



Australian Government Regulator Maturity Model

Framework Principle	Capability Domains	Emerging	Developing	Embedded	Leading
1. Targeted and risk-based	Capability Domain 1.1 <i>Capability to adjust regulatory approaches to meet changing risks and needs of the regulator, duty holders and stakeholders. Uses a mix of educative, compliance, investigatory, supervisory, monitoring or enforcement led tools as appropriate for targeting regulatory activities to achieve regulatory priorities.</i>	Education, compliance and enforcement strategies do not align with regulatory functions and responsibilities. Regulatory activities and resources do not proportionately target areas of highest risk or proportionately greatest harms, or duty holders with the greatest risk of non-compliance impacts. Regulatory approach is not understood within the regulator or by duty holders or others in the regulatory system. Regulatory tools are not used proportionately or consistently within the entity/regulatory function. Regulator's approach does not consider when and how available tools will be used. Little or no consideration of the risks within the broader regulatory system in which regulator operates in the context of delivering own remit.	Education, compliance and enforcement strategies may not sufficiently align with regulatory functions and responsibilities. Regulatory activities and resources may not sufficiently and proportionately target areas of highest risk or greatest harms, or duty holders with the greatest risk of non-compliance impacts. Regulatory approach is inconsistently understood within the regulator or by duty holders or others in the regulatory system. Regulatory tools may not be used proportionately or consistently within the entity/regulatory function. Regulator's approach is limited or inconsistent in when and how available tools will be used. Limited consideration of the risks within the broader regulatory system in which regulator operates in the context of delivering own remit.	Education, compliance and enforcement strategies align with regulatory functions and responsibilities. Regulatory activities and resources usually align to the areas of proportionately highest risk and target duty holders or areas with the greatest harms or risk of non-compliance impacts. Regulatory approach is understood within the regulator and by most of duty holders and others in the regulatory system. Regulatory tools are generally used proportionately and consistently across the entity/regulatory function. Regulator's approach identifies when and how available tools will be used. Usually considers the risks within the broader regulatory system in which regulator operates in the context of delivering own remit.	Education, compliance and enforcement strategies align with regulatory functions and responsibilities and are regularly reviewed and adjusted. Regulatory activities and resources are proportionately prioritised to the areas of highest risk and target duty holders or areas with the greatest harms or risk of non-compliance impacts. Has a clear regulatory approach that is understood within the regulator and by duty holders and others across the regulatory system. Regulatory tools are used proportionately and consistently across the entity/regulatory function. Regulator's approach identifies when and how all the regulator's tools will be used and adapts to allow for different duty holders, remedies and sanctions. Consistently considers the risks within the broader regulatory system in which regulator operates in the context of delivering own remit.
	Capability Domain 1.2 <i>Capability to apply anticipatory governance approaches or strategies, for example horizon scanning, trend analysis or key assumptions testing, to identify future risks, challenges and opportunities and respond accordingly.</i>	Little or no use of foresight tools by the regulator to plan for and address regulatory challenges from duty holders. Little or no reviewing of regulatory operating model, activities and regulatory tools to address risks and ensure they remain fit-for-purpose.	Limited or inconsistent use of foresight tools by the regulator to plan for and address regulatory challenges from duty holders. Limited or ad hoc reviewing of regulatory operating model, activities and regulatory tools to address risks and ensure they remain fit-for-purpose.	Some foresight tools used by the regulator to plan for and address regulatory challenges from duty holders and others within own regulatory system. Regulatory operating model, activities and the regulatory tools used are reviewed and updated to ensure they address risks and remain fit-for-purpose.	Regularly and systematically uses a range of foresight tools across all levels of the entity/regulatory function to plan, challenge assumptions and develop strategies that address emerging regulatory challenges and opportunities within entire regulatory system. Regulatory operating model, activities and the regulatory tools used are regularly reviewed and adapted to ensure they address key risks and remain fit-for-purpose.
