

Six-monthly report to corporate members

December 2020

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ANZSOG works for our government owners and with our university partners to lift the quality of public sector leadership across Australia and Aotearoa-New Zealand. Our work inspires and connects people across agencies, sectors, jurisdictions and nations.

# Message from the Dean

I have much pleasure in presenting this inaugural report to corporate members on the activities and achievements of the ANZSOG/National Regulators Community of Practice (NRCoP) and its impact on regulatory capability and professionalism.

While the NRCoP has grown to be the largest and most visible of ANZSOG’s contributions to better regulation in Australia and Aotearoa-New Zealand, with over 5000 subscribers, it is only one aspect of a long-standing commitment of which we are very proud.

My predecessors as Deans of ANZSOG, Professors Allan Fels and Gary Banks, are both giants on the Australian and international regulatory scenes. The highly regarded Governing by the Rules subject in our Executive Master of Public Administration, led by Emeritus Professor Arie Freiberg, has transformed successive cohorts of public sector leaders’ understanding of regulation and regulatory tools. Harvard Kennedy School Professor Malcolm Sparrow’s workshops for ANZSOG have virtually become compulsory for aspiring regulatory leaders and have created a common vocabulary and conceptual framework uniting thousands of Australasian regulators, regardless of jurisdiction or sector.

Many of Australia’s and New Zealand’s regulatory leaders gained the knowledge and confidence to advance their careers by undertaking one of ANZSOG’s core offerings. And ANZSOG’s research output has always encompassed regulatory matters, most recently featuring the work of ANZSOG’s Deputy Dean Dr Chris Walker.

As you will observe in the report, the NRCoP exemplifies ANZSOG’s unique remit to build bridges: between Australia and New Zealand, between academics, public leaders and practice, and between public managers seeking to deliver public value regardless of jurisdiction, sector or role. The NRCoP has gone from strength to strength over this difficult period, with your invaluable and generous support as corporate members underpinned by the leadership of Simon Corden and the NRCoP advisory committee and the contribution of the ANZSOG team led by Monica Pfeffer. I am sure you join me in looking forward to its continuing growth and development.

**Professor Ken Smith, Dean and CEO, ANZSOG**

# Message from the NRCoP Chair

The NRCoP began 2020 expecting to deliver three or four large face-to-face seminars in each of Perth, Brisbane, Sydney and Melbourne, a major forum in Melbourne in October with an international keynote speaker, and, possibly, build towards new face-to-face chapters in South Australia and the ACT. Oh how wrong we were.

We never imagined we would find ourselves ending 2020 as a stronger community of practice. By moving online we have doubled our subscribers and engaged an audience from every corner and regulatory sector of Australia and New Zealand. This includes regional and part-time staff attracted by the more flexible professional development opportunities we can now offer, including access to leading local and international regulators, without leaving their work stations.

The 17 webinars and three facilitated conversations we delivered on a rich array of regulatory topics have each drawn in hundreds of appreciative participants and, collectively, thousands of subsequent viewers on YouTube. We launched a Regulation Policy and Practice collection in partnership with APO with an accompanying newsletter which has rapidly made it the APO’s most popular collection.

In introducing this report, I welcome the opportunity to acknowledge the three indispensable components of the NRCoP’s success in adapting so quickly to the new environment:

* The continuing support of ANZSOG’s Board, Dean and staff, particularly Monica Pfeffer, Lorraine Cherney and the Marketing and Communications team;
* The many senior regulators across Australia with demanding day jobs who volunteer their time and expertise for the NRCoP’s committees and who have been such able and enthusiastic advisers, advocates and ambassadors; and
* The 50 departments and regulatory agencies who heeded the plea to become corporate members in order to sustain and grow the NRCoP when the previous business model was rendered unviable by the pandemic.

As well as highlighting achievements to date, we have exciting plans for the future which are outlined on the following pages. We welcome your feedback on these as well as your continuing support and encouragement.

