

# Annual report to corporate members

1 JULY 2022 –  
30 JUNE 2023



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The Australia and New Zealand School of Government (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.

We acknowledge the Traditional Custodians and First Peoples of Australia and Māori, as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.



# Message from Chair, ANZSOG Board

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

NRCoP exemplifies ANZSOG's point of difference in the creation of public sector capability and public value through integration of academic rigor and practitioner expertise in its learning program and resource collection. By creating opportunities for public sector leaders, practitioners and academics to exchange ideas and learn together, NRCoP contributes to the extension of regulatory capability in Australia regardless of jurisdiction, sector or role.

ANZSOG is proud to have had a long and close association with NRCoP, supporting its evolution over the last decade from three independent locally based communities in VIC, QLD and WA to a national network, with active chapters across the country.

A thanks to all of our corporate sponsors for their support of NRCoP and ANZSOG. Industry and stakeholder trust and investment in the continuing development of the regulatory profession through NRCoP is visionary, with the result being a world-leading community of practice.

I would also like to congratulate all of the 6,500+ participants in the community of practice 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 professional learning opportunities.

This year has also seen the achievement of a major milestone with the launch of The Professional Regulator program, developed by NRCoP and ANZSOG in partnership with the Australian National University's School of Regulation and Global Governance (RegNet). The Professional Regulator gives Australian regulators access to nationally recognised training with a focus on the common issues regulators face. It draws on practice from our Aotearoa New Zealand counterparts, leveraging ANZSOG's cross-jurisdictional strengths.

I would like to acknowledge the leadership of the NRCoP Chair, Rose Webb, and all the members of the National Steering Committee. As a mix of regulatory leaders, practitioners and academics, this team is made up of hardworking volunteers, adding their vision and expertise to 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.

**Sharyn O'Neill**  
Chair, ANZSOG Board



## Message from the NRCoP chair

**Over the last 12 months, the NRCoP has continued to go from strength to strength with a dynamic program of events and resources, informed by regular feedback from our 6,500+ participants.**

This year we welcomed our 100th corporate member, now double the first 50 members who joined when we introduced our new corporate membership business model in 2020.

We rely on the support of our members, not just financially but also for their help in spreading the message and helping us ensure that we stay responsive and relevant.

I am frequently humbled (but never surprised!) by the degree of generosity of the regulatory community, where senior leaders and frontline staff are prepared time and time again to share their expertise to support their peers to learn and grow as regulators. This commitment to the regulatory profession is the foundation on which NRCoP is built and why it continues to flourish.

During the year, some valued members of the National Steering Committee departed and I would like to extend my heartfelt thanks to Christopher Ingham from VIC and Janet Schorer from NSW for their contributions over a long period to NRCoP. Stepping into their shoes, I am very pleased to be able to extend a warm welcome to new members Douglas Young from VIC and Tracy Mackey from NSW.

This year NRCoP has been engaged in implementing the work program set out in our 3-Year Plan. We continue to attract large numbers to our hybrid and online learning and networking events held around the country, the Regulation Policy and Practice Collection has seen a steady growth in use, and our Jobs Board continues to grow in popularity.

We have also focused over the last 12 months on embedding our new local chapters in SA and the ACT, supporting local events in WA, NSW and QLD and on building capability in culturally responsive regulation.

Our most significant achievement for the year was the launch of The Professional Regulator Program in February 2023. The inaugural cohort was made up of 100 participants drawn from the NRCoP corporate members. The response to the program has been overwhelmingly positive, representing an enormous vote of confidence in NRCoP, ANZSOG and the partnership with RegNet, ANU.

I would like to thank ANZSOG for its continued support of NRCoP, including the excellent contributions made by staff across the organisation. I would also like to thank the Regulatory Practice team, Dr Marion Frere, Dr Lorraine Cherney, Rosemary Vo and Shannon Tucker who work with great skill and enthusiasm to keep the NRCoP wheels turning.

I look forward to what the next year will bring as we continue to work together to build the regulatory profession and to promote the public value of regulation.

**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 2022 to June 2023. This was a period of intense activity, with growing membership, a diverse program of in-person and online events and the long-anticipated launch of The Professional Regulator self-paced online course. We became experts at the hybrid event, enabling local regulators to gather together in person and enjoy the networking opportunity, but also ensuring that our national audience was able to benefit from the high calibre presentations and panel discussions. For the 100 regulators that signed up to be part of the inaugural cohort for The Professional Regulator, and for the seminar leaders based at RegNet ANU, it was a year of strengthening and extending regulatory capability. Before the end of the financial year, over 700 individuals (from 30+ member organisations) had expressed interest in making The Professional Regulator part of their development plan in 2022-23. Read on to find out more on what has been happening in the community of practice.



"The National Regulators Community of Practice is a rich community of conversation. The conversations are serious and helpful. NRCoP is well led to bring the most distinguished regulatory leaders from our region into dialogue with newcomers to regulatory agencies. And it gives home-grown regulatory scholars (like us) a chance to engage with ideas from master practitioners. We academics are proud of how our practitioners are leading the world in the quality of ideas exchanged among different kinds of regulators."

Professors John and Valerie Braithwaite,  
founders of the School of Regulation  
and Global Governance (RegNet) at ANU.

