



Australian Government

Clare Savage
Chair, Regulator Leadership Cohort

The Hon Dr Jim Chalmers MP
Treasurer of Australia

Senator the Hon Katy Gallagher MP
Minister for Finance
Minister for the Public Service
Minister for Women
Minister for Government Services

Dear Treasurer Chalmers and Minister Gallagher

Thank you for providing regulators the opportunity to identify and propose substantial, material and measurable actions to directly support productivity and the economic roundtables in your letter of 4 July 2025.

I write to you as Chair of the Regulator Leadership Cohort (the Cohort). The Cohort is the heads of 22 Commonwealth regulators who drive and inform the Government's regulatory reform agenda to modernise regulation to keep it fit-for-purpose.

While each regulator will write to you with their individual commitments, together as regulatory leaders we are committed to providing high quality advice to Government on the state of the regulatory environment and opportunities to achieve better outcomes for citizens, businesses and the economy. We understand the need to improve Australia's productivity performance and recognise regulators have a critical role in supporting the Government to achieve this key priority in its second term.

When regulation is done well it makes a significant contribution to productivity because it can create or enable markets and reduce risk and transaction costs for market participants, compared with what would otherwise be the case. Striking the right balance between too little regulation and overly burdensome or ineffective regulation is an ongoing task. With that in mind we would like to highlight three areas across the regulatory environment which provide significant opportunity to further foster productivity and economic growth, together with the key enablers required for us to deliver on this opportunity.

Regulatory simplification

Navigating regulatory complexity is a significant challenge for businesses and citizens. It increases the time, effort and costs associated with interacting with a regulatory system and hinders government efficiency. Regulatory simplification addresses this problem by reducing the number of complex regulations and guidance, increasing the speed of transactions with regulators and improving how regulators engage with the regulated community.

Simplified regulatory systems aim to enable productivity growth and economic resilience by ensuring Australians have access to public goods and services through competitive markets that foster investment and innovation while protecting Australia and its people from harm.

There are several opportunities for simplification across the regulatory environment. Information could be made easier to find and understand through reducing the complexity of regulatory instruments, guidance and forms. Transacting with regulators could be made simpler and faster through streamlining approvals, accreditation, licencing, permits and registration. Drafting and making amendments to non-controversial and redundant legislation could be enhanced through a combined approach. Reporting information and complaints to regulators could be streamlined through better use of technology.

Regulatory transparency

Transparency is a fundamental component of modern and fit-for-purpose regulatory systems. Businesses and citizens expect regulators to act in the public interest and efficiently use resources to achieve stated objectives. Regulators must be transparent about the obligations placed upon the regulated community and how their activities meet statutory requirements and government expectations. Regulatory transparency creates trust and accountability in government institutions.

Responsible Ministers can decide to issue a Statement of Expectations (SOE) to a regulator which provides greater clarity about government policies and objectives relevant to the regulator in line with its statutory objectives, and the priorities the Minister expects it to observe in conducting its operations. There is an opportunity to increase and improve the use of SOE as tool for improving regulatory transparency. The Government can use SOE to outline its direction and emphasise its expectations of the regulator in relation to policy objectives as well as risk appetite and regulatory posture and culture.

Regulatory collaboration

Collaborative relationships between regulators can significantly enhance regulatory efficiency and effectiveness. Collaboration can improve regulatory action, accelerate assessments and approvals and reduce regulatory burden and impediments. Meaningful collaboration relies heavily on being able to exchange information with ease and speed. In shared Commonwealth-State regulatory systems such as food, consumer goods, energy and work, health and safety, consistency in laws and regulatory approaches also plays an important role.

There are opportunities for Government to create the right conditions and legislative mechanisms which support regulatory collaboration. Regulators should be able to navigate and resolve challenges with a whole of system view and have timely access to information relevant to their area of responsibility. This should include developing standardised and holistic approaches for crisis management involving multiple regulators.

Key enablers

As regulatory leaders, we consider there are three key regulatory reform enablers to deliver on the Government's economic growth and productivity agenda.

Supporting information sharing between regulators

Information sharing to enable a “tell us once” model of connected service delivery and regulation is necessary. In setting its first forward work-plan in March 2024, the Cohort prioritised ‘*supporting information sharing between regulators*’ as one of seven priorities, noting many businesses and individuals still supply the same information to multiple regulators. Re-using information already held by government promises lower compliance costs and faster, more consistent regulatory decisions. The policy outcome is clear: regulators should have timely, lawful access to the information they need to make faster, better decisions and deliver services with less friction. That outcome depends not only on legislative gateways, but also on the right technology, skills, and culture to share information safely, confidently and for lawful purposes.

Coordinated use of legislative changes

Using co-ordinated packaging of omnibus style bills and regulations for legislative change will enable pooling of drafting resources to enable fit-for-purpose regulation to drive productivity and efficiency. Ensuring a senior Minister has the authority to secure drafting resources and introduce omnibus legislation will also be critical. Given the resource pressures facing the Office of Parliamentary Counsel (OPC), changes could be made to enable legislative amendments to be drafted within regulatory agencies for the review and approval of OPC.

Reflective of the digital era

In our first forward work-plan in March 2024, the Cohort prioritised ‘*Exploring and leveraging existing RegTech and ICT solutions from other regulators. Capability uplift to design and purchase regulatory ICT solutions*’. Regulators should receive adequate funding to enable appropriate ICT solutions to support both interactions between regulators and the community, and in the tools, practices, processes, and skills needed by regulators to perform regulatory functions. This should ensure inclusive and equitable digital design. The safe and responsible use of Artificial Intelligence provides a significant opportunity to increase the efficiency of regulatory processes and is an area of great interest for the Cohort.

Regulator Leadership Cohort meeting

The Cohort will next meet in September 2025 where we will discuss the outcomes of the roundtables and next steps. I invite you both to attend this next Cohort meeting and speak directly with heads of regulators.

We will invite all regulators who received and responded to your letter. The Department of Finance will work with The Treasury and your offices to explore your potential attendance.

We trust our advice will support the Government’s economic growth and productivity agenda using regulation as a key lever.

Yours sincerely

A black rectangular box redacting the signature of the Chair of the Regulator Leadership Cohort.

Chair, Regulator Leadership Cohort

1 August 2025