



# Annual Report 2022



**McKINNON INSTITUTE  
FOR POLITICAL LEADERSHIP**

A PARTNERSHIP BETWEEN



**MONASH**  
University



Susan McKinnon  
Foundation



## Professor John Thwaites AM Chair

This is the first year since the McKinnon Institute was established that there has been a federal election, and the first time that we have conducted a new members program.

I had the opportunity to attend some of the new member sessions at the federal parliament and was impressed by the quality and diversity of this cohort of new parliamentarians. I am sure they will make a big impact on Australian politics in the coming years.

Our sessions for new members were devised with the assistance of the major parties and the crossbench. This highlights that the McKinnon Institute relies for its success on being non-partisan and having the trust and respect of all groups in the parliament. We also significantly rely on the support and assistance we get from the Presiding Officers and the Clerks of the Parliament.

I personally found the session led by Paul Ritchie and James Button on preparing for the first speech fascinating. It took me back to my first speech as a Victorian parliamentarian, and I can see that first speeches are a good deal more sophisticated and inspiring than they used to be. We built on that session by producing a video on the first speech for new members of the Victorian Parliament.

Another highlight for me was the opportunity for the Advanced Political Leadership course to be conducted face-to-face whereas last year, because of Covid-19 protocols, we were largely online. The strong message from the participants was that face-to-face is preferred. The group built a strong level of trust and esprit de corps, which deepened the impact of the course.

This has been a year of significant growth for the McKinnon Institute. A total of 73 MPs took part in our courses taking our total number of alumni to 157. In addition we ran very successful events featuring former UK Prime Ministers Rt Hon David Cameron and Rt Hon Theresa May as part of our mission to promote discussion and debate about building better political leadership.

The McKinnon Institute is still relatively new but we are building a reputation for quality programs and bi-partisanship that sets us in good stead to support Members of Parliament and improve the quality of political leadership in Australia.



## Margaret Fitzherbert CEO

2022 was a year of consolidation and expansion.

We expanded our delivery to MPs from South Australia, Tasmania and the ACT. We now have more than 150 alumni, from every Australian parliament, who have participated in at least one of our three programs.

It was a pleasure to deliver our flagship program, Advanced Political Leadership (APL), for the second time but without the impact of lockdowns and border closures. We again had more applications than available places and were supported by our independent selection panel, comprised of the Hon Jenny Macklin, the Hon Colin Barnett, and Dr Martin Parkinson AC. APL is designed and led by Professor Rod Glover and Professor Anne Tiernan, along with a range of distinguished guest presenters who are experts in their fields.

With increasing numbers of APL alumni being appointed to the ministry, we have provided direct support to a number of new ministers. We also launched our alumni offering. This included an event in Melbourne with former British PM, the Rt Hon Theresa May MP, and another event with her successor, the Rt Hon David Cameron, in Sydney.

We delivered Political Leadership for 2022, as the fourth iteration of the Political Leadership program. We again expanded this online program to new jurisdictions, adding MPs from the federal, Tasmanian and South Australian parliaments.

This year we began providing training for new MPs, when we partnered with the federal parliament following the 2022 election.

We welcomed the McKinnon Institute's inaugural ambassadors: former Queensland minister, Ian Walker; former Speaker of the federal parliament, the Hon Tony Smith; and former federal cabinet minister, the Hon Kate Ellis. Our ambassadors support us in engaging with MPs and are also very welcome contributors to our programs.

During 2022, the McKinnon Institute welcomed new staff in programs, engagement and communications. I'm grateful to each and every member of the team for their creativity, hard work and commitment, as well as the board of the McKinnon Institute, and Monash University.

It is very satisfying to see MPs from throughout Australia embrace the opportunity offered by the McKinnon Institute to learn and grow, and to create an organisation that is a non-partisan and not-for-profit resource for improving our representation and governance. It is a challenge and a pleasure to lead it.

