



Australian Government



COMMONWEALTH  
**OMBUDSMAN**

## **2018-19 CORPORATE PLAN**

Financial Years 2018-19 to 2021-22



**Date of publication:** August 2018

**Publisher:** Commonwealth Ombudsman, Canberra Australia

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**Design:** Surveillance.net.au

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# COMMONWEALTH OMBUDSMAN'S FOREWORD



As the accountable authority of the Office of the Commonwealth Ombudsman (the Office), I am pleased to present the Office's 2018–19 Corporate Plan (the Plan), as required under clause 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Plan is the Office's primary planning document. It guides how we will deliver on our purpose.

The Office recognises that we operate in a dynamic environment. Anticipating and responding to change,

managing risks, building and sustaining strong relationships with key stakeholders and investing in capabilities are central to delivering against the Office's purpose and strategic objectives.

As we are managing a growing number of complaints across an expanding array of functions, we have reconfigured our structure, refreshed our leadership team and reinforced our focus on strategic governance. We are investigating specific complaints and examining systemic issues in many areas of our jurisdiction and this will continue. We are providing assurance to the Parliament and the public about the use of covert law enforcement powers.

In the Asia Pacific region we are providing invaluable support to our neighbours,

resulting in strong relationships and, more importantly, improved capability in integrity institutions.

We have put in place the machinery and started the process of implementing the reparation payments scheme for Defence abuse victims announced in last year's budget, whilst commencing other new functions which are described in more detail within the Plan:

- Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)
- Private Health Insurance Ombudsman — private health insurance reforms
- ACT Ombudsman — Reportable Conduct Scheme.

I look forward to a challenging year for the Office as we seek to achieve systemic influence in public administration.

**Michael Manthorpe PSM**  
Commonwealth Ombudsman  
August 2018

# PURPOSE

## OUR PURPOSE

The purpose of the Office of the Commonwealth Ombudsman (the Office) is to:

- provide *assurance* that the Australian Government entities and prescribed private sector organisations the Office oversees, act with integrity and treat people fairly
- *influence* enduring systemic improvement in public administration in Australia and the region.

## OUR ROLE

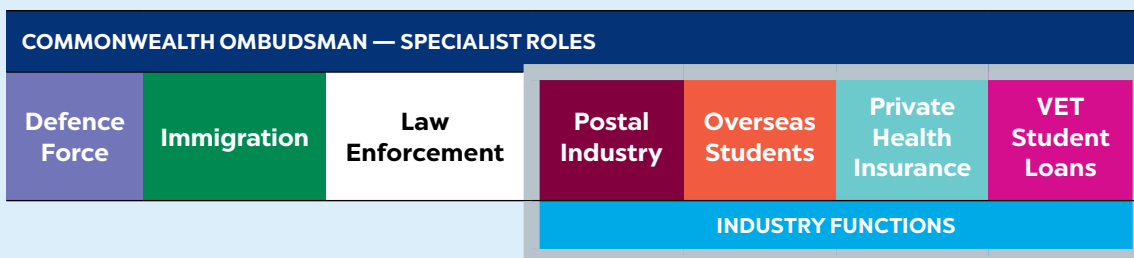
The Office is a non-corporate Commonwealth entity established by the *Ombudsman Act 1976 (Ombudsman Act)* and is subject to the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

The Office ensures administrative action by Australian Government agencies is fair and accountable by handling complaints, conducting investigations, performing

audits and inspections, encouraging good administration and undertaking other specialist functions.

The Office influences improvement in public administration in the region through collaboration with partner agencies.

The Commonwealth Ombudsman performs the following specialist roles:

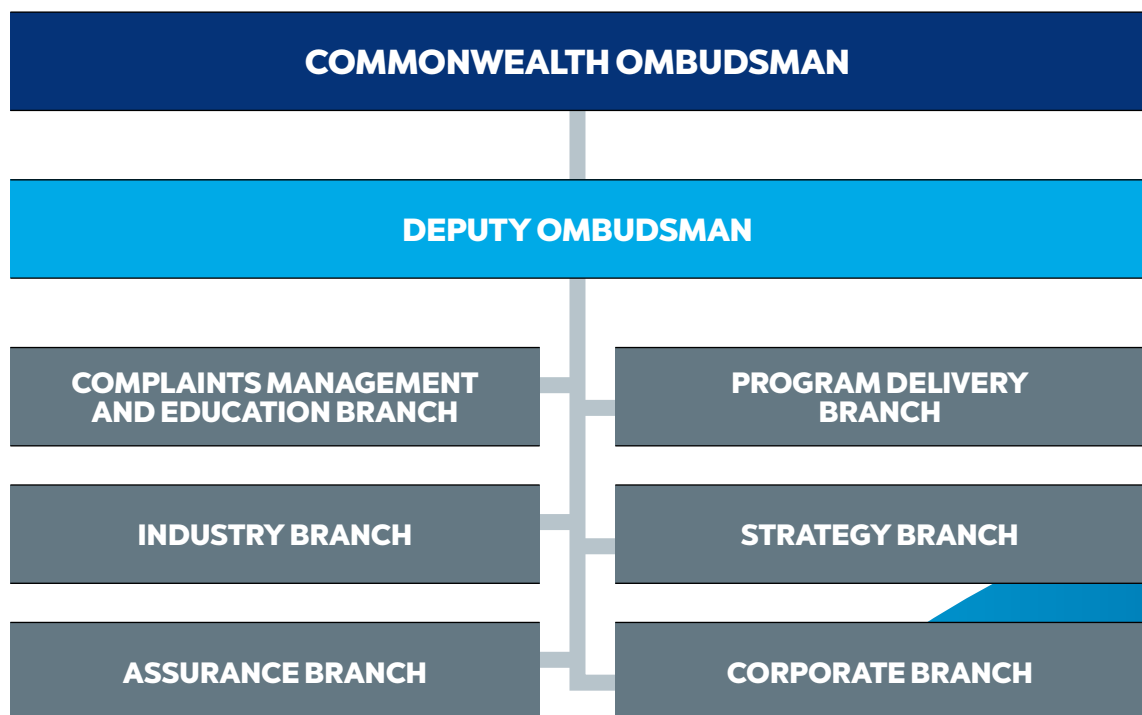


The Commonwealth Ombudsman is also the ACT Ombudsman.

