



Australian Government

COMMONWEALTH
OMBUDSMAN



2026–27 **CORPORATE PLAN**



Financial years 2026–27 to 2029–30

Acknowledgement of Country

The Office of the Commonwealth Ombudsman acknowledges the Traditional Custodians of Country throughout Australia. We recognise and respect their cultural heritage, beliefs and relationship with the land, waters and community. We pay our respects to Elders past and present, for they hold the memories and traditions of the oldest living culture.



This artwork is a representation of the Office of the Commonwealth Ombudsman by WA-based Whadjuk Nyungar Badimia Yamatji artist Kevin Bynder.

The centre of the artwork represents the colours of the Ombudsman. Outside the central circle are semi-circles that represent the people that work and have worked in the Ombudsman's Office. The coloured circles that surround the Ombudsman are the different sectors such as overseas students, VET Student Loans, Australian Defence Force, private health insurance, postal industry and immigration. These sectors are overseen by the Ombudsman and in the artwork are all connected to the centre. The blue features between each sector are the waterways and the Derbal Yerrigin (Swan River) created by the Waagyl (rainbow serpent). The red circles represent the businesses and people of the community we serve.

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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 2026–2027 Corporate Plan, as required under s 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This plan updates the previous plan and describes how the Office intends to deliver on its purpose over the 4-year period of 2026 to 2030. It is the Office's key strategic planning document, outlining our key activities, priorities, challenges and opportunities.

This year's plan also reflects the enduring role that the Office of the Commonwealth Ombudsman plays within Australia's administrative law framework, as we will celebrate 50 years since the establishment of the Office in 1977.

The entities in our jurisdictions have changed considerably over that period. While they can continue to improve, it should be acknowledged that agencies are directly resolving many complaints. Complaints are useful feedback and can reveal both individual and systemic opportunities for improvement, and we have played an important role over the last 50 years in this becoming better understood and accepted across our jurisdictions.

We will continue to uphold the rule of law, under which agencies and entities are accountable for their actions and decisions, and to promote putting the citizen at the centre of public administration.

Over coming years, we will continue to use our discretionary powers to influence systemic improvement in public administration, building on the work we have done in recent years to effectively investigate systemic issues which have collectively impacted millions of people in the community. We will monitor, identify trends and analyse themes to support individual complaint handling and undertake own motion investigations where broader systemic issues are identified.

We will continue the progress that we have made in earlier years to produce clear, easy to understand publications. Our aim is to make it easy for the community and agencies to understand our concerns and learn from our investigations.

In 2026–27, we will continue to engage directly with civil society to seek views on the Office's performance and accessibility, exchange information and opinions, and increase the awareness and transparency of our role and functions.



This year, we have further refined our performance framework to ensure we are measuring not only what we do, but how effective we are. The new framework seeks to better reflect how we report our efforts to deliver on our purpose and, where applicable, the associated costs. This is discussed in more detail on pages 20–35 of this plan.

The executive team, and our independent Audit and Risk Committee, will regularly review our performance against these indicators throughout the year, and the Office will report publicly on them in our 2026–27 Annual Performance Statement.

Our complaint handling is a key area assessed under this framework and is central to our work. As in previous years, this year will include a keen focus on our complaint handling performance. We are looking to communicate better with complainants and to decide more quickly on individual complaints, including on those complaints which we decide do not warrant further consideration.

From its outset, the Office has resolved most matters informally, but some matters require formal investigation. Through formal investigations, including systemic investigations, we have the ability to help many people, including those who have not complained to us. At the same time, we cannot inquire into all of the matters raised with us, and we will serve complainants better if we can more quickly advise them if their complaint falls in this category and provide a clear explanation why.

To support our complaint handling, we have made a considerable investment of resources to improve the core system that our staff need to effectively carry out their duties. Financial year 2026–27 will be the first full year of operation of our new client relationship management (CRM) system, ORBIT, which replaces our 20-year-old complaint handling platform.

As to be expected with any new system, in the short term we anticipate that there may be a slight decrease in our service delivery metrics as staff adjust to the new platform. However, we are confident that in the longer term there will be improvements in several areas of our complaint handling performance supported by the new system.

We will also continue to invest in our staff to ensure they are prepared and supported to use our discretionary powers and that they are empowered and supported to hold government departments and agencies to account.

