2021 was a challenging but productive year in the life of the Melbourne School of Government. In 2021 the School conducted a wide-ranging but interlinked series of education, research, and engagement activities under four core themes: Regulation and Design, Renewing Democracy, Governing During Crises, and Social and Sustainable Procurement. These themes have continued to situate the School as a leader in understanding and addressing the challenges for government and public administration, and to provide a platform for scholars across the University to engage in debates on these challenges.

Through our newly developed Melbourne MicroCerts, as well as our Master in Public Administration, Specialist Certificate in Public Administration (Advanced) for Victorian Government ministerial advisers, and the Pathways to Politics Program for Women, the School maintained a commitment to the highest quality of educational offerings. The Melbourne MicroCerts were a particularly important initiative as the School, for the first time, offered targeted short courses designed to meet the need for increased flexibility in learning and professional development. Two undergraduate breadth subjects, on political leadership and digital government, also continued to be popular with students and the School’s custom education remained centred on delivering tailored offerings to jurisdictions across Australia.

Across 2021 the School continued and enhanced its innovative response to the disruption and challenges which the COVID-19 pandemic continued to present for our teaching and research activities. In our research, the School offered comprehensive and detailed analysis related to policy and regulatory responses to the pandemic and other major events such as the COP26 summit in Glasgow. With teaching the School successfully managed online and blended delivery focused on standards of the highest quality. Positive feedback from learners in our programs has confirmed our successful shift to online delivery, across undergraduate, postgraduate, Melbourne MicroCerts and custom education programs. A key example was the successful development of two Melbourne MicroCerts series Social and Sustainable Procurement and Craft of Government during 2021. Three MicroCerts under these series were delivered in 2021.

The School maintained its commitment to lead debate on political leadership and the nature of good government, with an emphasis on developing research projects dictated by the current and future needs of governments across all jurisdictions. These projects operated under the previously identified four research themes. For example, the Renewing Democracy and Governing During Crises themes remained central in 2021 given the ongoing pandemic and major events such as the Biden administration’s international Summit for Democracy. The Summit itself was covered extensively by the School through the SummitLive video series and comprehensive analysis after the event, while the Governing During Crises policy brief series provided monthly briefs on diverse aspects of crisis governance including COVID-19 responses, hate speech against female leaders, and climate crisis. In 2021, our Disruptive Ideas seminar series and policy papers also continued to explore some of these challenges for governments focusing on issues such as innovation and digital governance.

In 2021 the School significantly expanded its focus on Social and Sustainable Procurement. The major initiative under this theme was the successful launch of the Social and Sustainable Procurement Melbourne MicroCert series. These short courses were designed specifically for the capability enhancement needs of professionals in this emerging field. The two Melbourne MicroCerts offered in 2021 were Foundations of Social and Sustainable Procurement and Strategic Social Procurement. Alongside other major initiatives these Melbourne MicroCerts were launched in the second half of 2021 via engagement with such platforms as the Mandarin and the 2021 Ethical Enterprise Conference.

Under our Regulation and Design program, the School remained highly active. The principal project under this theme in 2021 was the Fair Day’s Work Project which was launched in February with an aim to adopt a multi-pronged approach that intends to, first and foremost, support young people at risk of wage theft, while also providing data for regulators, policymakers and business to drive system change. Another significant project in 2021 was RegTech and Law-as-Code. This project aims to explore how RegTech, and associated technology such as Law-as-Code, can be applied in areas of regulation, such as employment regulation.

The School maintains a significant commitment to develop national discussions on Australian politics at all levels. This is predicated on our involvement with major initiatives such as the McKinnon Prize in Political Leadership, Pathways to Politics Program for Women, and the John Button Prize and John Button Oration.

As we hopefully move towards a more certain environment in terms of the pandemic, the School will continue to enhance our existing endeavours so that they can be full realised. The Annual Report illustrates both the breadth and substantive nature of work produced by the School as seen by our significant research, teaching and engagement offerings. We hope in reading this report you will have gained a greater understanding of the School and the significance of the work of those within it.

ACKNOWLEDGEMENTS

The publication of this Annual Report provides an opportunity to make special acknowledgement of the important contributions made to the School over the last two years by our academic and professional staff, as well as the School’s academic associates, teaching associates, visiting scholars and members of the Advisory Board.

Our cohort of honorary fellows drawn from the world of practice continues to expand, with former politicians, senior public servants and political advisers enriching our teaching, research and engagement programs. The School benefits greatly from each appointment’s unique experience, knowledge and commitment to delivering educational and research excellence.

We also wish to thank the Susan McKinnon Foundation and the Trawalla Foundation for their support of the School through the McKinnon Prize for Political Leadership and the Pathways to Politics Program for Women respectively. In addition, we thank the Paul Ramsay Foundation for their support of the Fair Day’s Work project.

Since 2020, the School has been hosted within Melbourne Law School. We take this opportunity to thank the Dean of MLS, Professor Pip Nicholson, and the School Executive Director, Dr Kylie O’Connell, along with MLS academic and professional staff, for their support for the School across 2021.

Finally, we would like to thank you for your interest in the School. We hope you enjoy reading this Annual Report and look forward to many more successful years ahead.
Established in 2013, the Melbourne School of Government’s mission is to inspire and equip governments, businesses, social partners, and individuals to meet the challenges of contemporary governance. Through interdisciplinary, innovative teaching and research, we seek shared and sustainable solutions to these challenges.

The School’s activities centre around our thematic areas governing during crises; regulation and design; renewing democratic and public leadership; social and sustainable procurement; and a small number of key ‘troubling policy’ domains. In these areas we aim to:

- Harness the University’s diverse resources in our graduate and executive teaching to equip the current and next generation of leaders.
- Facilitate research that meets the needs of governments, industry, and social partners.
- Be the platform for exploration, debate, and innovation nationally and in our region.

The School was established to deliver new course offerings, research initiatives, custom education, and outreach provision within its area of focus. The School provides a significant external profile for the University’s efforts in this area. An important part of this is the School’s close working relationship with governments in Australia and the region. The School is a graduate school hosted by Melbourne Law School.

During 2021, the School continued to deliver exceptional education and leading custom programs that bring the outstanding knowledge and expertise from across the University and our extensive network to better governance and public policy.