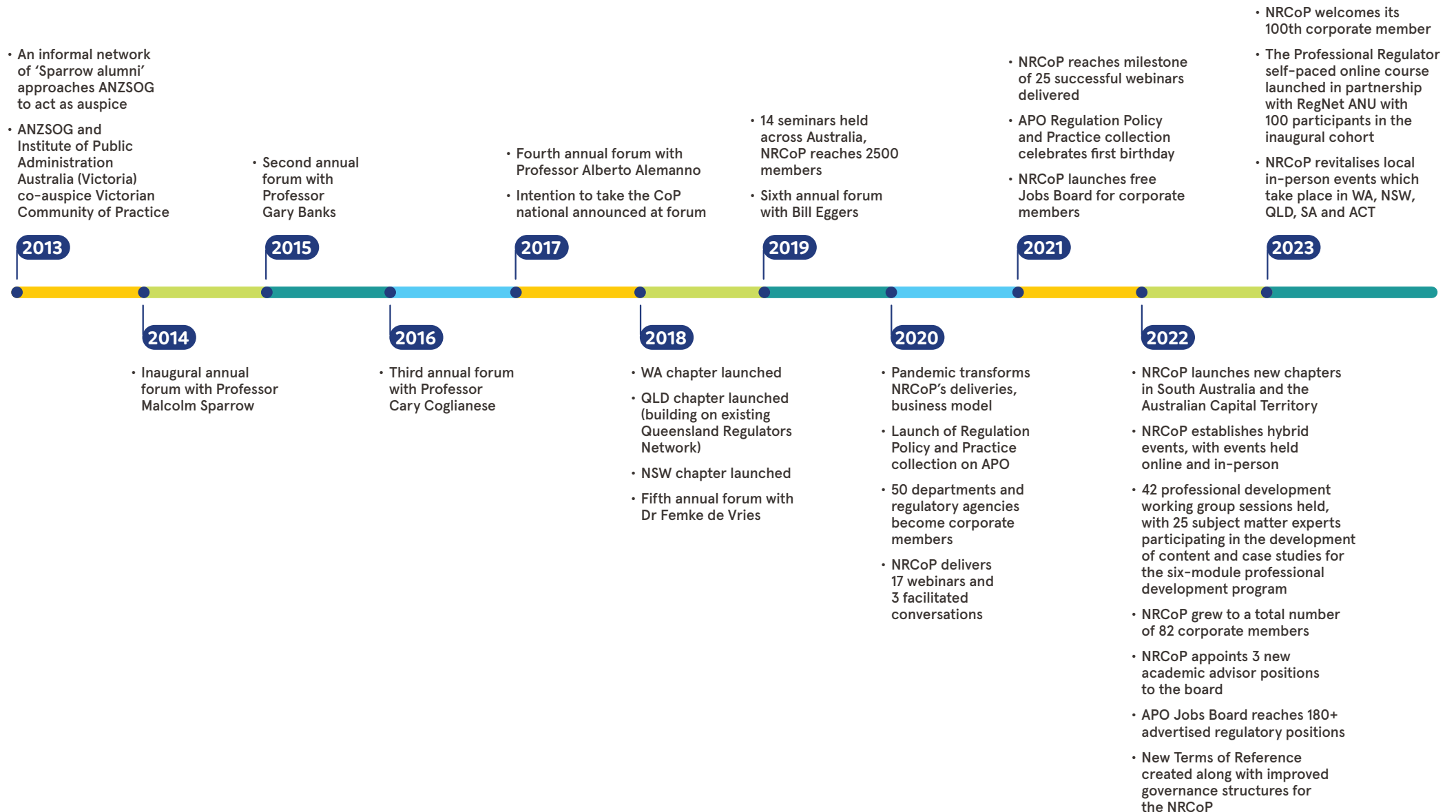


"Decades ago when I first started studying public administration it was all about spending, raising revenue and accountability. On further close acquaintance with the public service via ANZSOG I discovered that most public servants in one way or another are involved in the devising, management and implementation of laws that use the coercive power of the state and need education in that sphere. The NRCoP has done a great job in bringing together literally thousands of regulators from across Australia covering an extraordinarily diverse range of regulatory challenges and finding that there are so many common elements. It is highly worthwhile bringing them together in NRCoP and its associated events.

Professor Allan Fels AO, Foundation Dean,  
Australia and New Zealand School of Government



# TIMELINE FOR THE NRCoP



# NRCoP SUMMARY 2022/23



**28,000**

registrations for 45 webinars  
with an average evaluation  
of 4.5 out of 5



**21,000**

additional views of  
the webinars on our  
YouTube channel



**6,500+**

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



**80%**

of our members this year  
found our webinars to be  
'Extremely useful'



**332,415**

page views of our  
APO Regulation Policy  
and Practice Collection,  
which holds over 1,900  
regulatory resources