## About Us | The Board



**Professor John Thwaites AM**  
*Chair*

John is a Professorial Fellow, Monash University, and Chair of the Monash Sustainable Development Institute and ClimateWorks Australia. He was the Deputy Premier of Victoria from 1999-2007.



**Sam Mellett**

Sam runs the Susan McKinnon Foundation, joining as its first employee. She joined the philanthropic sector after over a decade in brand and marketing.



**Hon. Prof. Chris Pearce**

Chris is Managing Director of Pearce Advisory. He serves on a number of not-for-profit boards and is an adjunct professor at Deakin University. He was a federal MP from 2001 – 2010 and during this time served in the ministry as Parliamentary Secretary to the Treasurer.



**Professor Sharon Pickering**

Sharon is the Deputy Vice-Chancellor (Education) and Senior Vice President of Monash University. She previously served as Dean of Arts at Monash University and prior to that as the Head of the School of Social Sciences.



**Grant Rule**

Grant was the co-founder and Executive Director of MessageMedia, Australia's largest cloud based, business SMS solution provider and a leading player in the global market. The financial success of MessageMedia led to the creation of the Susan McKinnon Foundation in 2015. After nearly two decades working in technology and following the sale of MessageMedia in 2021, Grant now focuses his time and entrepreneurial flair on the work of the Susan McKinnon Foundation.

## Staff



**Margaret Fitzherbert**  
*CEO*

Margaret is a former member of the State Parliament of Victoria. Prior to this, she worked as an industrial advocate, a federal government advisor, and as a communications professional. Margaret has written widely about women and politics and her first book was shortlisted for a NSW Premier's Award. She has also contributed to a range of not-for-profit boards.



**Professor Rod Glover**  
*Academic Director*

Professor Rod Glover is an economist that specialises in public policy reform. As a senior public servant, policy adviser and consultant, he has worked with a range of governments and leaders. This has included roles as Senior Adviser to an Australian Prime Minister and Deputy Secretary in Victoria's Department of Premier and Cabinet. Rod has led the development of major national reform agendas, and has served on numerous policy and not-for-profit boards.



**Professor Anne Tiernan**  
*Head of Research & Professor of Political Leadership*

Professor Anne Tiernan is a political scientist, author and public commentator with three decades' experience in academia, federal and state government and consulting. Her research focuses on the work of governing. She has written extensively on the political-administrative interface, governmental transitions, policy capacity and executive advisory arrangements - particularly the support needs of ministers, the role of the public service, policy influence and public policy agenda-setting.



**Darren Disney**  
*Head of Engagement*

Darren has served as a chief of staff in the office of federal and state cabinet ministers, and in corporate affairs roles in the energy, resources and banking sectors.

## Staff (cont...)



**Amy Green**  
*Communications & Events Manager*  
Amy worked in the political sphere for almost a decade; leading communications programs, advocacy campaigns and coordinating large-scale events for state and federal members of parliament.



**Tia Trieu**  
*Finance & Operations Manager*  
An experienced client engagement specialist with extensive experience across a variety of sectors in relationship, account and project management positions.



**Matt Crocker**  
*Strategic Adviser*  
Matt Crocker is a leading public policy professional. Across a two-decade long career in public policy and related fields, Matt has developed unique expertise in government, strategy and achieving policy change.



**Clay Burke**  
*Events & Alumni Coordinator*  
With a zest for all things digital, Clay has garnered experience and knowledge in the areas of content creation, social media and marketing.



**Naomi Ockerse**  
*Executive Assistant*  
Naomi is Executive Assistant to the CEO and Academic Director. She has a background in corporate sales and marketing.

## Ambassadors



**Hon Tony Smith**  
Hon Tony Smith had rare and strong bipartisan support as Speaker of the House of Representatives in the federal parliament, with his performance in the role becoming the benchmark against which others are measured. Tony is currently CEO of the Australian American Leadership Dialogue.