2. Integrated in existing systems	Capability Domain 2.1 <i>Capability to collaborate within own entity/regulatory function, with regulatory peers and others across different jurisdictions and with non-government stakeholders, and to use collaboration to create relationships that support strategic priorities.</i>	Little or no focus on collaboration internally, with regulatory peers or stakeholders. Communication with others focused on networking or communicating updates. Little or no understanding of relationships between regulator and others, or how these could benefit or impact on strategic priorities. No focus on sharing data or insights with other regulators or on connecting collaboration with strategic priorities.	Some focus on collaboration internally, with regulatory peers or stakeholders, however efforts are inconsistent or ad hoc. Limited understanding of relationships between regulator and others, and how these could benefit or impact on strategic priorities of the entity/regulatory function. Limited or inconsistent sharing of data or insights with other regulators. Connecting collaboration efforts with strategic priorities is inconsistent or ad hoc across the entity/regulatory function.	Has consistent processes for collaborating internally, with peers and stakeholders across other levels of government and internationally. Understands how relationships with others can benefit the regulator's work through referrals and sharing insights, experience and data. Collaboration reflects current strategic priorities and focuses on relationships with a range of peers and jurisdictions.	Collaboration is seen as a priority across all levels of regulator, with efforts made to identify and act on opportunities to collaborate internally, across all levels of government and internationally. Understands how relationships with a range of peers, stakeholders and duty holders can benefit the work of both the regulator and others. This includes through partnerships or joint regulatory activities, referrals, and sharing insights, experience or data both formally and informally. Uses collaboration to create enduring and sustainable relationships internally, with duty holders, and across all levels of government and internationally that support strategic priorities.

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	<p><i>Capability Domain 2.2</i></p> <p><i>Capability to understand broader regulatory environment, costs, and impact of regulation, and support duty holders to comply with regulation.</i></p>	<p>Little or no consideration of costs and impacts of regulatory activities on duty holders and other stakeholders. Little or no focus on monitoring of operating environment or understanding of how the entity/regulatory function needs to change to keep pace with changes in technology, industry practices and community expectations. Little or no consideration of how existing systems, standards or tools can be adapted or used. Regulatory approach is not adjusted for, or does not consider, differing abilities or motivations of duty holders. Regulatory innovation is not a priority for the entity/regulatory function. User charging or cost recovery arrangements may not align with the Australian Government Charging Framework (RMG 302 – Australian Government Charging Framework).</p>	<p>Limited or inconsistent consideration of costs and impacts of regulatory activities on duty holders and other stakeholders. Ad hoc monitoring of operating environment or limited understanding of how the entity/regulatory function needs to change to keep pace with changes in technology, industry practices and community expectations. Limited or inconsistent consideration of how existing systems, standards or tools can be adapted or used. Some adjustment of regulatory approach to consider differing abilities or motivations of duty holders. Limited consideration of how regulatory innovation could support duty holders to comply with regulation. User charging or cost recovery arrangements mostly align with the Australian Government Charging Framework (RMG 302 – Australian Government Charging Framework).</p>	<p>Most policies and processes consider the costs and impacts of regulatory activities on duty holders and other stakeholders. Consistent monitoring of operating environment to understand how the entity/regulatory function needs to change to keep pace with changes in technology, industry practices and community expectations. Considers how existing systems, standards or tools can be adapted or used. Adjusts regulatory approach to consider differing abilities or motivations of duty holders. Some consideration of how regulatory innovation could support duty holders to comply with regulation. User charging or cost recovery arrangements align with the Australian Government Charging Framework (RMG 302 – Australian Government Charging Framework).</p>	<p>The costs and impacts of regulatory activities on duty holders and other stakeholders are well understood across the entity/regulatory function and evidence of this at a government-wide level is used to support and drive improved outcomes. Regularly monitors and understands own operating environment and that of peers in other jurisdictions, and adapts or uses existing systems, standards or tools where possible and appropriate. Regulatory approaches across the entity/regulatory function keep pace with changes in technology, industry practices and community expectations and are adjusted to meet changes in regulatory environment and identify and respond to any gaps or areas of overlap. Considers the differences in duty holders' ability to comply with regulation and supports innovative ways to support them to comply, for example through use of regulatory sandboxes. User charging or cost recovery arrangements align with the Australian Government Charging Framework (RMG 302 – Australian Government Charging Framework). Arrangements are reviewed and adapted to ensure these remain fit for purpose.</p>
