

ANNUAL REPORT TO CORPORATE MEMBERS

1 July 2023 –
30 June 2024





ANZ
SOG

Australia &
New Zealand
School Of
Government



national
regulators
community
of practice

The
Professional
Regulator

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

I am pleased to present this report to corporate members on the activities and achievements of the National Regulators Community of Practice (NRCoP).

ANZSOG is proud to auspice the NRCoP with which it has had a long and close association, supporting its evolution over the last decade from three independent locally based communities in Victoria, Queensland and Western Australia to a national network, with engaged chapters across the country.

The NRCoP is an active network creating opportunities for regulatory practitioners, regardless of jurisdiction, sector or role, and academics to connect, exchange ideas and learn together, contributing to building regulatory capability in Australia. NRCoP exemplifies the Australia and New Zealand School of Government's (ANZSOG) point of difference in catalysing and cultivating strong public sector governance and leadership, supporting governments to deliver outcomes that enable people and communities to flourish.

Through the support of its corporate sponsors, the NRCoP is able to provide free and open access to inspiring thought-provoking learning activities and events, opportunities to meaningfully connect, and a range of regulatory resources all designed and delivered by regulators for regulators. I am grateful to our corporate sponsors for their trust and investment in the continuing development of the regulatory profession through this world-leading community of practice.

I would also like to congratulate all of the NRCoP's 7,500+ participants on their commitment to both their personal development and the development of the profession. Over the last 12 months, we have seen practitioners take up opportunities on an unprecedented scale, participating in events around the country, exploring curated online resources and signing up for the avenues we provide to professional learning.

The Professional Regulator program, the product of a highly successful partnership between the NRCoP, ANZSOG and Australian National University's School of Regulation and Global Governance (RegNet), opened for enrolments on 1 July 2024 after a very successful pilot. The importance and relevance of this program in providing foundational knowledge of contemporary regulatory concepts, practices and tools have been reflected in the continued significant uptake by regulators across the country.

I would like to acknowledge the leadership of the NRCoP Chair, Rose Webb, together with the members of the National Steering Committee and the Chapters in each jurisdiction. As a mix of regulatory leaders, practitioners and academics, this team is made up of dedicated volunteers, who bring their vision, energy and expertise to the NRCoP in addition to their already busy day jobs.

In closing, I would like to recognise the NRCoP staff team, led by Director Dr Marion Frere. The commitment of team members and our volunteers ensures NRCoP remains relevant, useful and valued to regulators. I also look forward to seeing and supporting the next chapter of NRCoP's growth and success under its new Director, Dr Ash Bunce, and incoming Chair, Rebecca Billings.

Professor Caron Beaton-Wells

Dean & CEO, ANZSOG



Message from the NRCOP Chair

I am very pleased to introduce our report on a significant year for the ANZSOG National Regulators Community of Practice (NRCOP). The NRCOP continues to grow and expand demonstrating how keen regulators are to connect and learn.

Our community of regulatory practitioners is now truly a national one with the addition of chapters in the Northern Territory and Tasmania. I would like to thank the co-chairs and all their colleagues in both jurisdictions for their support of NRCOP and the work they have put in to organising events, some with a national audience and some more focussed on local networking.

All the local chapters organised more events than ever this year covering a fascinating range of topics. These opportunities were also keenly patronised – we ran out of space a couple of times! It seems we are returning to our pre-pandemic appreciation of the value of networking with fellow regulators.

The highlight of our year was undoubtedly the NRCOP conference held in September 2023. The large audience heard from leading regulators and regulatory scholars on themes of Regulatory Hindsight, Foresight and Insight. Coming together as a community of practice has been an important activity for NRCOP and it was exciting to return to this tradition.

Other national events during the year included our monthly webinars and newsletters. The Professional Regulator training course, offered in conjunction with ANU's School of Regulation and Governance (RegNet) attracted many participants and received outstanding reviews.

We also developed our links with other related bodies, signing a MOU with AELERT (Australian Environmental Law Enforcement Regulators network) and deepening our ties with the UK's Institute of Regulation. During the year our New Zealand colleagues in G-Reg moved to become part of a new Ministry of Regulation and we are continuing our close linkage with them.

All this great work could of course not be done without the great team behind NRCOP. I would like to thank all the members of the ANZSOG regulatory team: Dr Marion Frere, Dr Lorraine Cherney, Rosemary Vo and Shannon Tucker. Marion finished up as Director, Regulatory Practice, at the end of June 2024 after making a fabulous contribution to NRCOP. We have been fortunate to secure Dr Ash Bunce to take Marion's great work forward. I would also like to wish Rosemary Vo, a truly quiet achiever, all the best in the future.

Finally, I would like to thank my fellow members of the NRCOP national committee. They contributed greatly to the success of our national events and in many cases doubled up organising local activities in their home jurisdictions. Having regulatory practitioners, academics and pracademics on the committee has proved invaluable for ensuring that we are always seeking to advance regulatory practice in Australia and New Zealand.

This will be my last report as Chair of the National Committee as my term comes to an end on 31 October 2024. It has been an absolute privilege to be part of the progress of NRCOP over the last three years, and I will certainly maintain my connections with you all. I am very pleased to hand over the Chair to Rebecca Billings, whose experience with regulators in a number of Australian jurisdictions puts her in an ideal position to support NRCOP into the future.