Over the next 4 years, this will include effort on the development and implementation of a whole-of-Office workforce strategy to provide a specific learning and development program to refine staff skills, enhance talent retention and boost productivity. The workforce strategy will support our commitment to improving staff engagement and wellbeing and embedding a culture of psychosocial safety and trust.

All staff within the Office will also benefit over the coming years as we enhance our digital engagement, including the safe and responsible use of artificial intelligence (AI). Consistent with Australian Government policies and practices, we will actively pursue the productivity gains which the use of AI can deliver, while maintaining appropriate safeguards around our decision-making.

The Office has invested time in considering how we will use AI and the principles we will follow to ensure our use is ethical, safe, lawful and in line with community expectations.

Our [Use of Artificial Intelligence Policy](#) includes safeguards to ensure AI use remains consistent with our mandate and reputation. The policy reflects that we adopt Australia's AI Ethics Principles and prohibits the use of AI to make decisions under any of our legislation.

We will also offer guidance to agencies where our investigations identify either good practice or opportunities for improvement in the uses of automated decision-making and AI.

The year ahead offers many opportunities to celebrate the Office's history while also positioning it for the future. I am confident that our dedicated staff will work together effectively to implement this plan.



Iain Anderson
Commonwealth Ombudsman
12 August 2026

Our purpose

The Office of the Commonwealth Ombudsman is a non-corporate Commonwealth entity established under the *Ombudsman Act 1976*.

The purpose of the Office is to ensure that the entities we oversee in government, Defence, higher education, law enforcement and the private sector act reasonably and treat people fairly.

As an ombudsman agency, we recognise that we must remain impartial to maintain the confidence of the community, government and the entities we oversee to fulfill our purpose, and this principle informs every aspect of our work.

Our key activities

We achieve our purpose through 3 key activities:

1. delivering our complaint handling services
2. influencing systemic improvement in administration
3. overseeing agencies, providers, programs and places of detention.

The Office is responsible for over 20 separate functions.

A summary of our purpose, key activities and performance measures is on the next page.



Performance on a page



Our purpose

- To ensure that the entities we oversee in government, Defence, higher education, law enforcement and the private sector act reasonably and treat people fairly.

Our key activities



Key activity 1

Delivering our complaint handling services



Key activity 2

Influencing systemic improvement in administration



Key activity 3

Overseeing agencies, providers, programs and places of detention

Performance measures against our purpose and key activities

1.1 We meet our complaint handling service standards.

1.2 We achieve outcomes for complainants through alternative dispute resolution, restorative engagement and other specialist functions.

1.3 Percentage of surveyed complainants are satisfied with our service.

1.4 Complaint handling service efficiency is stable or improving.

2.1 We exercise our power to make recommendations, suggestions and comments.

2.2 We deliver reports and other publications, education and engagement activities, and policy submissions.

2.3 Our recommendations and suggestions are accepted and have impact.

2.4 Our systemic investigations are delivered to deadlines.

3.1 We conduct oversight and monitoring activities.

3.2 We conduct our visits and inspections based on our considerations of risk and strategic importance.

3.3 Our assessments are sent to the Minister within 6 months of receiving a report.

3.4 Timeliness of ACT freedom of information (FOI) and reportable conduct (RC) activities.

P.1 Surveyed complainants and agency representatives find us to be impartial.

Our strategic goals

Our jurisdiction covers a diverse portfolio of agencies, industries and higher education institutions, with the Office being responsible for over 20 separate roles and functions (including those as the ACT Ombudsman). Our strategic goals are informed by environmental scanning, operational issue identification and executive consideration of risk and potential impact.

Enhancing our influence

Our 2026–27 strategic goals fall within 3 central themes

Responsive to individual and systemic issues

Using our discretionary powers to effect change at both individual and systemic levels

Confidence and capability

Developing, empowering and supporting our people to deliver on our purpose

Communication and connection

More timely and effective communications and service delivery for complainants

Responsive to individual and systemic issues

Our discretionary powers give us the ability to choose what matters we investigate and how we investigate them.

Using these discretionary powers, we sometimes focus our resources on investigating and escalating individual cases because they may be representative of a broader systemic issue or issues.

Addressing individual complaints this way is an efficient use of our resources, as it often leads to agencies and entities re-assessing the way they have dealt with others who may have been affected by the same issue(s). It may also lead to them improving the way they interact with people or enhancing their own complaint handling processes.