3. User-centred	<p><i>Capability Domain 3.1</i></p> <p><i>Capability to align communication and regulatory strategies and practices with user preferences, habits, behaviours, cultural, linguistic or accessibility requirements and the perspective of vulnerable duty holders while delivering fit-for-purpose regulatory outcomes.</i></p>	<p>Little or no consideration of divergent and emergent voices, including Aboriginal or Torres Strait Islander people, cultural, linguistic or accessibility requirements and the needs of vulnerable duty holders, as part of communication and regulatory strategies. Little or no consideration of user preferences, habits and behaviours when planning and developing compliance and enforcement activities. Little or no consideration of feedback from duty holders and stakeholders, with a reactive focus on minimising complaints. Education, compliance, investigation, supervision, monitoring or enforcement approaches have little or no focus on the needs of duty holders and how they could be supported to comply voluntarily.</p>	<p>Limited or inconsistent consideration of divergent and emergent voices, including Aboriginal or Torres Strait Islander people, cultural, linguistic or accessibility requirements and the needs of vulnerable duty holders, as part of communication and regulatory strategies. Limited or ad hoc consideration of user preferences, habits and behaviours when planning and developing compliance and enforcement activities. Limited or ad hoc consideration of feedback from duty holders and stakeholders, with a reactive focus on minimising complaints. Education, compliance, investigation, supervision, monitoring or enforcement approaches have a limited focus on the needs of duty holders and how they could be supported to comply voluntarily.</p>	<p>Communication and regulatory strategies mostly consider divergent and emergent voices, including Aboriginal or Torres Strait Islander people, cultural, linguistic or accessibility requirements and the needs of vulnerable duty holders. Regulator considers user preferences, habits and behaviours when planning and developing compliance and enforcement activities, as well as feedback from duty holders and stakeholders. Education, compliance, investigation, supervision, monitoring or enforcement approaches consider duty holders and how to support them to comply voluntarily.</p>	<p>Communication and regulatory strategies across the entity/regulatory function ensure divergent and emergent voices are considered and include Aboriginal or Torres Strait Islander people, cultural, linguistic or accessibility requirements, with mechanisms in place to consider the needs of vulnerable duty holders. Regulator uses methods, tools and techniques that are sensitive to user preferences, habits and behaviours when planning and developing compliance and enforcement activities and is responsive to feedback from duty holders and stakeholders. Education, compliance, investigation, supervision, monitoring or enforcement approaches are centred around duty holders and consider barriers they may be facing and how to support duty holders to comply voluntarily.</p>
	<p><i>Capability Domain 3.2</i></p> <p><i>Capability to be trusted, transparent and accountable to duty holders and other stakeholders. Ensures simple, clear processes are place for duty holders and others as appropriate to appeal decisions, make enquiries or give feedback, or make complaints.</i></p>	<p>Little or no operational, compliance or enforcement policies and guidance are available, or those that are unlikely to be free, easy to understand or meet accessibility requirements. Few regulatory decisions include a statement of reasons explaining the basis for making the decision and any review rights that might be available to an affected person. Little or no information about appeal rights, processes and systems is available for duty holders. Basic or no channels for duty holders to make enquiries, feedback or complaints, or basic responses to duty holders. Little or no process or support available to duty holders to make formal complaints about the regulator to oversight bodies.</p>	<p>Limited or inconsistent public availability of operational, compliance and enforcement policies and guidance, including where policies and guidance may not be free, easy to understand or meet accessibility requirements. Most regulatory decisions include a statement of reasons explaining the basis for making the decision and any review rights that might be available to an affected person. Limited or ad hoc information about appeal rights, processes and systems is available for duty holders. Limited availability of enquiries, feedback or complaints channels for duty holders and other stakeholders to use, or inconsistent regulator responses made to contact from duty holders using communication channels. Process or support to make formal complaints about the regulator to oversight bodies may not be clear or easily available to duty holders.</p>	<p>Key operational, compliance and enforcement policies and guidance are available publicly in formats that are free, easy to understand and accessible. All regulatory decisions include a statement of reasons explaining the basis for making the decision and any review rights that might be available to an affected person. Information about appeal rights, processes and systems is available for duty holders. Channels are in place for enquiries, feedback and complaints from duty holders and other stakeholders to the regulator, as well as the ability to make formal complaints about the regulator to oversight bodies.</p>	<p>All operational, compliance and enforcement policies and guidance are reviewed and updated regularly, and available publicly in formats that are free, easy to understand and accessible. All regulatory decisions include a statement of reasons explaining the basis for making the decision and any review rights that might be available to an affected person. Information about appeal rights, processes and systems is easy for duty holders to access, understand and use. Dedicated, easy to use channels are in place for enquiries, feedback and complaints from duty holders and other stakeholders to the regulator, as well as the ability to make formal complaints about the regulator to oversight bodies. Processes are in place to identify any patterns in reviews, appeals, enquiries, feedback or complaints, and regulatory approaches and guidance are systemically adjusted in response. Any significant legal and policy issues are brought to the attention of policymakers.</p>