**Simon Corden, Chair ANZSOG/NRCoP and Commissioner, Victorian Essential Services Commission**

# Introduction

This report outlines the NRCoP’s activities and achievements in 2020 and demonstrates our impact against the ANZSOG strategic priorities of **Connect**, **Inspire**, **Enrich** and **Educate**.

As a genuine community of regulatory practitioners from all levels of government, sectors, roles and levels of seniority in Australia and New Zealand, we provide opportunities to learn from and with each other. We aim to build regulatory capability and professionalism and promote the public value of regulation. We seek to raise the profile of regulation as a valuable career path for ambitious and capable public servants.

Weathering the storm which was COVID-19, in 2020 the NRCoP pivoted to online delivery and a widely distributed corporate membership model. We have built on our existing chapters in Western Australia, Queensland, New South Wales and Victoria, with a new chapter launching in early 2021 in South Australia and a growing reciprocal relationship with G-Reg in New Zealand. Everyone associated with the NRCoP cares deeply about the regulatory craft and this broadly based ownership and commitment is evident in everything that’s been achieved to date and is planned for the future.

“I am completely thrilled to be able to hang out with the regulators community of practice because as far as I can tell there is no such thing anywhere else on earth and so the energy that has gone into this and the commitment to the cross domain learning that you’ve been able to derive from this I think is a dream come true.

For more than 30 years I’ve been pressing the point in all of my teaching and writing that I think regulators share a huge number of frustrations, a huge number of aspirations, and that if only they would learn each other’s vocabulary, they’re dealing with very similar sets of concepts and there is merit and value in having them share across these lines. You have really done that with a vengeance.”

Professor Malcolm Sparrow, introduction to NRCoP webinar on Fundamentals of Regulatory Design, October 2020

# Timeline for the NRCoP

2013

* An informal network of ‘Sparrow alumni’ approaches ANZSOG to act as auspice
* ANZSOG and Institute of Public Administration Australia (Victoria) co-auspice Victorian Community of Practice

2014

* Inaugural annual forum with Professor Malcolm Sparrow

2015

* Second annual forum with Professor Gary Banks

2016

* Third annual forum with Professor Cary Coglianese

2017

* Fourth annual forum with Professor Alberto Alemanno
* Intention to take the CoP national announced at forum

2018

* WA chapter launched
* QLD chapter launched (building on existing Queensland Regulators Network)
* NSW chapter launched
* Fifth annual forum with Dr Femke de Vries

2019

* 14 seminars held across Australia, NRCoP reaches 2500 members
* Sixth annual forum with Bill Eggers

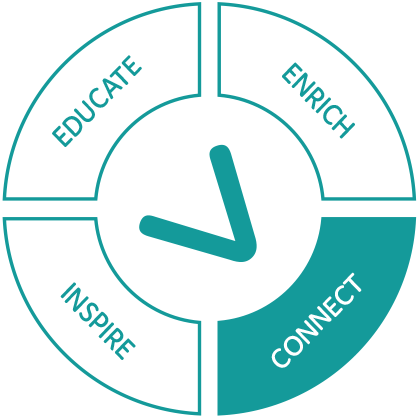
2020

* Pandemic transforms NRCoP’s deliveries, business model
* Launch of Regulation Policy and Practice collection on APO
* 50 departments, regulatory agencies become corporate members
* NRCoP agrees on reciprocal arrangements with G-Reg in New Zealand
* NRCoP delivers 17 webinars and 3 facilitated conversations



* **11,358** registrations for 17 webinars + 82 for three facilitated conversations, >5000 YouTube views
* **87%** of participants have shared insights from seminars/webinars with others in their workplace
* **5000+** subscribers from every state and territory and the Australian and NZ Governments
* **6000+** page views of APO Regulation Policy & Practice collection
* **78%** of participants have been able to apply insights from seminars/webinars to their work as regulators
* **4.3/5** ‘I have found participating in the NRCoP valuable in developing my capability and professionalism as a regulator’

# Connect



The foundation of the NRCoP is recognising how much all regulators have in common, and consequently the value of learning from their peers’ challenges, innovations, frameworks and experiences.