**Hon Kate Ellis**  
Hon Kate Ellis served as Minister for Early Childhood Education, Childcare and Youth; Minister for Employment Participation; Minister for the Status of Women and Minister for Sport under the Rudd and Gillard governments.



**Ian Walker**  
Ian Walker served as Minister for Science, Information Technology, Innovation and the Arts in the previous LNP government in Queensland. Prior to his election he enjoyed a successful legal career, in addition to his extensive work in the community.

# The numbers

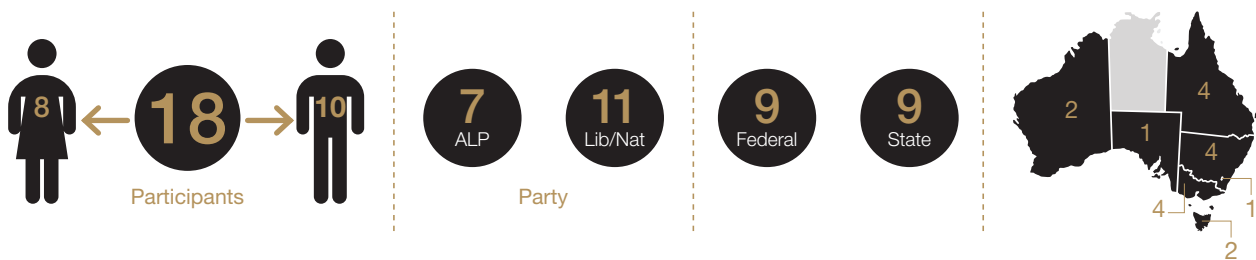
## MKI Alumni

Prior to the Victorian state election in November, 18% of current MPs across Australia's nine parliaments had participated in an MKI program. Across the nine parliaments, the political affiliation of the participants was comparable to the party composition of the parliaments. At the end of 2022, 157 current and former MPs had participated in MKI programs, with an even split of male and female MPs.

## Advanced Political Leadership 2022

There have now been 35 APL participants in 2 years, or around one-fifth of MKI participants.

The 18 APL 2022 participants, selected by the independent panel following an application process, were a mix of parties, genders and jurisdictions.

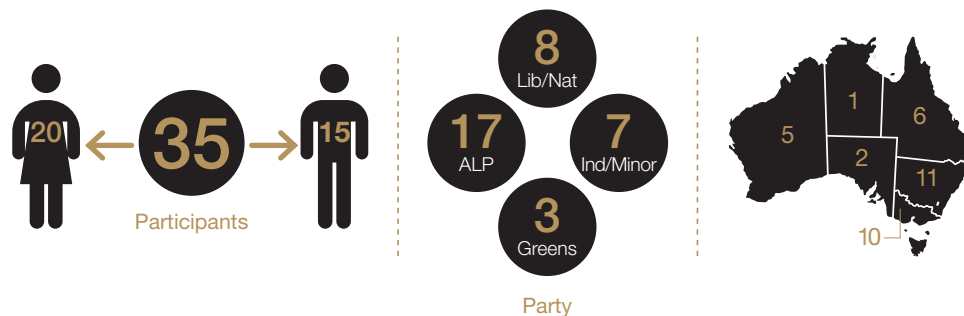


## Political Leadership 2022

In 2022, a total of 20 state and federal MPs from around Australia registered for the online Political Leadership program. This brings the total participation to 96 MPs across 3 years, or around three in five of MKI participants.



## Federal New Members 2022





Professor Rod Glover *Academic Director*

In 2022, the McKinnon Institute continued to grow its activity, running three programs:

- The second iteration of Advanced Political Leadership (July – December).
- The fourth iteration of Political Leadership (October – December)
- Inaugural New Member Training for the Federal Parliament

These programs sought to engage and challenge participants, to develop in our political leaders a combination of practical skills, learning mindsets, and an ethic of service and stewardship. Our approach draws together insights from practice, research and education, and benefits from the strong engagement of Monash and wider academic expertise.