Rose Webb

Chair, NRCOP



Introduction



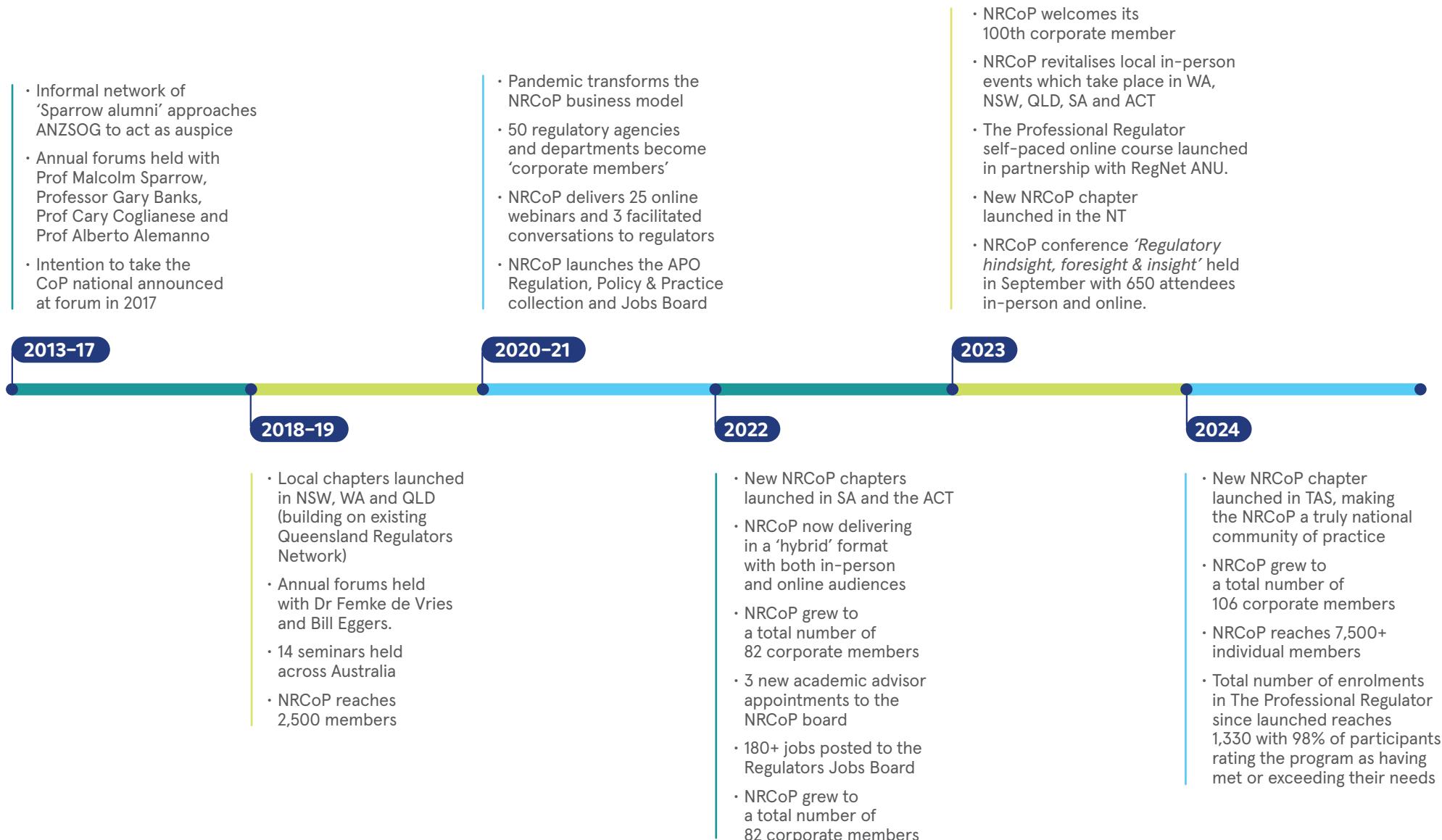
The National Regulators Community of Practice (NRCoP) is an active network of public sector regulators from all levels of government in Australia and from every regulatory sector, professional background, role and level of seniority, who are keen to learn from and with each other. Its objectives are to support participants to become more professional and capable regulators and to promote the public value and importance of regulation as a key function of government and thereby, to deliver better citizen outcomes.

This report outlines the achievements of the NRCoP from July 2023 to June 2024. This was another period of intense activity, with growing membership, a diverse program of in-person and online events, including the NRCoP conference in Melbourne in September 2023 and the continued success of The Professional Regulator program. In September 2023, the NRCoP signed up its 100th member and our corporate membership continues to grow and we now also have over 7,500 individual members. We continue to go from strength-to-strength delivering programs at the national and local levels. This year also saw the return of the NRCoP conference with over 650 delegates joining over a two-day program online and in-person. In addition to the main conference program, we ran 16 satellite events across the country on the second day, allowing over 400 regional and remote regulatory practitioners to hear Professor Malcolm Sparrow deliver his keynote address and participate in a Sparrow-designed workshop. Following the successful pilot of The Professional Regulator program in February 2023, enrolments opened on 1 July 2023 and the program has continued to go from strength to strength with 989 enrolments this year and with 98% of participants rating the program as having met or exceeding their expectation. Read on to find out more on what has been happening in *your* community of practice.

Dr Ash Bunce

Director, National Regulators Community of Practice

Timeline for the NRCoP



NRCoP Summary 2023/24



7,500+

subscribers from all levels of government in Australia and Aotearoa New Zealand



106

corporate members from all levels of government



650

delegates joining the NRCoP Conference over a two-day program online and in-person.



16

NRCoP Conference satellite events across the country, allowing over 400 regional and remote regulatory practitioners to hear Professor Malcolm Sparrow deliver his keynote address and participate in a Sparrow-designed workshop



3,358

registrations for 9 national events with an average evaluation of 4.5 out of 5



17

national and local events held around the country



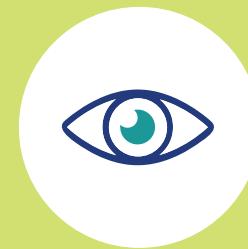
989

enrolments in The Professional Regulator program



98%

of participants evaluated The Professional Regulator program as meeting or exceeding their needs



4,025

reads of guest editorials written by senior regulatory practitioners on our APO Regulation Policy and Practice Newsletter



254

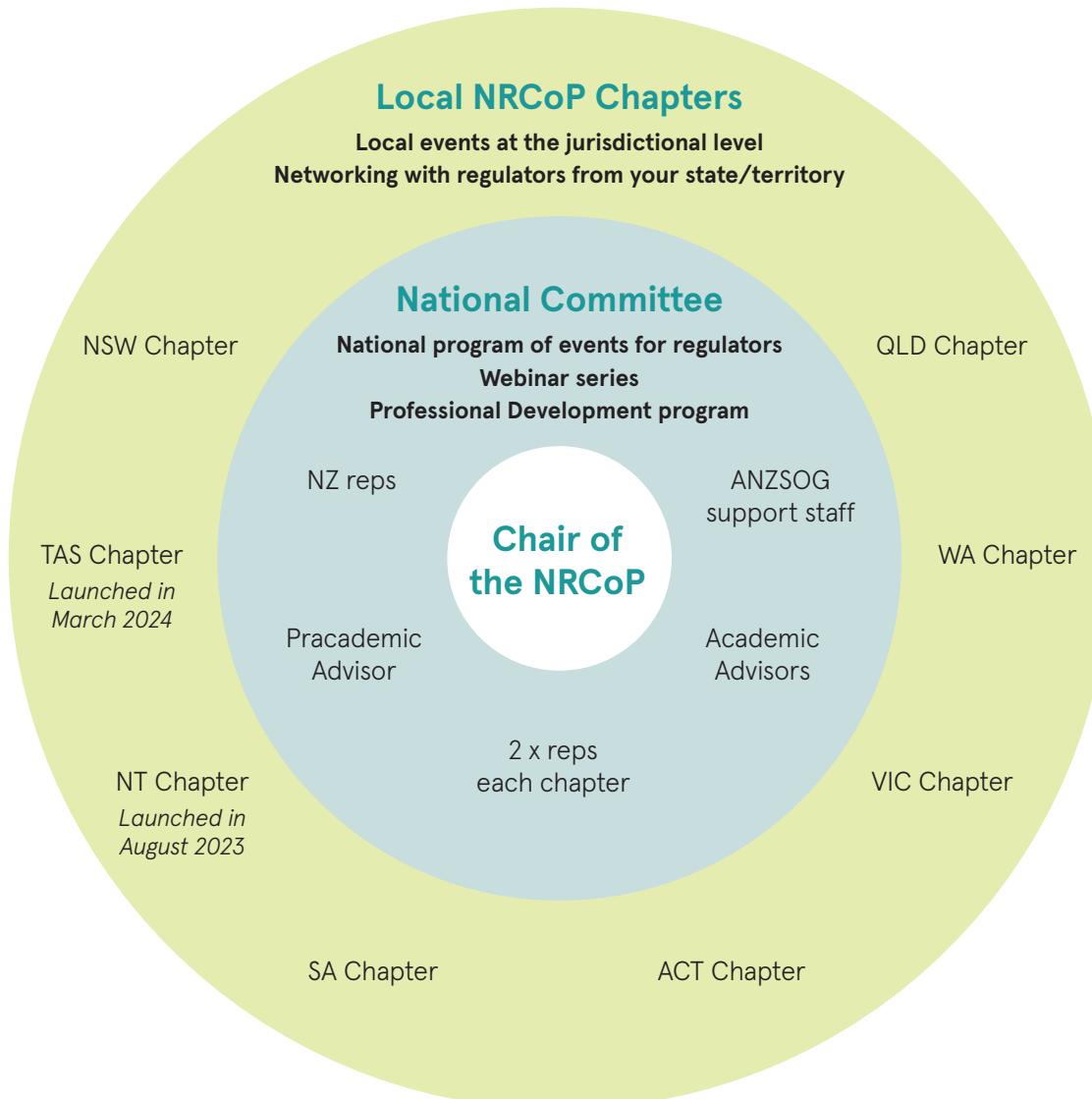
regulation jobs advertised on our free Jobs Board