**363**

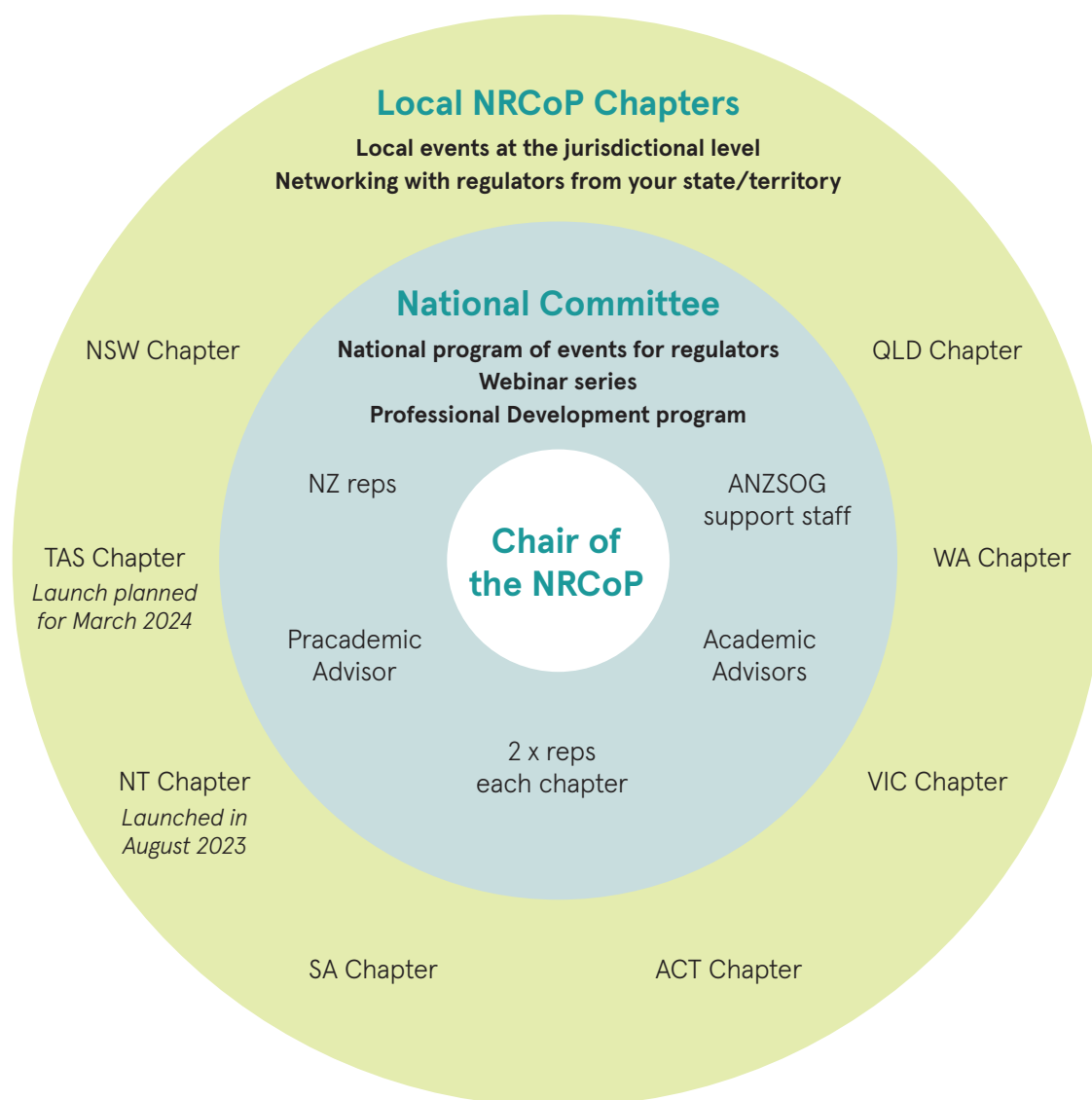
regulation jobs advertised  
on our free Jobs Board



**22**

monthly newsletters  
published with guest  
editorials written by senior  
regulatory practitioners and  
leading scholars in the field

# NRCoP Jurisdictional Chapters



NRCoP is a proudly bottom-up community of practice, with active local chapters in Queensland, New South Wales, Australian Capital Territory, Victoria and South Australia. In next year's report, we will be excited to add the Northern Territory and Tasmania to the list, making us a truly national organisation. Chapter committees bring local regulators together through a range of activities to build connection and grow capability, as well as contributing via the National Steering Committee to the national program of events. Meet some of our local leaders here.



## ACT

"The thing I value most about NRCoP is the acknowledgment that being a professional 'Regulator' is an important job and it is a career to be proud of."

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



## NSW

"It was exciting to put a focus on the regions in our NSW Chapter activities this year. We held sessions in Newcastle, with a 'Regulating in the Regions' event in March and a National Conference satellite event in September. These were wonderful opportunities to bring local regulators together to learn from and with each other."

Roxane Marcelle-Shaw,  
CEO/Executive Director  
The Professional Standards  
Authority



## SA

"The best thing we did this year was to embed the SA Chapter and committee into the NRCoP family, to set ourselves up for future success."

Kerry Leaver,  
Chief Executive and Registrar,  
Education Standards Board SA



## VIC

"For me the NRCoP is a unique and vital forum that provides an opportunity to engage with other regulators through the lens of practice, insight and learning."

Matt d'Abbs,  
Chief Quality Officer,  
EPA Victoria



## WA

"It was great to recommence in-person events in WA with a hybrid seminar/webinar with current and former Chief Health Officers on the lessons learned during COVID-19."

David MacLennan  
Chief Executive Officer,  
City of Vincent



## QLD

"Regulation is a core function of Government and the NRCoP is an important part of lifting regulatory practice across the nation, we learn best practice, can seek advice from our peers, and improve outcomes for Australians everywhere."

