

18-MONTH REPORT TO CORPORATE MEMBERS

1 July 2024 –
31 December 2025



ANZ Australia &
SOG New Zealand
School Of
Government



We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Owners, Custodians and First Nations of Australia, and Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.



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Message from the Dean & CEO, ANZSOG

It is my pleasure to present this report to NRCoP corporate members, reflecting on 18 months of activity and achievement by the National Regulators Community of Practice.

13 years into our partnership, ANZSOG's pride in hosting NRCoP has only deepened. What began as a shared commitment to better regulatory practice has grown into something genuinely significant: a community now reaching across every jurisdiction in Australia, with chapters that are active, locally grounded and nationally connected. That growth is not incidental—it reflects the enduring relevance of what NRCoP offers and the strength of the relationships at its core.

This period has also been one of strategic renewal for ANZSOG. Our 2030 Strategy sets out how we will continue to serve the public sector through rigorous learning, trusted insights, strong partnerships and a deep commitment to diverse perspectives—including First Nations and Māori knowledge. NRCoP is an important partner in that work. Its ability to connect regulatory practice with regulatory theory, and to ground both in real experience, extends our shared impact in ways that neither organisation could achieve alone.

NRCoP has cultivated community trust deliberately and well. It shows in the quality of conversations at events, in the willingness of practitioners to share both successes and failures, and in the sustained growth of a membership community now exceeding 8,300 individuals. It shows too in the continued success of The Professional Regulator program, delivered in partnership with ANU's RegNet, which has attracted more than 1,200 enrolments over this period alone, contributing meaningfully to a more capable and professional regulatory workforce.

I want to acknowledge the leadership of NRCoP Chair Rebecca Billings, and the commitment of the National Steering Committee and Chapter Committees across every jurisdiction. The work of these volunteers, regulatory leaders, practitioners and academics who give their time and expertise in service of a shared purpose is what makes NRCoP's program possible and keeps it responsive to what regulators need.

I also thank the NRCoP staff team for the professionalism and care with which they support members and enable the work of our volunteer community. Dr Ash Bunce ended his role as Director, Regulatory Practice in October 2025, and I warmly welcome Dung Nguyen as Head of NRCoP. I look forward to what lies ahead as NRCoP builds on these strong foundations and continues its contribution to public sector regulatory capability.

Professor Caron Beaton-Wells

Dean & CEO, ANZSOG



Message from the NRCoP Chair

It is a genuine pleasure to introduce this report and to do so as the incoming Chair of the National Steering Committee, having stepped into this role in November 2024, during what has been a particularly rich and eventful 18 months for our community.

Reading through what follows, I am struck, as I often am, by how much this community gives. NRCoP delivers a program that is locally tailored, nationally connected, and consistently high in quality. It is made possible by the extraordinary commitment of volunteers in every jurisdiction, at every level of government, who plan and host events, sit on committees, mentor colleagues and keep showing up because they believe in what we are building together. To all of them: thank you. This community is what it is because of you.

This period brought real depth to our program. Our chapters delivered face-to-face and hybrid events that reflected local priorities while connecting to national conversations about reform, transformation and what it means to regulate well. Topics ranged from behavioural science and artificial intelligence to enforceable undertakings and permissions frameworks—and included the kind of honest reflection on what hasn't worked that makes a community of practice genuinely useful rather than merely celebratory.

We also continued to build capability through The Professional Regulator (TPR) Foundation course, delivered with ANU's School of Regulation and Global Governance (RegNet). In the past 18 months the program attracted more than 1,200 enrolments, with many member organisations returning year after year. This is an endorsement of the course's quality and relevance. TPR also received a re-refresh, updating the course with content relevant to expanding enrolments out to New Zealand regulators.

The 2025 biennial conference in Brisbane was a standout. Under the theme Disruption, Change, and Continuity, it brought together leading national and international practitioners and academics for thought-provoking dialogue on regulatory stewardship and the future of the

field. And with the inaugural NRCoP Regulator Awards, we were able to recognise and celebrate excellence in our own community.

Good governance, financial management, and organisational capability are cornerstones of any organisation – and vitally important to NRCoP. Throughout this period, I led a governance review, supported by NRCoP chapter chairs and ANZOG, to ensure NRCoP's governance model is set up for success and supports our commitment to our members. In March 2026, a new ANZSOG–NRCoP Partnership Framework has been agreed that will serve NRCoP well for years to come.

This period also brought significant change within the national team, and I want to take a moment to acknowledge those contributions properly. Dr Ash Bunce concluded his role as Director, Regulatory Practice in October 2025, having delivered our most successful NRCoP conference and regulatory program to-date. Dr Lorraine Cherney, whose vision and dedication were central to the inception and development of The Professional Regulator program, also moved on leaving behind a legacy that is felt every time a regulator completes that course. To Shannon Tucker, Alexandra Metcalf: your professionalism and care to support all our Chapters and members are valued and have made a real difference. We are lucky to have you both in the team. Thank you.

I am delighted to welcome Dung Nguyen as Head of NRCoP. Dung brings fresh energy and clear focus, and I look forward to working alongside her and the Steering Committee as we build on these foundations in the year ahead.

Rebecca Billings
Chair, National Regulators Community of Practice (NRCoP)



Introduction from the Head of NRCoP

18 months is a meaningful stretch of time in the life of any organisation—long enough for real momentum to build, for programs to mature, and for a community to find new ways of working together. This report captures that period for NRCoP, and I am proud of what it reflects.

At its heart, NRCoP exists to do something deceptively straightforward: bring regulators together so they can learn from one another and lift practice across the board. Demand for that kind of connection remained strong throughout this period. Our events regularly neared capacity.

Participant ratings averaged 4.4 out of 5. And our community kept growing, reaching 130 corporate members in 2025 and now connecting more than 8,300 individuals through our monthly newsletter, with a new LinkedIn presence extending that reach further still.

Across our chapters, regulators came together in person and online through presentations, panels, workshops, networking evenings and mentoring for conversations that were locally relevant and nationally resonant. Topics spanned behavioural science, AI implementation, permissions frameworks and enforceable undertakings, as well as candid reflection on lessons from things that didn't go to plan. That willingness to share the harder lessons is one of NRCoP's genuine strengths. Our YouTube channel, now home to 70 videos, continues to extend the life of these conversations beyond the room.

Capability-building remained central. The Professional Regulator program delivered in partnership with ANU's RegNet, drew more than 1,200 enrolments over this period, with a refreshed curriculum now extending its reach to New Zealand regulators. The program's continued growth, including the return of many member organisations year after year, speaks to its quality and relevance.

The 2025 biennial conference was another high point bringing national and international voices together in Brisbane around the theme of Disruption, Change, and Continuity, and launching the inaugural NRCoP Regulator Awards to recognise excellence across collaborative practice, innovation, leadership and emerging talent.

Looking to 2026, the focus is on deepening what we do: more targeted activities and events, better tools for member connection, and a continued commitment to making high-quality regulatory learning accessible regardless of location or agency size. There is a lot to build on thanks to the legacy of NRCoP leaders like Dr Ash Bunce and Dr Lorraine Cherney. I am energised by what is ahead.

Dung Nguyen

Head of the National Regulators Community of Practice (NRCoP)

Timeline for the NRCoP



NRCoP 2024/25 Impact

Events Performance Summary



Total Event Registrations



National Events



Local Events



Rated 4.4 out of 5

Conference Summary



NRCoP Conference Delegates



Conference Rating

Members



Corporate Members



Newsletter Subscribers



Monthly Newsletters



New LinkedIn Followers
(April 2025)



LinkedIn Post Reactions



Jobs Advertised

The Professional Regulator



1,218

Enrolments in The Professional Regulator Program

CONNECT

To build a strong, connected community of regulators across jurisdictions, sectors and roles, enabling collaboration between practitioners, experts and leaders to deepen regulatory expertise and improve outcomes.

The NRCoP continues to strengthen connections between regulators, expanding both the reach and impact of our community year on year. We support this by creating opportunities for regulators to come together, fostering a strong sense of shared purpose and reinforcing their place within a broader professional network.

Over the past 18-months, we delivered 10 national events across the country, bringing together hundreds of regulators in person and thousands more online demonstrating sustained growth in engagement and participation. In addition, NRCoP chapters hosted 32 local events in each jurisdiction, ranging from networking breakfasts and structured learning sessions to informal social drinks.

These events were held across capital cities and regional centres, reflecting the continued expansion of the NRCoP footprint. Participants represented a diverse range of regulatory spheres and roles, from frontline practitioners through to CEOs and Commissioners. Our photo gallery captures highlights from these local events alongside our national hybrid program and reflects the depth and breadth of engagement across the year.

“Regulatory agencies will always be at different points along the continuum of learning about regulatory practice, so these webinars and similar events are critical”.