The NRCoP not only joins up regulators across jurisdictions, sectors and roles, we connect them with regulatory experts, including international and local scholars and past and present regulatory leaders.

In 2020 we needed to forego the ‘warm’ connections generated by face-to-face events and move online. Although this had its downsides, it has enabled us to bring into the community thousands more regulators who work outside capital cities, or part time, or in jurisdictions without NRCoP chapters. We could also connect directly and immediately with ANZSOG’s network of international regulatory scholars and the NRCoP has been the beneficiary of this opportunity.

In 2021 we aim to combine the best of all worlds, with the resumption of face-to-face seminars and forums complemented by an ongoing program of webinars.

“Too often we’re caught in the hurly-burly of day-to-day work, and don’t pause to reflect on the big questions confronted by all regulators. Do we deliver public value? How do we measure our impact? Do we communicate well? Have we taken sufficient advantage of new technology?

For me, this is the great benefit of NRCoP. It’s the chance to step away from the fray, to devote the time needed to reflect and learn, by discussing the big issues with regulatory practitioners and experts from the world of academia. And it’s not just an episodic, forum-to-forum experience. NRCoP builds your networks and helps you every working day. You discover the great benefit of being able to pick up the phone and talk shop with NRCoP peers. You learn that, no matter your specific portfolio or field, your NRCoP peers all struggle and thrive with the big questions.

So get involved!”

Chris Ingham, Deputy CEO, Victorian Registration and Qualifications Authority

“…The benefit of the shift to online webinars was that our staff members all over the State, and not just those located near the CBD, could learn about cutting edge regulatory trends and hear about the practical experience of other regulators. Our team in Department of Customer Service had to pivot quickly to work with other regulatory colleagues on COVID Safe compliance and the relationships we had already formed through the NSW Chapter of NRCoP were key to knowing who to contact quickly and enabled us to implement our collaborative work in a speedy and agile manner.”

Rose Webb, Deputy Secretary NSW Department of Customer Service, a treble corporate member on behalf of SafeWork NSW, Fair Trading NSW and Liquor and Gaming NSW

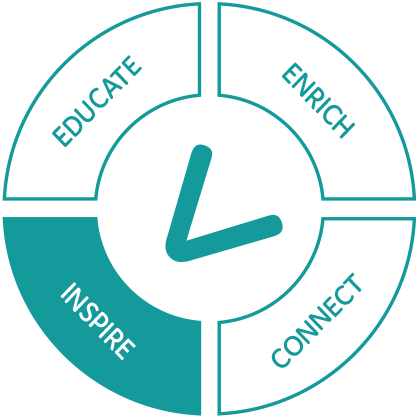
Table: Engagement in the 2020 NRCoP Program of Events

