Regulatory Reform in Practice Summit 2026

1-3 Dec 2026
Rydges Canberra & Virtual

Moving beyond policy intent to practical implementation and impact

Featured speakers:



Kelly Wood
Assistant Secretary, Regulatory Foundations
Department of Finance



John Bradley
Chief Executive Officer
National Environmental Protection Agency



Grainne Moss
Chief Executive
Ministry for Regulation (NZ)



Liz Hefren-Webb
Commissioner
Aged Care Quality & Safety Commission



Anna Cronin
Chief Executive Officer & Commissioner
Building and Plumbing Commission (BPC)



Angelo Lambrinos
Chief Executive Officer & Commissioner
Queensland Building & Construction Commission



Sharife Rahmani
Chief Regulatory Officer
Coal LSL



John Evangelista
Director - Traineeship & Apprenticeship Services
Office of the South Australian Skills Commission



Dr Sandra Cuthbert
Chief Executive Officer
Food Standards Australia New Zealand



Shane Worthington
Chief Digital Officer
Australian Skills Quality Authority (ASQA)



Professor Alex Robson
Deputy Chair
Productivity Commission



Emma Rosenzweig
Deputy Commissioner, Payday Super Program
Australian Taxation Office (ATO)



Adam Fennessy PSM
Public Sector Leader, CEO, NED & Advisor



Lauren White
Executive General Manager, Consumer & Fair Trading Division
ACCC



Daniel Mossop
National Manager, Policy, Rules and Guidance
AUSTRAC

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Partners: national regulators community of practice, ANZSOG Australia & New Zealand School Of Government

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Regulatory Reform in Practice 2026

The Regulatory Reform in Practice Summit 2026 is Australia's dedicated event for regulators, agencies and government departments responsible for turning reform intent into practical implementation and measurable impact.

As regulatory expectations rise and reform mandates become more complex, there has never been a more important time for regulatory leaders and teams to share what works in practice. The challenge is no longer only what to reform, but how to implement reform well while keeping day-to-day regulation running.

Attend the summit to hear from leaders delivering reform across Australia and New Zealand, gain practical lessons from real case studies, and connect with peers working to strengthen regulatory practice, capability and public outcomes.

Advisory:



Regulation & Policy Impact Consultants

Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)



BPC Building and Plumbing Commission

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

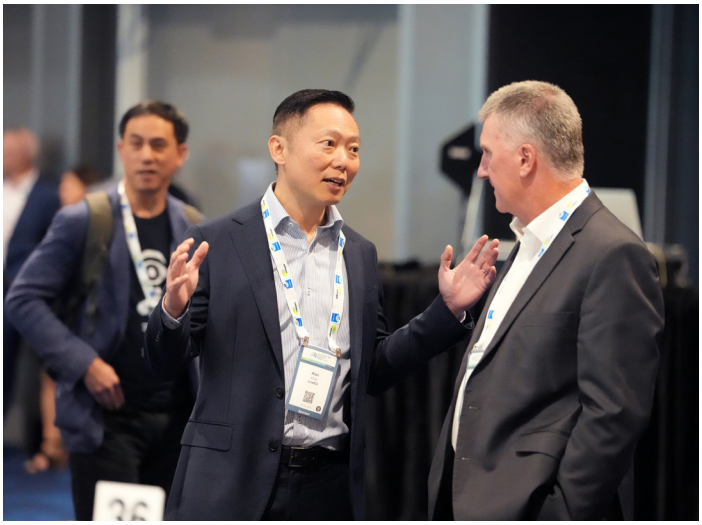
The Two Days

Day One: From reform intent to implementation

The national reform agenda, then straight into practice: live case studies from regulators implementing change right now and facilitated roundtables to deep dive into specialist learning from establishing frameworks to risk intelligence and more.

Day Two: Lessons from reform delivered

International perspectives on regulatory stewardship, case studies of contested reforms delivered, and candid conversations about what regulation can honestly promise, closing with practical sessions on continuous improvement.