# ORGANISATIONAL STRUCTURE

Our purpose is reflected by the functional organisation of our branch structure. Each branch is headed by a Senior Assistant Ombudsman who, together with the Commonwealth Ombudsman and Deputy Ombudsman, comprise the Senior Leadership Group.

The structure is provided below:



# PLANNING FRAMEWORK

The Office's Planning Framework reflects the core elements of the enhanced Commonwealth Performance Framework.

Our Corporate Plan is developed at the beginning of the reporting cycle and outlines our purpose, how we will measure our performance and what elements (environment, capability and risk) will play a role in how successful we are.

The Portfolio Budget Statements set out our annual appropriations (funding) and how we will measure the impact of the expenditure against our purpose.

Our annual performance statement is included in our annual report, which is prepared at the end of the reporting cycle. The annual performance statement reports our actual performance for the year against our targets in our corporate plan and Portfolio Budget Statements, and provides analysis of the extent to which we have achieved our purpose and the factors that contributed to the outcome.

# ENVIRONMENT

Our role is critical in maintaining ongoing confidence in the Australian Public Sector that standards of good public administration and integrity of government operations are sustained.

The Office operates in an environment of continuous internal and external change. Internally, new functions require the Office to balance resourcing to maintain our high standards of work and stakeholder engagement. Externally, the breadth of our work, encompassing Commonwealth and ACT Government agencies and certain entities in industry, dictates that factors outside of our control will always be changing. Concurrently, the Office must remain a stable influencer as an integrity body.

In order to effectively undertake our role, it is essential the Office maintains a high level of awareness of its operating environment. The following is a description of environmental factors categorised as being within or outside the Office's control. In addition to these factors, risks that may impact the Office's performance against KPIs are provided in the performance section of this Corporate Plan.

## ENVIRONMENTAL FACTORS WITHIN OUR CONTROL

### Management of additional or expanding functions

In recent years, our Office has taken on various additional or expanded functions. These functions are in line with the Office's purpose and while requiring additional effort and resources, will allow the Office to fulfil its purpose more broadly.

The Office is now redesigning some of our internal processes to more efficiently undertake new functions. To ensure performance in the new functions is measurable, KPIs have been assigned to them where appropriate, and this will continue as new functions come online. Our Office is aware the new functions will have an impact on our resource requirements and we have begun broadening the Office's already diverse skill set.

The Office is amenable to consider additional functions that fit within our purpose. This is a matter for Government.



## **ACT Ombudsman — Reportable Conduct Scheme**

The ACT Government announced a new initiative in the 2018–19 Budget “More support for Families and inclusion — Strengthening the Reportable Conduct Scheme”. This initiative will provide additional support for the Reportable Conduct Scheme by resourcing the Office to undertake additional investigations, and to support the introduction of religious institutions in the Scheme from 1 July 2018.

## **Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)**

The Government has formally ratified the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). The Office will take a lead role in facilitating and coordinating domestic oversight arrangements by working closely with States and Territories who are responsible for oversight of places of detention within their jurisdictions.

## **Private Health Insurance Ombudsman — private health insurance reforms**

The Government announced a package of private health insurance reforms in October 2017, which included strengthening the powers of the Private Health Insurance Ombudsman and improving information provision subject to the passage of legislation. The role of the Private Health Insurance Ombudsman is expected to expand to enable the conduct of inspections and audits of private health insurers, commencing in 2019. The Office will support the implementation of improvements to the private health insurance information provision, including an upgrade to [privatehealth.gov.au](http://privatehealth.gov.au).

## **Functional structure**

In preparation for 2018–19, the Office has realigned teams within the organisation on a functional basis. This structure will increase the flexibility of roles and strengthen the capacity of the Office to deliver its purpose.

## **Aboriginal and Torres Strait Islander peoples and communities**

Our Office is committed to continuing engagement with Aboriginal and Torres Strait Islander peoples and communities across Australia to ensure our complaint services are accessible. This is a particular focus of our work as ACT Ombudsman as well as in our national role and our local community engagement. We conduct regular outreach to engage with communities and stakeholders who work closely with Aboriginal and Torres Strait Islander peoples to ensure our services are accessible to all, which includes a dedicated 1800 telephone number. Through dedicated action, the Office’s performance towards an element of the Office’s purpose — that the Office provide assurance that the Australian Government treat people fairly, is strengthened.

## **Multicultural access and equity**

We aim to provide services that are accessible to and inclusive of all members of the community, and incorporate cultural diversity principles into the way we work across our Office. This directly impacts our effectiveness in increasing fairness for people dealing with our external stakeholders.

## External stakeholder engagement

Our Office often liaises with government agencies and industry bodies with the objective of achieving the best results for those who contact us and, as per the Office's purpose statement, to influence improvement in public administration. To facilitate this, we endeavour to define key points of contact within the Office who agencies can liaise with to achieve consistency and efficiency in communications.

## Geographic diversity

Our staff are based in six capital cities and we aim to maintain a high level of accessibility and presence throughout Australia within our existing resources.

Implementation of technology has enabled collaboration amongst staff across the nation with the recent installation of video conferencing facilities in all offices. Improvements to telephone and case management systems are currently underway.

OFFICE	PERCENTAGE OF WORKFORCE
Adelaide	12%
Brisbane	9%
Canberra	63%
Melbourne	8%
Perth	1%
Sydney	7%

## ENVIRONMENTAL FACTORS OUTSIDE OF OUR CONTROL

### Quality of public administration

While the Office seeks to influence public administration in a positive way, the quality of public administration across Australia is largely outside of our control. This is an important factor and driver of the volume of approaches the Office receives.