| Month | 2020 NRCoP Program of Events | Registrations for event | YouTube views |
| --- | --- | --- | --- |
| **April** | **Regulating the population**  Cameron Stewart, Michael Eburn and Pauline Ireland | 339 | 420 |
| **Regulating at the border**  Luke Wilson, Emma Watts and Simon Corden | 343 | 160 |
| **May** | **Learning to be better regulators, the G-Reg journey**  Tony McKenna and Grant Pink | 565 | 278 |
| **Regulating the professions**  Roxane Marcelle-Shaw, Jane Eldridge and Bronwyn Weir | 434 | 314 |
| **Why do people comply? COVID-19 compliance behaviours in international and local perspective**  Benjamin van Rooij, Liam Smith and Jenness Gardner | 403 | 599 |
| **June** | **Measuring regulatory performance**  Claire Noone and Gerard Brody | 948 | 517 |
| **RegX: Regulatory Excellence**  Cary Coglianese, Kate Maddern and Simon Corden | 491 | 471 |
| **What would culturally responsive regulation of Aboriginal and Torres Strait Islanders organisations look like?**  Brendan Thomas, Simone Jackson, Phillip Brooks and Janet Schorer | 792 | 355 |
| **July** | **Inside/Outside: the pros and cons of the independent versus the departmental regulator and does it matter?**  Graeme Samuel, Peter Shergold and Fran Thorn | 702 | 642 |
| **Bias by design: when the design, implementation and enforcement of rules creates disadvantage**  Donald Moynihan, Sarah McDowell and Janine O’Flynn | 494 | 305 |
| **August** | **Regulation, trust and social licence**  Edward Langley, James Shipton and Marianne Munro | 574 | 392 |
| **Facilitated conversations: Windows of opportunity in a pandemic**  Adam Beaumont, Grant Pink and Alice Turnbull |  |  |
| **September** | **One space, many regulators**  Rose Webb, Simon Cohen, Tracy Mackey and Simon Corden | 521 | 246 |
| **Facilitated conversations: Compliance in a crisis**  Adam Beaumont, Grant Pink and Victoria Thomson |  |  |
| **October** | **Defining and measuring our public value**  Emily Sanders, Tony Keenan and Chris Walker | 927 | 262 |
| **Fundamentals of Regulatory Design**  Malcolm Sparrow and Rose Webb | 1994 | 500 |
| **Facilitated conversations: Regulatory laggards in a crisis**  Adam Beaumont, Grant Pink and Chris Walker |  |  |
| **November** | **Using Behavioural Science at the Bad End of Town**  Femke de Vries, Will Day and Genene O’Neill | 929 | 263 |
| **December** | **Markets and Consumers in the Digital Age: the ACCC and the Platforms**  Kate Reader, Morag Bond and Rob Nicholls | 360 | 49 |
| **Regulating Unreason**  Luke Cornelius, Sandro Demaio, Julie Inman Grant and Simon Corden | 542 | N/A |
|  | **Total** | **11,358** |  |

## Connecting through the NRCoP: a case study

In June 2020 the NRCoP hosted a webinar with Professor Cary Coglianese on RegX, supported by Kate Maddern from Victoria. Kate told the story of how she’d used the RegX approach to bring empathic engagement with vulnerable passengers to Public Transport ticketing enforcement. The adoption of the RegX approach saw a 30% reduction in complaints to the Victorian Public Transport Ombudsman and was used as the basis for communicating the regulator’s strategic approach and desired behaviours to staff. Following the NRCoP webinar, several regulators from our wider community sought further information from Kate about how RegX had been adapted and deployed to improve performance and culture. We were able to connect these regulators with Kate who provided additional information and resources. You can catch up on this excellent webinar on ANZSOG’s YouTube channel [RegX: Achieving Regulatory Excellence - YouTube](https://www.youtube.com/watch?v=6eond8BiMtY) <https://www.youtube.com/watch?v=6eond8BiMtY>

# Inspire



Regulation is a core and publicly valuable part of the work of government, but it is also complex, volatile and challenging. The NRCoP aims to inspire regulators that their work is intellectually, professionally and ethically worthwhile and the foundation for a rich and satisfying career. In its emotional dimension, the NRCoP works to give heart to regulators who find themselves constantly in the cross hairs of some or all of government, media, the community and duty holders.

“For regulatory staff in the QLD Department of Education, membership of NRCoP has opened the door to a world of quality regulatory practice, resources and colleagues. As a small regulator, the ability to network with and learn from other regulatory agencies has been critical to our regulatory journey, and there has been significant and sustained interest from staff in the learning opportunities offered by NRCoP.

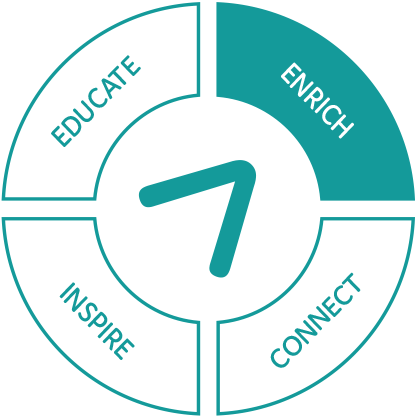
NRCoP membership contributes strongly to our growing sense of regulatory professionalisation, and ensures that we are keeping current with best practice, emerging risks and contemporary research. And the flexible online professional development offered by NRCoP through the course of the COVID-19 pandemic has opened up the benefits of membership to a much broader range of staff across our regions as well as Brisbane.”