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4. Evidence-based and data-driven	<p><i>Capability Domain 4.1</i></p> <p><i>Capability to create an effective culture and governance arrangements that support impartial decision-making and regulatory activities based on evidence and data, while maintaining independence and managing risks of being controlled or unduly influenced by duty holders or others.</i></p>	<p>Little or no focus on governance, culture or values by the regulator in its performance of regulatory activities, or within compliance and enforcement policies and guidance. Governance arrangements and responsibilities, including record-keeping for decisions and compliance and enforcement activities, delegations, reporting and managing conflicts of interests or reporting gifts, may not be in place or up-to-date, and requirements are not understood across the entity/regulatory function. Decision-making and regulatory activities may not always be impartial, in the public interest or based on evidence and data, and there is little focus on knowledge and capability building about what is good decision-making across the entity/regulatory function. Mechanisms may not be in place to support staff to manage potential, perceived or actual conflicts of interest, or to recognise, escalate and act against undue influence. The risks of undue influence or control from former staff of the regulator who are now employed by or consult with duty holders or other stakeholders are not recognised.</p>	<p>Limited or inconsistent focus on governance, culture or values within the entity/regulatory function's performance of regulatory activities, or within compliance and enforcement policies and guidance. Governance arrangements and responsibilities, including record-keeping for decisions and compliance and enforcement activities, delegations, reporting and managing conflicts of interests or reporting gifts, may be in place although not regularly updated, and requirements are not consistently understood across the entity/regulatory function. Decision-making and regulatory activities are usually impartial, in the public interest or based on evidence and data. Knowledge and capability building about what is good decision-making is inconsistent across the entity/regulatory function. Limited mechanisms are in place to support staff to manage potential, perceived or actual conflicts of interest, or to recognise, escalate and act against undue influence. The risks of managing relationships with former staff of the regulator who are now employed by or consult with duty holders or other stakeholders may not be recognised.</p>	<p>Governance, culture and values are embedded consistently within the entity/regulatory function's performance of regulatory activities, and within compliance and enforcement policies and guidance. Governance arrangements and responsibilities, including record-keeping for decisions and compliance and enforcement activities, delegations, reporting and managing conflicts of interests or reporting gifts, are up-to-date and requirements understood across most of the entity/regulatory function. Decision-making and regulatory activities are impartial, in the public interest and based on evidence and data, and regular capability building about what is good decision-making is widespread across most of the entity/regulatory function. Mechanisms and training are in place to support staff to manage potential, perceived or actual conflicts of interest, or to recognise, escalate and act against undue influence. This may include managing relationships with former staff of the regulator who are now employed by or consult with duty holders or other stakeholders.</p>	<p>Governance, culture and values are well-defined and understood across the entity/regulatory function and are promoted as part of the entity/regulatory function's performance of regulatory activities and compliance and enforcement policies and guidance. Governance arrangements and responsibilities, including record-keeping for decisions and compliance and enforcement activities, delegations, reporting and managing conflicts of interests or reporting gifts, are regularly reviewed and updated, and requirements are in place and understood across the entity/regulatory function. Decision-making and regulatory activities are impartial, in the public interest and based on evidence and data, and the entity/regulatory function prioritises regular capability building about what is good decision-making across the entity/regulatory function. Mechanisms and training are in place to support staff at all levels to manage potential, perceived or actual conflicts of interest and to recognise, escalate and act against undue influence and control by duty holders or other stakeholders across the entity/regulatory function. This includes managing relationships with former staff of the regulator who are now employed by or consult with duty holders or other stakeholders.</p>