### Diverse environments

Our Office operates within a wide range of discrete external environments, including: government (federal government agencies, the Australian Defence Force, law enforcement agencies and those within the ACT jurisdiction) and industry (postal industry, overseas students, private health insurance and VET student loans). These environments are often largely unrelated to one another, with variations in circumstances and issues occurring independently — resulting in the need for constant monitoring and interaction with a diverse range of stakeholders in order to effectively carry out our purpose.




























### The next Federal Election

At some time during 2018–19, a Federal Election will be held. This has the potential to change our external operating environment including changes to agencies we oversee and government policies which affect our stakeholders.

## PROJECTIONS FOR THE FOUR YEAR REPORTING PERIOD

Over the four year reporting period, internal and external environmental change is expected to persist. We will continue to adapt our processes and allocation of resources through our robust planning framework and

internal reporting mechanisms to improve our performance as an integrity body. The Office is well placed to expand its functions to adapt to changes in the external environment.

ENVIRONMENTAL FACTOR	2018–19	2019–20	2020–21	2021–22
Additional or expanded functions		- 1	- 1	- 1
Implement new functional structure		-	-	-
Aboriginal and Torres Strait Islander peoples and communities				
Multicultural access and equity				
External stakeholder engagement				
Geographic diversity				
Quality of public administration				
Diverse environments				
Federal Election		-	-	-

1. Any additional or expanded functions are a policy decision for Government.

# RISK OVERSIGHT AND MANAGEMENT

Our Office is committed to risk management as part of the way we do business so that shared understanding of risk leads to well informed decision making.

Our suite of risk management tools, including the Risk Management Framework, Risk Appetite Statement and enterprise risk management system, enable a robust and inclusive approach to risk management involving all staff. Our Risk Management Framework is based on the Australian and New Zealand Standard for Risk Management (AS/NZS ISO 31000:2009) and draws on the Australian Government's Better Practice Guide for Risk Management.

Key activities focused on effective risk management that will be carried out regularly during the reporting period, include:

- a program of work to identify key controls throughout business processes will be undertaken over the 2018-19 and 2019-20 reporting periods
- regular strategic and operational risk reporting to the executive
- annual review of the Risk Management Framework and Risk Appetite Statement
- regular training/awareness sessions provided to staff.

## BUSINESS AS USUAL

The Office is undertaking several initiatives to ensure that risk management concepts, policies and practices are part of our business-as-usual activities. Our Office has a Risk Management Policy and Framework and integrated sections within key planning and operational documents dedicated to risk management. These include:

### Risk Appetite Statement

Approved by the Senior Leadership Group, our Risk Appetite Statement, in conjunction with our Risk Matrix, provides guidance for decision makers on what activities to undertake while pursuing objectives. It also details the level of resources to be allocated to mitigating risks in certain categories by prescribing risk tolerance and target levels.

### Branch plans

Each branch develops a branch plan on an annual basis which includes operational risks, inherent and residual risk ratings and intended mitigating actions. Reporting against high rated risks is carried out quarterly, with branch plan reporting carried out biannually.

## Strategic and operational risk registers

Strategic risks are identified at the beginning of each financial year, including inherent and residual risk ratings. Reporting on related events and mitigating actions being taken is carried out quarterly. The operational risk register comprises risks identified in all branch plans, with additions being made as risks to the Office are identified.

## Project Management Framework

Through implementation of the Office's Project Management Framework, we take a risk based approach to carrying out activities through documenting connectivity between work undertaken and risks identified in project planning and reporting documentation. To enhance integration between risk management activities, relevant strategic risks are identified prior to commencement of large projects. Additionally, any risks identified during the planning and implementation phases of projects are added to our operational risk register to ensure visibility across the organisation.

## Business Continuity Plan

The Office has a Business Continuity Plan which guides the active business continuity team in its regular meetings to prepare for irregular events and to improve proactive and reactive processes. Through regular review and proactive management, risks identified by our Office are effectively mitigated by our active focus on business continuity planning.

## Policies, strategies and plans

Office policies, strategies and plans identify risks and document processes for mitigating those risks. Examples such as the Workforce Plan, Workplace Diversity and Inclusion Strategy and ICT Strategy are detailed further in the capability section of this Corporate Plan.

## KEY RISKS














Our Office is cognisant that a marked increase in volumes and or complexity of complaints may critically impact on our ability to provide reasonable assistance to complainants, resulting in poor administration going unchecked. This could also increase the risk of damage to our reputation. The Office prides itself on having a reputation of being impartial and acting with integrity while delivering on our purpose. This is one of several risks documented in the Office's strategic risk register and mitigating actions undertaken are documented in regular risk reporting.

Further key risks identified by our Office as they relate to key performance indicators are documented within each branch section of the performance section of this Corporate Plan.

## PROJECTIONS FOR THE FOUR YEAR REPORTING PERIOD

The Office expects a majority of the risks currently documented will remain current throughout each of the four reporting periods. The Office expects new risks will be identified during 2018-19 and throughout the four year

reporting period, with the current framework in place providing an integrated means of recording, measuring and reporting against those risks as they are identified.

STRATEGIC RISK	2018-19	2019-20	2020-21	2021-22
Damage to the Office's reputation is incurred resulting in a loss of Government and public confidence in the Office				
The Office is unable to effectively influence key external stakeholders				
The Office does not effectively deliver services to complainants				
Ineffective implementation of new business functions		- 1	- 1	- 1

- Whether this remains a strategic risk will be determined by additional or expanded functions allocated to us through government policy decisions.

# PERFORMANCE

Our Office is committed to improving internal performance and has set meaningful targets that demonstrate our drive to deliver against our objectives.

## OUTCOME

Government outcomes are the intended results, impacts or consequences of actions by the Australian Government on the community. As documented in the 2018-19 Portfolio Budget Statements the Office has the following outcome for the period:

### Outcome 1

Fair and accountable administrative action by Australian Government entities and prescribed private sector organisations by investigating complaints, reviewing administrative action and statutory compliance inspections and reporting.