Why you should attend:

Focus on the practical side of regulatory reform: how agencies are implementing change, not just how the burden is measured and argued about

Learn from 8 case studies delivered by the Federal and State regulators who led them, including **AUSTRAC**, the **ATO's** national Payday Super rollout, the **Anti-Dumping Commission, the National Environmental Protection Authority**, **ACCC**, **ATO** and the **Queensland Building and Construction Commission**

Hear how regulators like **Coal LSL** and the **Aged Care Quality and Safety Commission** turned contested, high-profile reform mandates into workable regulatory practice

Apply evidence-based, risk-based and precautionary approaches when reform moves faster than the available data, technology or regulatory certainty

Gain practical strategies for bringing your workforce, co-regulators, industry and community along before, during and after implementation

Take home tested approaches for tracking impact, embedding continuous improvement and demonstrating your reform is delivering what was promised

Who should attend:

This summit is designed for Australian Commonwealth, State, Territory and New Zealand government departments and regulators, from Chief Executives, Commissioners and Assistant Secretaries through to the Executive Directors, Directors and their teams working across

01

Regulatory reform, better regulation and regulatory policy

02

Regulatory strategy, governance and frameworks

03

Reform implementation, transformation and delivery

04

Regulatory operations, compliance, licensing, supervision and enforcement

05

Performance, evaluation, impact measurement and continuous improvement

06

Data, digital and technology-enabled regulation

07

Risk, assurance, accountability and public value

08

Stakeholder engagement, communications and co-regulator coordination

09

Workforce capability, organisational development and change

Agenda I Day 1 ❯ Wednesday, 2 December

08:15 Registration & Welcome Coffee

08:50 **Opening Remarks from the Chair**



Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)

09:00 **What is the current shape of regulatory reform today?**



Kelly Wood
Assistant Secretary, Regulatory Foundations
Department of Finance

09:30 **What does the Regulatory Reform Omnibus Act & Productivity Commission's five pillar report mean in practice**



Professor Alex Robson
Deputy Chair
Productivity Commission

Supporting stronger regulatory design

10:00 Case study: **What the Anti-Dumping Commission's consolidation teaches regulators about delivering reform while it's still bedding in**



Aggie Marek
Deputy Commissioner, Strategy & Operations
The Australian Trade Remedies Commission



Alistair McKay
Director of Strategy, Policy & Performance
The Australian Trade Remedies Commission

10:30 Morning Tea

11:10 **What good reform does (and doesn't) look like**



Adam Fennessy PSM
Public Sector Leader, CEO, NED & Advisor

11:40 **Building anticipatory capability to navigate changing regulatory landscapes**



Tess Cole-Adams
Executive Director, Environmental Regulation
Department of Lands, Planning and Environment (NT)

12:10 Lunch & Networking

13:10 Case study: **The case for acting early: navigating emerging risks before the evidence arrives**



Angelo Lambrinos
Chief Executive Officer and Commissioner
Queensland Building and Construction Commission

13:40 Panel discussion: **How is technology being used to modernise regulatory reform?**

Moderator:



Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)

Panellists:



Vanessa Douglas-Savage
Branch Manager
Australian Government Architecture & Policy
Digital Transformation Agency



Shane Worthington
Chief Digital Officer
Australian Skills Quality Authority (ASQA)



Dr Anuj Saraogi
Executive Director
Enterprise ICT
Department of Health and the Department of Families, Fairness and Housing (VIC)



Skye Bowie
Director
CAREC Solutions Pty Ltd

Register today!