Jarrod Cowley-Grimmond  
Acting Deputy  
Director-General,  
Water Resource  
Management Division

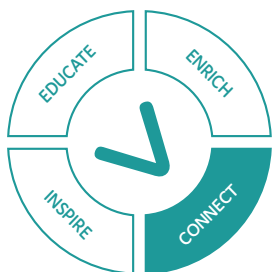


## NT

"The NRCoP is a way for regulators in the Northern Territory to tap into and connect with the expertise that we need to deliver an excellent regulatory service in Australia's most remote areas. We're looking forward to growing the NT Chapter of NRCoP in the years ahead."

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





# 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 get to know each other and but also by creating a sense of shared purpose so that regulators feel part of a wider community. This year we have held 15 events around the country bringing together hundreds of regulators in person and thousands online. 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. In just a few examples, we talked about how to become a data-driven regulator in Queensland, in Western Australia we looked at the lessons from the Perth Casino Royal Commission, and in New South Wales we explored lessons from COVID on regulatory relaxation. 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:**

**“What I value most about the NRCoP is the opportunity to learn from my fellow regulators. Understanding how other entities approach similar challenges gives me confidence to try new strategies.”**

**Maggie Whitmore, Manager Complaints, Investigations and Compliance, Victorian Disability Worker Commission**

## Local and Hybrid Events



QLD – Becoming a data driven regulator (20 July 22)



WA – Lessons for Regulators from the Perth Casino Royal Commission (22 July 22)



VIC – Telling their story once (26 July 22)



NSW – Solving problems, supporting staff (21 September 22)



## Local and Hybrid Events



**QLD – Having your say vs getting your way?  
Why good regulatory comms matter** (15 November 22)



**NSW – Regulatory relaxation and experimentation:  
lessons and leading practices** (6 December 22)



**WA – COVID-19: Legitimacy, Trust and Compliance**  
(14 December 22)

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

**“Regulators in the  
ACT love NRCoP  
because we get to  
network with each  
other and discuss  
regulatory theory  
and practical solutions.  
We are proud  
‘regulatory nerds’.”**

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



**QLD – Indigenous knowledge, partnerships and  
shared decision making: culturally responsive  
regulation in action** (28 February 23)



**SA – Calling all South Australian Regulators!  
Come together, Connect, Collaborate Workshop  
with Grant Pink** (16 March 23)



**ACT – Are we OK? Co-design and the regulation  
of psycho-social hazards** (20 March 2023)



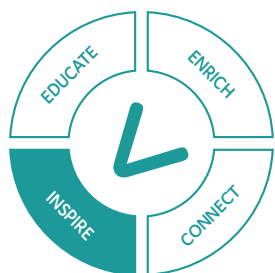
**NSW Newcastle – Regulating in the Regions** (18 April 23)



**SA – Data, data everywhere: Challenges, lessons and  
opportunities for regulators** (15 May 23)



**VIC – Incentivising compliance: using behavioural insights  
to encourage and persuade** (2 June 2023)



# INSPIRE

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

"Really valuable session, my entire team attended."

"Interesting to hear the different approaches taken across the states, but also the similarities."

"The speakers were extremely knowledgeable and provided so many 'lightbulb' moments for me."

Our webinar program continues to be popular with the regulatory community. We try to keep this fresh and as relevant as possible by asking our members for their main take-aways from each session and suggestions for future topics. The level of feedback is always extensive, demonstrating commitment to the community of practice, with a wide range of ideas for future events. The average evaluation is 4.5 out of 5, with an all time high of 4.9 out of 5 being achieved for our webinar on AI earlier this year! 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.

## Engagement in the NRCoP National Hybrid and Webinar Program

	Month	NRCoP Program of Events July 2022 – June 2023	Registrations for event	YouTube views
2022	July	<b>Telling their story once: How digital technology can support regulators to provide streamlined services to citizens and businesses</b> Chris Ingham, Cassandra Meagher, Miriam Slattery & Craig Lloyd	Online – 367 Live – 12	235
	August	<b>What is culturally responsive regulation? And how do we work with our Aboriginal and Torres Strait Islander partners to achieve it?</b> David MacLennan, Jacqueline McGowan-Jones, Richard Weston, & Dr Josephine Bourne	Online – 508	309
	September	<b>Solving problems, supporting staff! Building an effective complaints handling culture</b> Liz Tydd, Nicole Lawless, Fiona Brown & Matt Press	Online – 408 Live – 10	204
	October	<b>Guilty Corporate Minds: old and new approaches to regulating corporate (mis) conduct</b> Rowena Park, Dr Elise Bant FAAL and Justice Ray Finkelstein AO KC	Online – 319	147
	November	<b>Having your way vs getting your say? Why good regulatory comms matters</b> Victoria Thomson, Jarrod Cowley-Grimmond, Jane Reid	Online – 542 Live – 68	224
	December	<b>COVID-19: Legitimacy, Trust and Compliance</b> David MacLennan, Dr Andy Robertson, Dr Kerryn Coleman, Professor Tarun Weeramanthri	Online – 195 Live – 26	113
2023	February	<b>Indigenous knowledge, partnerships and shared decision making: Culturally responsive regulation in action</b> Lil Anderson, Ursula Raymond, Liz Costello, Dr Amanda Moffatt, Renee Henry, Ed Swann, Katrina Sanderson	Online – 829 Live – 77	237
	March	<b>Are We Ok? Co-design and the regulation of psycho-social hazards</b> Grant Pink, Jacqueline Agius, Frances Crimmins, Sian Leathem, Tracey Harkness	Online – 368 Live – 58	111
	April	<b>AI and ChatGPT: The latest fad, a useful tool, or something more nefarious?</b> Simon Corden, Dr Steven Lockey, Dr Caitlin Curtis	Online – 508	276
	May	<b>Data, data everywhere: Challenges, lessons and opportunities for regulators</b> Steve Ronson, Samantha Jones, Kerin Montgomerie	Online – 400 Live – 24	112
	June	<b>Incentivising compliance: using behavioural insights to encourage and persuade</b> Kate Gavens, Prof Liam Smith, John Merritt	Online – 777 Live – 32	188
TOTAL			5528	2156