**EDUCATION AND FLAGSHIP PROGRAMS**

**MELBOURNE MICROCERTS**

In 2021, the School commenced its initial offerings of Melbourne MicroCerts, each equivalent to a quarter subject (3.25 credit points). Our Melbourne MicroCerts are highly accessible, focused courses designed to equip professionals in government and the public purpose sector with in-demand skills. These courses underpin the School’s education strategy *Enhancing Impact Through Demand Led Curriculum* and consist of two separate series Social and Sustainable Procurement and Craft of Government.

The School’s Social and Sustainable Procurement Melbourne MicroCerts are the first university-credentialled certificates in this emerging policy area. These credentials are designed to provide postgraduate-level learning tailored to the needs of public sector, non-government, and private sector professionals. The MicroCerts have been developed in consultation with an advisory group and range of government, corporate and not-for-profit organisations working in the field of procurement to ensure the course provides learning outcomes that meet real-world needs.

Dr Warren Staples, Lecturer in Social Procurement, and Hannah Irving delivered the first Social and Sustainable Procurement Melbourne MicroCert, Foundations of Social and Sustainable Procurement, in August 2021. This was followed by the second in the series, Strategic Social and Sustainable Procurement. In 2022, we plan to offer these Melbourne MicroCerts again, along with the third and fourth Melbourne MicroCerts in the series, Social Procurement Implementation and Managing Social and Sustainable Procurement for Impact. The School received a significant amount of positive feedback on the courses offered during 2021. Learners for example commented that “I think this course is a fantastic introduction to the key concepts behind Social Procurement without having to invest a huge amount of time or money into something like a Masters” and that they would “highly recommend this course to procurement teams from minor and major firms, government, and social enterprise. The greater diversity in the learning group the greater the discussions and I think we had a great mixed group for the first course.”

The Craft of Government Melbourne MicroCerts series covers a range of core topics essential for emerging leaders looking to excel in government. As stewards of public trust tasked with delivering outcomes for the community, professionals working in government require unique skills and knowledge that form the basis of the public policy profession. The series seeks to develop and enhance skills and capabilities that are relevant across policy domains and roles in government, whether they be policy, service delivery or corporate functions. In undertaking MicroCerts across this series, professionals in government and the public purpose sector will develop these core skills in fostering a greater understanding of government craft.

Our Senior Fellow Melissa Skilbeck delivered the first Craft of Government Melbourne MicroCert in 2021 titled Government Budget Essentials. Engagement with the Victorian Public Service Commission and Department of Families, Fairness and Housing led to a strong enrolment of 26 learners. In 2022 three further Melbourne MicroCerts in the series will be offered: Ethics and Integrity in Government Practice, Persuasion for Policymakers and Rule of Law and Public Policy.

**MELBOURNE MICROCERTS**

In 2021, the School commenced its initial offerings of Melbourne MicroCerts, each equivalent to a quarter subject (3.25 credit points). Our Melbourne MicroCerts are highly accessible, focused courses designed to equip professionals in government and the public purpose sector with in-demand skills. These courses underpin the School’s education strategy *Enhancing Impact Through Demand Led Curriculum* and consist of two separate series Social and Sustainable Procurement and Craft of Government.

The School’s Social and Sustainable Procurement Melbourne MicroCerts are the first university-credentialled certificates in this emerging policy area. These credentials are designed to provide postgraduate-level learning tailored to the needs of public sector, non-government, and private sector professionals. The MicroCerts have been developed in consultation with an advisory group and range of government, corporate and not-for-profit organisations working in the field of procurement to ensure the course provides learning outcomes that meet real-world needs.

Dr Warren Staples, Lecturer in Social Procurement, and Hannah Irving delivered the first Social and Sustainable Procurement Melbourne MicroCert, Foundations of Social and Sustainable Procurement, in August 2021. This was followed by the second in the series, Strategic Social and Sustainable Procurement. In 2022, we plan to offer these Melbourne MicroCerts again, along with the third and fourth Melbourne MicroCerts in the series, Social Procurement Implementation and Managing Social and Sustainable Procurement for Impact. The School received a significant amount of positive feedback on the courses offered during 2021. Learners for example commented that “I think this course is a fantastic introduction to the key concepts behind Social Procurement without having to invest a huge amount of time or money into something like a Masters” and that they would “highly recommend this course to procurement teams from minor and major firms, government, and social enterprise. The greater diversity in the learning group the greater the discussions and I think we had a great mixed group for the first course.”

The Craft of Government Melbourne MicroCerts series covers a range of core topics essential for emerging leaders looking to excel in government. As stewards of public trust tasked with delivering outcomes for the community, professionals working in government require unique skills and knowledge that form the basis of the public policy profession. The series seeks to develop and enhance skills and capabilities that are relevant across policy domains and roles in government, whether they be policy, service delivery or corporate functions. In undertaking MicroCerts across this series, professionals in government and the public purpose sector will develop these core skills in fostering a greater understanding of government craft.

Our Senior Fellow Melissa Skilbeck delivered the first Craft of Government Melbourne MicroCert in 2021 titled Government Budget Essentials. Engagement with the Victorian Public Service Commission and Department of Families, Fairness and Housing led to a strong enrolment of 26 learners. In 2022 three further Melbourne MicroCerts in the series will be offered: Ethics and Integrity in Government Practice, Persuasion for Policymakers and Rule of Law and Public Policy.
PATHWAYS TO POLITICS PROGRAM FOR WOMEN

The Pathways to Politics Program for Women is a cooperative program run by the School, The University of Melbourne Chancellery, and the Women’s Leadership Institute with the continued support of the Trawalla Foundation. Pathways to Politics is intended to focus on the sustained underrepresentation of women in Australian politics.

The program had its sixth iteration in 2021 and has achieved great success in advancing female participation since its inception six years ago, with 14 alumnae from across the political spectrum elected at local, state, and federal levels of government.

During 2021, the program continued to focus on providing women from a diverse range of political backgrounds with the training, support, and networks they need to succeed at all jurisdictional levels. Performance in the program in the past year has continued to be outstanding, despite the pivot to wholly online delivery in response to COVID-19 public health settings in Victoria and nationally. We have achieved excellent survey results and qualitative feedback across all modules.