“NRCoP team continues to lead the pack in terms of collaboration, support and building a strong regulator network. Love your work.”



NRCoP Steering Committee, Chapter Chairs & NRCoP Team (2025 Conference)



Poster Display (2025 Conference)



Graphic Recorder: Dr Sue Pillan (2025 Conference)



WA – Chapter Workshop (September 24)



NSW – Panel discussion: administrative decision making by regulators (August 24)

New South Wales Chapter



Jane Eldridge
Health Regulation-Medico
legal-Risk mitigation Consultant



Matthew Campbell
Director, Meat Export Branch, Exports and
Veterinary Services Division, Department
of Agriculture, Fisheries and Forestry

The New South Wales Chapter has delivered an innovative and impactful program, introducing new initiatives and event formats for the local community. During this time, the chapter hosted seven local events and supported a national hybrid event.

A key highlight was the introduction of the mentoring program, which connected 13 early-career regulators with experienced mentors to support their professional development and growth.

The chapter also delivered a successful collaboration with NSW Parliamentary Committees, hosting an in-person session and tour. This exclusive session provided practical insights on navigating parliamentary committees, preparing for appearances, and responding to complex orders for papers with confidence.

Across the program, the chapter explored a wide range of relevant and engaging topics, including the relationship between regional and head offices, Australia's integrity landscape, and career pathways in regulation. These sessions were complemented by practical workshops designed to actively engage participants and encourage knowledge sharing.

With a dedicated and proactive committee, New South Wales continues to create valuable opportunities for connection, learning, and professional development within the regulatory community.

"Would value similar events such as this being held in other jurisdictions e.g. in the Federal and Victorian parliaments. Commendations to the NSW Chapter for pioneering such an event".

"It is so enlightening to hear about the different perspectives and makes for more effective collaboration when you understand the impediments, or challenges that other parties face".



Administrative decision making by regulators (August 24)



Regulation and Parliament (November 24)



Australia's integrity landscape – learning from the past and preparing for the future
(October 24)



Outside the bubble – how regional agencies interact with head office (November 24)



Enforceable undertakings (August 25)

Queensland Chapter



Rowena Park
Executive General Manager,
Regulatory Action, Office of
the Australian Information
Commissioner



Rachel Scalongne
Director Strategic Operations,
Intelligence and Investigations,
Department of Regional Development,
Manufacturing and Water

The Queensland Chapter played host to the 2025 National Conference, welcoming regulators from across Australia and New Zealand for a highly successful and engaging few days. Alongside delivering a record-breaking conference, the chapter hosted five local events and supported two national events.

Attendance reached new highs, particularly for the national event “Managing Change in Regulators – The How and the Why,” which built on concepts introduced during the National Conference breakout session on managing change within regulatory agencies and explored the practical and operational aspects of successful change management. Strong engagement and attendance were also seen at the local event “Investigations,” which featured a range of perspectives and practical insights into conducting investigations.

The chapter commitment to delivering relevant and meaningful content remains at the forefront of its program. By focusing on topics that resonate with the local community, the committee continues to create valuable opportunities for regulators to connect, share knowledge, and stay engaged.

A highlight for the chapter was the introduction of a Secretariat role to support the Committee, strengthening coordination and enhancing the delivery of events and initiatives. The Chapter led the way in embedding this role within its committee structure, setting a model that has since influenced other chapters to adopt similar approaches.

With a dedicated and forward-looking committee, the Queensland Chapter is focused on creating inclusive opportunities for all members, with a particular emphasis on supporting early-career regulators. The Chapter looks forward to continuing to deliver high-quality local and national events for the Queensland community.



AI workshop #2 – implementing AI into your regulatory operations (November 25)



Day one: what we wish we'd known (July 25)



Investigations (September 25)



Managing change in regulators – the how and the why (October 25)

“I found the session refreshing and a nice change of pace. It was great to hear from others in regulation and validate we are all working in similar environments regardless of which sector/what we regulate”.

“Very interesting and informative session, as well as great opportunity to connect with people from different agencies. The panel and facilitator did a great job speaking on topics relevant across the regulatory spectrum (e.g. risk appetite and culture). Also a great mix of both high-level concepts and practical experiences/examples”.

South Australian Chapter



Kerry Leaver
Kerry Leaver Consulting



Steve Ronson
Executive Director Operations,
Fair Work Ombudsman

The South Australian Chapter delivered an ambitious local and national program that exceeded expectations for both registrations and participant feedback.

These events explored a wide range of themes and fostered strong collaboration between regulators and academics across South Australia. Key focus areas included strategic enforcement, co-regulation, behavioural science, and practical lessons from day to day regulatory work. The most highly attended local event was held in May 2025 – Ocean’s 6: How six regulators worked together to disrupt unlawful practices in massage parlours in the Adelaide CBD. The session highlighted the challenges and opportunities of co-regulation in a multi-jurisdictional environment, as well as the role of collaboration in protecting vulnerable workers and disrupting exploitative practices.

To ensure the local program continues to reflect member priorities, the chapter also conducted a membership survey to identify areas of interest and future focus. Insights from this survey are now informing forward planning, positioning the chapter to deliver more targeted, relevant, and high impact events in the year ahead.

Community engagement continues to be a key strength of the South Australian chapter. Event attendance remains consistently high, with members actively contributing by asking insightful questions and creating a welcoming and collaborative environment.



Ocean’s 6: how six regulators worked together to disrupt unlawful practices in massage parlours (May 25)



Education as a regulation tool (September 24)



The regulatory state: faults, flaws, and false assumptions (April 25)

“One of the best sessions I've attended. Always great, but this was very engaging. Different presenters covering taskforce aspects was fantastic.”

Victoria Chapter



Eliot Palmer
 Head of Regulatory Strategy & Practice, Transformation Office, Building and Plumbing Commission



Matt d'Abbs
 Chief Safety and Productivity Officer
 Safety and Productivity Division
 National Heavy Vehicle Regulator



Stephanie Morrow
 Special Counsel,
 Accredited Specialist in Criminal Law,
 Russell Kennedy Pty Ltd

The Victorian Chapter has had a busy and highly productive 18 months, actively engaging with regulators across the Melbourne region. During this time, the committee delivered four local in-person events in addition to supporting a national hybrid event exploring why diversity, equity and inclusion matter, and the important role regulators play in driving these outcomes.

This period has also been one of transformation for the chapter, with the appointment of new Co-Chairs, Eliot Palmer and Stephanie Morrow, who joined longstanding Co-Chair Matt d'Abbs. Their leadership has been instrumental in strengthening the chapter's local presence, with event registrations reaching record attendance levels.

A standout highlight was the September 2026 event, "Motivating people to follow rules: how can good regulation lead to better regulatory outcomes," presented by Professor Benjamin van Rooij. The session challenged traditional approaches to enforcement, drawing on behavioural science to explore how regulation can more effectively influence human conduct and address complex issues, from police misconduct to corporate behaviour.

The chapter also undertook an expression of interest process to welcome new members, attracting strong interest from across the sector. With an expanded and energised committee, the Victorian Chapter is well positioned for 2026, bringing fresh ideas, perspectives, and connections to its growing network.



Why diversity, equity and inclusion matters and the important role we play as regulators (February 25)



Motivating people to follow rules: how can good regulation lead to better regulatory outcomes (September 25)



Beyond the pyramid: developing compliance and enforcement policies that break the mould (July 25)



Permissions: practice and reform (November 25)

"I really appreciated the candid nature of the discussion - and the feeling of a safe space to share and learn. Great that they shared successes and failures - very relatable and authentic".

"Really great event. This was the first one I have been to, but I will be recommending to others in my network as I thought it was extremely well run and very interesting".

Australian Capital Territory Chapter



Derise Cubin
Executive Branch Manager,
Licensing and Registration Branch
Access Canberra
Chapter Chair to December 2025

The Australian Capital Territory Chapter delivered a strong program of engagement, hosting two local events and supporting a national event. Topics ranged from regulating cybersecurity risks and harms to exploring international trends in regulation, including insights from the OECD.

These sessions created valuable opportunities for members to engage with emerging challenges, exchange perspectives, and reflect on how global developments are influencing local regulatory practice. The Chapter continues to benefit from an active and engaged community, with members consistently contributing to thoughtful discussion and shared learning.



Better ways to assess regulatory impact: RegValue 1.0 (December 24)

"This was a great example of an engaging webinar - really knowledgeable people and relaxed discussion".