22

monthly newsletters published

NRCoP Jurisdictional Chapters



NRCoP is a proudly bottom-up community of practice, with active local chapters in all jurisdictions making us a truly national organisation with links also to our New Zealand counterparts. Chapter committees bring local regulators together through a range of activities to build connection and grow capability including opportunities to participate in workshops, closed-door discussions and problem-solving activities, along with a full range of opportunities to connect and network with regulators peers in your area. The range of activities at the local level include breakfast workshops right through to sunset drinks.

Meet some of our local leaders here:

WA

"NRCOP has excelled in the new online world of professional development and networking particularly the hybrid webinar format which the WA Chapter has benefited from. Sharing regulatory best practice across Australia no longer has a geographical constraint (just some different time zone considerations!)."

David MacLennan,
Chief Executive Officer,
City of Vincent



Alice Turnbull,
Director Regulatory Operations,
National Offshore Petroleum
Safety and Environmental
Management Authority



ACT

"The ACT Chapter is uniquely positioned in the heart of the nation's capital, providing for fantastic opportunities to bring together regulators from all levels of government. The webinars are a valuable tool for our staff as we have the opportunity to learn from our regulatory colleagues across the ACT and nation (and even across the ditch)"

Derise Cubin,
Executive Branch Manager,
Licensing and Registration Branch,
Access Canberra



NSW

"NRCOP facilitates the exchange of ideas, challenges, and best practices, enabling us to collectively address complex regulatory challenges with a united and informed approach. This collaborative environment enhances regulatory understanding and drives meaningful change, with programs like the Professional Regulator Program supporting effective regulatory practice."

Jane Eldridge,
Health Regulation-Medico
legal-Risk mitigation Consultant



Matthew Campbell,
Acting Assistant Secretary,
Audit and Assurance Branch,
Department of Agriculture,
Fisheries and Forestry



QLD

"With the post covid return to in person networking, I have really valued the opportunity to connect with other regulators at Commonwealth, State and local government level in Queensland at our in-person events. Getting to know those who have a similar passion for regulating to reduce harms to consumers and markets drives learning and helps you in your career journey"

Rowena Park,
General Manager,
Compliance and Enforcement,
Australian Energy Regulator



"Being a part of the NRCOP provides the opportunity to collaborate effectively with fellow regulatory professionals from all levels of government and across all areas of regulation. It fosters shared insights and best practices that enhance our collective responsibility, to uphold standards and protect public interest."

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



TAS

"We are excited to be growing the newly established TAS NRCOP Chapter as a platform 'by regulators and for regulators' to connect, collaborate and exchange learnings on cross-cutting challenges in contemporary regulatory practice. Regulatory professionalism is integral across all levels of government and the NRCOP is a unique opportunity for collective development. We look forward to growing and supporting our well-represented member base in the years ahead."

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



Sam Halliday,
Acting Chief Pharmacist,
Department of Health



VIC

"Local level networking opportunities are one of the main benefits that the NRCOP provides, particularly for frontline staff."

Matt d'Abbs,
Chief Quality Officer,
EPA Victoria



"Utilising the diverse knowledge and expertise of members, who are keen to promote success, the community provides access to explore tried methods of best-practice regulation as well as innovative ways to resolve emerging challenges. By bringing together like-minded local professionals to have frank conversations on a range of topical issues the community provides regulators with a shared identity, a common purpose and helps promote regulation as a stand-alone profession in Victoria"

Doug Young,
Manager Industrial Radiation
and Legionella Regulation,
Department of Health (Victoria)



NT

"The Territory has a wide range of regulatory challenges, including that we have a small population dispersed over an area six times the size of Victoria. NRCOP represents an opportunity for regulators in the Territory to connect with each other to tackle our unique challenges and also to connect with colleagues from across the country and learn the art and science of best practice regulation."

Amy Dennison, Executive Director,
Environmental Regulation Division,
Department of Environment,
Parks and Water Security



Duncan Poulson, NT Regional
Commissioner, Australian Securities
and Investments Commission



SA

"The NRCOP SA Chapter has been thrilled to see high numbers of participants at our local events this year, well beyond our hopes and expectations. It has really emphasised the importance of local communities of practice and that the NRCOP local chapter meets a significant need for SA regulators by providing a place to share and learn from one another."

Kerry Leaver,
Chief Executive,
Education Standards Board SA



Steve Ronson,
Executive Director Operations,
Fair Work Ombudsman



CONNECT

To build a community of regulators across jurisdictions, sectors and roles, connecting practitioners with experts and leaders, to build regulatory expertise and improve outcomes

At its core, the NRCoP is about building connections between regulators. We support this by creating opportunities for people to get together and connect by creating a sense of shared purpose so that regulators feel part of a wider community. This year we have held 9 national events around the country bringing together hundreds of regulators in person and thousands online. In addition, the NRCoP chapters held 8 local events in each jurisdiction ranging from networking breakfasts, learning events to sunset drinks. These events took place in our capital cities and our regional centres, and those who participated represented a very diverse range of regulatory spheres and included those working on the frontline to CEOs. Our photo gallery provides a snapshot of these local events as well as our national hybrid program.