Another way in which we deliver on our purpose is by identifying systemic issues through analysis of our own complaint data, or as we become aware of issues through stakeholder engagement or reports within the media.

This approach involves using our discretionary powers in a different way – by undertaking investigations into systemic issues and publishing reports on these investigations, which include recommendations towards better public administration.

Our recommendations are not mandatory. However, as shown in our [2024–25 annual report](#), 91% were accepted by agencies or organisations in this reporting period.

We want to equip our people to make decisions, innovate, improve processes and develop policy guidance on how to exercise discretion to make the best use of the legislative tools at our disposal.



Confidence and capability

Central to our complaint handling processes are our people. This includes those who engage with complainants in the first instance, those who escalate or investigate complaints, and all who support these functions across the Office.

We encourage our people to be curious and challenge the status quo. We want them to speak up if they think there is a better way of doing things. We endeavour to give our people all of the training and tools they need to be confident and decisive in their decision-making, thus enabling faster response and resolution times.

A strong focus over 2026–27 and beyond will be on building our capability through a stable and resilient workforce. We aim to reduce staff turnover by fostering a culture of psychosocial safety and trust and maintaining a positive culture which encourages learning and development, while providing opportunities for career progression.

Part of developing staff capability will be uplifting our enabling functions, developing a suite of reporting tools to allow efficient access to data across the Office, enhancing the data literacy of our people and developing staff capability in the strategic use of AI.

A key strategy over 2026–27 and beyond will be using data and intelligence to support our internal capability, leading to better informed decision-making and enhanced performance.

The annual APS Employee Census provides us with valuable feedback as to how we are performing as an employer. Our 12-month APS Census Action Plan details the measures we are taking to address this feedback. We regularly report to staff on the activities and actions we are undertaking to support the action plan.

The Change Advisory Board is another way in which employees can have a direct voice to influence positive change. Diversity and inclusion are supported by representative staff groups and diversity champions.

More information about how we support our personnel, and our workforce planning strategies, can be found on page 11 of this plan.

Communication and connection

An ongoing focus for the Office is improving our complaint handling services, in particular the way we deal with individual complaints and complainants.

One of the ways we intend to achieve this is through more timely, frequent and effective communication with complainants.

While the Office has had success in shining a light on systemic issues, one of our stated aims is to bring the same level of attention to how we deal with individual complaints.

A significant step towards this has been our new customer relationship management (CRM) system, ORBIT, the roll out of which commenced in the last quarter of 2025–26. This has been a major change management project, involving a rigorous procurement process, extensive testing and training with staff, careful data migration and a phased 'go live' process.

While, as expected, there will likely be some loss of productivity while people become familiar with the new system, this will be far outweighed by the anticipated benefits, particularly in the timeliness and effectiveness of responses to complainants.

As we further develop the ORBIT system, we expect to realise the benefits of its AI functionality in supporting our strategic use of AI, further enhancing our efficiency and use of data.

One of the ways we will do this is by developing our use of data to inform how we educate and influence externally.

The new system also facilitates more efficient resolution of complaints by other means, including:

- informing the complainant that their issue is out of our jurisdiction (but telling them where they may otherwise direct their complaint)
- referring the complainant back to the agency or entity the complaint is about, as this often leads to quicker resolution
- escalating the complaint where the matter is critical.