Pathways also won a prestigious philanthropic award in November 2021 in recognition of its leading work: the Eve Mahlab AO Gender-wise Philanthropy Award for efforts to advance gender equity by equipping women with the skills, knowledge, and networks to successfully run for elected office. The University of Melbourne accepted the award with Program partners the Women’s Leadership Institute Australia and the Trawalla Foundation at the 2021 Australian Philanthropy Awards. The Award was presented by Australians Investing in Women in partnership with Philanthropy Australia and showcases initiatives that strengthen society, through philanthropic investments targeting women and girls to deliver greater gender equality.

The School would like to acknowledge and thank the work of Jayani Nadarajalingam who has acted as Academic Coordinator for the Pathways program for several years and who is leaving the School to pursue postdoctoral studies.

WORLD’S FIRST POSTGRADUATE QUALIFICATION FOR MINISTERIAL ADVISERS

Since 2019 the School has offered a world-first postgraduate qualification for practising ministerial advisers. The content for the course was initially developed in partnership with the Office of the Premier of Victoria and practitioner-faculty with extensive experience advising premiers and prime ministers across the political spectrum. The second cohort of advisers completed the Specialist Certificate in late 2021.

The curriculum for the Specialist Certificate includes subjects on Public Policy Development, Public Sector Governance, Crisis Management and Media and Messaging. The School particularly thanks Ben Hubbard, Nicholas Reece, and Hamish Park for their excellent leadership of subjects in the Specialist Certificate, as well as the expert advice and contributions of Jenny Macklin and Carlene Wilson, among many others.

CUSTOM EDUCATION PROGRAMS

The School continued to be active in responding to education/capability uplift tenders from the Australian Public Service (APS) and Victorian Public Service (VPS), particularly in continuing professional education through the Melbourne MicroCerts, the School will intensify engagement with government around the delivery of custom programs. One example is the School’s involvement in a successful bid for the Executive Leadership for Women in Water program, which will be delivered in 2022 in partnership with CogNative Leadership Advantage.

The School has also been in advanced discussions with Apricot Consulting around a collaboration to promote our Social and Sustainable Procurement Melbourne MicroCerts. This collaboration involves the development of a short one-hour online module based on existing MicroCert content and delivered through the University’s online educational platform. It will be initially offered exclusively to Apricot’s business partners to increase shared understanding of social and sustainable procurement concepts and how to maximise its potential. The School will be piloting the module with Apricot Consulting in early 2022 with a view to launch by April 2022.

PUBLIC POLICY GRADUATE PROGRAM, VICTORIAN PUBLIC SECTOR COMMISSION

The School is providing Public Policy Training, led by our Senior Fellow Maria Katsonis, for the Victorian Public Service Commission. This program is in its second year and included topics such as the foundations of policy, the art of policy analysis, delivering public value and putting policy skills in practice through case-based teaching.

BREADTH SUBJECTS

Two breadth subjects were offered by the School to undergraduate students at the University in 2021:

- Political Leadership - Jayani Nadarajalingam
- Foundations of Digital Government - Timothy Kariotis

MASTER OF PUBLIC ADMINISTRATION (MPA)

The School continued to deliver the Master of Public Administration (MPA) in 2021, refreshing and updating curriculum across a range of subjects. The School maintained a comprehensive response to the COVID-19 pandemic by ensuring the MPA could be delivered online effectively. Student surveys continued to indicate high standards of satisfaction matching or even exceeding those prior to the pandemic.

In 2020 the decision was made to discontinue and teach out the MPA as part of the School’s shift toward MicroCerts and custom education. Through the continued development and implementation of these innovative curriculum offerings, the School will maintain delivery of high-quality teaching offerings in public administration. Importantly, key MPA subjects have been redesigned as Melbourne MicroCerts: Rule of Law, Persuasion for Policymakers and Working Ethically. These MicroCerts will be delivered in 2022 as part of the Craft of Government series.

2021 participants in Pathways to Politics for Women
RESEARCH IMPACT HIGHLIGHTS

Interdisciplinary research is at the heart of the School’s activities, success, and distinctiveness. The School’s research program aims to provide leadership in interdisciplinary national and international governance research at The University of Melbourne and across the public purpose sector, examining the implications of economic, legal, social, political, and cultural trends for the content and conduct of public policy and its implementation.

In 2021 we further developed a coherent suite of inter-linked projects that combine research, engagement, and teaching, providing platforms for scholars across the University to engage in public debate across four core themes: Regulation and Design, Sustainable Procurement, Renewing Democracy and Governing During Crisis. Our Troubling Policy theme continues to provide an additional transversal topic cutting across the four specific areas of focus. We are proud to offer a research program that aims to improve the design, development and impact of democratic systems, public policy, and governance, both nationally and internationally.

REGULATION AND DESIGN

Research Fellow in Regulation and Design Timothy Kariotis speaks at Data Drives Impact: The Inclusive Growth and Recovery Challenge Awardees Event

It continues to be an opportune time for ground-breaking thinking and activity on regulatory design. This is particularly the case as relates to supporting practitioners in reacting to challenges that span from data related technologies to climate change and globalisation. Through the Regulation and Design theme there is an emphasis on innovation in the methods, tools, and application of regulation. This is predicated on fostering an understanding on the approach of regulators to data science and technology, in addition to how they approach regulation of emerging technology. The theme considers the ongoing effectiveness of separate regulatory tools, such as prescriptive versus outcome-based regulation, with an emphasis on new and evolving environments.

A Fair Day’s Work

Funded by Paul Ramsay Foundation as part of the Inclusive Growth and Recovery Challenge, the Fair Day’s Work project will draw upon cross-disciplinary expertise in labour law and regulation, digital design, information science, UX design, data analysis and data ethics to design develop three interlinked components: The Fair Day’s Work portal; a Wage Theft Database and finally a Wage Theft Prediction Tool. We will be working closely with a range of stakeholders and young people to design, develop and implement these tools.

The project was formally launched in February 2021 and received national media attention. Since the launch, project co-leads Professor John Howe and Timothy Kariotis have been meeting with key stakeholders in the project and working with the project’s Research Data Scientist Dr Armita Zarnegar to access data needed for the achievement of the project’s goals. The wider project team includes colleagues from the School of Computing and Information Systems, and the Melbourne Institute, as well as collaboration with Portable, a design and digital services provider.

In August 2021 the School co-hosted an online ‘Data Thinktank’ with Deloitte on the actual and potential uses of RegTech in relation to workplace flexibility and employment law non-compliance.