**Advanced Political Leadership** (APL) is Australia's first advanced leadership course for high-potential members of parliament who are assessed as having the potential to become ministers. APL is a cohort-based program, with 2022 participants selected by an independent panel comprising Dr Martin Parkinson AM, Hon Jenny Macklin and Hon Colin Barnett.



APL enables participants to reflect on their purpose, responsibilities and personal leadership challenges, the strategic policy challenges facing governments and the role of ministers in Australia's democratic system. An advanced program, it provides political leaders with access to the latest national and global thinking on contextual forces and issues bearing on policy and political leadership.

APL 2022 involved a five-day residential intensive in the Hunter Valley, supported by six half-day workshops (two face-to-face, four online). Our McKinnon Scholars engaged with around 35 presenters on a range of topics. These sessions explored the relationship between ministers and the public sector; maintaining integrity; empathy and active listening; policy tools and techniques; the prioritisation of time and resources; and Australia's strategic landscape.

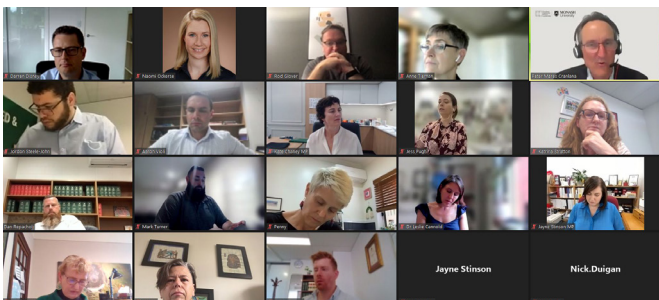
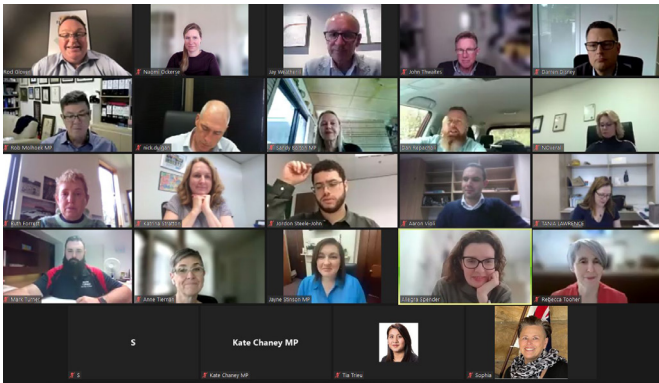


Our McKinnon Scholars carved out space in their busy schedules and embraced the opportunity to step back and reflect in a non-adversarial context. I would like to acknowledge their commitment. They engaged constructively with peers from other parties and governments, and these efforts made the cohort and the program work.

34 McKinnon Scholars have now graduated from APL, of whom ten have become ministers or assistant ministers. It is truly inspiring to see the commitment to service we observe in them through APL being carried into their ministerial contributions.

# Programs

**Political Leadership 2022** was our fourth iteration of this program. The 2022 program benefited from a growing diversity of geographic and party participation. PL supports early-career and mid-career politicians to represent their communities well, grow their networks and embrace the stewardship roles they play in our democracy. PL 2022 involved six 90-minute workshops, focused on leading through uncertainty, having policy influence, and maintaining personal and staff wellbeing.



In 2022, the McKinnon Institute partnered with the Australian Parliament to provide **New Member Training**. We delivered four workshops to new MPs: setting up an electorate office, delivering your first speech, ethics and integrity, and Australia's democratic institutions. Late in 2022, we also partnered with the Victorian Parliament to develop a digital resource, *Your First Speech*, to help new parliamentarians plan and prepare for their first speeches.



I would like to acknowledge the invaluable contributions of my APL Program Co-Director Professor Anne Tiernan, our Senior Programs Manager Dr Rebecca Tooher and my patient and adaptable Executive Assistant Naomi Ockerse.