Regulating: cyber security, risks, and harms (November 25)



International trends and developments in regulation: OECD takeaways (December 25)



Financial wellbeing, resilience and protecting vulnerable consumers (March 24)



Rules, regulations and assistance: what's changed and how regulators can help (October 25)

Northern Territory Chapter



Duncan Poulson
NT Regional Commissioner, Australian Securities and Investments Commission

The Northern Territory Chapter continued to build momentum and deepen connections across the local regulatory community through steady, purposeful engagement. Over this period, the Chapter increased member participation through a mix of national contribution and locally delivered activities, including the Chapter's first event in Alice Springs.

In 2024, the committee supported a national NRCoP event focused on empowering First Nations Australians to build strong, equitable and sustainable communities, reinforcing culturally informed regulatory practice. In Alice Springs, the Chapter hosted "Rules, Regulations and Assistance: What's Changed and How Regulators Can Help," which explored regulation as a public good and how regulators can better support small businesses - particularly those facing language, cultural or geographic barriers - while balancing enforcement with empathy and practical assistance.

The Chapter also hosted a satellite event linking NT members to national discussions on regulatory reform and what it means to regulate well, and supported the Northern Territory Anti Discrimination Commission to deliver its second annual Positive Duty Oration in 2025, featuring Race Discrimination Commissioner Giridharan Sivaraman.

Together, these activities have helped strengthen the NRCoP's profile in the Northern Territory, foster early but important collaboration across regulators and agencies, and lay foundations for continued engagement as the Chapter continues to grow and find its feet.



The Politically Astute Regulator (November 25)

“Great to meet new people and think about the issues from different angles. I liked the commentary on public trust and complexity”.



The Hidden Signals: Enhancing Regulatory Oversight through Near-Miss Reporting (September 24)



“The presentation for the webinar was great. I also attended the in person workshop, and this was a great idea and I would love to attend another one. I found the discussion valuable”.

“The session was well structured and backed up by real data. Effective recommendations were provided for the regulates on how to deal with such data and inform their policy and enforcement decisions.”

Tasmanian Chapter



Eunice Chuah,
Director Workforce Strategy
and Regulatory Culture, Department
of Agriculture, Fisheries and Forestry



Sam Halliday,
Acting Chief Pharmacist,
Department of Health

The Tasmania Chapter, although one of the newest within the NRCoP community, has quickly established itself through strong leadership and high levels of engagement. Since its formation, the Chapter has delivered a diverse program of activities, including social events, workshops, webinars, and satellite events aligned with national NRCoP initiatives, helping to extend key conversations at a local level. These activities have explored important themes such as capability and regulatory capture.

A key highlight was the national hybrid panel discussion, The Politically Astute Regulator. Held at the historic Henry Jones Art Hotel on the Hobart waterfront, the event explored regulation in politically complex environments, particularly where issues are socially and ethically contested. Esteemed panellists Rosanna Carr (Commonwealth Department of Agriculture, Fisheries and Forestry) and Louise Mollross (Tasmanian Department of Health) shared candid insights from their experiences in the live animal export and voluntary assisted dying contexts. The discussion was facilitated by Dr Christopher Walker (then Academic Director, Executive Master of Public Administration). Key themes included navigating contested notions of the public interest, generating public value through regulation, and the secure handling of sensitive personal and commercial information.

While the Chapter continues to grow its committee membership, these ongoing efforts and contributions have been instrumental in building a strong foundation. The committee looks forward to welcoming new and interested members in the coming months.

Western Australian Chapter



Jennifer Shelton
A/Deputy Director General – Local
Government and Racing, Department
of Local Government, Industry
Regulation and Safety Commission



Belinda Walker
Deputy Director General – Strategy
and Performance, Department of
Water and Environmental Regulation

The Western Australia Chapter has continued to evolve and strengthen as a network within the regulatory community. A key recent development was the departure of long-standing Chapter Chair, David MacLennan who led with passion and was a strong advocate for the regulatory community. Following his departure, the Chapter welcomed two new co-chairs, Jennifer Shelton and Belinda Walker, who stepped into the role to continue building on the Chapter’s success.

The Chapter has actively contributed to both national and local initiatives, including supporting a national event focused on enhancing regulatory oversight through near-miss reporting, as well as hosting a local event exploring how artificial intelligence may impact the role of regulators. Both sessions generated valuable discussion and insights from the local community.

As the Chapter continues to settle into its refreshed committee structure, it is drawing on the expertise of its members to further strengthen engagement and support upcoming local and national events in the months ahead.

INSPIRE

To inspire regulators by recognising that their contribution is intellectually engaging, professionally meaningful, and ethically important, providing the foundation for a fulfilling and enduring career.

The ongoing success of the NRCoP National Events, delivered through a mix of hybrid panel discussions and online webinars continue to attract strong engagement from across the regulatory community and deliver significant value to our members.

As reflected in the breadth of topics and high calibre of speakers, these events bring together practitioners and academics, organisational leaders and front line regulatory officers to create shared learning experiences that are intellectually stimulating, relevant, and directly applicable to practice.

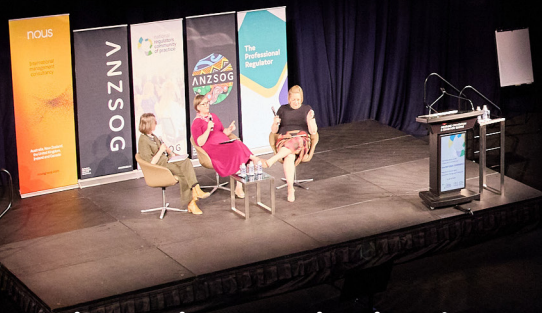
“The diverse range of speakers from across all levels of Government and the variety of Regulators, as well as academia provide a wide range of views and perspectives”.

Table: Engagement in the NRCoP National Events

Month	NRCoP Program of Events July 2024 – December 2025 NRCoP and ANZSOG present:	Click icon to view webinar	Registrations for event
2024	July Regulating in a digital world: a focus on skills and capabilities for regulators (online webinar) Martin Stewart-Weeks, Dr S. Kate Conroy & Joshua Saunders		Online - 504
	August Meet the regulators – Supporting First Nations Australians to build strong, equitable and sustainable communities (hybrid) Jeswynn Yogaratnam, Tricia Stroud, Sue Woodward AM & Joe Longo		In-person - 56 Online - 192
	September The Hidden Signals: Enhancing Regulatory Oversight through Near-Miss Reporting (hybrid) Jodi Goodall & Alice Turnbull		In-person - 36 Online - 269
	October Australia’s integrity landscape – learning from the past and preparing for the future (hybrid) Liz Tydd, Professor AJ Brown AM, The Hon Paul Brereton AM RFD SC, Iain Anderson		In-person - 23 Online - 250
	November Powering the Future: Addressing Regulatory Challenges in the Electric Vehicle Revolution (hybrid) Rowena Park, Clare Savage & Brian Richardson		In-person - 44 Online - 237
	December Better ways to assess regulatory impact: RegValue 1.0 (hybrid) Victor Martin, Professor Veronica Taylor, Dr Jodie Vaile & Fiona Chesworth		In-person - 74 Online - 229
2025	February Why diversity, equity and inclusion matters and the important role we play as regulators (hybrid) Matt d’Abbs, Dr Niki Vincent, Meena Singh, Kelly Wood & Jeswynn Yogaratnam		In-person - 66 Online - 259
	April The Regulatory State: Faults, Flaws, and False Assumptions (hybrid) Kerry Leaver & James Shipton		In-person - 68 Online - 279 TAS Satellite - 11
	August NRCoP 2025 National Conference: Regulation 2025 to 2050: Disruption, Change and Continuity (hybrid)		In-person - 511 Online - 144 NZ Satellite - 18 SA Satellite - 36
	October Managing Change in Regulators – The how and the why (hybrid) Matt Larney, Scott Hansen, Kelly Gleeson & Brad Wirth		In-person - 55 Online - 353
November The Politically Astute Regulator (hybrid) Dr Christopher Walker, Louise Mollross & Rossana Carr		In-person - 31 Online - 300	
Total			4,045

2025 NRCoP National Conference:

Regulation 2025 to 2050: Disruption, Change and Continuity



"I enjoyed hearing from speakers who were leaders in their field and well connected within the community – i.e. regulators in the real world who actually engaged in the real work of working with stakeholders to produce good outcomes for their communities".

"Great agenda, fantastic turnout, a lot of thought-provoking topics and not only shared challenges but shared solutions. I'm optimistic about the future of regulation and collaboration of practitioners with academics!"

NRCoP Conference

The National Regulators Community of Practice (NRCoP) National Conference returned in 2025, bringing together the regulatory community under the theme Regulation 2025–2050: Disruption, Change and Continuity. Over two days in late August, more than 600 delegates attended in person at the Brisbane Convention and Exhibition Centre, joined by over 145 virtual participants and 240 guests at the conference dinner held at the Whale Mall at the Queensland Museum.