RegTech and Law-as-Code

Modern society is on the cusp of a digital transformation of regulation with the increasing adoption of information technology and data science methods by regulators and regulated entities, known as ‘RegTech’. Definitions of RegTech are heterogeneous. Some have described RegTech as narrowly about using information technology for core regulatory activities, such as monitoring, compliance, and reporting. However, others have described RegTech more broadly as a paradigm shift in regulation that will fundamentally transform the regulatory landscape. Defining the scope of RegTech is important when considering RegTech beyond the finance sector, where the concept emerged from initially. This project aims to explore how RegTech and associated technology, such as Law-as-Code, can be applied in areas of regulation such as employment regulation.

Workplace Surveillance

While interest in researching surveillance technologies in workplace settings, such as factories and offices, is well-established, little is known about new technologies being deployed to monitor work undertaken in non-traditional settings such as the home. The implications of this have been exacerbated by the recent surge in working from home (WFH) associated with the COVID-19 pandemic. Regulation of workplace surveillance lags industry practices - key Commonwealth and state statutory provisions regulating workplace surveillance have not been significantly updated in over a decade.

This project aims to investigate the types of workplace surveillance technologies being used in Australia in the work-from-home context, why employers are adopting them, and the possible impact this has on workers. This project will form the beginning of a body of work that aims to contribute to changing our workplace and surveillance regulation to match the reality of new technologies and flexible work conditions.

Formal and Informal Regulation of Labour Disputes in Southeast Asia

This three-year research project, funded by the Australian Research Council (ARC) Discovery Projects scheme, is investigating the complex regulation of labour disputes in Indonesia, the Philippines and Vietnam. Effective rules and institutions for the resolution of collective labour disputes are integral features of a sound industrial relations system. Yet in many developing countries, formal channels for the resolution of such disputes are largely ineffective. This highlights the risk of industrial disruption and encourages reliance on informal modes of regulation. The project is providing an empirical analysis of existing modes and models of labour regulation, informing policy development and the activities of agencies involved in labour dispute resolution in the region.

Researchers: Prof John Howe (with external colleagues at Monash University: Prof Carolyn Sutherland (CI), Prof Richard Mitchell, Dr Petra Mahy, and Dr Ingrid Landau)
Fair Work Ombudsman (FWO), Assessing the Impact of FWO Administrative Sanctions

This research project is a detailed, mixed method empirical study of the impact of the Fair Work Ombudsman’s administrative enforcement mechanisms on long term compliance with employment standards. The project, funded by the FWO, is examining the agency’s use of Enforceable Undertakings in its enforcement activities, along with other sanctions such as Proactive Compliance Deeds and Compliance Notices. The research will draw upon a review of publicly available information about the FWO’s use of sanctions, data analysis, interviews with FWO staff and key stakeholders, and a business response survey to provide an assessment of the impact of these administrative sanctions. Findings will inform future FWO practice and contribute to policy development in relation to the use of administrative sanctions by regulators.

Researchers: Prof John Howe and Assoc Prof Tess Hardy

SOCIAL AND SUSTAINABLE PROCUREMENT

As our government departments and agencies at federal, state, and local levels are the largest purchaser of goods, services and construction projects in Australia, the potential for public expenditure to improve social and economic impact through social and Indigenous procurement is extremely significant. This is evidenced by the role that social procurement is playing in stimulating economic and social recovery from the recent Australian bushfires and the COVID-19 pandemic. The School in 2021 partnered with government agencies, NGOs, and industry to improve the uptake and impact of social procurement initiatives. This ongoing program of work is designed to assist government departments and agencies through:

- program evaluation
- research on measuring the value and impact of social procurement programs, optimal design of social procurement criteria, contracts and implementation mechanisms, and the impact of the Modern Slavery Act 2018 (Commonwealth) on procurement
- co-design of social procurement pilots and trials
- providing recommendations for improvement of existing programs or program expansion
- development of education and training programs

For this project, an interdisciplinary approach has been adopted taking into account the social, environmental and economic aspects of social procurement. To support this, the School is facilitating the exchange of expertise across a number of faculties and schools at the University, depending on the project.

Sustainable Food Systems

PhD Candidate and Research Associate Sophie Lamond continued her research into sustainable food systems during 2021. She is due to complete her dissertation in early 2022 and will continue research in food systems, institutional policy, and sustainable procurement. During her candidature she conducted a four-month fieldwork trip to the US and Canada as a Visiting Student Fellow at the University of California, Berkeley in the Department of Environmental Science, Policy, and Management. Her research work is producing a best practice framework for transformative action in campus foodscapes. Throughout her candidature she has presented her work at several major conferences, including the American Association for Sustainability in Higher Education Conference, Spokane Washington and 4th Canadian Food Law and Policy Conference at the University of Toronto.

The Current State of Indigenous Procurement Policies in Australia

Research Fellow Hannah Irving is continuing a research project on Indigenous procurement in Australia, which will be published in 2022. The research explores the approach taken by governments in relation to Indigenous procurement across multiple jurisdictions and will make preliminary recommendations concerning optimal Indigenous procurement policy design and implementation.

Social Procurement Implementation

Dr Warren Staples and Professor John Howe (along with Professor Stephen Teo and Dr Diep Nguyen, both Northumbria University, UK) received $6,000 from the Public Research Administration Trust for their research focused on Understanding Capabilities in Social Procurement Implementation.

RENEWING DEMOCRACY

How can democracy continue to function in an ever-globalised world? This research theme seeks a better understanding of how public and private actors can best respond to populism, illiberalism, and authoritarianism. As these trends have increasing impact on democracy in Australia, the broader Asia-Pacific region, and internationally, key issues discussed as part of this theme include political trust, civil liberties, meaningful representation, and considering new forms for governance impact to respond to international threats and political discontent. The theme provides a foundation for a significant breadth of academic research and applied research activities, including publications, a range of events for academics and specialists, the Election Watch website, government submissions and research translation.

The Renewing Democracy theme continued to be highly active in 2021. A key example is the final report of the federal Senate Inquiry into Nationhood, National Identity, and Democracy, published 16 February 2021, which extensively cited the School’s three submissions to the Inquiry, and oral submissions by Associate Professor Tom Daly and Principal Fellow Nicholas Reece.