14:30 Case study: **What the ATO's Payday Super rollout can teach regulators about redesigning compliance at national scale**



Emma Rosenzweig
Deputy Commissioner, Payday Super Program
Australian Taxation Office (ATO)

15:00 Afternoon Tea

15:30 Fireside chat: T**he Professional Regulator: Building cross-sector capability for reform**

Facilitator:



Yu-Lan Chan
Chief Regulatory Officer and Deputy Head
Access Canberra



Piet Powell
Assistant Commissioner
Aged Care Quality & Safety Commission



Dung Nguyen
Head of the National Regulators Community of Practice
Australia & New Zealand School of Government

16:10 **Roundtable discussions**

All roundtables run under the Chatham House Rule. Share ideas, test approaches, and gain practical tips from your peers facing the same challenges. Each roundtable is designed to give participants insights they can take straight back to their day-to-day role.

Introduced by:



Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)

Roundtable 1: **Sharing approaches to gathering risk intelligence and acting on the data that tells you where harm is heading**



Dr Hassan Raisianzadeh
Director, Safety and Regulatory Insights
Office of the National Rail Safety Regulator

Roundtable 2: **What compliance metrics regulators measure, and how to prove your scheme is working beyond activity counts**



Veronica Taylor
Professor - School of Regulation and Global Governance
Australian National University (ANU)

Roundtable 3: **Comparing how regulators structure graduated, defensible enforcement postures**



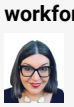
Niels Bunte
National Manager - Regulatory Services
Civil Aviation Safety Authority (CASA)

Roundtable 4: **Swapping lessons on internal change management to bring the regulated community along**



Robyn Pearce
Executive Director - Consumer
Building and Occupational Services, Department of Justice (TAS)

Roundtable 5: **Transformation and upskilling: building the regulatory workforce that reform depends on**



Andrea Fox
Executive Director
Policy and Workplace Services (PWS), The Workplace Health and Safety Queensland & Electrical Safety Regulators, Office of Industrial Relations

16:50 Closing remarks from the chair

17:00 Networking drinks

18:30 Networking dinner

Agenda I Day 2 Thursday, 3 December

08:15 Registration & Welcome Coffee

08:50 **Opening Remarks from the Chair**



Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)

International regulatory insights

09:00 Live via Video Link: **Regulatory Stewardship: global lessons and regulatory trends**

09:30 International Keynote: **Regulatory stewardship as a statutory responsibility: What Australia can learn from New Zealand's model**



Grainne Moss
Chief Executive
Ministry for Regulation (NZ)

Case studies in regulatory reform

10:00 Case study: **From uncertainty to reform: The Coal LSL Amendment Act 2026**



Sharife Rahmani
Chief Regulatory Officer
Coal LSL

10:30 Morning Tea

11:00 In Conversation With: **Delivering regulatory transformation in practice**



Anna Cronin
Chief Executive Officer & Commissioner
Building and Plumbing Commission (BPC)



Eliot Palmer
Head of Regulatory Strategy & Practice - Office Transformation
Building and Plumbing Commission (BPC)

11:30 Case study: **Deep diving into the aged care and safety quality reforms**



Liz Hefren-Webb
Commissioner
Aged Care Quality and Safety Commission

12:00 Lunch & Networking

13:00 **Building the machinery of change: How a transformation office drives enterprise reform inside a regulator**



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

13:30 Case study: **How Australia's anti-money laundering reforms extended a compliance framework to previously unregulated sectors**



Daniel Mossop
National Manager, Policy, Rules and Guidance
AUSTRAC



14:00 Case study: **Navigating the overhaul of federal environmental law: what regulators can learn from the biggest rewrite in a generation**



John Bradley
Chief Executive Officer
National Environmental Protection Agency

14:30 Afternoon Tea

15:00 Case study: **Twelve months to make an open-ended law workable: inside the ACCC's unfair trading practices runway**



Lauren White
Executive General Manager, Consumer and Fair Trading Division
ACCC

15:30 Fireside chat: **Are we doing the community a disservice by raising expectations which can't be regulated?**

Facilitator:



Dung Nguyen
Head of the National Regulators Community of Practice
Australia & New Zealand School of Government



John Evangelista
Director, Traineeship & Apprenticeship Services
Office of the South Australian Skills Commission