	<p><i>Capability Domain 4.2</i></p> <p><i>Capability to make use of evidence, intelligence and data for planning and performing regulatory functions, including sharing intelligence and data with regulatory peers where appropriate.</i></p>	<p>Little or no monitoring, collection or use of intelligence or data when planning or undertaking regulatory activities. Little or no evaluation of regulatory activities to assess effectiveness based on intelligence and data collected. Little or no use of data, information or knowledge within the entity/regulatory function to inform regulatory strategies. Little or no sharing of intelligence and data with regulatory peers or across jurisdictions.</p>	<p>Limited or ad hoc monitoring, collection or use of intelligence and data when planning or undertaking regulatory activities. Ad hoc evaluation of regulatory activities to assess effectiveness based on intelligence and data collected. Limited or inconsistent use of data, information and knowledge within the entity/regulatory function to inform regulatory strategies. Limited or ad hoc sharing of intelligence and data with regulatory peers or across jurisdictions.</p>	<p>Consistent monitoring, collection and use of intelligence and data when planning or undertaking regulatory activities. Most regulatory activities are evaluated based on intelligence and data collected to assess effectiveness of those activities. Data, information and knowledge are used within the entity/regulatory function to inform regulatory strategies. Intelligence and data are often shared with regulatory peers and across jurisdictions.</p>	<p>Monitoring, collecting and using intelligence and data when planning or undertaking regulatory activities is part of the entity/regulatory function's culture. Evaluation practices are used across the entity/regulatory function to assess effectiveness of regulatory activities based on intelligence and data collected. Relevant data, information and knowledge is understood and shared within the entity/regulatory function and used to build future-fit regulatory strategies that can adapt to changing trends in the regulatory system. Sharing evidence and data with regulatory policymakers and peers system-wide and across jurisdictions is a priority.</p>
5. Reflective of the digital era	<p><i>Capability Domain 5.1</i></p> <p><i>Capability to use technological approaches that are inclusive and adapted to the needs of duty holders and stakeholders when performing regulatory activities.</i></p>	<p>Little or no understanding or consideration of the needs of duty holders or stakeholders as part of any digital solutions used or developed by the regulator. Regulatory practices and activities using digital technologies have little or no focus on building trust with duty holders and stakeholders.</p>	<p>Limited understanding or consideration of the needs of duty holders or stakeholders as part of any digital solutions used or developed by the regulator. Ad hoc use of digital practices to collect information and provide notifications and updates to duty holders and stakeholders. Regulatory practices and activities using digital technologies have limited or inconsistent focus on building trust with duty holders and stakeholders.</p>	<p>Considers the needs of duty holders or stakeholders as part of digital solutions used or developed by the regulator. Consistently uses of digital practices to collect information and provide notifications and updates to duty holders and stakeholders. Most regulatory practices and activities using digital technologies have a focus on building trust with duty holders and stakeholders.</p>	<p>Digital solutions and practices are designed to be inclusive, accessible and adapted to the needs of duty holders or stakeholders. Regulator applies digital practices across the entity/regulatory function to collect information once and provide timely notifications and proactive updates to duty holders and stakeholders. Regulatory practices and activities using digital technologies ensure that trust is built and maintained with duty holders and stakeholders.</p>

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	<p><i>Capability Domain 5.2</i></p> <p><i>Capability to develop innovative 'Digital First' approaches to safely target regulatory efforts and achieve objectives.</i></p>	<p>Little or no use of technology within the regulator to target regulatory effort. Little understanding of the benefits of investing in digital capability to achieve regulator's objectives. Little or no consideration of the risks when using new technologies or the potential impacts on privacy, security or from unethical use.</p>	<p>Limited or ad hoc use of technology within the regulator to target regulatory effort. Limited understanding of the benefits of investing in digital capability and digital initiatives may not be aligned with the regulator's objectives. Inconsistent consideration of the risks when using new technologies or the potential impacts on privacy, security or from unethical use.</p>	<p>Consistent use of technology within the regulator to target regulatory effort. Understands the benefits of investing in digital capability and digital initiatives are usually aligned with the regulator's objectives. Usually considers the risks when using new technologies and the potential impacts on privacy, security or from unethical use. Regulator considers opportunities to work with peers to share digital solutions.</p>	<p>Identifying and investing in future digital requirements and capability to support achieving regulatory objectives is a priority. Targeted use of digital channels and technologies when performing regulatory activities. New technologies are used in safe and responsible ways across all levels of the regulator. Digital activities are underpinned by a commitment to privacy, security and ethical use. Regulator partners with peers across the regulatory system to develop or share digital solutions, including interoperable architecture, where appropriate.</p>