We look forward to continuing to grow our core academic team and faculty in 2023. In late 2022, I was delighted to welcome Professor Anne Tiernan to the McKinnon Institute as Head of Research and Professor of Political Leadership. In early 2023, we will also establish an Academic Advisory Panel to engage key faculty partners in our planning and review efforts.



# The McKinnon Faculty

In 2022, the McKinnon Institute continued to grow the quality and diversity of its faculty. This included former political leaders, senior public servants and political advisers, and leading academics and experts on topics ranging from leadership and economics, to geopolitics and complexity, to social psychology and communications.

As a non-partisan institute, our faculty proudly reflects a range of disciplinary, political and philosophical views, and we promote diversity of thought, background, experience and perspective. The quality and diversity of our faculty helps to ensure that our content is relevant, challenging and dynamic – providing our scholars with an unrivalled experience.

The striking feature of our engagement with faculty is their enthusiastic response to our invitation to contribute to the program. It is clear from such responses that there are many people who recognise the need for better political leadership and who are willing to generously lend their time, effort and expertise to the cause.

I would like to thank the almost 50 faculty contributors during 2022 for their generosity and insights. I offer specific acknowledgement of the generous contribution of Jeff Whalan, who for the past two years has not only shared his wisdom from decades of leadership and coaching experience, but also made himself available whenever we've asked.

– Professor Rod Glover, Academic Director

	APL 2022	PL 2022	FED NEW MEMBERS		APL 2022	PL 2022	FED NEW MEMBERS
Dr Deidre Anderson AM		✓		Sue Leidler		✓	✓
The Hon. Mike Baird AO	✓			The Hon. Jenny Macklin	✓		
The Hon. Colin Barnett	✓			Peter Mares		✓	
Prof. Julie Battilana	✓			Sir Geoff Mulgan CBE	✓		
John Brogden AM		✓		Paul Ritchie	✓		✓
Nick Bryant	✓			Prof. Anthea Roberts	✓		
Anna Burke AO	✓			Roberta Ryan	✓		
James Button	✓		✓	Prof. Julianne Schultz AM FAHA	✓		
Farayi Chipungu	✓			The Hon. Arthur Sinodinos AO	✓		
Melinda Cilento	✓			Senator Dean Smith		✓	
Sharon Claydon MP	✓			Prof. Heather Smith PSM	✓		
Prof. Peter Coleman	✓			Prof. Gary Sturgess AM	✓		
Blair Comley	✓			Rachael Thompson	✓		
Matt Crocker	✓			Prof. Peter Varghese AO	✓		
The Hon. Kate Ellis	✓			Felicity Wade	✓		
Prof. Richard Hall	✓			Ian Walker	✓		
Prof. Ian Harper AO	✓			The Hon. Jay Weatherill AO		✓	
Dr Ken Henry AC	✓			Jeff Whalan AO	✓		
Ben Hubbard	✓	✓		Geoffrey Winters	✓		
Warrick Jordan	✓			Danielle Wood	✓		



# Alumni Events

During 2022, the McKinnon Institute held two “In Conversation with...” events for alumni and friends. Our guest speakers were two former prime ministers of the United Kingdom.

We hosted A Conversation with the Rt Hon Theresa May MP in February, as an in-person event in our office in Melbourne and with some MPs also participating through a webinar.

In June we hosted the Rt Hon David Cameron at breakfast in Sydney, where he was introduced by the Hon Paul Fletcher MP, and the Hon Tanya Plibersek MP gave the vote of thanks.



# What our graduates say about us

“ The Advanced Political Leadership program delivered by the McKinnon Institute is a rare and completely unique opportunity for parliamentarians to step out of the day to day of political life and reflect on what we hope to achieve for our country during our time in office and how best to achieve it. I'm grateful for the insights gained about how to navigate complex policy issues, achieve ambitious reform and deliver for our constituents. The program also provided a forum for honest dialogue with parliamentary colleagues across the aisle about the challenges our country faces, and the shared sacrifices and burdens of public life. I thoroughly recommend it.