## Culturally Responsive Regulation

In 2022 the NRCoP identified building capability in culturally responsible regulation as a priority in its 3-Year Plan. To begin this journey, a panel of Indigenous regulators and leaders explored the question: *What is culturally responsive regulation and how do we work with our Aboriginal and Torres Strait Islander partners to achieve it?* This was followed up in February with an event in Brisbane where we heard from regulators and community members working together in culturally responsive ways, that honour Indigenous knowledge and build partnerships founded on shared decision making. NRCoP would like to acknowledge the support of the ANZSOG First Nations team in building this important program of work.



**Lil Anderson**  
Chief Executive, of the Office  
for Māori Crown Relations

On February 14 this year, I challenged regulators in Aotearoa New Zealand and in Australia with a call to action – to continue to challenge ourselves and each other to be better, in a guest editorial I wrote for the NRCoP monthly newsletter. I challenged you to lead in culturally responsive ways and to lead by example in the way they that you work with communities in partnership and through sharing decision making. I hope that you are all on that journey, even if it is in a small way, as small steps end up making a huge difference to the journey.

Someone must have read the article (lol) because I was then invited to host an amazing NRCoP hybrid event entitled Indigenous knowledge, partnership and shared decision making: culturally responsive regulation in action in late February. It was a chance to hear from regulators working on the ground about their efforts and experiences in working differently with Aboriginal and Torres Strait Island communities and the knowledge they hold. It was so inspiring to hear some of the practical steps being taken in different regulatory contexts and the ways in which regulators are engaging differently. The amazing panellists ranged from working in the areas of gambling, biodiscovery, drinking water to Treaty pathways. I learned a lot from that session and if you haven't already, I encourage you to watch this online. It may give you some ideas about what you could do in your own context.

I've loved watching NRCoP go from strength to strength and I congratulate you all on the forward momentum you have created in the First Nations space – both in your learning and from what you are already putting into practice. I wish you all the best as you endeavour to ensure that you hold people at the centre of your regulatory work as well look to improve outcomes in the daily lives of our two nations.



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

ORIC joined NRCoP in May 2023, inspired after attending its February panel discussion exploring Indigenous knowledges and partnerships.

As the regulator of some 3386 Indigenous Corporations ORIC has much to offer other regulators, drawing on its 46 years' experience in Indigenous Governance. Conversely, ORIC can greatly benefit from better understanding of and collaboration with the many regulators whom Indigenous corporations interact with. Regulation is a challenging and complex role – but it's equally rewarding. It's a role that ORIC does, committed to well-governed and self-determining Indigenous Corporations. And 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.

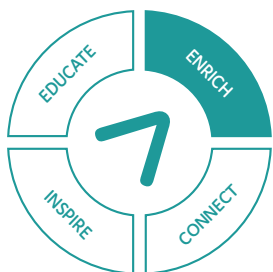
## Ahpra Indigenous Employment Strategy

Ahpra aims to create a culturally safe working environment to increase Aboriginal and Torres Strait Islander employment, careers experiences and opportunities through its Employment Strategy.

The reform is driven by the National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020–2025 which seeks to eliminate racism in Ahpra and healthcare as a matter of urgency. Ahpra is progressing work on an 'Aboriginal and Torres Strait Islander Anti-Racism Policy' to provide clear expectations and guidance on how to address and respond to racism for those within or accessing the National Scheme.

Targeted recruitment campaigns to ensure representation at the highest levels have resulted in the appointment of eight new Aboriginal and Torres Strait Islander Board and committee members, bringing the current total to 33. More than 1,500 Ahpra staff have participated in the Moong-moong-gak cultural safety training program since it began in 2021.





# ENRICH

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

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 Regulation Policy and Practice Collection brings together a range of relevant resources from 532 publishing organisations including national, local and state and territory Australasian governments. In addition, monitoring, inquiries and reviews are contributed by regulatory agencies and external institutions, as well as from international bodies such as the OECD and the World Bank.

Content in the Collection is arranged around four topics in focus that include regulatory strategy, regulatory instruments, government regulatory policy and sector regulation. Last year, reports related to government regulatory policy were the most popular topics in focus.