Erica McLuckie, Director Assessment and Quality Improvement, QLD Department of Education

“Engagement of our team in the National Regulators Community of Practice has been the game-changer for us in providing our people with inspiration to develop themselves as regulatory professionals. From our legislation and policy team through to our inspectors and investigators and everyone in between, we have been challenged, learned about new ways of working, lifted our awareness and capacity to reflect on our practice and built new relationships with colleagues across the breadth and diversity of regulators in Western Australia, across Australia and internationally. ANZSOG brings its thought leadership, access to academics, professionals and leaders and innovative methods of delivery and connection to the NRCoP. All regulatory professionals seeking to modernise and maximise the efficacy of their regulatory practice will benefit from participation.”

Lanie Chopping, WA Commissioner for Consumer Protection

# Enrich



The NRCoP is committed to ensuring there is an enduring legacy from our learning opportunities for all regulators, whether or not they’ve been able to attend webinars and seminars. We do this in a number of ways.

[The dedicated regulators webpage](https://www.anzsog.edu.au/regulators) <https://www.anzsog.edu.au/regulators> on the ANZSOG site provides a rich array of resources from previous events, including slides, other relevant materials and links to recordings on ANZSOG’s YouTube channel. Regular communications alert our subscribers to the availability of these resources.

The [NRCoP Regulation Policy and Practice collection](https://apo.org.au/collection/302958/regulation-policy-practice) <https://apo.org.au/collection/302958/regulation-policy-practice> on APO, the Analysis and Policy Observatory, was launched in March 2020 and has quickly grown to be the most visited collection on APO. The collection includes 1,151 resources from 1,125 authors from 346 organisations. The site has received almost 6,000 pageviews in a six-month period.

Every NRCoP subscriber receives a monthly newsletter from the collection, highlighting the latest developments of relevance and interest to regulators. We commission a guest editorial for each newsletter, highlighting the work and challenges of our participants.

Table: 2020 Guest Articles

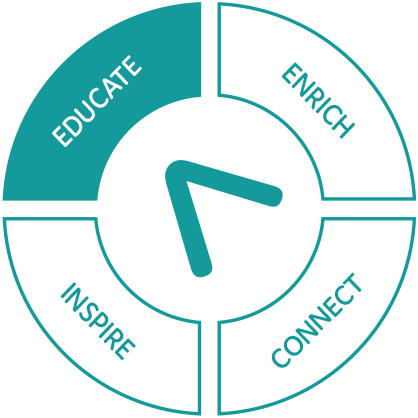
| Month | Article |
| --- | --- |
| May | Learning to be better regulators: the importance of training and development |
| June | COVID-19 and compliance: what makes people stick to the rules? |
| July | Good design leads to great digitisation for regulators |
| Aug | Three steps for regulators to embrace behavioural science |
| Sept | Regulation, trust and the professions |
| Oct | The role of artificial intelligence in regulatory decision-making |
| Nov | Regulatory stewardship: virtue, mechanism or both? |
| Dec | Performance reporting by regulators: are we measuring and reporting what matters? |

“The Fair Work Ombudsman became a corporate member of NRCoP this year. So far, FWO staff have derived benefits from the NRCoP in multiple ways, including through its engaging newsletter, thought-provoking learning events, and networking opportunities that connect people from regulatory agencies across the country.

I would encourage departments and regulators to join the NRCoP so their staff can learn about the latest regulatory insights and techniques, and also share their own expertise with peers to help advance regulatory practices in Australia.”

Sandra Parker, Australian Fair Work Ombudsman

# Educate



Inspired by the nested set of accredited qualifications for regulators in NZ, the NRCoP has embarked on a journey to discover whether Australian regulators and their leaders would welcome consistent, transferable professional development offerings. If the answer is yes: on what topics; formally accredited or informal but nationally recognised; and delivered by what kind of educational institution?