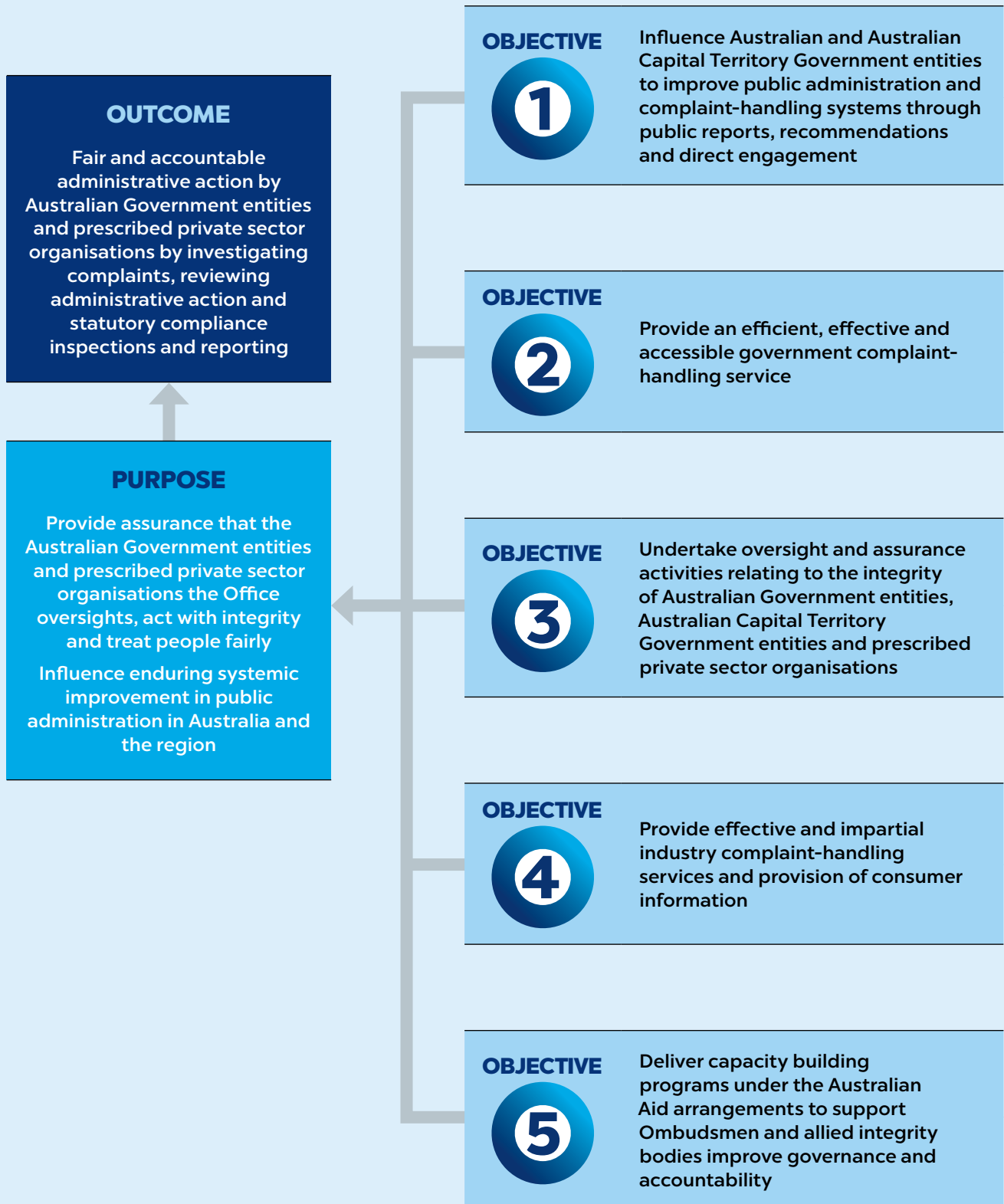
## OBJECTIVES AND KPIS

The Office's performance against this outcome can be measured qualitatively and is open to subjective judgement. To provide perspective and information on our Office's performance against this outcome, case studies are included in our annual report which provide insight into real world examples of how we achieve its purpose and the impact on agencies and the community.

In order to guide efforts towards achieving Outcome 1, the Office has five objectives, each with measurable KPIs for monitoring the Office's performance and progress against them throughout the year.

Each functionally based branch has identified actions and intended results which enable monitoring of progress toward objectives and KPIs through regular reporting. The connectivity between our outcome, purpose, objectives and KPIs are illustrated as follows:

## PERFORMANCE FRAMEWORK





<b>KPI1</b>	<b>Target percentage</b> of recommendations made in public reports accepted by entities	75%
<b>KPI2</b>	<b>Target percentage</b> of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys	90%
<b>KPI3</b>	<b>Target percentage</b> of government complaints finalised within the Office's service standards	90%
<b>KPI4</b>	<b>Target percentage</b> of Office statutory requirements in relation to Commonwealth public interest disclosures met	100%
<b>KPI5</b>	<b>Target percentage</b> of Office statutory requirements in relation to law enforcement met	100%
<b>KPI6</b>	<b>Target percentage</b> of public law enforcement reports finalised within Office standards	85%
<b>KPI7</b>	<b>Target percentage</b> of reports on long term detention cases sent to the Minister for Home Affairs within 12 months of the review being received from the Department of Home Affairs	90%
<b>KPI8</b>	<b>Target percentage</b> of immigration detention State of the Network reports issued within three months of the reporting cycle	90%
<b>KPI9</b>	<b>Target percentage</b> of public users who completed the survey for <a href="http://privatehealth.gov.au">privatehealth.gov.au</a> and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website	80%
<b>KPI10</b>	<b>Target percentage</b> of industry complaints handled within Office service standards	85%
<b>KPI11</b>	<b>Target percentage</b> of outputs delivered under the Australian Aid arrangements	80%
<b>KPI12</b>	<b>Target percentage</b> of stakeholders which participated in activities delivered under Australian Aid arrangements who provided an average of 'satisfied' or 'very satisfied' rating in the feedback forms/surveys	90%