Hear what participants have to say about local events and webinars:

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

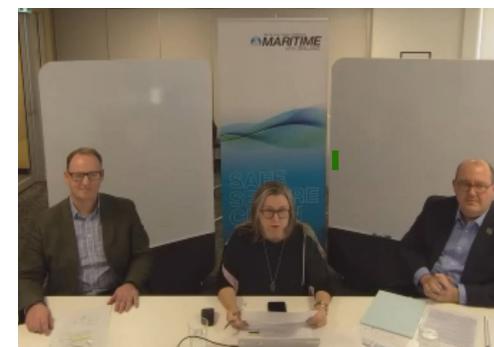
Local and Hybrid Events



NSW – Regulators as raters (31 July 23)



SA – Body worn cameras in the regulatory space (5 December 23)



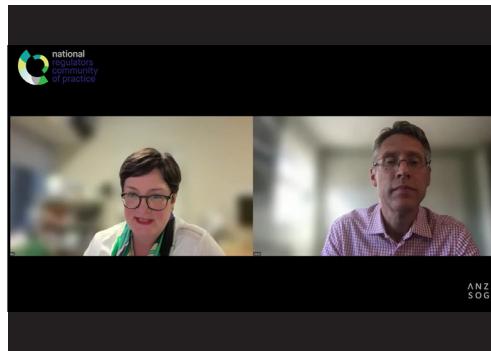
Online – Navigating regulatory landscapes (20 November 23)



NT – Holding the regulatory line (4 August 23)



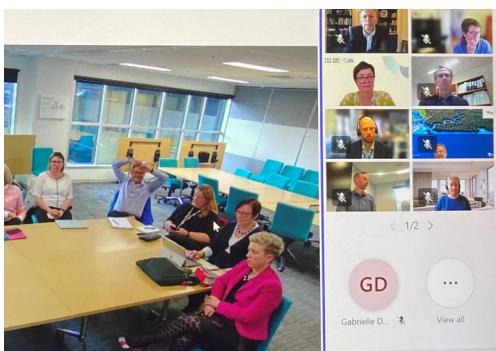
ACT – Regulating at the border: working together in ordinary and extraordinary times (20 May 24)



Online – Regulators and risk appetite (25 June 24)



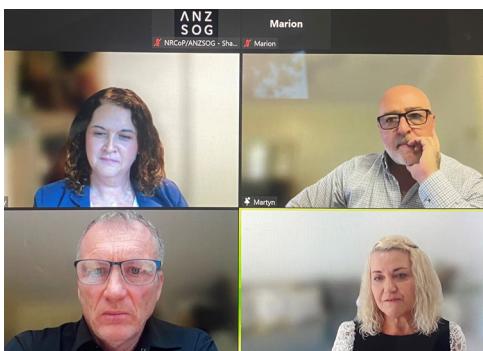
NSW – Working in partnership: Interjurisdictional regulatory collaboration. The challenges, benefits and potential pitfalls. (13 June 24)



VIC – Local VIC Chapter hybrid (7 May 24)



NT – Financial wellbeing, resilience and protecting vulnerable consumers (12 March 24)



Online – A focus on the safety and wellbeing of frontline officers in the field (29 April 24)



QLD – New best practice in regulatory frameworks (10 June 24)

"I was able to connect what was being said to things that are happening in my agency right now, make sense of some things, and the engines of anxiety really resonated."



Online – What does it mean to be a regulator in local government (28 February 24)



ACT – Breakfast event (8 August 23)

“Always thought-provoking sessions by ANZSOG. Great to have the capacity to dial in during a lunch period. Excellent format and timing. Thank you.”



NT – Come together, Connect, Collaborate. Breakfast workshop with Dr Grant Pink (12 April 2024)



SA – Enforceable Undertakings (5 March 24)



NSW – Local NSW hybrid event (7 February 24)



TAS – The public value of regulation and why it matters (27 March 24)

NRCoP Local Chapter Launches

Launch of the Northern Territory chapter

On Friday 4 August 2023, the NRCoP launched the Northern Territory Chapter. A strong contingent of regulators gathered in Darwin for a panel discussion that explored how regulators can be supported to 'hold the line' whilst delivering regulation that is in the public interest. They were joined by a large online audience. The session was ably facilitated by Amy Dennison (Executive Director Environmental Regulation Division, Department of Environment, Parks and Water Security). Panellists included, Michael Riches (Independent Commissioner Against Corruption for the Northern Territory), Duncan Poulson (NT Regional Commissioner, Australian Securities and Investment Commission) and Peggy Cheong (Executive Director of NT WorkSafe).

Following a light lunch, attendees contributed to a brainstorming session on the most pressing challenges facing Northern Territory regulators.

Our new Northern Territory Chapter Co-chairs are Amy Dennison and Duncan Poulson.



Our new Tasmanian Chapter Co-chairs are Eunice Chuah and Sam Halliday.



Launch of the Tasmania chapter

An enthusiastic contingent of regulators gathered in Hobart on Wednesday 27 March 2024 for a panel discussion that explored the public value of regulation and why regulation matters. They were joined by a large online audience.

The NRCoP Tasmanian Chapter was opened with some welcome remarks from Dale Webster PSM, Deputy Secretary, Community Health and Wellbeing, Tasmanian Department of Health.

The session was facilitated by Rose Webb (Chair, National Regulators Community of Practice). Panellists included, Professor Fred Gale (Head of Discipline of Politics and International Relations, School of Social Sciences, The University of Tasmania), Ann Hamilton (Conservation Program Officer, Tasmanian Department of Natural Resources & Environment) and Peter Boyles (Chief Pharmacist & Principal Advisor- Medicines and Poisons Regulation, Tasmanian Department of Health). Professor Gale explored why we need to shift the narrative away from 'burden' and towards the positive value regulation plays. Ann Hamilton outlined how Nature Conservation Covenants are being used in Tasmania to protect threatened species and native vegetation while Peter Boyles focussed on the public value that resulted from the Department of Health's success in addressing harms related to prescription opioids.

Following a light lunch, Dr Grant Pink (Author and Pracademic Adviser on the NRCoP National Steering Committee) led a lively discussion on what Tasmanian regulators want to achieve with the establishment of their new Chapter and how they want to get there.

NRCoP Partners

NEW ZEALAND: G-REG (NOW MINISTRY OF REGULATION)

"New Zealand highly values its relationship with and connection to NRCoP (first via G-REG and now the Ministry for Regulation). As regulators we have much more in common than differences – and we can make some exponential capability gains by sharing the experiences and expertise of practitioners. This year we have been thrilled to run a pilot NZ cohort on The Professional Regulator programme, and we look forward to more opportunities for partnership and mutual benefit."