In 2020 the NRCoP commenced its work by establishing a sub-committee comprising national and state regulators, two experienced regulatory educators and the Chair in Regulatory Practice from Victoria University of Wellington. The following ‘problem statement’ has been agreed and will provide the basis for work in 2021.

1. The absence of shared and consistent professional development affects regulators’ capacity to develop regulatory careers, through which they can build a ‘regulatory mindset’, share knowledge and apply their skills and capabilities to different problems
2. Many staff of regulators don’t fully understand the purpose and role of a regulator, and how it differs from other activities in the public or private sector, to the detriment of the culture and effectiveness of regulators
3. There are knowledge, skills and capability gaps that are reducing the effectiveness of regulators
4. The cost of individual regulators developing and delivering their own bespoke training and professional development wastes time and resources and reduces the overall supply

“I passionately support the work of the NRCoP. As someone who has worked across many different regulators and regulatory areas – including agriculture, environment, forestry, transport and human services – many lessons and learnings can be shared with each other to improve skills and spark innovation, and also avoid reinventing the wheel. I particularly value that this community of practice covers the spectrum from technical and academic work to how it’s been applied in practice.”

Kate Maddern, Victorian Disability Worker Commission

# The year ahead: future plans and directions

|  |
| --- |
| The NRCoP has an active and ambitious workplan for the year ahead, including:   * Parallel program of online webinars and face-to-face deliveries * Forums in Perth, Brisbane and Melbourne * New SA chapter * Exploring consistent, nationally recognized professional development * Support for new regulatory leaders |

* Continuing a program of timely, thought provoking webinars on topics of interest and concern to regulatory practitioners
* As restrictions ease, resuming face-to-face seminars
* Again as restrictions ease, planning and delivering ‘satellite’ forums in Perth and Brisbane, in addition to a larger cross-jurisdictional annual forum in Melbourne
* Testing the feasibility of a business case, priorities and curriculum for nationally recognized professional education for Australian regulators, to be delivered by ANZSOG
* Launching a South Australian chapter
* Deepening cross-Tasman engagement
* Exploring ways to support new regulatory leaders without a background in regulation
* After our pilot initiative in 2020, looking for further opportunities for confidential, deep dive ‘facilitated conversations’ on particularly challenging issues
* Continuing to grow and develop the NRCoP/APO Regulation Policy and Practice collection
* Improving the depth and utility to regulators of the NRCoP website
* Supporting chapters to deliver small F2F work-in-progress and mentoring sessions for regulators in their jurisdiction

# Thank you to our corporate members



Australian Government

Australian Competition and Consumer Commission

Australian Financial Security Authority

Australian Prudential Regulation Authority

Australian Securities and Insurance Commission

Australian Skills Quality Authority

Department of Agriculture, Water and the Environment

Fair Work Ombudsman

National Disability Insurance Scheme (NDIS) Quality and Safeguards Commission

National Offshore Petroleum and Safety Management Authority

Tertiary Education Quality and Standards Agency

National

Australian Health Practitioner Regulation Agency

Professional Standards Authority

ACT Government

Access Canberra

New South Wales

Department of Customer Service

Department of Planning, Industry and Environment

Ministry of Health

NSW Environment Protection Authority

NSW Treasury

Office of the Children’s Guardian

Transport for New South Wales

Queensland

Brisbane City Council

Department of Agriculture and Fisheries

Department of Education

Department of Environment and Science

Department of Health

Department of Justice and Attorney-General

Department of Natural Resources, Mines and Energy

Department of Transport and Main Roads

Queensland Treasury

Resources Safety and Health Queensland

Victoria

Conservation Regulator

Department of Education and Training

Department of Health and Human Services

Department of Jobs, Precincts and Regions

Department of Justice and Community Safety

Department of Premier and Cabinet

Department of Transport

Department of Treasury and Finance

Essential Services Commission

Victorian Building Authority

Victorian Commission for Gambling and Liquor Regulation

WorkSafe

Western Australia

Department of Communities

Department of Local Government, Sport and Cultural Industries

Department of Mines, Industry Regulation and Safety

Department of Primary Industries and Regional Development

Department of Treasury

Department of Water and Environmental Regulation

# Thank you to our national and chapter committees

National committee (Victorian members sit as Victorian committee)