Since the Collection was established in 2020, it has had 332,415 page views and now holds over 1,900 resources. 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 540+ positions to our 6,500+ community. During the 2022-2023 reporting period, a total of 363 jobs were placed by 47 regulatory agencies. This indicates there is increasing diversity of organisations who are using this free service. The Jobs Board continues to be a popular resource for our members, with 2,300 page views during this reporting period. If you are yet to advertise your positions via the Jobs Board, you can do so [here](#) and know you will reach a "captured audience" of 6,500+ regulators, all ready to extend their professional regulatory career.

## APO Collection Guest Editorials

Guest editorial readership numbers/NRCoP and ANZSOG clicks

Month	Title	Article Reads
July 22	<b>Creating opportunities for regulators to collaborate – reflections from the COVID-19 frontline</b> By Chris Webb	602
Aug 22	<b>Indigenous organisation leaders: balancing tensions between achieving political goals and regulatory requirements</b> By Dr Josephine Bourne	329
Sep 22	<b>10 tips for public sector complaints handling</b> By Fiona Brown	713
Oct 22	<b>The Government Regulatory Technology Report 2022: optimism meets barriers to progress</b> By Simon Corden	424
Nov 22	<b>Guilty Corporate Minds: regulating corporate (mis) conduct</b> By Dr Elise Bant FAAL	162
Dec 22	<b>The key to regulatory communication success – Putting people at the centre</b> By Jane Reid	582
Feb 23	<b>Building cultural intelligence to become a better regulator</b> By Lil Anderson	860
Mar 23	<b>Psychosocial safety is everyone's right and everyone's responsibility</b> By Jacqueline Agius	847
Apr 23	<b>Regulation is key to responsible AI, but what might this look like</b> By Dr Caitlin Curtis and Dr Steven Lockey	488
May 23	<b>Provider Performance Analytics an important Regulatory Tool at ReturnToWorkSA</b> By Samantha Jones	311
June 23	<b>Getting started with behavioural science</b> By Prof Liam Smith	1233
<b>Total readership numbers</b>		<b>5829</b>

## Most Popular Reports in the RP&P Collection during 2022-2023



### 1 [Design thinking: a quick overview](#)

Number of reads  
1,765



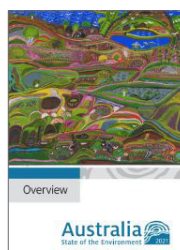
### 2 [Review of The Star Pty Ltd](#)

Number of reads  
1,274



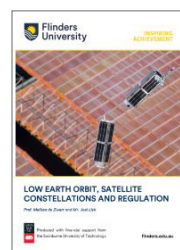
### 3 [Australian government guide to Policy Impact Analysis](#)

Number of reads  
1,018



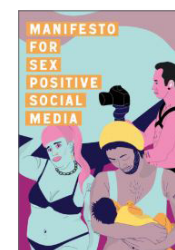
### 4 [Australia state of the environment 2021: overview](#)

Number of reads  
969



### 5 [Low Earth Orbit, satellite constellations and regulation](#)

Number of reads  
937



### 6 [Manifesto for sex-positive social media](#)

Number of reads  
923



### 7 [Safe and responsible AI in Australia: discussion paper](#)

Number of reads  
759



### 8 [Proposed regulatory framework for modifications to Artificial Intelligence/ Machine Learning \(AI/ML\)-based Software as a Medical Device \(SaMD\)](#)

Number of reads  
611

## NRCoP Jobs Board

	Total jobs posted	Total agencies posting jobs	Total page views
2022 (July-Dec)	176	26	1,426
2023 (Jan-Jun)	187	21	890
<b>Totals</b>	<b>363 Jobs posted</b>	<b>47 Regulatory agencies</b>	<b>2,316 Page views</b>

What our members are saying about the [Jobs Board](#):

"The jobs board offered to NRCOP members is a great means of attracting people who already have a passion for working in a regulatory environment and are looking for opportunities to expand their experience in this career sector. The quality of applicants we received was certainly noticeable in a recently advertised role."

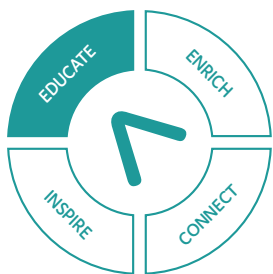
Glenn Farrell, Executive Director, SafeWork, SA

"Regulatory outcomes and regulator performance go hand in hand. Our access to deep and wide regulatory expertise through the Jobs Board helps us to attract those who are as committed as we are to the qualities of transparency, consistency, independence and accountability as well as efficiency in our regulatory work."

Sue Dawson, Commissioner, Health Care Complaints Commission

"The National Regulators Community of Practice Jobs Board has been an invaluable resource to aid in our search for top talent. It's provided a connection for Ahpra to a wider community of regulatory professionals, who understand the dynamic nature and demands of working with a regulator. We look forward to maintaining our continued partnership with NRCoP."

Thomas Gregg, National Director Organisational Capability, Australian Health Practitioner Regulation Agency



# 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. That's why the NRCoP partnered this year with the Australian National University's (ANU) School of Regulation and Global Governance (RegNet) to deliver a new 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.

**The Professional Regulator program** focuses on key areas of best regulatory practice and is for all regulators, regardless of regulatory sphere or jurisdiction. The course is a combination of six self-paced online modules and six interactive seminars in small groups. 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.