<p>6. Continuously improved and outcomes-focused</p>	<p><i>Capability Domain 6.1</i></p> <p><i>Capability to continuously improve systems, processes, and staff capability, including evaluating the effectiveness of regulatory activities in achieving regulatory outcomes and adjusting as required.</i></p>	<p>Little or no processes in place for quality assurance, systematic review of operations and staff development. Regulatory performance not aligned to statements of expectations and intent. Little or no focus on seeking opportunities to innovate or for reforming regulatory approaches</p>	<p>Limited processes are in place for quality assurance, systematic review of operations and staff development, although these may be ad hoc across the entity/regulatory function. Regulatory performance is inconsistently aligned to statements of expectations and intent. Limited or inconsistent focus on seeking opportunities to innovate or for reforming regulatory approaches.</p>	<p>Consistent processes for quality assurance, systematic review of operations and staff development are established across most of the entity/regulatory function. Regulatory performance is mostly aligned to statements of expectations and intent. Looking for opportunities to innovate and reform approaches are a focus for the regulator. This may include co-designing and testing solutions, or adapting or adopting existing systems, standards or tools.</p>	<p>Quality assurance, systematic review of operations and staff development are a high priority at all levels of the entity/regulatory function. Regulatory performance is evaluated regularly against statements of expectations and intent, with the focus of regulatory activities adjusted as the regulator's operating environment changes. Innovating and identifying reform opportunities, including any legislative barriers that limit delivering regulatory objectives, are prioritised across the entity/regulatory function. This includes co-designing and testing solutions, or adapting or adopting existing systems, standards or tools.</p>
	<p><i>Capability Domain 6.2</i></p> <p><i>Capability to deliver regulatory outcomes and ensure efforts and activities are prioritised appropriately. This includes identifying and learning from regulatory issues and near misses and sharing lessons with regulatory peers and policy makers.</i></p>	<p>Little or no consideration of planning or prioritising regulatory activities to ensure regulatory outcomes are delivered. Compliance and enforcement strategies do not align with government objectives, the regulator's legislative framework or operational objectives. Regulator does not have a Statement of Expectations or a Statement of Intent. Does not have systems in place to capture regulatory issues or near misses, or learn from or share lessons with peers and others across the regulatory system.</p>	<p>Limited or ad hoc planning or prioritising of regulatory activities to ensure regulatory outcomes are delivered. Compliance and enforcement strategies sometimes align with government objectives, the regulator's legislative framework or operational objectives. Regulator may not have a Statement of Expectations or a Statement of Intent. If a Statement of Intent exists, it may not be fit-for-purpose, up-to-date or integrated into performance reporting through the regulator's corporate plan and annual report. Limited or inconsistent systems in place to capture regulatory issues or near misses, or learn from or share lessons with peers and others across the regulatory system.</p>	<p>Plans and prioritises most regulatory activities to align with delivering ensure regulatory outcomes. Compliance and enforcement strategies are consistent with government objectives, the regulator's legislative framework or operational objectives. Regulator has a Statement of Intent, which is mostly fit-for-purpose, up-to-date and integrated into performance reporting through the regulator's corporate plan and annual report. Systems are in place to capture regulatory issues and near misses, learn from or share lessons with peers and others across the regulatory system</p>	<p>Considers what success looks like for delivering regulatory outcomes over the short, medium and long term and ensures regulatory activities are planned and prioritised to address outcomes. Compliance and enforcement strategies align with government objectives, the regulator's legislative framework and operational objectives. Regulator has a Statement of Intent, which is fit-for-purpose, up-to-date and integrated into performance reporting through the regulator's corporate plan and annual report. Learns from the feedback of duty holders, stakeholders, peers, policy makers and others across the regulatory system to improve future approaches and has processes and systems in place to capture regulatory issues and near misses and learn from these. Regulatory issues and lessons are shared with policymakers and peers system-wide and across jurisdictions.</p>

Rating scale for the Regulator Maturity Model’s levels of maturity

Where a regulator shows characteristics across more than one rating, the rating where most characteristics align would apply.

Rating	Description
Leading	Regulators with leading capability have an excellent focus on capability, or understanding of current gaps, and are highly likely to meet all current or future challenges. Widespread evidence that the regulator’s work aligns with the Regulatory Policy, Practice & Performance Framework.
Embedded	Regulators with embedded capability have a good focus on capability, or understanding of current gaps, and are likely to meet most current or future challenges. Consistent evidence that the regulator’s work aligns with the Regulatory Policy, Practice & Performance Framework.
Developing	Regulators with developing capability have limited or inconsistent focus on capability, or understanding of current gaps, and a limited ability to meet all current or future challenges. Limited or inconsistent evidence that the regulator’s work aligns with the Regulatory Policy, Practice & Performance Framework.
Emerging	Regulators with emerging capability may have little or no focus on capability, or understanding of current gaps, or be unlikely to meet all current or future challenges. Little or no evidence that the regulator’s work aligns with the Regulatory Policy, Practice & Performance Framework.

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Australian Government Regulator Maturity Model

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