

Information Access Maturity Matrix

Version 1.0

	Meeting Compliance		Pursuing Best Practice	
	Maturity Level			
Area of Practice	Level 1 – Developing Foundations	Level 2 – Established Compliance	Level 3 – Embedded Operations	Level 4 – Optimised Excellence
Culture and Leadership	The Executive and Senior Leadership are building awareness of their role in promoting open access information and open data culture. Open access information and open data practices and procedures are not fully developed, are not fit for purpose, or are performed in an ad-hoc manner.	The Executive and Senior Leadership support the promotion of an open access information and open data culture to all levels of the organisation. Open access information and open data practices and procedures are available and routinely performed.	The Executive and Senior Leadership pro-actively monitors the promotion of an open access information and open data culture to all levels of the organisation. Open access information and open data practices and procedures are embedded into business-as-usual processes.	The Executive and Senior Leadership promote open access information and open data culture and advocate it as a priority to all levels of the organisation. Open access information and open data practices and procedures are subject to continuous improvement activities.
Governance Structures	Governance structures that address open access information and ensure annual reporting requirements are under development.	Governance structures that address open access information are in place to meet annual information access reporting requirements.	Governance structures that address open access information are integrated into wider organisational governance and encompass communicating broader open access information goals beyond annual reporting requirements.	Integrated governance structures address open access information and account for the roles and responsibilities played by every level of the organisation in pursuing broader open access information access goals.
Open Access Information	Open access information is largely or wholly unavailable. A way to provide open access information free of charge is not yet implemented. The Agency Information Guide does not meet requirements or is not being updated.	Open access information is publicly available. A website provides open access information as well as an up-to-date and compliant Agency Information Guide. A record is kept of the information where there is overriding public access against disclosure.	Open access information is made publicly available as a matter of course through business-as-usual activities and provided through free of charge access channels. The record of information where there is overriding public access against disclosure is regularly reviewed to identify where considerations have changed, and information can be made public.	Processes are in place to continuously improve the provision of open access information, including availability of different formats and access channels which best meet the needs of the users of open access information.
Contract Register	The organisation's government contract register is not kept.	The organisation's government contract register is kept but is incomplete, is out-of-date or is not made available free-of-charge on the organisation's website	The organisation's government contract register is compliant, available free-of-charge, and up-to-date. Business-as-usual processes include appropriate access and procedures to continually update the register.	The organisation's government contract register is compliant, available free-of-charge, and is up-to-date. Business-as-usual processes include appropriate access and procedures to continually update the register. An up-to-date register is easily accessible on the organisation's website and clear communication channels provide an avenue for questions and feedback about the register.

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Authorised Proactive Release	There is an absence of arrangements to manage the pro-active release of information, or else release conditions are prohibitive, such as not requiring a clear overriding public interest against disclosure or release being provided at unreasonable cost to those accessing the information.	Arrangements are in place to manage the pro-active release of information free-of-charge or at the lowest reasonable cost. The organisation’s program for release is reviewed at least annually to identify information that should be made publicly available.	Information is systematically released publicly and made available free-of-charge or at the lowest reasonable cost. Determinations that support pro-active release are incorporated into data collection, records creation and records management processes.	Information is systematically released publicly and made available free-of-charge or at the lowest reasonable cost. Activities such as request and access data analytics and frequent stakeholder consultation with information users inform pro-active release priorities and goals. The types of data and the way data is collected in the organisation is informed by open data principles and how data is used when it is made publicly available.
Informal Release	Informal requests are managed in an ad hoc or otherwise unguided manner. There is no clear approval and authorisation process. A record of informal requests is not kept.	Processes are in place to manage informal requests and subsequent release authorisations. A record of informal requests is maintained to inform the future program for pro-active releases.	Processes are in place to manage informal requests that are supported by documented reason for decision. All organisational staff have a clear understanding of what information can be released and what types of information require a formal application.	Informal information release requests and authorisations are handled systematically and are delegated efficiently. Broader organisational practices are informed by a regular review of informal release request data, resulting in the identification of pro-active release.
Formal Access Applications Part 4, Division 4	Right to information officers are not assigned. Formal requests for information access are responded to in an ad hoc or otherwise non-compliant manner. There are no documented processes or procedures to allow for the searching and retrieval of information sought in access applications. Data on finalisation timing is not collected or of low quality. No structured internal review processes are in place for when applicants are not satisfied with the information release decisions.	Right to information officers follow structured processes to manage and determine formal access requests and provide assistance to applicants. There are documented processes and procedures to allow for searches and retrieval of information sought in the access applications. Finalisation timing of requests is actively monitored, and internal review processes are in place for when applicants are not satisfied with the information release decisions.	The management of formal access requests is an acknowledged and documented component in wider organisational data management and governance policy. Right to information officers follow established policy and processes built around decision making to ensure consistency in the management of formal access requests, including considerations about the waiving or reductions of fees or other charges, or the making of allowable decisions. The monitoring and auditing of formal access requests processing forms part of organisational performance management.	Applicants can easily lodge formal requests with the organisation through a website or other digital interface, including the collection of any fees and charges. Applicants can view the status of their requests and provide feedback on the process and their experience. Insights from formal request data inform data management processes such as the identification and notification of priority pro-active data releases, as well as the types and formats of data collected by the organisation to improve public access to and use of organisational data.
Disclosure Logs Part 3, Divisions 4 and 5	A disclosure log is not kept.	The disclosure log is kept but is incomplete, is out-of-date or is not made available free-of-charge on the organisation’s website.	Maintenance of the disclosure log is integrated into wider open data access processes, including ensuring that the latest disclosure log is available online. There are internal review and audit procedures in place to ensure that the information in the log is complete and accurate and subject to regular review for updating.	A disclosure log is used to review against wider organisational information holding to identify the scope of open access and inform future pro-active release.

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Supporting Tools and Systems	Principal officers and senior executives are not provided with sufficient training to understand and meet their legislative responsibilities. Systems do not provide the functionality to manage information access requests in a compliant manner.	Principal officers and senior executives are provided with training to understand and meet their legislative responsibilities. Systems provide the functionality to manage information access requests in a compliant manner.	Training is provided for principal officers, senior executives, and other relevant staff on a regular basis. There is a dedicated system, such as a case management tool, in place to manage information access requests. Guidance and documented procedures are available to staff which provide specific information on information access processes.	Reviews and improvements to processes and procedures is communicated in regular organisational training sessions. Data insights and analytics are derived from case management tools used to manage information access requests. The guidance provided to staff is frequently reviewed and refined to respond to changing information access risks as identified in wider organisational risk and audit processes.
GIPA Functions	Delegations and authorisation of functions as required in legislation are not in place.	The organisation has in place delegations and authorisation of functions as required in legislation and publicised as required.	Delegations and functions are in place and there are processes to regularly review these. There is an accessible record of the delegations and authorisations and when they were last reviewed.	Information access delegations and functions are considered as part of any structural changes to the organisation. Reviews of delegations and authorisations result in improvements that seek to address identified deficiencies, risks and issues in the management of information access requests.