The six modules cover:

- Who Regulates and Why
- Licensing as Regulation
- Understanding and Achieving Compliance
- Using Information to Regulate
- Regulatory Communication
- Regulatory Professionalism and Ethics

Participants can also take part in a program of six seminars that extends on the topics and themes explored in the modules.

- Using our regulatory tools
- Frontline regulators and processes
- Understanding and achieving compliance
- Regulatory information and stakeholder engagement
- Regulatory communication
- Regulatory relationships, professionalism and ethics

The Professional Regulator program was launched in February 2023, with an inaugural cohort of 100 regulators from organisations which are part of the ANZSOG-auspiced NRCoP.

*"Working with NRCoP experts has enabled us to create an innovative program that harnesses valuable academic and professional insights for application in real-world contexts. I am excited to see how The Professional Regulator will not only enrich NRCoP, ANZSOG and RegNet's existing activities, but also enhance the capacity of regulators to think, learn and lead with integrity and wisdom."*

Professor Kate Henne, Director RegNet, Australian National University School of Regulation and Global Governance

*"This training fills a gap and will allow organisations and individuals to lift their skills and build a stronger professional network across jurisdictions. It gives regulators access to the latest thinking about their craft and provides a common foundation of current, modern regulatory practice which will increase the professionalism and capacity of regulators around Australia. This work represents the best of regulators working together for the benefit of the wider regulatory community."*

Dr Lorraine Cherney, NRCoP Manager and lead author of The Professional Regulator



## The Professional Regulator

### Testimonials from inaugural cohort participants:

"ANZSOG's Professional Regulator Foundation course has solidified and built upon my knowledge and understanding of regulation. I will be able to apply my learnings in all aspects of my work to support the regulator and regulatory practitioners I work with daily. I would definitely recommend the course to other regulators. It is truly a great way to set the foundation!"

Lisa Schutz, Education Standards Board, South Australia

"I would recommend this course to newly appointed regulators and those who wish to refresh their knowledge. The value of the course to me was in the ability to step outside the agency where I work, and identify regulatory best practice across other agencies in Australia. In particular, I found the sessions on regulatory capture and the precautionary principle very useful. This course would also be very useful for regulatory officers who come from a law enforcement background and who have recently moved into a regulatory role."

Robert Bates, NDIS Quality and Safeguarding Commission

"Despite having worked at the Victorian Building Authority for close to 17 years, I found the course to be highly relevant. 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, the pros and cons of choosing different tools/methods etc. As such, the course will help me become a more effective decision maker: more options to consider before making decisions, understand which decision better suits which circumstances and their pros and cons, and better able to articulate the decisions made. I would recommend this course to anyone working in the public sector in their first/second year."

William Yap, Victorian Building Authority

"The case studies used throughout this course were really memorable. They reinforced the key learning areas from each module and really drilled home the key concepts across all six modules. I have recently stepped into a senior regulatory leadership role and this course has broadened my horizons across the regulatory sphere."

Matthew Thurlby, Electoral Commission 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
2022 Actions	<p>Grow the NRCoP community by establishing new Chapters in SA and ACT</p> <p>Re-establish local community face-to-face activities through national and local hybrid (online and in-person) events</p> <p>Refresh the NRCoP website to improve member experience</p> <p>Enhance our social media strategy</p> <p>Encourage members to share learnings and ideas by including NRCoP activities on social media</p> <p>Create strong links with regulatory agencies in each jurisdiction and at Commonwealth level</p> <p>Build alliances with key networks of academics and regulators including RegNet and AELERT</p>	<p>Bring regulatory practitioners and world-leading thinkers together to share knowledge through a national webinar series</p> <p>Be responsive to members' ideas in the design and programming of NRCoP events and activities through Annual Member Survey and stakeholder feedback</p> <p>Increase the range and accessibility of outputs from the national webinar series, including short videos</p> <p>Provide access to support material on key regulatory issues through the NRCoP website</p> <p>Highlight ideas and opportunities for regulators through our monthly Regulator Email and monthly Australia Policy Observatory newsletter</p> <p>Build capability in culturally responsible regulation in collaboration with the ANZSOG First Nations Team</p>	<p>Draw on network of scholars and practitioners to inform developments in regulatory thinking</p> <p>Develop the NRCoP Regulation Policy and Practice collection on APO, the Analysis and Policy Observatory</p> <p>Add a new role of Academic Adviser (Early Career Researcher) to the NRCoP National Steering Committee to support the career development of regulatory academics</p> <p>Build capability in media monitoring, ensuring that the NRCoP can respond to the needs of regulators on matters of public concern</p> <p>Provide a Jobs Board, enabling regulatory policy and practice roles to be viewed by interested regulators across Australia and NZ</p>	<p>Design a six-module program of regulatory professional development in collaboration with G: Reg NZ</p> <p>Work with NRCoP members to ensure that the professional development program is innovative, contemporary and inclusive, and will meet the needs of regulators</p> <p>Develop the online delivery mechanism for the roll-out of the professional development program</p> <p>Identify options for locally based teaching support mechanisms to ensure online learning for regulators is further embedded on the job</p>
2023 Actions	<p>Grow the NRCoP community by establishing new Chapters in NT and TAS</p> <p>Improve local government uptake of NRCoP through relevant content and opportunities</p> <p>Design a regulatory professionals mentoring program to connect individuals across the career spectrum (early, mid, senior)</p> <p>Embed new chapters, and continue to support existing chapters through a program of national hybrid events</p> <p>Be responsive to members' ideas in the design and delivery of a program of development activities</p>	<p>Host a National Forum, bringing together regulatory practitioners, leading experts and researchers from across the country and internationally</p> <p>Extend the National Forum into each jurisdiction by hosting local events featuring key speakers from the National Forum</p> <p>Provide a range of innovative and accessible outputs from the National Forum to ensure maximum accessibility for all members</p> <p>Continue to inspire through a national webinar series and associated resources that are responsive to members' aspirations</p> <p>Develop a program of curated conversations that support regulators to collaborate on common issue</p>	<p>Bring together academics and practitioners to support the development of research which addresses contemporary issues in regulatory thinking</p> <p>Prepare a monograph, co-authored by academics and practitioners on key developments in regulatory theory and practice</p> <p>Build NRCoP as a thought leader through knowledge curation and translation that meets the needs of members</p> <p>Develop a Regulatory Awards scheme to recognise and celebrate achievement and best practice in regulatory practice</p>	<p>Launch regulatory professional development program in collaboration with G: Reg NZ</p> <p>Deliver and continuously review implementation of professional development program</p>
2024 Actions	<p>Launch regulatory professional mentoring program</p> <p>Deliver and continuously review implementation of professional mentoring program</p>	<p>Host a National Speaking Tour of an international leader in regulatory thinking</p> <p>Be responsive to member ideas in the development of new NRCoP offerings, including podcasts, master classes, facilitated conversations.</p>	<p>Launch monograph key developments in regulatory theory and practice</p> <p>Launch Regulatory Awards scheme</p> <p>Undertake formal evaluation of NRCoP 2013-2023</p>	<p>Evaluate Year 1 of the regulatory professional development program</p> <p>Explore demand for further professional development offerings (in line with G:Reg NZ)</p>