Lisa Docherty, Manager Regulatory System Capability, Ministry of Regulation, New Zealand



AUSTRALASIA: AELERT

"Formalising AELERT's partnership with NRCoP in January 2024 was a highlight and makes a lot of sense. It has meant better cooperation and collaboration that fuels what we separately do well. Running joint events and promoting each other's unique agency products and practitioner tools and programs happens now, and is just the start of what is to come in 2025-26. This new and improved level of collaboration now means our member regulatory agencies materially benefit more to grow their collective capabilities which is what AELERT will always be about'

Gregory Abood, Chief Executive Officer, Australasian Environmental Law Enforcement and Regulators neTwork (AELERT) Capability, Ministry of Regulation, New Zealand



UNITED KINGDOM: INSTITUTE OF REGULATION

"The UK's Institute of Regulation enjoys strong ties with NRCoP. We have particularly learned from your established regulatory practitioners and networks in Australia as we establish our own community of regulatory experts and professionals. We have shared goals to improve regulation and disseminate good practice, both within our jurisdictions and internationally. We have much to continue to learn from each other, so that we can support regulators in our own countries to ensure fairness and consistency in the ways that rules are enforced, to bring benefit to our economies and society."

Marcial Boo, Chair, Institute of Regulation.
Louisa Dale, Director, Institute of Regulation



GLOBAL: INTERNATIONAL ASSOCIATION ON REGULATION & GOVERNANCE

"Part of this regulatory excellence movement is manifest in earnest efforts by governments themselves to organize networks of learning, such as through the Australian National Regulators Community of Practice ..."

Professor Cary Coglianese,
Director, Penn Program on Regulation,
University of Pennsylvania



INSPIRE

To inspire regulators that their work is intellectually, professionally and ethically worthwhile and the foundation for a rich and satisfying career

The NRCoP National Events both in hybrid and in online webinars continue to be enormously popular with the regulatory community and of immense value to our members.

As you can see from the full list of topics and speakers, we bring together practitioners and academics, organisational leaders and front-line regulatory officers to ensure topics explored are both thought-provoking and practical.

"There's so much to commend from this forum. I look forward to NRCoP meetings as a way to catch up, hear and draw upon an inspiring wealth of regulatory experience and perspectives."

Ian Lawrence, Access Canberra

Table: Engagement in the NRCoP National Events

	Month	NRCoP Program of Events July 2023 – June 2024	Click icon to view webinar	Registrations for event
2023	July	Regulators as raters (hybrid) Tracy Mackey, Gabrielle Sinclair & Andrew Davies		Online – 311 In-person – 18
	August	Holding the regulatory line (hybrid) Amy Dennison, Duncan Poulson, Michael Riches & Penny Cheong		Online – 309 In-person – 40
	November	Navigating regulatory landscapes (online webinar) Lisa Docherty, Rob Warner & Dr Grant Pink		Online – 447
	December	Body worn cameras in the regulatory space (hybrid) Kerry Leaver, Glenn Farrell, Andrew Pruszinski & Laura Paulus		Online – 323 In-person – 34
	February	NRCoP, ANZSOG and AELERT present: What does it mean to be a regulator in local government (webinar) David MacLennan, Gregory Abood, Susy Cenedese & Samuel Ferrier		Online – 267
	March	The public value of regulation and why it matters (hybrid) Rose Webb, Professor Fred Gale, Peter Boyles & Ann Hamilton		Online – 428 In-person – 43
	April	A focus on the safety and wellbeing of frontline regulatory staff in the field (webinar) Martyn Campbell, Luke Bond, Mandy Belfrage & Diane Shultz,		Online – 184
	May	Regulating at the border: working together in ordinary and extraordinary times (hybrid) Adam Fennessy PSM, Kaylene Dale, Justine Saunders APM & Dr Grant Pink		Online – 293 In-person – 67
	June	Regulators and risk appetite (webinar) Professor Martin Lodge & Dr Lorraine Cherney		Online – 594
Total				3,358

Working with First Nations



Tricia Stroud,
Registrar, ORIC,
Office of Registrar of
Indigenous Organisations

Tricia Stroud is Registrar of Indigenous Corporations and her organisation, the Office of the Registrar of Indigenous Corporations (ORIC) has been part of NRCoP since 2023. ORIC became members after being inspired by an NRCoP panel discussion exploring Indigenous knowledges and partnerships.

ORIC regulates almost 3500 corporations registered under the Corporations (Aboriginal and Torres Strait Islander) Act (the CATSI Act), and Ms Stroud says that well-governed corporations and strong governance are part of the fabric of First Nations self-determination.

"Many are delivering critical services for First Nations communities, and many are charged with the responsibility of protecting Indigenous rights and interests such as native title. In this context they are part of the fabric of self-determination," she said.

"Indigenous Australians have sophisticated governance structures that have survived millennia – including social and cultural structures. For many Indigenous corporations the CATSI Act and the corporations rule book are merely the governance foundations, which are enhanced by a sophisticated and complex Indigenous governance, protocols, practices and ways of being.

"Building trust and confidence in our regulatory approach is a challenge which I am particularly focused on. This includes gaining acceptance from Indigenous corporations and the community. I am committed to a proportionate and balanced regulatory approach that is underpinned by a valuing of the autonomous and self-determining nature of Indigenous member-controlled corporations."

She says that since joining NRCoP, ORIC has welcomed being part of a formal community of regulators, at a time when it is reshaping or maturing its regulatory presence.

"We have been able to forge a greater peer relationship with a number of regulators over the past 18 months in which has provided an opportunity to test our regulatory principles and approaches against current and best practice as the current environment and public expectations," she said.

"As Indigenous corporations evolve and mature, so should ORIC's regulatory approach. What better opportunity to do so than by being part of a diverse and vibrant community of regulatory peers."



NRCoP Conference

First nations representatives provided some frank and fearless advice for regulators wishing to work with Indigenous communities.

"Continue the focus on working with First Nations people."



Workshop: Frank and Fearless advice for regulators wishing to work with Indigenous communities

Ian Hamm, Donnella Mills & Zack Haddock



Fireside Chat: Indigenous Governance, Voice and Treaty

Tricia Stroud & Professor Veronica Taylor



Workshop: Supporting agency engagement with First Nations communities

Darren Smith, Teena Forrest Benavides, Nathan Boyle & Jolene Couzens



Panel event: Regulating behind closed doors: Making the invisible visible

Maria Katsonis, Meena Singh, Professor John Braithwaite, Professor Valerie Braithwaite & Simon Katterl

ENRICH

To enrich debate on the profession of regulation and to ensure enduring benefit for regulated entities and the public



Associate Professor Brigid van Wanrooy,
Director Analysis & Policy Observatory

The NRCoP greatly values the partnership with Analysis & Policy Observatory (APO) which provides the regulatory community with excellent resources in the form of a curated research collection and jobs board, both of which are well utilised by our members. The APO monthly guest editorials have continued to be an effective way to raise awareness of a wide range of issues faced by Australian regulators.

Since we launched the Regulators Jobs Board back in April 2021, it has continued to grow in popularity and our community has used it to advertise more than 788 positions. During the 2023-2024 reporting period, a total of 254 jobs were placed by 42 regulatory agencies. Members are welcome to post their job listings for free.