Progress review

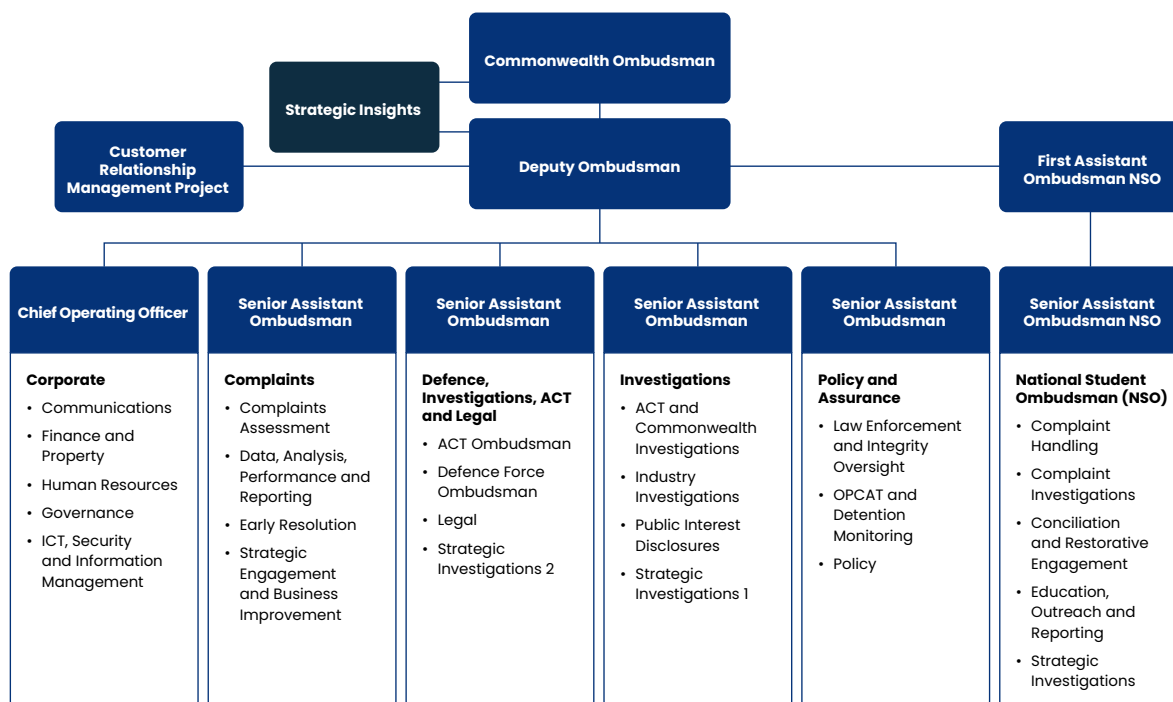
We will regularly report on our progress against these strategic goals to our standing governance committees: the Executive Committee and Audit and Risk Committee. We will also report on our progress in our annual report.



Operating context

Organisational structure

The Commonwealth Ombudsman and Deputy Ombudsman are statutory officers appointed under the *Ombudsman Act 1976*. Their roles are supported by a First Assistant Ombudsman with responsibility for the National Student Ombudsman (NSO) and 6 Senior Assistant Ombudsmen each overseeing a branch to deliver the Office's purpose.



Operating environment

The Office's operating environment is dynamic and complex, affected by a range of external factors. The most predominant of these are outlined below.

Environmental factors

Artificial intelligence and automated decision-making

The growing use of artificial intelligence (AI) and automated decision-making (ADM) by the public service will continue to impact the Office's operations in 2026–27, presenting challenges and opportunities both in terms of our external oversight of agencies and internal delivery of our functions.

We need to be courageous and open in exploring how AI and ADM can support the delivery of our functions, while ensuring we maintain best practice and are fully compliant with administrative law principles.

We expect to continue to see the use of AI by our complainants increase. We understand that AI can be helpful in navigating complaint processes and communicating concerns, but it can create challenges for our Office when used inappropriately.

Our oversight jurisdiction is sufficiently broad to include the use of AI and automation by agencies in providing services and administrative decision-making. We have the power to ask questions and investigate if needed, and it is important that we hold agencies accountable where they may be getting it wrong. We will also look for opportunities to influence how the Australian Public Service (APS) is engaging with AI and ADM.

In November 2025, the Australian Government's AI plan for the APS was launched. The plan is intended to deliver AI access, training and guidance for the APS. Our Office will continue to be compliant with this policy and any future requirements.

Community expectations

The community expects us to deliver on our core function: responding to complaints about government administration. Our complainants expect that we will provide a timely and quality service. We expect that the number of complaints we receive will continue to remain steady and relate to a diverse range of issues across our numerous jurisdictions.

So that we are well placed to meet community expectations, we will continue to remain impartial and act with integrity. We will continue to explore new ways of working, innovative ideas and new technology so that we can drive improvement in our timeliness and efficiency.

New functions

The Office receives new functions from the Australian Government from time to time. We consider this to be a positive reflection of the government's confidence in our work. At the same time, if we do not receive new resourcing when we receive new functions, this impacts and reduces our ability to perform our existing functions.