# THANK YOU TO OUR CORPORATE MEMBERS

## Australian Government

- Aged Care Quality and Safety Commission
- AUSTRAC
- Australian Charities and Not-for-profits Commission
- Australian Competition and Consumer Commission
- Australian Financial Security Authority
- Australian Pesticides and Veterinary Medicines Authority
- Australian Prudential Regulation Authority
- Australian Securities and Insurance Commission
- Australian Skills Quality Authority
- Australian Taxation Office
- Civil Aviation Authority
- Comcare
- Department of Agriculture, Water and the Environment
- Department of Education
- Department of Home Affairs
- 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

- Department of Customer Service
- Department of Education
- Department of Planning, Industry and Environment
- Education Standards Authority
- Environment Protection Authority
- Independent Pricing and Regulatory Tribunal of NSW
- Information and Privacy Commission NSW
- Department of Enterprise, Investment and Trade
- Natural Resources Access Regulator
- NSW Electoral Commission
- NSW Ministry of Health
- NSW Environment Protection Authority

- NSW Treasury
- Office of the Children's Guardian
- State Insurance Regulatory Authority
- Transport for New South Wales

## Northern Territory

- Department of Environment, Parks and Water Security

## Queensland

- Brisbane City Council
- Department of Agriculture and Fisheries
- Department of Children, Youth Justice and Multicultural Affairs
- Department of Communities, Housing and Digital Economy
- Department of Education
- 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 Fire and Emergency Services
- Queensland Health
- Queensland Police Service

- Queensland Treasury
- Resource Safety and Health Queensland

## South Australia

- Attorney-General's Department
- 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
- 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
- Hobson's Bay City Council
- Portable Long Service Leave Authority
- Victoria Legal Aid
- Victorian Building Authority
- Victorian Disability Worker Commission
- Victorian Gambling and Casino Control Commission
- 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

# THANK YOU TO OUR NATIONAL AND CHAPTER COMMITTEES

## National committee

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Access Canberra

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NSW Chapter, Australian  
Department of Agriculture,  
Fisheries and Forestry

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of Regional Development,  
Manufacturing and Water

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With Purpose Consulting

Adam Watson, VIC Chapter,  
WorkSafe Victoria

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Charles Darwin University

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Janet Schorer, Martyn Campbell*

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With Purpose Consulting

Adam Watson,  
WorkSafe Victoria

Baethan Mullen,  
Australian Competition  
and Consumer Commission

Emily Sanders,  
Commission for Children  
and Young People

Kate Maddern, Victorian  
Disability Worker Commission

Marianne Munro,  
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Land, Water and Planning

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Monash University

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Industry Regulation and Safety

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Department of Primary Industries  
and Regional Development

Belinda Walker,  
Department of Water and  
Environmental Regulation

Chris Mather,  
Department of Transport

Erin Gauntlett,  
Department of Local Government,  
Sport and Cultural Industries

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Environmental Regulation

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Regulation and Safety

Jennifer Shelton,  
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Jenness Gardner,  
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Lisa Barron,  
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Workforce Development

Louise Oorschot,  
Department of Treasury

Lyn Anderson,  
Department of Communities

Matthew Lester,  
Department of Health

Philip Wyles,  
Department of Training and  
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Robert Kennedy,  
WA Electoral Commission

Tim Green,  
Department of Primary Industries  
and Regional Development

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*Neil Sarti*

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