The Democracy Fix

On International Day of Democracy, 15 September 2021, the School launched a new multimedia project called The Democracy Fix, which aims to curate and cultivate conversations concerning the big fixes for democracy in Australia, the Asia-Pacific, and the world. Two activities under this project included:

- Parliamentarians for Global Action (PGA) 42nd Annual Forum 2021. On 16 December 2021 Associate Professor Tom Daly joined MPs from 132 countries to discuss Covid-19 and parliaments’ role in renewing democracy, at the 42nd Annual Forum of Parliamentarians for Global Action (PGA) co-hosted by the National Assembly of Belize. Under the PGA’s Democratic Renewal and Human Rights Campaign, Day 1 focused on ‘The Antidote to Authoritarianism: Parliamentarians as champions of democratic principles and institutions.’ Tom spoke on the topic ‘Has the recession of American and European leadership weakened democracies and emboldened “autocratic” regimes?’

- Summit for Democracy 2021. In December 2021 the School produced a short series of video explainers to make sense of the Biden administration’s international Summit for Democracy (9 - 10 December 2021), which brings government, civil society, and the private sector together to set an agenda for renewing democracy in states worldwide as well as collective international action, on: (1) Defending against authoritarianism; (2) Addressing and fighting corruption; and (3) Promoting respect for human rights. These were followed by a written review after the summit and the SummitUp video miniseries.
Election Watch

During 2021 Election Watch continued to provide non-partisan, fact-based, expert analysis of key elections in Australia, the Asia Pacific and around the world. Election Watch hosted contributions by scholars from The University of Melbourne, other Australian institutions and internationally to deliver timely analysis of polls in Japan, Samoa, Germany, Canada, the Netherlands, and Western Australia, as well as democratic erosion in Myanmar, Palestine, and Hong Kong.

Max Walden continued as Editor of Election Watch in 2021. Max also works as a journalist for ABC News and has reported for other media outlets, including Al Jazeera, Voice of America, and the South China Morning Post.

Policy Brief Series

Since 2020, the Policy Brief series, edited by the School’s Associate Professor Tom Daly and Hannah Irving, has distilled academic research into policy analysis and clear recommendations. It has drawn upon the cutting-edge research taking place at the School and The University of Melbourne, as well as the School’s extensive networks across Australia, the Asia-Pacific, and worldwide. It has provided thought leadership on a range of issues, with authors including leading and emerging scholars, and practitioners and policymakers.

Policy Briefs published in 2021 were:

» Hate Speech Against Women: Addressing a Democratic Crisis - 7 September 2021. Author: Anjalee de Silva
» Tax & the Fertility Freefall: Children, Care & the Intergenerational Report - 14 July 2021. Author: Miranda Stewart
» A Right to Come Home? Repatriation Rights & Policy in Australia – 15 April 2021. Author: Elizabeth Hicks
» Elections During Crisis: Global Lessons from the Asia-Pacific – 17 March 2021. Author: Tom Daly

» Accountable Lawmaking: Delegated Legislation & Parliamentary Oversight during the Pandemic - 1 February 2021. Authors: Pritam Dey & Julian Murphy

In October-December the School published a mini-series of three policy briefs called Governing After Glasgow, focused on COP26, the United Nations Climate Change Conference in Glasgow (31 October - 12 November 2021) and the broader policy implications of addressing the climate crisis:

» Democracy & the Climate Crisis: From Democratic Debilitation to Innovation – Re-issue - 19 October 2021. Author: Joo-Cheong Tham
» Net Zero by 2050: What Australia Should Bring to the Table for COP26 – 26 October 2021. Authors: Cris Talacko & Tiffany O’Keefe
» Magical Thinking? Will Technology Save Us from the Climate Crisis? – 7 December 2021. Author: Jeremy Baskin

GOVERNING DURING CRISSES

An ongoing pandemic and the ever-present issue of climate change – what can be done to continue to achieve good governance during ongoing crises? This research theme, launched in 2020 and continued in 2021, provides a focus point for the School to continue to foster our work on governance in response to a broad range of crises. In 2021 this included a policy brief series, database, and continued substantial media engagement.

COVID-DEM Global Democracy & Pandemic Tracker

The COVID-DEM knowledge hub, launched in April 2020 to help democracy analysts worldwide track, compile, and share information on how COVID-19 is changing democratic governance in Australia and worldwide, was highly active throughout 2021. In October 2021 COVID-DEM was re-launched as the COVID-DEM Global Democracy & Pandemic Tracker, with refreshed branding and enhanced user experience. In 2021 the Tracker issued 64 newsletters and now contains over 3,000 items.

TROUBLING POLICY

Good governance needs transparent and coherent policies on the most important issues currently facing society. Despite this desire, there are significant internal and external forces that impact on the implementation of good public policy, further exacerbating the problematic nature of some policy areas. This theme, which functions as an all-encompassing theme, transcending the previous themes discussed, focuses both on contentious, problematic policy challenges and asks key questions about the policymaking process itself.

Citizenship in Hybrid Societies and its Relevance for Australian Law

This project, completed in 2021, combined legal analysis with philosophical theorising to investigate the complexities of citizenship in hybrid societies and its relevance for Australian law. Hybrid societies are ones in which the modern state is not the main political actor; instead, it is only one political actor among others and, as a result, does not provide the only (or main) institutional framework within which people live their lives. The first part of this project studied the theoretical underpinnings of citizenship and legal identity formation in the context of hybrid societies. The second part put forward a novel account of how Australian public law should understand and engage with citizenship that arises in the context of hybrid societies. The third part of the project constituted a workshop centred around the themes and questions raised by the first two parts of the project. In doing so, it will bring together scholars and practitioners working on these topics in the Asia Pacific region.
**ENGAGEMENT AND EVENTS**

The workshop was successfully delivered in February 2021 over 2 days. Our keynote speakers were Prof Kevin Clements (University of Otago) and Dr Volker Boege (University of Queensland). Other speakers included Prof Sarah Phillips (University of Sydney), Dr Anna Dziedzic (HKU/University of Melbourne), Assoc Prof Elisa Arcioni (University of Sydney), Dr Samantha Balaton-Chrimes (Deakin University) and Prof Ihsan Yilmaz (Deakin University).