For us, the relationship with NRCoP really showcases the range of ways that the Analysis & Policy Observatory can work with and support our partner organisations.

APO is especially proud of the Regulation Policy & Practice Collection: with 2,300+ resources collected from over 600 different publishers, it is our longest-running collection established in partnership. At APO, our goal is to make public policy research and resources accessible and usable: by establishing and building engagement with an evidence base for regulation, the RP&P Collection does just that. We are happy to be working with the team at NRCoP to keep the regulation community up to date with the latest resources through monthly newsletters as well as apprised of opportunities via the NRCoP jobs board.

APO Collection Guest Editorials

Table: Guest editorial readership numbers/NRCoP and ANZSOG clicks

Month	Title	Article Reads
July 2023	The role of regulator ratings in consumer protection By Roxane Marcelle-Shaw	268
August 2023	The regulator's dilemma – regulating in a sea of influence By Michael Riches	578
September 2023	Regulatory capture: defining it, refining it, and mitigating it By Dr Grant Pink	590
October 2023	NRCoP National Conference 2023 – "A truly fantastic couple of days" By Rose Webb	393
November 2023	Navigating Regulatory Landscapes: Four Sights to advance regulatory practice and governance By Rob Warner and Dr Grant Pink	563
December 2023	Body worn cameras By Glenn Farrell	274
February 2024	Anti-corruption (and mismanagement) in the Age of AI and Algocracy – 'She won't be right mate' By Associate Professor Guzyal Hill	365
March 2024	Local Government: Welcome to the sharp end of the regulatory knife! By David MacLennan & Gregory Abood	179
April 2024	Governing For Sustainability Value: From Strong Government to Deliberative Multistakeholderism By Professor Fred Gale	216
May 2024	Advancing Policy Design for Robots in Public Spaces By Professor Michael Mintrom	176
June 2024	Regulatory Diplomacy: The Practitioner's Path to Agility and Foresight By Rob Warner & Dr Grant Pink	423
Total readership numbers		4,025

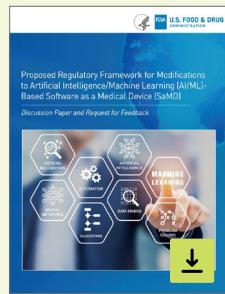
Most Popular Reports in the RP&P Collection during 2023–2024



NRCoP Jobs Board

Table: NRCoP Jobs Board
1 July 2023 – 30 June 2024

Total jobs posted	Total agencies posting jobs	Total page views
254	42	1,660



1
Proposed regulatory framework for modifications to Artificial Intelligence/Machine Learning (AI/ML)-based Software as a Medical Device (SaMD)
Number of reads 1,514



2
Safe and responsible AI in Australia: discussion paper
Number of reads 979



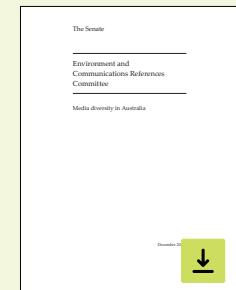
3
The Digital Services Act, the Digital Markets Act, and the new competition tool
Number of reads 795



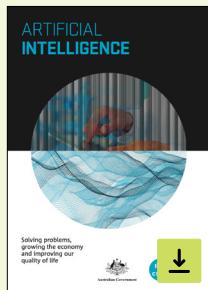
4
Review of The Star Pty Ltd
Number of reads 719



5
ADM+S submission to the Safe and responsible AI in Australia discussion paper
Number of reads 719



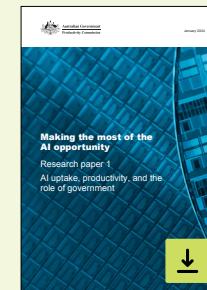
6
Report of the Inquiry into media diversity in Australia
Number of reads 923



7
Artificial Intelligence: solving problems, growing the economy and improving our quality of life
Number of reads 667



8
Review of governance, culture and accountability at PwC Australia – report
Number of reads 666



9
Making the most of the AI opportunity
Number of reads 636



10
Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry: final report
Number of reads 582

Click on the images to download a copy of the report.

EDUCATE

To educate regulators to improve their skills and expose them to best regulatory practice to support improved outcomes



As the job of regulators has become more demanding, there has been an increased interest in professionalising practice and lifting skills of regulators at all levels. NRCOP partnered with the Australian National University's (ANU) School of Regulation and Global Governance (RegNet) to deliver a self-paced online professional development program for regulators. The Professional Regulator program has been developed by regulators for regulators. The course fills a gap in Australia by providing accessible, high-quality training that has been designed with input from regulators across jurisdictions, and which focuses on their common challenges.



Our partnership with NRCOP has enabled us as a School to support the regulatory profession through the creation of The Professional Regulator. NRCOP has been the ideal partner to work with: our shared commitment to cultivating regulatory best practice has been a strong foundation for thinking in new and innovative ways about how to combine different forms of knowledge to enhance regulators' professional development. We've deeply valued the relationship we have built through The Professional Regulator, and we look forward to continuing to work together.

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

The Professional Regulator

Enrolments in The Professional Regulator: Foundation opened at the start of July 2023 and has continued to go from strength to strength with a total of 1,330 enrolments at 30 June 2024.

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.

The Professional Regulator: Foundation program has been well received by regulators across the country with the overwhelming majority of evaluations (98%) reporting the course as a whole met or exceeded their expectations.

"We had 40 placements in the most recent foundations course... and having it available online has been really beneficial in terms of take-up from our regional staff. I've absolutely loved hearing from very senior regulators who've been doing the job for 20 years saying, I didn't think I was going to learn anything, I tried to do the quizzes and the tests but had to go back to the start and do the work."

Interview participant, INT10

"Not only did this course provide me with the fundamentals of regulating, it also provided practical examples, excellent case studies, and information presented in an easy-to-digest manner."

Open cohort participant 2023

"The Professional Regulator explains the authorising environment and then gives you the ability to apply it to the area that you're regulating in."

Interview participant, INT01

"For me the course was a great refresher. It was a reminder that there is never one way to think about a problem or an issue that you are facing – there are so many different tools that we've got...The Professional Regulator has given me a real push to drive a focus across public health in regulatory theory, and the value of being a good regulator, and to keep talking that regulatory language."

Kerin Montgomerie, SA Health

"It's a great community, and I'm glad there's an opportunity to come together like this...It's wonderful to see how different regulatory approaches can inform each other. Learning from others in the community is an invaluable part of our professional development."

Focus Group participant, FG03

"While many of the topics I have already come across from work, I find it helpful that the course brings my different work experiences together, puts them into context, explains the reasons why we do or don't do certain things, and the pros and cons of choosing different tools/ methods etc. All that will make me become a more effective decision maker,"

William Yap,
Victorian Building Authority

"There is a real gap between having a law degree, and doing compliance and there's nothing really in between. I feel I needed something to substantiate my skill set, and this provided the perfect opportunity."

