things like that to uphold. And the line is never black and white, but we'll continue to...

David Pembroke:

And money.

Evan Ekin-Smyth:

Yeah. Well that, I mean that's a little bit.

David Pembroke:

Well they are for profit organisations. And so, I'm sure. But that's good to hear. That's good to hear that there is that maturing, respectful relationship that enables you to have conversations and difficult conversations.

Evan Ekin-Smyth:

Absolutely. And it doesn't stop when the election stops.

David Pembroke:

No.

Evan Ekin-Smyth:

I was in a conversation with meta two days ago.

Evan Ekin-Smyth:

Not two days.

Evan Ekin-Smyth:

Late last week, whenever it was. So they don't stop, and we look back and many of them participate in the joint standing committee on electoral matters as well, putting submissions and potentially appear. So those conversations are ongoing.

David Pembroke:

Well, Evan, we are going to have to stop because we could go on. There is so much to talk about, but congratulations on putting together a communications and engagement programme that really... What I love about it is that, you had those foundation principles and then worked from there and applied those into those different areas and then looked to solve those problems and addressed those risks and build the capability and that test and learn that you really adopted across all areas and having that open, curious mind and thinking about how do we get better? How do we get better? It's just fantastic. So congratulations. You must feel really good about all of that.

Evan Ekin-Smyth:

Thank you very much. Yes, we do. We, apart from anything, are secure and trust that the elections are-

David Pembroke:

That's right. All that and...

Evan Ekin-Smyth:

... incredibly important, and we think we play a pretty big role in that.

David Pembroke:

Well, and again, you just look what's going on in the States at the moment. That they've got this massive hearing into the integrity of the election, it couldn't be worse. Whereas here it's just, we're onto the next thing and we're able to move forward, so congratulations to the Australian Electoral Commission and to you, the audience, congratulations for spending some time with the Emperor today. I think he is going to wear that for the rest of his career.

What a great conversation and what a real talent in the world of government communications, Evan Ekin-Smyth the Director of Digital and Media engagement at the Australian Electoral commission. I really enjoyed that conversations and there's so much best practice that they were able to land and the trust that was able to be built and those principles, they apply to all of us our work. So lets see what we can do hey, in terms of applying those principles. so, a big thanks to Evan for coming on to the programme.

Now listen, there is, as I mentioned a fortnight ago, a fantastic conference which is on in Brisbane on October the 20th and 21st of this year. It's change 2022. Brought to you by Griffith University it's a conference that's focused on achieving measurable change that benefits the people, communities and the planet. It's got a big focus on delivering positive health, environment and social change outcomes. They'll be a line up of over 20 speakers giving TED-style talks, there are interactive workshops and it's an in-person event in the beautiful city of Brisbane at Griffith University.

So, it really does focus on behaviour change and I think it is a must attend for anyone working in GovComms. Very reasonably priced, I think it's about 400 bucks for two days and I think all your meals are thrown in for that as well. So go and nudge your Boss and say 'hey listen, I think this is a place I need to be', 'this is a place I need to learn'. To get more information go to [griffith.edu.au/change](http://griffith.edu.au/change). I could not reccommend it more so, I look forward to meeting many of you there during that particular conference.

So, thanks again to Evan Ekin-Smyth for coming onto the programme and sharing his wisdom with us and thanks to you, the audience, for coming back once again. Really appreciate that and really enjoying the programmes that we are putting together at the moment. A big thanks to Olivia Casamento, the showrunner for putting the programme together and our technical director, Ben Curry, who has made it all happen once again. And to you the audience, thank you for coming back. We'll be back the same time in two weeks. but for the moment... it's bye for now.

Outro:

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