Researchers: Jayani Nadarajalingam (Chief Investigator, with Prof Cheryl Saunders (Melbourne Law School) and external colleagues, Dr Anne Carter (Deakin Law School) and Assoc Prof Patrick Emerton (Monash Law School)

**Policy Narratives and Policy Change: The Case of Pill Testing**

Continuing in 2021 the project aims to investigate the relationship between policy narratives and policy change. Drawing on case material from debates related to ‘pill testing’ or ‘drug checking’ in New Zealand and New South Wales, this project questions the contributory relationships between narratives and change while studying the path of harm minimisation that aims to deliver recreational drug users with information about the substances they intend to consume.

Researcher: Dr Martin Bortz

**Community Self-Governance at The Borderland**

Continuing in 2021 this project aims to develop a greater understanding of new modes of community self-governance. The project analysed a Scandinavian music and arts festival known as ‘The Borderland’ and ways in which communities self-orGANise in reaction to urgent social challenges, the impacts of such organisation, and the role of the state therein.

Researcher: Dr Martin Bortz

Engagement is a crucial component of our objective to improve governance and public policy outcomes. Through our prizes and public events, we bring the University’s knowledge and expertise to government and public purpose sector to address pressing challenges that currently exist. With continued lockdowns and the ongoing impact of the COVID-19 pandemic, the School continued to find ways to connect and interact when knowledge, expertise, and interrogation of the practice of government has been needed more than ever.

**PRIZES**

**McKinnon Prize in Political Leadership**

The McKinnon Prize for Political Leadership is an annual award recognising two outstanding politicians who have demonstrated exceptional political leadership. The award is supported and delivered through a collaborative partnership between the Susan McKinnon Foundation and the School.

The purpose of the McKinnon Prize is to recognise, reward and inspire visionary, collaborative, courageous and effective political leadership in Australia. By celebrating examples of great political leadership of our time the prize aims to foster a higher standard of political leadership as a vital means to improve societal wellbeing.

In February 2021, the McKinnon Prize Selection Committee decided on the winners of the McKinnon Prize for 2020:

- 2020 McKinnon Political Leader of the Year – Hon Greg Hunt MP
- 2020 McKinnon Emerging Political Leader of the Year – Dr Anne Aly MP

The 2020 McKinnon Prize Oration was held virtually in October 2021. The webinar was moderated by ABC broadcaster Patricia Karvelas.

Since 2020, Amanda Vanstone AO and the Hon Simon Crean have acted as McKinnon Prize Ambassador to help raise awareness of the McKinnon Prize.

**John Button Oration**

The School organises the annual John Button Oration, in memory of Australia’s longest serving Industry Minister, in partnership with the Melbourne Writers Festival.

The 2021 John Button Oration was held online and delivered by Danielle Wood, CEO of the Grattan Institute, on the topic ‘The Next Generation’s Australia’. https://grattan.edu.au/news/john-button-oration-the-next-generations-australia/

**MEDIA ENGAGEMENT**

The School consistently engages with the media to deliver analysis and commentary on key governance issues. The interdisciplinary team and our broader network offer expert analysis in local, national, and international media. This includes conducting interviews, writing op-eds, participating in livestreamed panels, and other public events.

Highlights of our extensive media engagement during 2021 include:

**Pandemic Responses & Democracy**

In 2021, as the COVID-19 pandemic continued as a dominant factor in Australia and internationally, with ongoing significant implications for governance and public policy, our faculty were profiled through a range of media engagements, lending their expertise to important public debates. Associate Professor Tom Daly was a regular media contributor throughout the year. In October 2021, the Global Questions podcast, produced by the Young Diplomats Society, published an interview with Tom on the impact of COVID-19 on global democracy, as part of their new series on ‘Democracy in Decline’. At the end of the year Vice-Chancellor’s Fellow Jenny Macklin and Tom Daly were featured as experts on the University’s Pursuit platform, providing reflections on ‘What We Know About Politics After 2021, focusing respectively on rage against
the mistreatment of women in Australian politics and on how the pandemic response had a tangible impact on democracy.

**Fair Work and Wage Theft**

With the launch of the A Fair Day’s Work project both Professor John Howe and Tim Kariotis appeared in several media outlets including the Sydney Morning Herald, SBS Radio as well as the Mandarin. John and Tim also published an opinion piece on the Pursuit website which noted how the project ‘will bring together business, government, academia, unions and NGOs to develop a set of data-driven tools to increase the likelihood of wage theft detection’.

**Social Procurement**

The ever-increasing importance of social and sustainable procurement saw significant media engagement from members of the School. Dr Warren Staples wrote in The Mandarin on how social procurement policies in reactive settings — like the COVID pandemic — must be approached differently to ones for planned policy environments. Warren and Hannah Irving also wrote in The Mandarin on Western Australia’s social procurement policy and the rapidity at which social and sustainable procurement policies are being adopted, and whether, in time, the Commonwealth, state and territory governments will establish a more uniform approach to social procurement across Australia.

**Public Leadership**

The Hon. Jenny Macklin, Vice-Chancellor’s Fellow at the Melbourne School of Government, was invited to join a group of Australian women, calling for change to improve the lives of women and children. Jenny was invited to join a group of Australian women, calling for change to improve the lives of women and children which received widespread media coverage and generated specific policy proposals. She was interviewed as part of former prime minister, Julia Gillard’s podcast A Podcast of One’s Own ‘On Speaking Out and Making Change’. Other members of our team were also guests on high profile podcasts, notably Professor Janine O’Flynn with Public Service Podcasting, interviewed by Russ Glennon and Ian Elliot and From All Sides, interviewed by Tom Craven, Director Cube Group.

Honorary Fellow Dr Martin Bortz was interviewed for two articles in The Age on the increasing interrelation between consultancies and the public service. Honorary Fellows John Pesutto and Nick Reece were also regular contributors to The Age, writing columns on topics such as social media and elections, the centralisation of Victoria’s pandemic response, failures in the federation and immigration.

**Highlights from our Events Program**

**Disruptive Ideas Seminar Series**

Delivered since 2020 and continued in 2021, the School’s Disruptive Ideas seminar series explored challenges to current regulation and governance approaches. It brought together scholars and practitioners to explore diverse topics, including media regulation, policymaking in crisis, diversity in public engagement and the policy process, regulating technology, finance, and digital transformation of government.