Simon Corden, Chair, VIC Essential Services Commission

Monica Pfeffer, Secretariat, ANZSOG

Adam Beaumont, With-Purpose Consulting

Ashley Bunce, VIC Conservation Regulator

Martyn Campbell, incoming SA convenor, SafeWork SA

Jarrod Cowley-Grimmond, QLD convenor, Department of Regional Development, Manufacturing and Water

Matt D’Abbs, VIC Environment Protection Authority

Arie Freiberg, Academic Advisor, Monash/ANZSOG

Jenness Gardner, WA convenor (on leave), WA Economic Regulation Authority

Merrin Hambley, NSW member, Australian Competition and Consumer Commission

Christopher Ingham, Victorian Registration and Qualifications Authority

Germaine Larcombe, interim WA convenor, WA Department of Water and Environmental Regulation

Kathryn MacIver, NZ Government Regulatory Practice Initiative, Ministry of Business, Innovation and Employment

Kate Maddern, Victorian Disability Worker Commission

Roxane Marcelle-Shaw, NSW convenor, Professional Standards Authority

Cassandra Meagher, ServiceVictoria

Marianne Munro, VIC Department of Environment, Land, Water and Planning

Rowena Park, QLD member, Australian Securities and Investment Commission

Grant Pink, Pracademic Advisor, Recap Consultants

Jeroen van der Heijden, NZ Government Regulatory Practice Initiative, Victoria University of Wellington

Adam Watson, VIC WorkSafe

New South Wales

**Rose Webb, sponsor, NSW Department of Customer Service**

Roxane Marcell-Shaw, convenor, Professional Standards Authority

Matthew Barrett, NSW State Insurance Regulatory Authority

Peter Dunphy, SafeWork NSW

Jane Eldridge, Australian Health Practitioner Regulation Agency

Merrin Hambley, Australian Competition and Consumer Commission

Tony Kofkin, NSW Health Care Complaints Commission

Tracy Mackey, NSW Environment Protection Authority

Janet Schorer, NSW Office of the Children’s Guardian

David Snowden, AccessCanberra

Chris Walker, ANZSOG

Jackie Walsh, Australian Securities and Insurance Commission

Scott Wheeler, NSW Treasury

Queensland

**David Mackie, sponsor, QLD Department of Justice and Attorney-General**

Jarrod Cowley-Grimmond, convenor, Department of Regional Development, Manufacturing and Water

Omar Ameer, Queensland Building and Construction Commission

Brian Bauer, QLD Office of Fair Trading

Rose Bovey, QLD Health

Mary Doolan, Australian Financial Security Authority

Philip Halton, NDIS Quality and Safeguards Commission

Jennifer Kenny, QLD Department of Transport and Main Roads

Erica McLuckie, QLD Department of Education and Training

Rowena Park, Australian Securities and Investment Commission

Mark Stone, Resources Safety and Health QLD

Victoria Thomson, QLD Department of Justice and Attorney-General

Peter Thorning, QLD Office of Industrial Relations

Western Australia

**Mike Rowe, sponsor, WA Department of Water and Environmental Regulation**

Jenness Gardner, convenor, WA Economic Regulation Authority (on leave)

Germaine Larcombe, interim convenor, WA Department of Water and Environmental Regulation

Lyn Anderson, WA Department of Communities

Lanie Chopping, WA Department of Mining, Industrial Relations and Safety

Benjamin Ford, WA Treasury

Chris Mather, WA Department of Transport

David McLennan, City of Vincent

Nicola Perry, WA Department of Local Government, Sport and Cultural Industries

Neil Sarti, WA Department of Primary Industries and Regional Development

Alice Turnbull, National Offshore Petroleum Safety and Environmental Management Authority

Philip Wyles, WA Department of Training and Workforce Development

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

# Follow us

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