Dr Sandra Cuthbert
Chief Executive Officer
Food Standards Australia New Zealand



Sue Woodward AM
Commissioner
The Australian Charities & Not-for-profits Commission (ACNC)



Alisa Chambers
Deputy Commissioner, Regulatory Strategy & Sector Capability
NDIS Quality and Safeguards Commission

Improving underlying regulatory architecture

16:10 Panel discussion: **Streamlining reform processes and identifying pinch points that are holding up regulatory reform**

Moderator:



Adam Slater
Chief Executive Officer
Australasian Environmental Law Enforcement & Regulators Network (AELERT)

Panellists:



Rachael Jackson
Chief Operating Officer
National Indigenous Australians Agency (NIAA)



Karen Najjar
Assistant Secretary, New Vehicle Efficiency Standards Regulator
Department of Infrastructure, Transport, Regional Development, Communications, Sport & the Arts



Marcus Brims
a/Assistant Secretary, Nuclear Regulation, Strategy & Technology
Australian Safeguards and Non-Proliferation Office

16:50 Closing remarks from the Chair

17:00 Conference adjourns

Register today!

Book as a group and save up to 25%!

Pre-Conference Masterclass
Tuesday, 1 December

The pre-conference masterclasses include morning and afternoon tea breaks, as well as a one-hour lunch break, offering additional networking opportunities and in-depth learning.

Each masterclass starts at 9:00 and finishes at 17:00.

MASTERCLASS A

Regulatory reform: challenges and tensions

Reform never unfolds the way the plan says it will. Every regulator who has lived through one knows the tensions that surface between theory and delivery. That's why this masterclass is built around real, contemporary case studies, that step through the reform process adopted, examining what worked, what strained, and why.

Case study one explores the challenges and tensions of introducing a social policy objective into a licensing and compliance regulator, and what a retrospective five years later revealed. We then deep dive into navigating through concurrent scrutiny, a growing reform load, and the requirement to keep business as usual intact.

Both scenarios sit at opposite ends of the regulatory ecosystem. That range is deliberate, so participants from health, building, environment, transport, financial services, aged care, gambling, consumer protection and workplace regulators can all identify their own reform in the cases discussed.

Participants will then use a Reform Tension Map to test their own reform, pinpointing where tension is forming before it hardens into resistance leaving with a one-page diagnostic tool.

By the end of this masterclass, you will be able to:

- Anticipate where reform collides with day-to-day regulatory activity, so delivery pressures do not blindside your implementation plan
- Recognise how reform reshapes compliance activity, stakeholder relationships and your own workforce, and manage the friction before it hardens into resistance, drawing on a five-year retrospective
- Apply the continuous improvement and trust-building principle from RMG 128 to strengthen legitimacy
- Hold performance and legitimacy through concurrent reviews, inquiries and legislative change, without business-as-usual slipping
- Prioritise by impact and take a program view when scope grows and the funding is constrained
- Embed risk-based, data-driven practice into reform decisions so your choices stand up to scrutiny, including what AI and analytics brings to your implementation approach



Dr Lorraine Cherney
Director & Consultant
Regulation & Policy Impact Consultants (RP Impact)



Skye Bowie
Director
CAREC Solutions



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Book as a group and save up to 25%!

Registration

3 Day Standard Package	2 Day Standard Package	One conference day or Masterclasses only
1-3 December	2-3 December	1 December
Regular price **$3,599**	Regular price **$2,599**	Regular price **$2,099**

Virtual 2 day	2 Day Vendor Package*
2-3 December	2-3 December
Regular price **$2,199**	Regular price **$3,599**

All prices are inclusive of GST

*All vendors must book at the vendor price and do not qualify for the standard price. A vendor is defined as those that are developing, marketing or selling products or services related to technology, legal, advisory or consulting. Qualification for pricing categories is at the discretion of Quest Events.

GROUP DISCOUNTS

- **15%** — **3-6** delegate package
- **20%** — **7-10** delegate package
- **25%** — **11+** delegate package

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