In total, the conference convened representatives from 192 regulatory agencies, academic institutions and professional service providers across Australia, Aotearoa New Zealand, the United States, Canada and the United Kingdom. Regulators from across jurisdictions came together to strengthen networks, share experience and explore emerging challenges shaping the future of regulation.

The conference featured an outstanding program of guest speakers, including keynote addresses from Professor Cary Coglianese (University of Pennsylvania) and Professor Christopher Hodges (University of Oxford), both providing the audience with thought provoking insights into regulatory excellence,

trust, stewardship and the rapidly evolving regulatory landscape. The Hon. David Seymour MP, New Zealand's Deputy Prime Minister and Minister for Regulation, addressed delegates at the conference dinner.

As part of the second day program of the 2025 conference, NRCoP extended the reach of Professor Christopher Hodges' (University of Oxford) keynote address through live broadcasts to two satellite events. This enabled regional and remote regulatory practitioners to participate in the live keynote online and to connect with fellow regulators within their jurisdictions.

Satellite events were hosted by the South Australian Chapter and the New Zealand Ministry for Regulation, supporting broader access to the conference program and strengthening engagement across regional and remote regulatory communities.

"There were many valuable insights and nuggets of wisdom shared. I found myself taking prolific notes throughout the 2 days".

Participants also heard from renowned representatives from across industry, non government organisations and other external stakeholders, providing valuable outside perspectives. Other guest speakers included eSafety Commissioner Julie Inman Grant, Dr Kate Conroy from QUT, Hamish Hansford, Department of Home

Affairs, Commissioner Elly Patira, Victorian Essential Services Commission, Professor Veronica Taylor, ANU, Commissioner Kate O'Rourke, ASIC, Commissioner Dr Karen Hooper, Queensland Productivity and Commonwealth Ombudsman, Iain Anderson.

A series of plenary and breakout sessions explored critical issues facing regulators, including the role of artificial intelligence in regulation, climate change, First Nations regulation, regulatory stewardship, managing system-wide change, effective regulatory communication and emerging regulatory frontiers such as Regulating New Domains: Space. These sessions enabled delegates to engage deeply with complex policy and operational challenges and to learn from leading academics and experienced regulatory practitioners.



Kate O'Rourke, Kelly Wood, Prof. Veronica Taylor, Grainne Moss (Online)



Dr S. Kate Conroy, Hamish Hansford, Julie Inman Grant, Prof. Cary Coglianese



Keynote Speaker: Prof. Cary Coglianese

"I really appreciated the Welcome to Country; it set a meaningful and respectful tone. Thank you, and please pass on my gratitude to the Elder who delivered the Welcome to Country".



Welcome to Country speaker from Tribal Experiences



"Loved the balance between academics and practitioners. Great format for the sessions which really enabled an in-depth discussion and understanding".

A highlight of the conference was a live recording of *The Westminster Tradition* podcast, featuring Danielle Elston, Alison Lloyd Wright and Caroline Croser-Barlow. The episode, recorded during the conference, is now available through NRCoP channels.

Danielle Elston and Alison Lloyd Wright served as conference emcees, providing effective leadership and continuity across the program.

The conference also featured a live graphic illustration by Dr Sue Pillans, who visually captured key themes and moments from the 2025 NRCoP National Conference in real time. Her work provided a distinctive and engaging visual record of the discussions and ideas explored throughout the event.

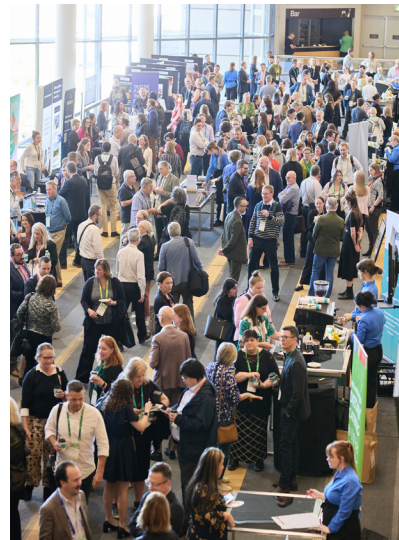
The conference was a strong success and reinforced the value of bringing regulators together through a community of practice such as NRCoP. Participants frequently noted the new connections they had formed, reflecting a consistent theme around the importance of drawing on peer support and identifying opportunities for collaboration when navigating complex regulatory challenges.



The Westminster Tradition Podcast (Danielle Elston, Caroline Croser-Barlow and Alison Lloyd-Wright)



"The MC's were enthusiastic and engaging, which kept the energy high throughout the day".



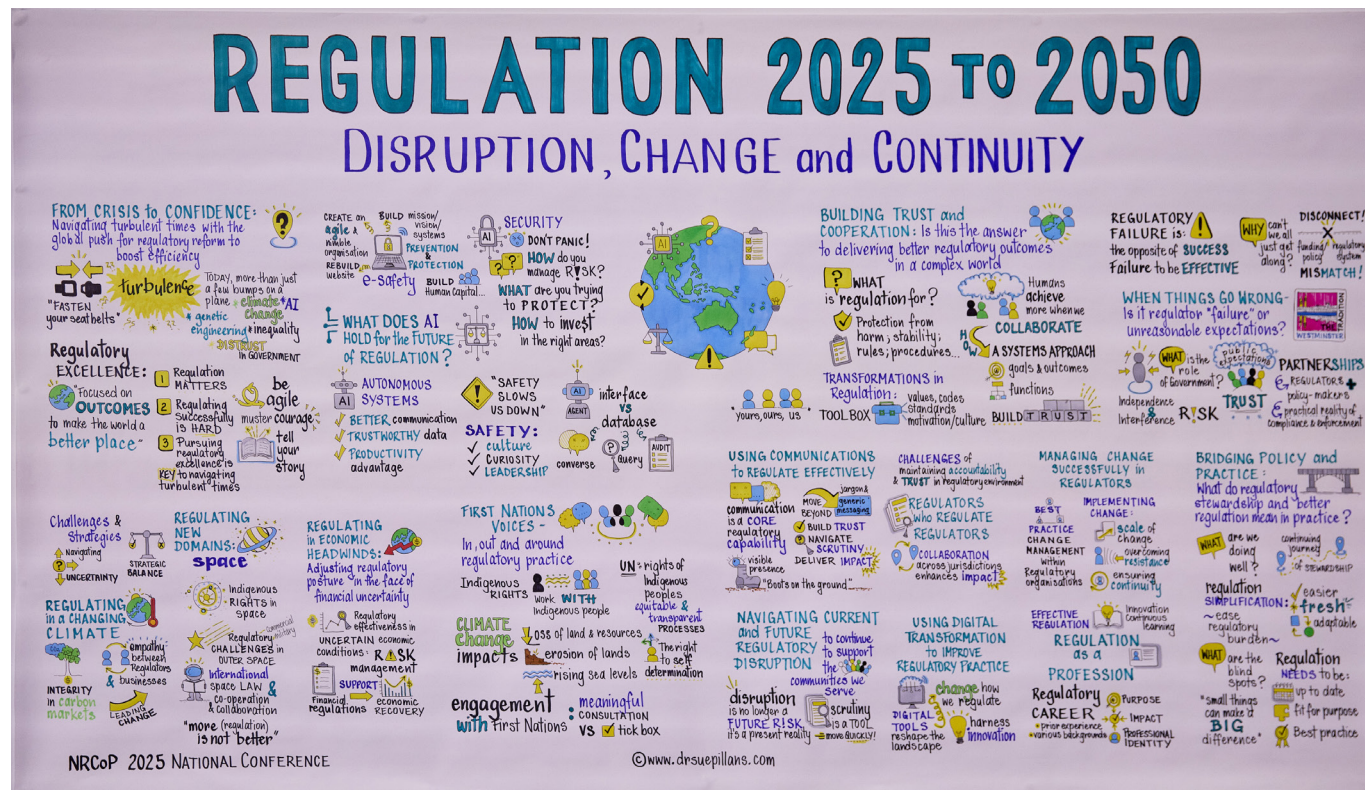
Rowena Park, Justin Oliver, Carly Kind, Sarah Proudfoot, Rachel Scalongne



Grant Barnes, Robert Hortle, Alisa Chambers, Grant Pink



Live graphic illustration by Graphic Recorder Dr Sue Pillans



Graphic Recorder: Dr Sue Pillans - www.dr.suepillans.com

NRCoP Regulator of the Year Awards

The inaugural NRCoP Regulator of the Year Awards were launched at the 2025 NRCoP National Conference, celebrating excellence, innovation, and leadership across the regulatory community. A total of 39 nominations were received across four award categories, reflecting the depth of impact, dedication, and professionalism within the sector.