**Senator James Paterson**

Senator for Victoria

Advanced Political Leadership 2022

“ To the incredibly dedicated team at the McKinnon Institute, Thank you for the fantastic opportunity to be a scholar in the Class of 2022 from your Advanced Political Leadership Program.

It was clear from day one that the coursework and guest presenters were relevant, meaningful and thought provoking across wide and varied topics and discussions.

As a professional development opportunity for MPs and Senators, I highly recommend this course to those who seek to develop the necessary skills to prepare for the road ahead-life in politics and beyond.

**Angie Bell MP**

Federal Member for Moncrieff

Advanced Political Leadership 2022

“ I was very fortunate to be one of the MPs who participated in the 2022 McKinnon Institute Advanced Political Leadership program.

Throughout this year's program, we experienced a series of workshops, and a week-long residential intensive program full of high-quality presentations from experts in politics, academia, economics and foreign policy.

One of the most valuable aspects of participating in the McKinnon Institute was getting to know MPs from other states and other parties.

The McKinnon Institute granted us the unique experience of engaging in deep thinking on where our country is, where it can go and what our role is to lead it there.

Anyone who is serious about the craft of politics and the future of our country should seriously consider applying for the McKinnon Institute's Advanced Political Leadership program.

**Josh Burns MP**

Federal Member for Macnamara

Advanced Political Leadership 2022

“ The Advanced Political Leadership Program is an opportunity to step back from the daily cut and thrust of politics and reflect on why you're there and what you want to do.

The McKinnon Institute was able to draw together some of the greatest leaders and minds for a real-world perspective on political leadership, warts and all.

The course covers the entire gamut of challenges on your political journey and you're able to engage in a way where you get a practical and lived experience of how to get things done.

It's rare in politics to be able to get this opportunity and I'd recommend the Advanced Political Leadership Program to all of my colleagues not just for their own development, but the development of better public policy across our Parliaments.

**The Hon Scott Farlow MLC**

Member of the Legislative Council, NSW Parliament

Advanced Political Leadership 2022

“ I commend the McKinnon Institute for the APL course, and thank them for the opportunity to engage with expert practitioners in politics, public service, policy institutions and the media. This was a unique opportunity to learn alongside colleagues from State and Federal Parliaments from different political Parties, challenging us to explore how we might practically enhance our nation's democratic system, our Parliament and improve outcomes for our constituents.

As a Member of Parliament for 14 years, having served as a Minister and a Leader of my Party, I found it to be instructive, affirming and thought-provoking. I would recommend APL without hesitation to my colleagues from both sides of the Chamber.

**The Hon Mia Davies MLA**

Member for Central Wheatbelt, WA Parliament

Advanced Political Leadership 2022

“ I am very grateful to have been able to participate in this amazing program. The calibre of presenters and the depth and breadth of knowledge was outstanding. I learned so much and took away useful tools, knowledge and contacts. Collaborative and supportive environment. Highly recommend the Advanced Political Leadership course.

**Nicole Lawder MLA**

State Member for Brindabella, ACT Parliament

Advanced Political Leadership 2022

“ Most of us put our hands up for public life because we believe in service and in the power of politics to make a positive difference for our communities. The Advanced Political Leadership Program focused on the 'how' in a way which was academically robust, proudly practical and delivered in an engaging and meaningful way. I loved being part of it and am proud to be associated with its objectives.

**Senator Marielle Smith**

Senator for South Australia

Advanced Political Leadership 2022

“ When you're elected to Parliament there is a very steep learning curve. It can take months to learn the ropes and longer again to be competent and comfortable in the role. And unlike the commercial sector, there is very little relevant professional development available to MP's. The McKinnon Institute's Advanced Political Leadership Program builds on the skills MP's have built early in their careers so they can become the next generation of leaders - leaders who are more effectively able to deliver on their visions because they have the right tools and training.