Emma Street,
Queensland Department
of Regional Development,
Manufacturing and Water

A focus on how one agency has incorporated The Professional Regulator program

The NSW State Insurance Regulatory Authority have put two cohorts of 20 people each through TPR and have another just about to begin.

SIRA Capability Manager Toni Leemen says that the program has been embraced by staff – and has given them a deeper understanding of the roles regulators can play.

"TPR really fit with two of our strategic goals. One was about building and nurturing our talent, making sure that career development is a real thing within SIRA, and the other of strengthening our regulatory capability," she said.

Ms Leemen said the SIRA cohort included staff from a range of levels from director down to mid-tier level, and a broad spread across the organisation.

"Being able to do the training across the board, means there's more of that trickle-down effect. It's had a larger impact because of the numbers of people who've now got similar or shared general knowledge about regulation in Australia," she said.

"Overall the feedback has been really rewarding, and what people have said really met our objectives for the program. They say that they now have a greater focus on ethics, and that they've improved the structure of their regulatory responses, including their rationale for decisions. It's also helping people identify or focus on the regulatory outcome that's being sought, rather than the tactic or tools they are using. It just gives people that bit more depth in understanding what they're trying to do."

Ms Leemen said she would recommend TPR to other organisations who wanted a unique program designed with regulators in mind.

"I think that has enormous value just to give people a chance to sit back and think about their work. We don't always give ourselves time for that. I'd say that it's something our people have really valued. To me, that's the real test," she said.

NRCoP Conference

This year saw the return of the NRCoP conference with over 650 delegates joining online and in-person, over two days in late September 2023. In addition to the main conference program, we ran 16 satellite events across the country to enable participation from regional and remote regulators, and those unable to join us in Melbourne.

The conference provided the opportunity for regulators to think about the future of the profession and reflect on the stresses and rewards of regulation. It explored issues including regulatory failure, regulatory levers and tools, the role of investigative journalism, and regulating behind closed doors.

The keynote address on the first day was given by ABC investigative journalist Adele Ferguson in conversation with Allan Fels. On day two, Harvard's Professor Malcolm Sparrow delivered the keynote address, which was broadcast as a satellite event to regulators across the country and New Zealand.

Other sessions at the conference focused on the knotty issues facing regulators as they tried to work with regulated parties to improve safety, what can be learnt from regulatory failures, and the dilemmas faced when regulating sensitive areas such as mental health.

Speakers included renowned regulatory academics Professor Malcolm Sparrow, Professor John Braithwaite and Professor Valerie Braithwaite; journalist Adele Ferguson discussing the relationship of media and regulators; and senior regulators past and present from a range of regulatory agencies. Participants also heard from representatives of industry, NGO's and others for the outsiders' view.

Other speakers included former Victorian Police Commissioner Christine Nixon, former ACCC head Graeme Samuel AC, Registrar of the Office of the Registrar of Aboriginal and Torres Strait Islander Corporations, Tricia Stroud, ASIC Commissioner Sarah Court, Commissioner for Aboriginal Children and Young People Victoria, Meena Singh, Dr Grant Pink, Professor Veronica Taylor, as well as NRCoP Chair Rose Webb and former Chair Simon Corden.

The conference was a great success and demonstrated the importance of bringing regulators together through a community of practice such as NRCoP. Many participants commented on the new connections they had made, echoing a consistent theme of the importance of seeking help from peers and looking for opportunities for collaboration when dealing with complex issues.

"A wonderful mix of contemporary challenges and responses from highly credible sources. It was great to be in the room with 'my people' exploring similar issues even though we have different technical specialties. Reinforced that regulation is a profession."

"This was the best conference I've been to – a combination of interesting topics, high quality speakers, and enthusiastic conference participants. Congratulations to the NRCoP team for putting it together!"



Rose Webb, Robert Horte & Simon Corden



Adele Ferguson





"It was a really thoughtful mix of topics and speakers involving leaders in the industry. I also want to congratulate you for bringing in and including those who might traditionally be seen as outside or dissenting/critical voices and yet showing how they complement, work with and improve regulation – e.g. journalists and advocates. Having those multiple perspectives in the panels was very valuable and made for some of the most thought-provoking content"

NRCoP Satellite Events

We were delighted to offer the Professor Malcolm Sparrow keynote address on the second day of the conference as a satellite event to our members located in the regions. In conjunction with our regulatory partners, we ran a total of 16 satellite events, allowing over 400 regional and remote regulatory practitioners to watch the live keynote address online and participate in a Sparrow-designed workshop with regulators in their jurisdiction.

In Queensland, regulators gathered in Toowoomba, Brisbane city and Townsville. Regulators in New South Wales gathered in Sydney CBD, Paramatta and Newcastle. Regulators up north in the Northern Territory came together in Parap and Darwin city. Perth, Canberra, Adelaide and Geelong also held satellite events. In Tasmania, two events were held in Hobart. Colleagues in New Zealand also gathered in Auckland, Christchurch and Wellington to watch the keynote address and take part in a workshop and networking breakfast, brunch, lunch or afternoon tea, depending upon their time zone. This was a first for the NRCoP and one we are likely to repeat, given the success and positive feedback from those who attended.

On 22 September 2023, I hosted a satellite event in Adelaide where local regulators convened in the CBD to watch Professor Malcolm Sparrow present his keynote address live. Following the address, we held a catered workshop where we discussed key themes and questions that arose from the presentation. It was a great opportunity for the NRCoP SA Chapter to demonstrate the value of ANZSOG and the national community of regulators, how through our connections, we can share our stories and as regulators continue to improve by learning from and engaging with experienced practitioners at a local, state and national government level.