## KPI TARGET FORECAST

KPI	2018-19	2019-20	2020-21	2021-22
<b>1</b> Percentage of recommendations made in public reports accepted by entities	75%	75%	75%	75%
<b>2</b> Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys	90%	90%	90%	90%
<b>3</b> Percentage of government complaints finalised within the Office's service standards	85%	85%	85%	85%
<b>4</b> Percentage of Office statutory requirements in relation to Commonwealth public interest disclosures met	100%	100%	100%	100%
<b>5</b> Percentage of Office statutory requirements in relation to law enforcement met	100%	100%	100%	100%
<b>6</b> Percentage of public law enforcement reports finalised within Office standards	85%	85%	85%	85%
<b>7</b> Percentage of reports on long term detention cases sent to the Minister for Home Affairs within 12 months of the review being received from the Department of Home Affairs	90%	90%	90%	90%
<b>8</b> Percentage of immigration detention State of the Network reports issued within three months of the reporting cycle	90%	90%	90%	90%
<b>9</b> Percentage of public users who completed the survey for <a href="https://privatehealth.gov.au">privatehealth.gov.au</a> and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website	80%	80%	80%	80%
<b>10</b> Percentage of industry complaints finalised within Office service standards	85%	85%	85%	85%
<b>11</b> Percentage of outputs delivered under the Australian Aid arrangements	80%	80%	80%	80%
<b>12</b> Percentage of stakeholders who participated in activities delivered under Australian Aid arrangements that provided an average of 'satisfied' or 'very satisfied' rating in the feedback forms/surveys	90%	90%	90%	90%

## COMPLAINTS MANAGEMENT AND EDUCATION BRANCH

### OBJECTIVE

1

Influence Australian and Australian Capital Territory Government entities to improve public administration and complaint-handling systems through public reports, recommendations and direct engagement

### KPI1

Target percentage of recommendations made in public reports accepted by entities

75%

### KPI2

Target percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys

90%

### OBJECTIVE

2










Provide an efficient, effective and accessible government complaint-handling service

### KPI3

Target percentage of government complaints finalised within the Office's service standards

90%


### Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
1	Reduced Office reputation or deterioration of relationships with stakeholders could result in reduction in acceptance of recommendations		
2	Insufficient stakeholder analysis is undertaken resulting in subject matter that is not tailored or suitable for specific audiences		
3	Increasing volumes of complaints to the Office from changes in policy and programs, failures in policy and programs, increased media and increased use of technology across government	-	
3	Resourcing constraints could result in reduced staff wellbeing, decreasing efficiency and effectiveness of complaint-handling and systemic maladministration going unchecked		
4	Increased reliance and higher turnover of contract staff impact on the branch's ability to deliver efficient and effective complaint-handling and education services		


## Activities

- Resolve complaints efficiently and effectively while providing effective and efficient customer service, including the measurement of client satisfaction.
- Establish and adopt early resolution practices to enhance our internal complaint-handling process and stakeholder experience with our Office.
- Work with agencies to improve our insight into the adequacy of agency complaint-handling, particularly with respect to those complainants who we refer back to the major complaint generating agencies.
- Conduct stakeholder education and engagement activities to raise awareness of the role of the Office and to improve complaint-handling and public administration by agencies.
- Produce or contribute to s 12 letters, own-motion and s 15 investigation reports that include practical and value-adding recommendations.
- Identify opportunities to improve complaint-handling work processes and practice.





## Intended results

- Complaints are resolved efficiently, impartially, professionally and within service standards.
  - Agencies are influenced to address systemic issues of public administration and recommendations are accepted and actioned.
  - Agencies are influenced to improve complaint-handling.
  - Continuous improvements to our complaint-handling processes are implemented.
- 

## ASSURANCE BRANCH

<b>OBJECTIVE</b> 	<b>Undertake oversight and assurance activities relating to the integrity of Australian Government entities, Australian Capital Territory Government entities and prescribed private sector organisations</b>	
<b>KPI5</b>	<b>Target percentage</b> of Office statutory requirements in relation to law enforcement met	<b>100%</b>
<b>KPI6</b>	<b>Target percentage</b> of public law enforcement reports finalised within Office standards	<b>85%</b>
<b>KPI7</b>	<b>Target percentage</b> of reports on long term detention cases sent to the Minister for Home Affairs within 12 months of the review being received from the Department of Home Affairs	<b>90%</b>
<b>KPI8</b>	<b>Target percentage</b> of immigration detention State of the Network reports issued within three months of the reporting cycle	<b>90%</b>

### Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
<b>5 and 6</b>	Inability to secure or retain appropriate capability and specialist expertise for the Assurance Branch.		
<b>7</b>	Reliance on contract APS level staff members resulting in higher potential for staff turnover.		







## Activities and intended results

- Conduct inspections and reviews in accordance with legislative and other requirements, including provision to each inspected agency the findings from inspections and reporting to Parliament and responsible Ministers.
- Gain a thorough understanding of agencies' policies and processes and maintain robust inspection methodologies with the goal of improved public administration/compliance culture amongst inspected organisations.
- Oversee places of detention in accordance with our Office's policy including conducting inspections of primary places of detention and reporting on long term detainees.
- Implement the OPCAT including the establishment of our role as National Preventive Mechanism Coordinator.
- Foster productive working relationships with all relevant stakeholders through forums and regular engagement.
- Build internal capability to improve operational efficiency.
- Informing, advising and supporting the Operations Branch.

