



The Regulator Leadership Cohort met on 24 September 2025.

Cohort Chair, Clare Savage, opened the meeting with an Acknowledgement of Country and by welcoming Cohort members, Secretary Blair Comley PSM, Department of Health, Disability and Ageing, a/g Secretary Richard Windeyer, Department of Finance, the invited heads of regulators and guests.

The chair introduced Jason McDonald, First Assistant Secretary, Department of the Treasury, who provided an overview of the outcomes of the Treasurer led Economic Reform Roundtables (19-21 August). The Roundtables brought together 24 participants, Ministers, and 25 experts to build consensus on ways to improve productivity, enhance economic resilience and strengthen budget sustainability.

Kelly Wood, Assistant Secretary, Department of Finance, updated the Cohort on the whole-of-government policy objective for Commonwealth regulators to better balance risk mitigation with efficiency, growth and dynamism. Statements of Expectations will be developed or updated to reflect this priority by the end of 2025. The Department of Finance will provide new policy advice and guidance on issuing statements in October, including their publication on the [Australian Government Regulator Stocktake](#).

Deputy Chair of the Productivity Commission, Alex Robson presented an update on the Productivity Commission's pillar one inquiry, [Creating a more dynamic and resilient economy](#). The final report is expected to be handed to Government in December 2025 and consider regulatory burden indicators and the challenges of measuring regulatory quality.

Lauren Le Cerf, Assistant Secretary, Department of Finance presented a proposed Data and Digital Ready Regulators workplan. The plan aims to support regulators to adapt to the rapidly changing technological landscape to ensure they can harness the opportunities posed by data and digital technologies. To drive forward the workplan Rob Heferen, Commissioner of Taxation, and Hamish Hansford, Deputy Secretary, Department of Home Affairs agreed to co-champion this valuable body of work. The Cohort also agreed to establish a working group consisting of senior experts within member regulators.

The Cohort will meet again on 12 November where strengthening and uplifting the skills and capabilities of leaders and staff across Commonwealth regulators will be a key item for discussion.

Secretariat support is provided by the Risk, Claims and Regulatory Reform Division of the Department of Finance. If you would like further information, please contact APSRegulatoryReform@finance.gov.au.