Steve Ronson,
Executive Director Operations,
Fair Work Ombudsman



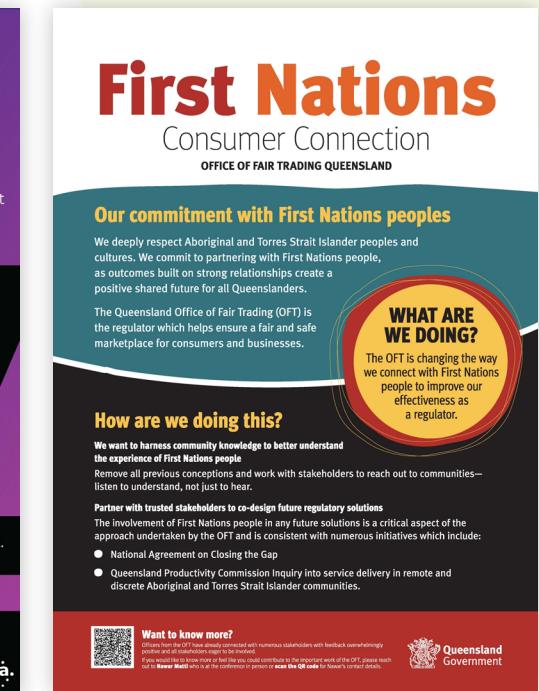
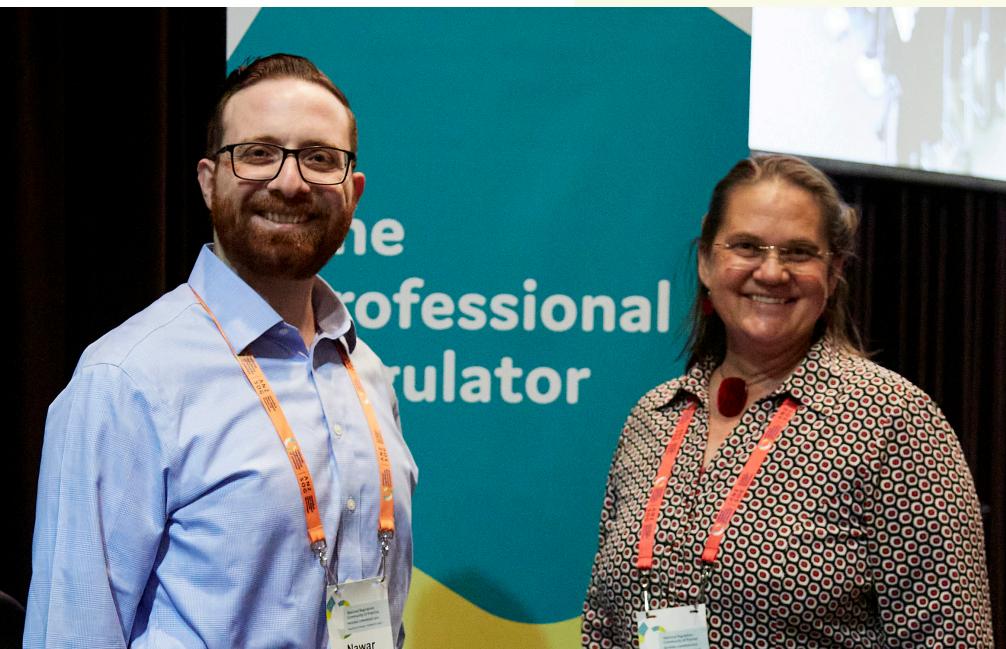
“It was a great idea of live casting it to locations around Australia. I would enjoy attending such a live-casting event in the future. The pre-reading was such a bonus, and put me in the right frame of mind and thinking to receive Prof Sparrow's ideas. Even though I attended virtually, I loved having the opportunity to have a post-presentation discussion on the keynote address, mediated for us (and done very well – Queensland).”

“It was excellent to meet other regulators in person. the hosting of the session, morning tea, MC, Presenters and the presence of Sharyn O'Neill are very encouraging. Representatives from Department of racing, gaming and liquor were wonderful hosts, sharing their experiences of the royal commission and follow up.”

NRCoP Poster Winners

All corporate members of the NRCoP were invited to submit a poster presentation to be displayed at the conference. This initiative allowed regulators who could not attend the event in-person to highlight their work to conference delegates. All submissions were displayed around the conference venue.

The two winning entries came from Access Canberra and the Office of Fair Trading in Queensland. Both organisations were awarded a free place on The Professional Regulator program.



"The Professional Regulator program was valuable as there was close alignment with our strategic priorities at the Office of Fair Trading. This allowed my team and I to identify additional contemporary regulatory practices that could be applied to improvement projects we were working on. The Professional Regulator program helped to foster a growth mindset within my team, and I would encourage you to undertake the program."

Nawar Matti, Queensland

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 local level, such as facilitated conversations and the 'satellite' event Continue to support new chapters with additional support and resourcing. Continue to support existing chapters through a program of national hybrid events Be responsive to members' ideas in the design and delivery of a program of development activities 	<ul style="list-style-type: none"> Host a National Conference, bringing together regulatory practitioners, leading experts and researchers from across the country and internationally Extend the National 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 National Conference to ensure maximum accessibility for all members Continue to inspire through a national webinar series and associated resources that are responsive to members' aspirations Develop a program of curated conversations that support regulators to collaborate on common issues 	<ul style="list-style-type: none"> Launch monograph on key developments in regulatory theory and practice based on the 2023 NRCOP National Conference Bring together academics and practitioners to support the development of research which addresses contemporary issues in regulatory thinking Explore options to invite international academics and eminent practitioners to establish an international advisory board for the NRCOP. Build NRCOP as a thought leader through knowledge curation and translation that meets the needs of members Develop a Regulatory Awards scheme to recognise and celebrate achievement and best practice in regulatory practice Undertake formal evaluation of NRCOP 2013-2023 	<ul style="list-style-type: none"> In partnership with RegNet, develop content for the further levels of The Professional Regulator program (Extension, Expert, Leader) Deliver and continuously review implementation of professional development program
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

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 Financial Security Authority
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
Comcare
Department of Agriculture, Fisheries and Forestry
Department of Education
Department of Finance
Department of Industry, Science and Resources
Fair Work Ombudsman
Inspector-General of Water Compliance Office
National Offshore Petroleum Safety and Environmental Management Authority
National Disability Insurance Scheme (NDIS)
Quality and Safeguards Commission
Office of the Registrar of Indigenous Corporations
Tertiary Education Quality and Standards Agency
Therapeutic Goods Administration
Treasury

National

Australian Health Practitioner Regulation Agency
Professional Standards Authority

ACT Government

Access Canberra
WorkSafe ACT

New South Wales

Audit Office of New South Wales
Coal Mining Industry (Long Service Leave Funding) Corporation
Department of Customer Service

Department of Education
Department of Enterprise, Investment and Trade
Department of Planning and Environment
Education Standards Authority
Environment Protection Authority
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 Independent Casino Commission
NSW Ministry of Health
NSW Treasury
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
Central Coast Council
Department of Communities, Housing and Digital Economy
Department of Education
Department of Employment, Small Business and Training
Department of Environment and Science
Department of Justice and Attorney-General
Department of Regional Development, Manufacturing and Water
Department of Resources
Department of Transport and Main Roads
Electoral Commission of Queensland
Queensland Building and Construction Commission
Queensland Health
Queensland Police Service
Queensland Treasury
Resource Safety and Health Queensland

South Australia

Attorney-General's Department
City of Adelaide

Dairysafe

Department for Energy and Mining
Education Standards Board
Essential Services Commission of SA
Office of Health Protection and Licensing Services
Return to Work SA
SafeWork SA
South Australian Skills Commission

Victoria

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
Environment Protection Authority
Essential Services Commission
Victorian Building Authority
Victorian Disability Worker 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 Local Government, Sport and Cultural Industries
Department of Mines, Industry Regulation and Safety
Department of Planning, Lands and Heritage
Department of Primary Industries and Regional Development
Department of Transport
Department of Treasury
Department of Water and Environmental Regulation
Economic Regulation Authority
WorkCover WA

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Sport and Cultural Industries

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Ruth Mulaki, Philip Wyles,
Georgie Barber, Wanda Fleckhammer

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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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