## PROGRAM DELIVERY BRANCH

<b>OBJECTIVE</b>		
<b>1</b>	<b>Influence Australian and Australian Capital Territory Government entities to improve public administration and complaint-handling systems through public reports, recommendations and direct engagement</b>	
<b>KPI1</b>	<b>Target percentage</b> of recommendations made in public reports accepted by entities	<b>75%</b>
<b>KPI2</b>	<b>Target percentage</b> of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys	<b>90%</b>
<b>OBJECTIVE</b>		
<b>2</b>	<b>Provide an efficient, effective and accessible government complaint-handling service</b>	
<b>KPI3</b>	<b>Target percentage</b> of government complaints finalised within the Office's service standards	<b>90%</b>

## Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
1	Reduced Office reputation or deterioration of relationships with stakeholders could result in reduction in acceptance of recommendations		
3	Inability to secure or retain appropriate capability and specialist expertise through contractor arrangements		
3	Delivery of program is impacted by the role of other stakeholders	-	
	Unexpected increase in the volume and/or complexity of contact with Office	-	









## Activities and intended results

- Receive, assess and take appropriate action to respond to reports of serious abuse within the Australian Defence Force (Defence), using an individualised and trauma-informed approach. All reportees, complainants, advocates and others provided with a respectful and safe experience.
- Deliver the Restorative Engagement Program which provides reportees an opportunity to speak to their experience of abuse and for Defence to acknowledge and respond to the personal impacts of this. Defence continues to build on positive cultural change utilising lessons learnt from participation in the program.
- Administer the reparation payment program, with applications processed efficiently and recommendations accepted and actioned by Defence.
- Identify and act on serious or systemic issues of public administration within ACT government agencies, in collaboration with the Complaints Management and Education Branch.
- Monitor matters under the ACT Reportable Conduct Scheme efficiently and effectively, identifying systemic issues and supporting better responses from employers and religious organisations to reportable allegations in the ACT.
- Administer the ACT Ombudsman's Freedom of Information (FOI) role, delivering an effective and professional service within statutory timeframes and promoting compliance with the FOI Act and a pro-disclosure culture within ACT agencies.
- Provide high level support to the ACT Judicial Council in the performance of its functions.
- Provide high level support, analysis and advice to the Ombudsman and Deputy Ombudsman in relation to branch and broader responsibilities of the Office.
- Engage effectively with stakeholders to ensure community awareness of our programs, to identify and act on concerns and to influence change and improvements within organisations we oversight.

## INDUSTRY BRANCH

OBJECTIVE		
	<b>Provide effective and impartial industry complaint-handling services and provision of consumer information</b>	
<b>KPI1</b>	<b>Target percentage</b> of recommendations made in public reports accepted by entities	<b>75%</b>
<b>KPI2</b>	<b>Target percentage</b> of stakeholders who participated in engagement activities that provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys	<b>90%</b>
<b>KPI9</b>	<b>Target percentage</b> of public users who completed the survey for <b>privatehealth.gov.au</b> and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website	<b>80%</b>
<b>KPI10</b>	<b>Target percentage</b> of industry complaints handled within Office service standards	<b>85%</b>

### Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
<b>1</b>	Damage to Office reputation or deterioration of relationships with stakeholders could result in reduction in acceptance of recommendations.		
<b>9</b>	Delays in the passage of private health insurance reforms legislation, regulations and/or rules compromise the successful implementation of the Private Health Insurance Ombudsman inspection and audit function and the upgraded <b>privatehealth.gov.au</b> website (due to be launched on 1 April 2019).	-	
<b>9</b>	Higher than anticipated volumes and/or increased complexity of industry complaints driven by government policy changes or other factors, result in the branch failing to deliver its complaint-handling services within service standards.	-	
<b>9 and 10</b>	Increased reliance and higher turnover of contract staff impact the branch's ability to deliver efficient and effective complaint-handling and dispute resolution services and timely outcomes for complainants.		
	Industry complaints are unable to be resolved, due to policy or legislative gaps not being addressed.		








## Activities and intended results

- Drive continuous improvement and efficiencies in the services we deliver in our industry roles of Private Health Insurance Ombudsman (PHIO), Postal Industry Ombudsman (PIO), Overseas Students Ombudsman (OSO) and VET Student Loans Ombudsman (VSLO).
- Build industry capacity in complaint-handling across our jurisdictions, through reporting, feedback and stakeholder engagement.
- Provide advice and training through feedback on complaints, e-newsletters, webinars, provider workshops, conference presentations and public reports.
- Engage effectively with stakeholders to ensure awareness of our industry roles, to identify and act on concerns and to influence change and improvement.
- Monitor and report on the implementation of own motion report recommendations.
- Finalise implementation of full cost recovery arrangements for the PIO Function.
- Automate bulk transfer of complaint information and outcome reporting to create efficiency and provide assurance to the Office that complaints are being responded to appropriately across our industry functions.
- Continue to build relations and influence government policy making on areas of common interest including complaints, sector reform and regulation.
- Identify serious or systemic issues and conduct own motion investigations, or make submissions that include practical and value-adding recommendations.
- Work cooperatively with state and territory ombudsmen to improve reporting of overseas student complaints data and collaborate with industry ombudsmen to share best practice.
- Implement the new PHIO audit and inspection function and upgraded **privatehealth.gov.au** website and work with key stakeholders on the design and implementation of the broader private health insurance reforms.