The awards recognised achievement across four areas:

- Collaborative Practice Award – outstanding cross sector or cross jurisdictional collaboration
- Innovation in Regulation Award – innovative approaches improving regulatory outcomes
- Rising Star in Regulation Award – emerging professionals demonstrating exceptional promise
- Excellence in Leadership Award – leadership driving transformative regulatory change

Collaborative Practice Award

Winner:

Environment Protection Authority Victoria – Waste Tyre Management Compliance Campaign

EPA Victoria set a new benchmark for collaborative regulation through its Waste Tyre Management Compliance Campaign. Addressing long standing risks associated with waste tyre stockpiles and fires, the campaign combined strong cross sector partnerships, stakeholder driven design, and data led enforcement. By co designing enhanced waste tracking obligations with industry and applying a graduated “support to comply” approach, EPA Victoria achieved dramatic improvements in compliance and sector participation. The initiative demonstrated how trust based engagement, backed by real time data and enforcement where required, can deliver lasting cultural and environmental change.

Honourable Mentions:

- South Australian Skills Commission
- DAFF Biosecurity Operations – Cargo West Operations & Maritime Branch (with Charles Sturt University)



Award accepted by Matt d'Abbs on behalf of EPA Victoria

Innovation in Regulation Award

Winner:

Essential Services Commission (Victoria) – Best Offer Messaging

The Essential Services Commission's Best Offer Messaging (BOM) obligations transformed consumer engagement in the energy sector. By requiring retailers to clearly inform customers whether they are on their best offer—and how much they could save—BOM moved beyond traditional disclosure to proactive, behaviour focused regulation. The initiative has improved consumer awareness, driven switching, and enhanced market transparency, with strong evidence of household cost savings. Its integration into existing systems and national interest in replication demonstrate BOM's scalability and long term sustainability as a modern regulatory innovation.

Honourable Mentions:

- Environment Protection Authority Victoria
- Department of Water and Environmental Regulation – Waste Crime Team
- Adam Woodhead, Nick Richmond, Rod Vinning, Mark Frankland, Rhett Wilkinson



Award accepted by Sharon Deano on behalf of ESC Victoria

NRCoP Regulator of the Year Awards

Rising Star in Regulation Award

Winner:

Rebecca Gleeson – Office of the Information Commissioner (QLD)

Rebecca Gleeson exemplifies the next generation of regulatory leadership. In a short period, she has demonstrated exceptional technical capability, innovation, and people centred leadership. From leading major case management reforms to facilitating the largest Queensland NRCoP chapter event, Rebecca has shown an ability to improve systems, influence peers, and deliver outcomes that genuinely serve the public interest. Her creativity, professionalism, and commitment to continuous learning mark her as an emerging leader with significant future impact in regulation.

Honourable Mentions:

- Isabelle Paterson – ACT Government
- Fedja Budimir – Victorian Electoral Commission
- Alysha Holland – Environment Protection Authority Victoria



Rebecca Gleeson accepting the Award

Excellence in Leadership Award

Winner:

Dr Shaun Thomas – Environment Protection Authority

Dr Shaun Thomas was recognised for his transformational leadership in environmental regulation, particularly his national work on PFAS management. Through resilient, ethical, and highly collaborative leadership, Dr Thomas has guided the development and implementation of the PFAS National Environmental Management Plan, including the first national PFAS criteria for biosolids. His science based, consultative approach has strengthened national consistency, enhanced regulatory confidence, and delivered tangible benefits for communities, public health, and environmental protection.



Award accepted on behalf of Dr Shaun Thomas (in absentia)

Congratulations to all our award winners!

NRCoP thanks everyone who took the time to submit a nomination. The quality and breadth of nominations demonstrate the passion, innovation, and commitment that define Australia's regulatory community. We look forward to continuing to recognise and celebrate the outstanding work of regulators across jurisdictions in the years ahead.

NRCoP Poster Winners

NRCoP once again invited poster presentation submissions as part of the conference program, providing an opportunity for regulators who were unable to attend in person to showcase their work to delegates.

The judging panel was highly impressed by the exceptional calibre of entries, noting the consistently strong quality and creativity across all submissions. As a result, selecting a single winner proved particularly challenging.

The Judges' Award was presented to the Therapeutic Goods Administration, while the People's Choice Award was awarded to the Office of the Australian Information Commissioner.



People's Choice Winner

Office of the Australian Information Commissioner – "Privacy: It's Everyone's Business"

Judges' Award Winner

Therapeutic Goods Administration – "An Action Plan for Medical Devices"

Recognising Our Award Winners

NRCoP award recipients continue to demonstrate the value of regulatory stewardship, highlighting how a strong focus on outcomes, public value and long term system performance can deliver tangible results.

Following the 2025 NRCoP National Conference, NRCoP Chair Rebecca Billings joined award winners Gerard Brody (Essential Services Commission Victoria) and Atul Sharma (Environment Protection Authority Victoria) on the UK Institute of Regulation (IoR) podcast hosted by IoR Chair Marcial Boo to reflect on regulatory excellence in practice. The discussion reinforced key characteristics of effective regulation, including clear communication, strong partnerships, data driven decision making, and adaptive, proportionate compliance approaches.

Gerard Brody outlined how proactive engagement with energy retailers supported consumers to move onto fairer tariffs, demonstrating targeted enforcement and responsiveness to community needs. Atul Sharma shared how innovative use of data analytics, collaboration with councils, and practical compliance tools helped address illegal dumping, delivering improved environmental outcomes.

The conversation underscored the role of the NRCoP Awards in recognising excellence, sharing good practice, and strengthening regulatory capability across Australia through peer learning and professional stewardship.



NRCoP Chair, Rebecca Billings, 2025 Conference Welcoming Address

Working with First Nations



NRCoP is committed to embedding First Nations knowledge in leadership, learning and governance, aligned with ANZSOG's 2030 strategy. Through our program of events and shared practice, we are strengthening capability across the regulator community to work in ways that genuinely support self-determination—so that First Nations people are empowered to meaningfully shape the decisions that directly affect their lives and communities.

Insights from NRCoP events

NRCoP and ANZSOG presents – Meet the regulators – Supporting First Nations Australians to build strong, equitable and sustainable communities

In conversation with Tricia Stroud (Registrar, Office of the Registrar of Indigenous Corporations), Joseph Longo (Chair, Australian Securities and Investments Commission) and Sue Woodward AM (Commissioner, Australian Charities and Not-For-Profit Commission), a clear theme emerged: regulatory decisions cannot be divorced from the lived realities of First Nations people. The discussion was candid

about the structural power imbalances embedded in 'business as usual' systems, and the responsibility regulators carry to actively address them. Speakers drew attention to the concrete steps available right now. Cultivating trust and cultural respect as genuine organisational capability, including through commitments such as a Reconciliation Action Plan; being transparent about legislative remit and its constraints; and applying proportionate, risk-based approaches that lead with support and self-remedy, while remaining willing to take decisive action where governance failures undermine member confidence or public accountability.



Meet the regulators – Supporting First Nations Australians to build strong, equitable and sustainable communities

Sue Woodward AM, Jeswynn Yogarathnam, Joseph Longo, Tricia Stroud



Professor Valmaine Toki – Presenting at the 2025 Conference

National Conference 2025 – First Nations Voices in, out and around regulatory practices

Professor Valmaine Toki (Professor of Law, University of Waikato) brought an internationally grounded perspective to the intersection of Indigenous rights and regulatory decision-making, with particular focus on the concept of 'just transitions'. Her address was a compelling reminder that Indigenous world views—rooted in balance, guardianship and intergenerational responsibility—offer not just ethical grounding but practical wisdom for how regulatory systems should be designed. In any just transition, Indigenous peoples must not be made to bear the costs of change. They must have a genuine seat at the table in designing interventions, with protections for lands, resources, culture and livelihoods built in from the start, and with the right to free, prior and informed consent embedded in transition planning and regulatory frameworks alike.

Elly Patira (Commissioner, Essential Services Commission) turned the lens toward practice, exploring what 'regulatory inclusion' looks like when translated into the daily work of a regulator. She began from an honest premise: that existing regulatory and legal systems privilege certain values and diminish others, and that naming this clearly is the necessary first step.

From there, she outlined practical approaches—supporting informed participation in complex reform processes, reducing unnecessary engagement burden by working with existing community structures rather than around them, and deploying available regulatory levers function by function, whether through licensing conditions, performance monitoring or incentive design. The session also brought into focus the growing imperative of First Nations data sovereignty: moving from the current state of understanding data sovereignty to be about more sensitive data collection and use but still determined by governments toward self-determination for First Nation communities around who collects, owns, and determines how First Nations data is to be used.

NRCoP will continue to create spaces where regulators can learn from First Nations voices and from one another, deepening the practical capability needed to embed self-determination in regulatory design, engagement and decision-making. This sustained focus is how commitments become consistent practice, and how regulatory systems can ultimately contribute to stronger, more equitable outcomes for First Nations communities.