The course covers a broad range of topics and encourages participants to think deeply about why they entered politics and how they can be most effective at their jobs. I particularly enjoyed some of the theory we learnt about power and leadership – they're lessons that carry over beyond parliament.

Any MP who is serious about taking the next step in their career should seriously consider this course – you won't regret it.

#### **Gurmesh Singh MP**

State Member for Coffs Harbour, NSW Parliament  
Advanced Political Leadership 2022

“ I cannot state strongly enough how fortunate I feel to have been part of the 2022 APL program with the McKinnon Institute.

This program not only provides participants with the opportunity to learn from nation and world leading experts across a range of policy areas, but also provides foundational training on our roles as parliamentarians.

In particular, participants are afforded the time to deeply consider the responsibility we each hold as custodians of our public institutions.

The roles we have as elected representatives are quite unique in that there are no particular pre-requisites, no formal professional development and no traditional job description.

The McKinnon Institute is providing a transformative learning opportunity that will benefit all participants as well as the communities they represent. It would be fantastic if it were compulsory training for all MPs when newly elected.

Thank you to the generosity of the McKinnon Institute and all involved in creating this opportunity. I look forward to continuing to learn from the presenters and my fellow 2022 Alumni as we continue our political careers.

#### **Ella Haddad MP**

State Member for Clark, TAS Parliament  
Advanced Political Leadership 2022

“ McKinnon brought together speakers and facilitators with a global view to challenge theories and practicalities to upholding our democratic institutions to a high standard. Leadership is developed and the McKinnon Institute has delivered a program that is both challenging and inclusive of the foundations and realities of political leadership in modern Australia through a supportive and interactive style of delivery.

#### **Amanda Camm MP**

Member for Whitsunday, QLD Parliament  
Advanced Political Leadership Program 2022

“ The APL program made me think about issues and in ways that challenged and extended me. I have been surprised at how often I have used the techniques we were taught for having a difficult conversation and 'active' listening. For anyone thinking about applying for the course – do it. It is a unique mix of practical and theoretical content, in an environment that fosters personal growth. The opportunity to learn and engage with parliamentarians from different jurisdictions and political parties gave me a broader and more generous perspective. Other APL graduates and I now quite commonly comment on whether our behaviour is 'McKinnon-esque'! Should I ever be given the opportunity to be a Minister, I will be a much better one now than I would have been before completing APL. And if I am not, APL has made me a better parliamentarian, for which I am grateful.

#### **Peta Murphy MP**

Federal Member for Dunkley  
Advanced Political Leadership Program 2022

“ As someone very new to politics, I was very lucky to have been able to participate in the 2022 New MP Induction and Political Leadership 2022 Program.

As a new Member of Parliament there is no handbook on how to do your job, but the program was an opportunity to hear and learn from the best leaders in the business of politics.

It gave me an invaluable insight into how I can become a better leader in our community.

I would definitely recommend the program to all new MPs.

#### **Dan Repacholi MP**

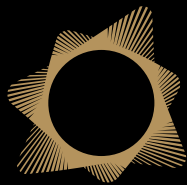
Federal Member for Hunter  
Political Leadership for 2022  
Federal New Members Program 2022

“ The McKinnon Institute's program, as part of the New Members Seminar, gave new MPs an opportunity to lift our minds out of the practices and processes of the Parliament, to think through our purpose in that place - and the philosophy that underpins and propels our service to the public. McKinnon's speakers were carefully chosen to bring the group, one of the most diverse in the Australian Parliament's history, together. The content drew out our commonality and helped to build a strong sense of community among the Class of 2022.

The advice was extremely useful in terms of devising the culture we each wish to create within our electorate teams, and the early formulation of our voice within the Parliament.

#### **Zoe McKenzie MP**

Federal Member for Flinders  
Federal New Members Program 2022



## **MCKINNON INSTITUTE FOR POLITICAL LEADERSHIP**

McKinnon Institute for Political Leadership  
Portfolio of the Deputy Vice-Chancellor (Education)  
Monash University

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