## STRATEGY BRANCH

<b>OBJECTIVE</b>	<b>1</b> Influence Australian and Australian Capital Territory Government entities to improve public administration and complaint-handling systems through public reports, recommendations and direct engagement	
<b>KPI1</b>	Target percentage of recommendations made in public reports accepted by entities	75%
<b>KPI2</b>	Target percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys	90%
<b>OBJECTIVE</b>	<b>5</b> Deliver capacity building programs under the Australian Aid arrangements to support Ombudsmen and allied integrity bodies improve governance and accountability	
<b>KPI11</b>	Target percentage of outputs delivered under the Australian Aid arrangements	80%
<b>KPI12</b>	Target percentage of stakeholders which participated in activities delivered under Australian Aid arrangements who provided an average of 'satisfied' or 'very satisfied' rating in the feedback forms/surveys	90%

### Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
<b>1</b>	Reduced Office reputation or deterioration of relationships with stakeholders could result in reduction in acceptance of recommendations.		
<b>2</b>	Insufficient stakeholder analysis is undertaken resulting in subject matter that is not tailored or suitable for specific audiences.		
<b>11 and 12</b>	International programs do not contribute to enhanced oversight capacity for regional partners.	-	

## Activities and intended results

- Identify, report on and monitor systemic issues, both directly and through the Strategic Policy Board, to influence improvements in public administration. This may include managing a small number of complex complaints to explore systemic issues.
- Engage with Commonwealth agencies, other oversight bodies and non-government stakeholders to raise awareness of the Office’s role and promote better administrative practices and work with regional partners to build oversight capacity.
- Lead the implementation of internal reforms to improve the accessibility and inclusiveness of the Office’s complaint-handling practices.

## PUBLIC INTEREST DISCLOSURE

**OBJECTIVE**

**1** Influence Australian and Australian Capital Territory Government entities to improve public administration and complaint-handling systems through public reports, recommendations and direct engagement



**KPI2** Target percentage of stakeholders which participated in engagement activities who provided an average of ‘satisfied’ or ‘very satisfied’ rating in feedback forms/surveys **90%**

**OBJECTIVE**

**3** Undertake oversight and assurance activities relating to the integrity of Australian Government entities, Australian Capital Territory Government entities and prescribed private sector organisations

**KPI4** Target percentage of Office statutory requirements in relation to Commonwealth public interest disclosures met **100%**


## Key risks to achieving KPI targets

KPI	RISK	ENVIRONMENTAL INFLUENCE	
		INTERNAL	EXTERNAL
2	Legislative change impacts on the timely and accurate delivery of our education activities		

## Activities

- Foster productive working relationships with all relevant stakeholders through forums and regular engagement.
- Effectively engage with stakeholders to increase awareness and understanding of the PID Scheme.
- Provide legislative and policy guidance, information and resources on the PID Scheme to Commonwealth agencies and disclosers.
- Provide leadership and best practice expertise.

## Intended results

- Ensure the highest level of assurance is provided to Parliament and the Australian public
  - All statutory obligations are met
  - Systemic improvements generated in the handling of PIDs across the public sector
  - Increased awareness of the PID Scheme across the Commonwealth public sector including agencies and public officials.
- 

# CAPABILITY

The delivery of our outcome, purpose and objectives requires alignment of business, workforce and systems capability. We operate in a diverse and continuously changing environment. In this context the Office is focused on enhancing organisational capabilities across two broad categories — our people and our information and communications technology and our governance arrangements.

## PEOPLE

The Office's success is contingent on the recognition and development of the skills, knowledge and experience of our employees. Investing in, and developing key capabilities is central to delivering against our Office's purpose and objectives.

## Workforce planning

The Office's *Strategic Workforce Plan 2015–2019* (the Plan) captures and addresses the key workforce risks/gaps and areas of focus by:

- aligning with strategic and business planning processes
- identifying high-level risks and developments that affect the workforce capability required to deliver on our priorities
- detailing actionable strategies and activities required to mitigate workforce risks/gaps.

From 1 July 2018 the Office realigned its organisational structure, following extensive consultation with staff. With new and expanding functions being introduced, it was timely to reconsider the principles underpinning our structure and to align our work to make us the most effective organisation we can be.

The new structure will be embedded in the first half of 2018–19 and will ensure the Office is well placed to respond to the key workforce risks identified in the Plan for the 2018–19 period.

## Learning and Development Strategy 2018–2020

The Office's Learning and Development Strategy 2018–2020 (the Strategy) supports the development of a skilled, educated, capable and high performing workforce.

The Strategy sets the framework that:

- delivers greater clarity and shared understanding of our learning and development investment priorities
- is linked to the Office's Strategic Workforce Plan to ensure employees have the necessary capabilities to support the delivery of the Office's purpose and objectives, as articulated in this plan, now and into the future
- is flexible and responsive in addressing key learning and development needs in a dynamic, diverse and continuously changing environment.

### Priority areas

The Strategy focuses on the following priority areas:

1. **Core Corporate Capabilities — Mandatory requirements for new starters and existing employees**

These are the core corporate 'foundation' skills that are considered to be relevant to employees at all levels within our Office.

2. **Functional/role based capabilities (Office critical capabilities)**

These are the Office critical capabilities identified for the 2018–19 reporting period.

The capabilities listed against priorities one and two will be reviewed and updated on a regular basis as the core corporate capabilities are embedded across the organisation and business priorities/requirements change. This will ensure the Strategy remains flexible and responsive in addressing critical learning and development activities.

## Addressing current and future workforce capability requirements

The Office is operating in a dynamic, diverse and continuously changing environment. The linkages between the Strategic Workforce Plan, Learning and Development Strategy and other key documents ensure the Office is able to be flexible and responsive in obtaining and building upon current and future workforce capability to ensure it continues to achieve its purpose and strategic objectives.