Speakers in this series in 2021

- Tim Kariotis, Research Fellow, Melbourne School of Government
- Professor Janine O’Flynn, Public Management at ANZSOG and The University of Melbourne
- Dr Marty Bortz, Honorary Senior Fellow, Melbourne School of Government
- Professor Beth Noveck, New York University’s Tandon School of Engineering
- Holly Ransom, Honorary Fellow Melbourne School of Government and Harvard Kennedy School Class of ’21 Fellow
- Professor Katja Hölttä-Otto, Engineering Design, The University of Melbourne
- Associate Professor Jenny Waycott, School of Computing and Information Systems, The University of Melbourne
- Andrew Apostola, CEO and co-founder, Portable
- Luke Thomas, Senior Legal Designer, Portable

**Public Lecture with the Melbourne Law School:**


Professor John Daley delivered a public lecture on 15 September 2021 which was held by the School, in conjunction with Melbourne Law School. Professor Daley argued that Australia is failing to adopt specific policy reforms that would increase prosperity. Based on a large sample of recommended policies, Professor Daley’s capstone project after 12 years at the Grattan Institute has identified the key blockers to reform. His research shows how Australia’s institutions of government are in large part to blame. Systemic changes are needed to many institutions, including public sector regulation, ministerial staffing, political donations, and lobbying. Long-standing conventions are failing, and many need to be replaced by legally binding rules. This lecture outlined the important agenda for lawyers: to define new institutional rules that will improve the chances of policy reform in the public interest.

**COP26 Panel: ‘Renewing Democracy to Tackle the Climate Crisis’**

As part of our COP26 events focused on the UN’s climate crisis summit (31 October-12 November), the School co-organised a panel discussion ‘Renewing Democracy to Tackle the Climate Crisis’ with the Centre for Public Integrity (CPI) on 4 November and featuring panelists Zali Steggall MP, Joo-Cheng Tham, moderator Adam Morton (The Guardian’s climate and environment editor), and chair Catherine Williams (Director, CPI).

**Workshops: Democracy in Asia and Africa**

From 15-25 June 2021 Associate Professor Tom Daly, together with Dr Dinesha Samararatne (University of Colombo) and Dr Asanga Welikata (Edinburgh Centre for Constitutional Law), organised a series of 6 online workshops for the forthcoming book ‘Democratic Consolidation and Constitutional Endurance: Comparing Uneven Pathways in Asia and Africa’, to be published with Oxford University Press. The purpose of this workshop was to gather the book authors and editors offering a fresh approach to grappling with the challenges of consolidating and developing constitutional democracy.
Women and Leadership: In conversation with Julia Gillard AC

On 19 February 2021, the School was privileged to host the Hon Julia Gillard AC speaking about her recent book, written with Ngozi Okonjo-Iweala, ‘Women and Leadership: Real Lives, Real Lessons’. Julia Gillard was joined by Lynne Haultain, Executive Director, Victoria Law Foundation in a conversation chaired by Professor John Howe. The book is an inspirational and practical book written by two high-achieving women, sharing the experience and advice of some of our most extraordinary women leaders, in their own words.

BOOK LAUNCHES

Enough is Enough – Kate Thwaits and Jenny Macklin

Kate Thwaits and Jenny Macklin argue in their book that as women, they believe in the power of politics to do good, and as feminists they recognise that politics is about power — getting it, holding onto it, and using it to improve citizens’ lives. Women wielding power in Parliament House, women fighting for equality and an end to discrimination across our country, have made their mark and they have caused change. But the underlying problem of men’s attitudes towards women, of men believing it is their right to assault or harass women, remains. For this to change, men will have to give up some of the harmful ways in which they use power — in the parliament and in our community.

Thwaits and Macklin are calling for actions to have consequences, and for an end to a culture of political impunity. They want to seize this moment to do the unfinished work — to make sure that women are not just in the room, but that they are safe there.

The book was launched at several events including the ‘Enough: An in the National Interest Panel’ held by Monash University Press on 29 July 2021.

The Leading Edge: Dream big, spark change, and become the leader the world needs you to be – Holly Ransom

The Leading Edge is written for those who wake up every morning caring about being a better human, building a better world. It is for those who are done with the status quo, who feel restless for a new tomorrow, today. The answers are not simple.

The Leading Edge is the culmination of years of research and interviews with luminaries like Susan Cain and Condoleezza Rice to Barack Obama and Malcolm Gladwell. Diverse leadership stories construct a framework for future leadership. Through three principles – mindset, method, and mastery – readers will discover how to first lead yourself, then others. With the right tools, anyone can lead the change they care enough to make.

The book was launched and discussed at several events, including with Women and Leadership Australia on 9 August 2021.

PRESENTATIONS

During 2021, members of the School participated in numerous presentations, speeches, and panel discussions to Australian and international audiences at events of significant standing. Highlights of these included:

Professor John Howe, Phillipa Weeks Lecture 2021: The Role of the Courts in Improving Labour Law Compliance

This invited lecture was delivered as a webinar hosted by the ANU College of Law on 23 November 2021. John argued that the Australian courts are not doing enough to send a message to businesses and the wider public that non-compliance with minimum employment standards is unacceptable. This undermines the efforts of unions and the Fair Work Ombudsman to maximise deterrence in relation to the current laws. In the absence of further reform, the courts in Australia have an obligation to do more to improve future compliance with employment standards.

Dr Warren Staples, IPAA Victoria Sustainability Community of Practice Seminar: Implementing Social Procurement

This presentation was delivered to the Institute of Public Administration Australia Victoria on 23 April 2021. Warren Staples set the scene on the global policy trajectory in the area of social and sustainable procurement. Angela Brown presented insights on some of the successful social procurement approaches deployed on the Level Crossing Removal Project, whilst Dierdre Diamante shared reflections on social procurement at the Local Government level from her position as an elected councillor.

Professor Erika Feller, Fribourg University and the UNHCR Hosted Lecture, 70 Years UNHCR: Still fit for purpose?

This lecture was delivered online on 25 March 2021. It focused on current challenges for the United Nations High Commissioner for Refugees (UNHCR) and possible responses. The lecture was part of a series of events, celebrating the 70th anniversary of the UNHCR.

As political and social philosophers, one of our central aims is to work out which of the social facts in our world should be the candidates for change and why. In doing so, we tend to treat some social facts as given, whereas we treat others as objects of change. This gives rise to a question: which social facts should we treat as given and which ones as objects of action?