Plenary Session: First Nations voices – in, out and around regulatory practice

Professor Valmaine Toki, Elly Patira, Dr Ash Bunce (Facilitator)

EDUCATE

To empower regulators through skill development and exposure to best-practice regulation, enabling stronger decision-making and better outcomes.

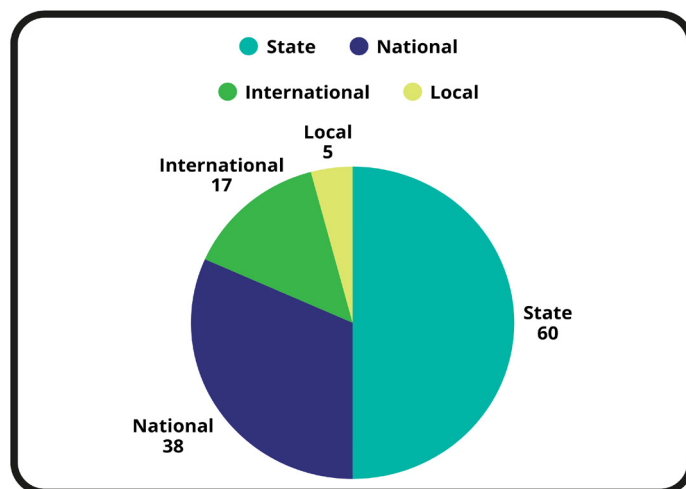


Professor Kathryn (Kate) Henne,
Director,
School of Regulation and Global Governance
(RegNet) The Australian National University



Professor Veronica Taylor,
Professor of Law and Regulation,
School of Regulation and Global Governance
(RegNet) The Australian National University

TPR REACH ACROSS THE PUBLIC SECTOR



Our shared commitment to cultivating regulatory best practice has been the bedrock of our relationship with NRCoP. It has been strengthened through our complementary values and strong belief in the continuing work of The Professional Regulator program. The program's impact across the sector is incredibly valuable, helping to set the standard of what regulatory stewardship means.

The Professional Regulator

Enrolments in the Professional Regulator: Foundation program have demonstrated sustained growth since the initial intake in July 2023. During the reporting period from 1 July 2024 to 31 December 2025, a total of 1,218 enrolments were recorded.

The program is designed to meet the needs of agencies who want a professional development program that can be used across their organisation, and which introduces regulatory theory that can increase the knowledge of regulators from a range of backgrounds. The course is a practical six module online self-paced professional learning program along with six interactive seminars (optional) that expand on the course topics and themes. It gives participants the opportunity to learn alongside colleagues from a range of regulatory spheres across the country and is designed to be accessible and flexible.

Modules	Seminars
Who Regulates and Why	Using our regulatory tools
Licensing as Regulation	Frontline regulators and processes
Understanding and Achieving Compliance	Understanding and achieving compliance
Using Information to Regulate	Regulatory information and stakeholder engagement
Regulatory Communication	Regulatory communication
Regulatory Professionalism and Ethics	Regulatory relationships, professionalism and ethics

The program, a joint initiative of NRCoP and the Australian National University's (ANU) School of Regulation and Global Governance (RegNet). The Professional Regulator has been designed with input from regulators across jurisdictions and fills a gap by providing regulator-specific training that focuses on the shared challenges regulators face regardless of what sector they work in.

Since NRCoP partnered with The Australian National University's (ANU) School of Regulation and Global Governance (RegNet). The Professional Regulator: Foundation course has been delivered to over 2500 regulators from across Australia and Aotearoa New Zealand. It has even attracted participants from further abroad in Singapore and Ireland.

Developed by regulators for regulators, The Professional Regulator program provides accessible, high-quality training focused on the common challenges of regulators. The program has brought together the skills and insights of both experienced regulatory facilitators and academics, leveraging the strengths of both to bring new insights and ways of approaching regulatory stewardship.

Over the last 12 months we have expanded our team of seminar facilitators to include seasoned regulators and academics concerned with enhancing regulatory practice. We have also welcomed Esther McVicar as the new Director of the program. She brings cross sector experience from both the public and private sectors and has been involved as a Foundations facilitator since 2023. Previously an Executive Director in the Australian Public Service holds an MReG (ANU) and MBA(Deakin) and is currently undertaking a PhD in Regulation and Governance at The Australian National University.

In this period the team has developed customised seminar offerings, most recently delivered to Defence Export Controls.

The model, offered at additional cost, enables different options for the seminar delivery, including, facilitating representatives from senior leadership to frontline operations in combined or differing sessions. This more specialised approach to seminar delivery, ensures the same language and concepts are built across organisations, boosting improvement initiatives through a whole-of-organisation approach.

"The Professional Regulator: Foundation program delivered clear value across our workforce, providing a shared, best practice regulatory overview for newer staff while sharpening judgment and strategic perspective for our more experienced regulators. The program helps to strengthen consistency, confidence and capability across teams, enabling more effective regulatory decision making, and will continue to form part of our professionalisation opportunities".

- Defence Export Controls

The Professional Regulator appeals to a wide range of regulators with participants coming from national, state, and local arms of government representing differing types of regulation and all levels of experience from brand new regulators as well as seasoned professionals. There continues to be regular interest in the Foundation offering and enquiries for more of these tailored seminar offerings. Expressions of Interest in extensions into other regulatory skills areas illustrate a continuing appetite particularly for the next levels of the course: expert and leader.

To date the program has been publicly delivered to 38 federal, 60 state, 5 local, and 17 international regulators demonstrating the reach and cross jurisdictional value of the program. It also points to areas for further expansion. The single biggest cohort has been from National Disability Insurance Scheme with over 1000 individual attendees since 2023. However, cohorts by size are spread equally between state and federal government bodies. For example, the next largest cohorts come from federal agencies represented by Defence, Infrastructure, and Home Affairs, as well as state regulators

like Liquor and gaming NSW, State Insurance Regulatory Authority NSW and the Victorian Building Authority. While our smallest cohort is from local governments they remain important regulatory stewardship gains.

"We've had 32 other staff members go through the program. It was critical for us as we built the regulatory culture across the organisation. I'd absolutely encourage other organisations to use the Professional Regulator Program as a tool in developing their regulatory toolkit internally. It helps develop a standard understanding of regulation, and it helps those participants become further advocates across the organisation of the benefits of regulation and correct practice of regulation."

- Sharife Rahmani, CEO, Coal Mining Industry (Long Service Leave Funding) Corporation Authority

"We've found that TPR Foundations extremely valuable in helping our team build their skillsets, toolsets and mindsets to be the regulator we know we can and must be...Thanks goes to the Professional Regulator Program team for their terrific professionalism, leadership and commitment to regulating maturely and well in Australia."

- Tim Beresford, CEO Australian Financial Security Authority

Guest Editorials Collection

Table: Guest editorial readership figures, sourced from APO, NRCoP, and ANZSOG

Month	Title	Article Reads
2024	July Look how far we've come <i>By Dr Lorraine Cherney, Former Deputy Director Regulatory Practice, National Regulators Community of Practice, ANZSOG</i>	214
	August The impact of AI on regulators and what it means for our sovereignty <i>By Dr Kate Conroy, AI Safety and Assurance, Queensland Government and Specialist Capability Officer (Lead Responsible AI) Royal Australian Air Force</i>	448
	September Regulators Build Bridges: But Are We Crossing Both Ways? <i>By Jeswynn Yogaratnam, NT Anti-Discrimination Commissioner</i>	161
	October Spotting the Hidden Signals to prevent Major Accidents <i>By Alice Turnbull, Director – Exploration and Development Environment, NOPSEMA and Jodi Goodall, Head of Organisational Reliability, Brady Heywood</i>	312
	November Robodebt investigation rethink is a win for Australia's integrity landscape <i>By Professor A J Brown AM, Professor of public policy and law at Griffith University, and Chair of Transparency International Australia</i>	491
	December Harnessing AI for Regulatory Compliance in Australia <i>By Dr Bernadette Hyland-Wood, PhD, AFHEA (Indigenous Knowledges)</i>	402
2025	February Better ways to evaluate regulatory impact – and why this matters <i>By Professor Veronica Taylor, Professor of Law and Regulation, Australian National University, School of Regulation and Global Governance (RegNet)</i>	624
	March Regulated Experience (Rx): Describing it, Distinguishing it, and Defining it <i>By Dr Grant Pink, RECAP Consultants and Pracademic Advisor to the NRCoP and Rob Warner, Chief Advisor Strategy, Maritime New Zealand</i>	458
	April The fatal flaws that stop regulators from succeeding <i>By James Shipton, Senior Fellow, Melbourne University's Law School, University of Melbourne</i>	693
	October Regulatory Posture: describing it, developing it, and demonstrating it <i>By Dr Grant Pink, Pracademic Advisor to the NRCoP and Adam Beaumont, NRCoP National Committee member</i>	530
	November Becoming a Regulatory Professional: From Sector Expert to Steward of Practice <i>By Adam Beaumont, NRCoP National Committee member and Simon Corden, Former Chair, NRCoP</i>	258
Total Reads		4,591