LINK TO WORKFORCE CAPABILITY	HOW FUTURE CAPABILITY IS IDENTIFIED/ADDRESSED
<b>BRANCH PLANS</b>	
<p>Branch plans contain:</p> <ul style="list-style-type: none"> <li>workforce analysis information which outlines potential workforce gaps for each Branch</li> <li>potential impacts</li> <li>potential mitigation actions.</li> </ul> <p>Branch plans:</p> <ul style="list-style-type: none"> <li>are reviewed and updated where significant changes are made to branch priorities/functions</li> <li>new Branch plans are developed each financial year.</li> </ul>	<p>The Workforce Plan contains a summary of this information for all branches, together with the relevant supporting strategy, guidelines and processes in place to address the issues identified.</p> <p>The Workforce Plan is updated quarterly and Branch plans are adjusted as appropriate.</p>
<b>WORKPLACE DIVERSITY AND INCLUSION STRATEGY 2018–2021</b>	
<p>The Workplace Diversity and Inclusion Strategy recognises diversity and inclusion as a key business enabler that is central to supporting the Office in delivering against its purpose and strategic objectives.</p> <p>Action plans under the Strategy are reviewed and updated on a regular basis to ensure the objectives of the Strategy are being met and maintained.</p>	<p>The Workforce Plan has direct links to the Diversity and Inclusion Strategy.</p> <p>Key workforce data on the diversity profile of our workforce is reported within the Plan and reviewed and updated quarterly.</p> <p>Action items under the Workplace Diversity and Inclusion Strategy are monitored within the Plan.</p>
<b>ENTERPRISE AGREEMENT 2017–2020</b>	
<p>The Enterprise Agreement and supporting policies and guidelines provide a contemporary and flexible employment framework which enables the Office to attract, recruit and retain high performing employees.</p>	<p>The Enterprise Agreement is a key pillar of the Office’s employment framework which contributes to the objectives of the Workforce Plan by supporting the Office in attracting, building and maintaining a capable and adaptive workforce.</p>
<b>LEARNING AND DEVELOPMENT STRATEGY 2018–2020</b>	
<p>The Learning and Development Strategy 2018–2020 supports quality and relevant learning within the Office by strengthening capabilities that:</p> <ul style="list-style-type: none"> <li>are aligned to both core corporate and functional/role based requirements</li> <li>address skills and knowledge gaps, enhance competencies and develop future skills requirements</li> <li>enhance technical competencies to sustain a capable, confident and innovative workforce.</li> </ul>	<p>The existing and future workforce capability requirements are identified through the workforce planning process which informs the learning and development requirements to be addressed within the Learning and Development Strategy.</p>

The Workforce Plan, Learning and Development Strategy and other documents referred to above are regularly reviewed to ensure:

- they remain contemporary and aligned with our purpose and objectives
- workforce gaps/risks are identified and addressed
- existing and future workforce capability requirements are identified and developed in our workforce.

### Future reporting periods

The following table provides a snapshot of the review timeline for the key documents over current and future reporting periods of this Corporate Plan.

	REPORTING PERIOD			
	2018-19	2019-20	2020-21	2021-22
<b>WORKFORCE PLAN</b>	Strategic Workforce Plan 2015-2019 (current)	New 2019-2023 Workforce Plan to be developed		
<b>BRANCH PLANS</b>	2018-19 (current)	2019-20	2020-21	2021-22
<b>WORKPLACE DIVERSITY AND INCLUSION STRATEGY</b>	Workplace Diversity and Inclusion Strategy 2018-2021 (current)			New 2021-2023 Strategy to be developed
<b>ENTERPRISE AGREEMENT</b>	Enterprise Agreement 2017-2020 (current)		Enterprise Agreement 2020-2023 to be negotiated	
<b>LEARNING AND DEVELOPMENT STRATEGY</b>	Learning and Development Strategy 2018-2020		New Learning and Development Strategy 2020-2023 to be developed	



## TECHNOLOGY

### ICT Strategic Plan

The ICT Strategic Plan 2016-2019 was developed to align with the changing needs of the Office and provides a significant emphasis on the role of supporting new business initiatives through a period of significant growth in workforce and functions. The ICT Strategic Plan outlines the benefits that are anticipated from using ICT services over three years and positions the Office to respond to both technology and business changes while undertaking its purpose.

The priorities and actions identified in the ICT Strategic Plan are focused on enabling the Office to utilise ICT in new, creative and innovative ways to improve service delivery and drive efficiency.

#### Addressing future business needs for technology

The ICT Strategic Plan is currently under review, with the aim of delivering a new three year strategic plan for the period 2019-2021.

There are many external influences that can affect the Office’s demands for technology, including:

- corporate planning and strategic direction
- Australian Government strategy and policy
- machinery of government changes
- innovation and changes in technology
- demand for services and innovation by the Office
- service delivery to the Australian public.

The Strategic Plan considers this constant state of change by providing short and medium term objectives, as well as demonstrating a long term strategy for how technology will be considered in the future. The Strategic Plan will be reviewed and updated in two years, or earlier to continue to align it with the strategic direction of the Office.

#### Future reporting periods

The following table provides a snapshot of the renewal timeline for the ICT Strategic Plan over current and future reporting periods of this Corporate Plan.



## Social media strategy

Over the next 12 months, we will continue to expand the reach of our social media channels (Facebook and Twitter) and ensure we continue to produce regular, high quality posts about our work. A key objective is to increase the number of followers we have on Twitter and Facebook, focused on an increase in the number of agencies and stakeholders following us. We have developed a social media strategy, social media policy and a more streamlined social media process to better govern our Facebook and Twitter channels. The Communication Team works across the Office to ensure accurate and timely responses to any comments and/or direct messages received via our social media channels.

## Privatehealth.gov.au

The Australian Government announced on 13 October 2017 a wide ranging package of reforms to private health insurance. This included resources to upgrade the website **privatehealth.gov.au** to enable the publication of private health insurance product data according to new minimum data sets, enable consumers to effectively compare product information, updating the look and feel of the website including mobile site optimisation and making data publicly available to third parties in a consolidated and downloadable format. The upgrade is scheduled to be completed by 1 April 2019.

## GOVERNANCE

During 2017-18, the Office refreshed its governance arrangements by creating a new Strategic Policy Board to guide the Office's approach to systemic issues in public administration. We also rationalised our committee structure into the following arrangement:

- Strategic Policy Board
- Senior Leadership Group
- Audit Committee
- Information Governance and Management Committee
- Workplace Relations Committee
- Work Health and Safety Committee.

In the year ahead, these changes, together with the ongoing work of the Senior Leadership Group, will enable the Office to optimise its effectiveness.





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