This paper delivered on 18 November 2021 puts forward a way in which we can answer this question in a principled manner. In doing so, it describes two properties of social possibility: social possibility as constraint and social possibility as construct. This then paves the way for an innovative understanding of the ideal/non-ideal distinction that is often drawn in contemporary analytic English-language political philosophy.

Jayani, Nadarajalingam, Julius Stone Institute of Jurisprudence Seminar: Social possibility as constraint and social possibility as construct
ADVISORY BOARD

The School enjoys the support of a diverse Advisory Board with knowledge, experience and wisdom from government, the public sector, not-for-profit and private sectors. The Advisory Board provides insight and guidance to the School’s strategic planning and supports our engagement, teaching and research activities to ensure our network is diverse and has maximum impact. We would like to thank the members of Advisory Board for their strategic advice and commitment to the School.

Our Board members include:

» The Hon John Brumby AO – former Premier of Victoria (Chair)

» Dr Anna Cronin – Commissioner for Better Regulation and Red Tape Commissioner at the Victorian Competition and Efficiency Commission

» Ms Sabina Curatolo – Partner and Head of Impact, Bridges Australia

» Mr Ben Hubbard – former Chief of Staff to Australia’s Prime Minister (2011-2013), Melbourne School of Government Distinguished Visiting Fellow

» Professor Craig Jeffrey – Director of the Australia India Institute, Professor of Human Geography at the University of Melbourne

» Mr Miles Kupa – former Australian Ambassador to Thailand and the Philippines, previously High Commissioner in Malaysia and Singapore and Deputy Head of Mission in Jakarta

» Mr John Lord – Neota Logic Inc

» Professor Pip Nicholson – Dean, Melbourne Law School

» Dr Pradeep Philip – Partner at Deloitte Access Economics and former Secretary of the Victorian Department of Health and Human Services

» Professor Nicola Phillips – Provost, The University of Melbourne

» Dr Helen Szoke AO – former Chief Executive, Oxfam Australia

» Dr Ian Watt AC – former Secretary of the Department of the Prime Minister and Cabinet between 2011 and 2014

» Ms Deidre Willmott – Non-Executive Director and Chair of People & Sustainability Committee, Australia Post

Our sincere appreciation to Helen Szoke who stood down from the Board at the end of 2021. Helen made a significant contribution to the Board and the School over many years.

OUR TEAM

The School would like to acknowledge our academic and professional staff and our fellows for their contribution to the school throughout 2021.

ACADEMIC STAFF

» Professor John Howe, Director

» Associate Professor Tom Daly, Deputy Director

» Professor John Alford, Professorial Fellow

» Hannah Irving, Research Fellow in Social Procurement

» Timothy Kariotis, Lecturer in Digital Government

» Sophie Lamond, Research Fellow in Sustainable Procurement

» Jenny Macklin, Vice Chancellor’s Fellow

» Jayani Nadarajalingam, Lecturer in Political Programs

» Professor Janine O’Flynn, Professor of Public Management

» Professor Field Rickards, Professorial Fellow

» Dr Warren Staples, Lecturer in Social Procurement

» Dr Armita Zarnegar, Research Data Scientist

TEACHING FELLOWS & ASSOCIATES

During 2021, a range of teaching fellows and associates lectured on the Master of Public Administration (MPA) and as part of the Melbourne MicroCerts:

» Public Policy Fellow Maria Katonis, who taught The World of Public Administration and Persuasion for Policymakers.

» Senior Fellow Melissa Skilbeck who taught the Melbourne MicroCert Government Budget Essentials.

» Dr Nikolas Kirby, Blavatnik School of Government, University of Oxford, and Will Tuckwell, Historical and Philosophical Studies, The University of Melbourne, who taught Working Ethically.

» Professor Graham Sewell, Faculty of Business and Economics, who taught Managing Effectively in 2020.

» Professor Jeff Borland, Faculty of Business and Economics, who taught Using Evidence.

» Associate Professor Stephen Kinsella, University of Limerick, who taught Managing Public Finances.
Members of the School were part of research which appeared in a wide range of books, book chapters and journals, both Australian and international.

BOOK CHAPTERS

Daly, T.G., ‘Diagnosing Democratic Decay in Non-Paradigm Cases’ in Vilas Boas, P.H., Barbara, G. and Lamenha, B. (Eds), Populismo, Constitucionalismo Populista, Jurisdição Populista e Crise na Democracia Editoriale Tramentopp, 493-531.


JOURNAL ARTICLES – PEER REVIEWED


APPENDIX A - RESEARCH IMPACT


Kariotis, T. and Howe, J., ‘Mapping Wage Theft with Data Science’, Pursuit

Howe, J. and Kariotis, T., ‘Using RegTech to Detect Wage Theft’, ComplianceNet, Online via University College London


Kariotis, T., ‘Collective Consent in Emerging Health Data Platforms’, Australasian Association of Bioethics and Health Law Conference, Online

Pesutto, J., ‘Social media and elections: a tricky topic that needs to be tackled’, The Age

Pesutto, J., ‘WFH experiment not working for everyone’, The Age

Pesutto, J., ‘States and territories must unite to solve COVID challenge’, The Age

Pesutto, J., ‘Afghan support a window into Australia’s future regional role’, The Age

Pesutto, J., ‘Centralisation is hampering Victoria’s pandemic response’, The Age

Ranson, H., ‘Taking resilience in hand’, Holly Ransom Blog

Reece, N., ‘Melbourne needs to lift its architecture game’, The Age

Reece, N., ‘Let’s open the borders to a welcome wave of new arrivals’, The Age

Reece, N., ‘Failure of the federation has gone too far this time’, The Age

Staples W., Irving H. and Howe J. ‘The ever-increasing importance of social procurement’, Melbourne School of Government

POLICY REPORTS AND ANALYSIS


Daly, T.G., ‘How Do Distanced and Online Election Campaigning Affect Political Freedom?’, International Institute for Democracy and Electoral Assistance (International IDEA).

Irving, H. and Staples W., ‘Western Australia continues Australia’s social procurement trend’, The Mandarin

Kariotis, T. and Howe, J., ‘The future, digitally enabled, regulatory landscape’, The Mandarin

OTHER WORKS


Baskin J., ‘Covid 19, the GHSI and the Global Health Security imaginary’, 43 Conference, Toronto


Daly, T.G., ‘Democracy and the Global Pandemic’, Verfassungsblog: On Matters Constitutional