The Three-Year Strategic Plan

	Connect	Inspire	Enrich	Educate
Objectives	To build a community of regulators across jurisdictions, sectors and roles, connecting practitioners with experts and leaders, to build regulatory expertise and improve outcomes	To inspire regulators that their work is intellectually, professionally and ethically worthwhile and the foundation for a rich and satisfying career	To enrich debate on the profession of regulation and to ensure enduring benefit for regulated entities and the public	To educate regulators to improve their skills and expose them to best regulatory practice to support improved outcomes
2024 Actions	<ul style="list-style-type: none"> Grow the NRCoP community by establishing a new Chapter in Tasmania Continue to build connections with local government regulators through the creation of targeted content and opportunities Renew focus at the local level for members, increasing opportunities for face-to-face networking and in-person activities Prepare a guide to facilitate cross-Chapter learnings from jurisdictional events, allowing all Chapters to benefit from successful events Explore opportunities to establish alumni groups for The Professional Regulator: Foundation graduates, providing further opportunities for interaction and peer-to-peer learning Continue to accommodate the needs of regional and remote regulators, ensuring live events are accessible (hybrid) or available afterwards (via recordings) Build alliances with key networks of academics and regulators, nationally and internationally 	<ul style="list-style-type: none"> Bring regulatory practitioners and world-leading thinkers together to share knowledge through a national webinar series Be responsive to members' ideas in the design and programming of NRCoP events and activities through Annual Member Survey and stakeholder feedback Increase the range and accessibility of outputs from the national webinar series, including short videos Provide access to support material on key regulatory issues through the NRCoP website Highlight ideas and opportunities for regulators through our monthly Regulator Email and monthly Newsletter In partnership with the wider regulatory community, co-host a national speaking tour for an internationally renowned regulatory expert. 	<ul style="list-style-type: none"> Develop and maintain mutually beneficial relationships between academics and regulators. Expand our network of scholars and practitioners to inform developments in regulatory thinking Consider ways to incorporate more regulatory theory into the webinar series Consolidate existing materials that can be promoted alongside upcoming events on similar themes Prepare a monograph, co-authored by academics and practitioners, on key developments in regulatory theory and practice based on presentations from the 2023 NRCoP National Conference Establish Research Working Groups, made up of NRCoP participants and academics, to support targeted deep dive into contemporary issues in regulatory theory and practice Provide a Jobs Board, enabling regulatory policy and practice roles to be viewed by interested regulators across Australia and NZ 	<ul style="list-style-type: none"> Evaluate The Professional Regulator Foundation course (6 modules) Undertake market research to inform the development of the Extension, Expert and Leader phases of The Professional Regulator program Work with members to build sustainability of enrolments into The Professional Regulator Foundation course In partnership with RegNet, develop content for further levels of The Professional Regulator course. Working with NRCoP members to ensure that The Professional Regulator program continues to be innovative, contemporary and inclusive and meets their needs Create opportunities for educational activities at the local level that utilise existing materials which can be run by the jurisdictional chapters
2025 Actions	<ul style="list-style-type: none"> Explore new formats of engagement at the national and local level, such as facilitated conversations, workshops, seminars and mentoring programs Continue to grow the NRCoP with the establishment of a New Zealand chapter increasing the number of regulators who are corporate members Continue to support chapters to provide opportunities for regulators to connect and engage at the local level Be responsive to members' ideas in the design and delivery of a program of activities 	<ul style="list-style-type: none"> Host a NRCoP Conference, bringing together regulatory practitioners, leading experts and researchers from across the country and internationally Extend the NRCoP Conference into each jurisdiction by hosting local satellite events featuring key speakers from the National Conference and speakers/facilitators from each jurisdiction Provide a range of innovative and accessible outputs from the NRCoP Conference to ensure maximum accessibility for all members Demonstrate value to corporate members through the development of a program of member-only workshops, masterclasses and roundtables that are responsive to members' needs 	<ul style="list-style-type: none"> Review NRCoP governance structures to ensure they support sustainable growth of the NRCoP in achieving its objectives Develop a Regulatory Awards scheme to recognise and celebrate achievement and best practice in regulatory practice Undertake a formal evaluation of NRCoP 2013-2023 that is future focused and sets the strategic direction for ensuring the sustainability of the NRCoP in the long-term 	<ul style="list-style-type: none"> In partnership with RegNet, undertake a refresh of the Foundation program of The Professional Regulator and plan for the development of further levels (Extension, Expert, Leader) and other professional learning and development opportunities for regulators Design and delivery new professional learning and development programs for regulators by regulators such as developing an Emerging Leaders Program for corporate members to build the next generation of future regulatory leaders Maintain the focus on NRCoP enabling regulators to better support First Nations peoples and communities through events and activities to build knowledge and understanding
2026 Actions	<ul style="list-style-type: none"> Explore options for localised sub-groups of NRCoP Chapters, focusing on niche areas of regulation 	<ul style="list-style-type: none"> Host a National Speaking Tour of an international leader in regulatory thinking Be responsive to member ideas in the development of new NRCoP offerings, including podcasts, master classes, facilitated conversations 	<ul style="list-style-type: none"> Build on success of Regulatory Awards scheme 	<ul style="list-style-type: none"> Release further levels of The Professional Regulator course Explore demand for further professional development offerings

Thank You to Our Corporate Members

Australian Government/ National

Aged Care Quality and Safety Commission
AUSTRAC
Australian Charities and Not-for-profits Commission
Australian Children's Education & Care Quality Authority
Australian Competition and Consumer Commission
Australian Electoral Commission
Australian Financial Security Authority
Australian Health Practitioner Regulation Agency
Australian Pesticides and Veterinary Medicines Authority
Australian Prudential Regulation Authority
Australian Securities and Investments Commission
Australian Skills Quality Authority
Australian Taxation Office
Civil Aviation Safety Authority
Clean Energy Regulator
Coal Mining Industry (Long Service Leave Funding) Corporation
Comcare
Department of Agriculture, Fisheries and Forestry
Department of Climate Change, Energy, the Environment and Water
Department of Defence
Department of Education
Department of Finance
Department of Health, Disability and Ageing
Department of Home Affairs
Department of Industry, Science and Resources
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Fair Work Ombudsman
Inspector-General of Water Compliance Office
National Offshore Petroleum Safety and Environmental Management Authority
NDIS Quality and Safeguards Commission
Professional Services Review
Professional Standards Authority
Office of the Australian Information Commissioner
Office of the National Rail Safety Regulator
Office of the Registrar of Indigenous Corporations

Tertiary Education Quality and Standards Agency
Therapeutic Goods Administration
Treasury

ACT Government

Access Canberra
Department of Education
Independent Competition & Regulatory Commission
WorkSafe ACT

New South Wales

Cemeteries and Crematoria NSW
Department of Creative Industries, Tourism, Hospitality and Sport
Department of Customer Service
Department of Education
Department of Planning and Environment
Education Standards Authority
Environment Protection Authority
Greyhound Welfare and Integrity Commission
Health Care Complaints Commission
Independent Liquor and Gaming Authority
Independent Pricing and Regulatory Tribunal of NSW
Information and Privacy Commission NSW
NSW Electoral Commission
NSW Fair Trading
NSW Independent Casino Commission
NSW Ministry of Health
NSW Resources Regulator
NSW Treasury
SafeWork NSW
State Insurance Regulatory Authority
Transport for New South Wales

Northern Territory

Department of Environment, Parks and Water Security
Department of Industry, Tourism and Trade

Queensland

Brisbane City Council
Department of Housing and Public Works, Regulatory Services
Department of Education, Early Childhood Regulatory Authority
Department of Employment, Small Business and Training
Department of the Environment, Tourism, Science and Innovation
Department of Justice and Attorney-General
Department of Local Government, Water and Volunteers
Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development
Department of Transport and Main Roads
Electoral Commission of Queensland
Office of Industrial Relations
Queensland Building and Construction Commission
Queensland Family and Child Commission
Queensland Fire and Emergency Services
Queensland Health
Queensland Police Service
Resource Safety and Health Queensland

South Australia

City of Adelaide
Compulsory Third-Party Insurance Regulator
Consumer & Business Services (SA Attorney General)
Dairysafe
Department for Energy and Mining
Education Standards Board
Essential Services Commission of SA
Health Protection and Regulation
Return to Work SA
SafeWork SA
South Australian Skills Commission

Thank You to Our Corporate Members

Victoria

Building and Plumbing Commission
Commission for Children and Young People
Dairy Food Safety Victoria
Department of Education
Department of Energy, Environment and Climate Action
Department of Families, Fairness and Housing
Department of Government Services
Department of Health
Department of Jobs, Skills, Industry and Regions
Department of Transport and Planning
Department of Treasury and Finance
Energy Safe Victoria
Environment Protection Authority
Essential Services Commission
Portable Long Service Authority
Social Services Registrar
Victorian Disability Worker Commission
Victorian Electoral Commission
Victorian Gambling and Casino Control Commission
Victorian Pharmacy Authority
Wage Inspectorate Victoria
WorkSafe Victoria

Western Australia

Department of Communities
Department of Education
Department of Health
Department of Creative Industries, Tourism and Sport
Department of Local Government, Industry Regulation and Safety
Department of Mines, Petroleum and Exploration
Department of Planning, Lands and Heritage
Department of Primary Industries and Regional Development
Department of Transport and Major Infrastructure
Department of Treasury
Department of Water and Environmental Regulation
Economic Regulation Authority
WorkCover WA



Thank You to Our National and Chapter Committees

Current National Board

Rebecca Billings, NRCoP Chair,

Essential Services Commission Victoria, Essential Services Commission of South Australia, Australian Pesticides and Veterinary Medicines Authority
Piet Powell, ACT Chapter Chair, Aged Care Quality and Safety Commission

Derise Cubin, Access Canberra (Former ACT Chapter Chair – Dec 2025)

Matthew Campbell, NSW Co-Chapter Chair, Australian Department of Agriculture, Fisheries and Forestry

Jane Eldridge, NSW Co-Chapter Chair, Consulting

Rowena Park, QLD Co-Chapter Chair, Office of the Australian Information and Privacy Commission

Rachel Scalongne, QLD Co-Chapter Chair, Department of Regional Development, Manufacturing and Water

Kerry Leaver, SA Chapter Chair, Kerry Leaver Consulting

Steve Ronson, SA Deputy Chair, Fair Work Ombudsman

Matt D'Abbs, VIC Co-Chapter Chair, National Heavy Vehicle Regulator

Eliot Palmer, VIC Co-Chapter Chair, Building and Plumbing Commission

Stephanie Morrow, VIC Co-

Chapter Chair, Russell Kennedy
Jennifer Shelton WA Chapter Co-Chair, Department of Local Government, Industry Regulation and Safety

Belinda Walker (Former WA Chapter Co-Chair), Department of Water and Environmental Regulation

Duncan Poulson, NT Chapter Chair, Australian Securities and Investments Commission

Eunice Chuah, TAS Co-Chapter Chair, Department of Agriculture, Fisheries and Forestry

Sam Halliday, TAS Chapter Co-Chair, Department of Health

Alex McMinn, NZ Representative

Academic Practice Group

Dr Grant Pink, Pracademic Advisor, Recap Consultants

Professor Veronica Taylor, Academic Advisor, Australian National University

Dr Guzyal Hill, Academic Adviser – Early Career, HWL Ebsworth Lawyers

Dr Mitzi Bolton, Academic Adviser – Early Career, Monash University

James Green, Advisory Group, ANZSOG

Departing Committee Members

With thanks to previous members

Alice Turnbull, Amanda Grey, Roxane

Marcelle-Shaw, Tracy Mackey, Jarrod Cowley-Grimmond, Dini Soulio, David MacLennan, Belinda Walker, Doug Young, Adam Watson, Kate Maddern, Marianne Munro, Lisa Docherty, Amy Dennison, Rose Webb

Current Australian Capital Territory

Derise Cubin, Access Canberra (Former Chapter Chair – Dec 2025)

Piet Powell, Aged Care Quality and Safety Commission (New Chapter Chair – Jan 2026)

Chris Howe, Australian Department of Industry, Science, Energy and Resource

Gary Rake, Aged Care Quality and Safety Commission

Giuseppe Mangeruca, Access Canberra, City and Environment Directorate, ACT

Dr Grant Pink, Recap Consultants

Katia Tsiolkas, Clean Energy Regulator

Karen Najjar, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Nick Lhuede, Access Canberra, City and Environment Directorate, ACT

Josh Rynehart
Access Canberra, City and Environment Directorate, ACT

Sean Sloan, Access Canberra, City and Environment Directorate, ACT

Victor Martin, Health Protection Service, Health and Community Services Directorate, ACT

With thanks to previous members

Adam Pascoe, Amanda Grey, Justine Jones, Michael Fritschy, Sally Gibson, Samantha Grundy, Paul Baskys, Tracey Harkness

Current New South Wales

Matthew Campbell, (Co-Chapter Chair) Department of Agriculture, Fisheries and Forestry

Jane Eldridge, (Co-Chapter Chair), Consultant

Belinda Allport, Liquor & Gaming NSW

Chris Hidayat, Therapeutic Goods Administration

Dr Christopher Walker, Former Academic Director, EMPA, ANZSOG

Clare Dixon, Australian Health Practitioner Regulation Agency

Elizabeth O'Neill, Australian Health Practitioner Regulation Agency

Elizabeth Tydd, Office of the Australian Information and Privacy Commission NSW

Jane Lin, Liquor & Gaming NSW

Kyle Sheldrick, Department of Health and Aged Care (TGA)

Marcel Savary, Office of the Australian Information Commissioner

Matt Press, Department of Customer Service

Matthew Barrett, Department of Climate Change, Energy, the Environment and Water

Dr Petrina Casey, SafeWork NSW

Rhys Bollen, Australian Securities and Investment Commission

Sharife Rahmai, Coal Mining Industry (Long Service Leave Funding) Corporation

With thanks to previous members

Roxane Marcelle-Shaw, Dr. Maggie Hardie, Janet Schorer, Peter Dunphy, Scott Wheeler, Tony Kofkin, Merrin Hambley, Josh Chambers, Dr Maria Li, Rose Webb

Current Northern Territory

Duncan Poulson, Australian Securities and Investments Commission (Chapter Chair)

Dr Guzyal Hill, HWL Ebsworth Lawyers

Jeswynn Yogaratnam, NT Anti-Discrimination Commission

Kate Walker, Department of Trade, Business and Innovation

Kimberlee McKay, Utilities Commission

Reece Ravlich, City of Darwin

Salli Cohen, The Policy Room

With thanks to previous members

Amy Dennison (Former Co-Chapter Chair), Michael Riches

Current Queensland

Rowena Park, (Co-Chapter Chair), Office of the Australian Information and Privacy Commission

Rachel Scalongne, (Co-Chapter Chair), Department of Regional Development, Manufacturing and Water

Angela Pascoe, Australian Securities and Investments Commission

Dave Beck, Australian Financial Security Authority

Dean Barr, Resources Safety and Health Queensland

Erica McLuckie, Department of Education

Greg Wagner, Office of the National Rail Safety Regulator

James Howard, Aged Care Quality

Jessie Schreiber, Australian Securities and Investments Commission

Kerri McKeon, Australian Competition and Consumer Commission

Matt Larney, Brisbane City Council

Neville Matthew, Australian Financial Security Authority

Omar Ameer, Australian Financial Security Authority

Rebecca Gleeson, Office of the Information Commission

Rose Bovey, Public Health Regulatory Systems Unit, Queensland Health

Siobhan Boots, Brisbane City Council

Skye Bowie, Queensland Building and Construction Commission

Toni Mason, Department of Education

With thanks to previous members

Jarrold Cowley-Grimmond, Nick Singh, Colleen Smyth, Nadine Mudalige, Anne Lenz, Mary Doolan, Brian Bauer, Victoria Thomson, Jennifer Kenny, Kellie Heran, Geoffrey Airo-Farulla, David Mackie, Colleen Smyth, Petra Romain, Adam Whitehead, Rachel Chay, Megan Patten

Current South Australia

Kerry Leaver (Chapter Chair), Kerry Leaver Consulting

Steve Ronson, (Deputy Chair), Fair Work Ombudsman

Ewald Eisele, Office of the National Rail Safety Regulation

Glenn Farrell, SafeWork SA

Julianne Flower, Return to Work SA

Kim Becker, Australian Consumer and Competition Commission

Kerin Montgomerie, SA Health

Mark Stewart, Department of Energy and Mining, SA

Martyn Campbell, Martyn Campbell Consulting

Paula Benson, Attorney-General's Department, SA

Sam Durant, Department of Finance

Steve Sergei, Environment Protection Authority, SA

Steve Zaluski, City of Adelaide

With thanks to previous members

Dini Soulio, Scott Brown, Michelle Mader, Kate Turner, Sarah Rhead, Amy Dennison, Samantha Jones

Current Tasmania

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