The Office must be adaptable and prepared in our approach to taking on new functions, recognising and acknowledging where priorities may need to be shifted to accommodate them. We will make decisions about how and where to best direct our resources in order to achieve the maximum impact possible with the resources we have.



Capability

People

Our workforce continues to be our greatest asset and is critical to achieving our purpose. Our focus for 2026–27 is to attract and retain a diverse workforce that reflects the requirements of a contemporary Ombudsman’s office.

These attributes include:

- curiosity and modern service mindset
- digital literacy
- ethical judgement and integrity
- adaptability and resilience
- critical thinking and problem solving
- communication and influence
- collaboration and teamwork.

These attributes are underpinned by a leadership cohort who take ownership, trust and support others and contribute to a positive, inclusive, high-performing culture.

To ensure we have a workforce that reflects these attributes now and into the future, we continue our focus on the employee life-cycle strategies outlined in our 2024–2028 Workforce Plan.

Key to the successful rollout of the plan and advancing our capability will be engagement and support from our leadership team. We will maintain an ongoing focus on the development of our leadership team to help achieve this.

Workforce planning strategies

Throughout 2026–27, we will work to further embed foundational activities completed in 2025–26. This includes:

- integrating our newly developed Employer Value Proposition into our careers pages and social media to ensure our culture, values and benefits are central
- redesigning our recognition programs to reflect our values, ensuring that they meet the needs of a diverse workforce that fosters inclusion
- launching our Manager Essentials Program to build the critical foundational management knowledge across our leadership cohort
- embedding skills and capability profiles in our performance and career planning approaches
- launching our Enterprise Learning Strategy and forward plan to provide clear and cohesive learning and capability development initiatives to our workforce.



Diversity and inclusion

The Office embraces diversity and inclusion across age, gender, race, ability, and cultural and religious background, as these are foundational to innovation, informed decision-making and psychological safety, leading to better service delivery outcomes.

Our Diversity and Inclusion Officer continues to support our ongoing efforts. We will continue to acknowledge days of significance across a variety of diversity domains, and each of our Senior Assistant Ombudsmen will continue to undertake one of the following diversity champion roles:

- Culturally and Linguistically Diverse Champion
- LGBTQIA+ Champion
- Disability Champion
- Wellbeing Champion
- First Nations Champion.

Volunteer networks of staff work with our diversity champions to identify and drive activities across the Office.

Reconciliation Action Plan

Our commitment to reconciliation

The Office is committed to advancing reconciliation and contributing to a more just and equitable Australia for our First Nations peoples.

Through our [Innovate Reconciliation Action Plan \(RAP\) 2025–2027](#), we embed reconciliation principles into our strategic planning, service delivery and organisational culture. Our commitment seeks to ensure our oversight functions are culturally informed, inclusive and responsive, and that Aboriginal and Torres Strait Islander peoples can engage with us in ways that are safe, accessible and respectful.

Strategic Commissioning Framework

The Strategic Commissioning Framework is an Australian Government commitment to reduce the outsourcing of core public service work.

Defining our core work

For reporting purposes, the Office defines its core work from the APS Job Family below.

APS Job Family	APS Job Function	APS Job Role	Description
Service Delivery	Customer Support and Advice	Objections and Complaints Resolution Officer	Objections and Complaints Resolution professionals respond to personal, written and telephone inquiries and complaints about an organisation's goods and services, provide information and refer people to other sources.

Target statement

A small number of core functions were outsourced during the 2025–26 financial year. However, the Office was not required to set a target for 2025–26, as outsourcing was minimal and these functions fell within the framework's definition of 'limited circumstances.'



Technology

We continue to explore how we can leverage technology to improve people's interactions with the Office, with the aim of improving complaint response and resolution times and streamlining our work processes. We will be guided by these key themes:

- **Cyber security and reliability** – maintaining robust, resilient and reliable ICT systems across the Office, in line with the whole-of-government approach to enhance efficiency and business continuity and defend against increasing cyber security threats.
- **Digital records** – continuing to implement best-practice records keeping processes and procedures, in line with our APS responsibilities and to support our mobile and geographically dispersed workforce.
- **Artificial intelligence** – using AI strategically to enhance our ability to deliver on our purpose, while adhering to government policy and our [AI Transparency Statement](#).
- **User experience** – maintaining an ongoing focus on ensuring that all of our complaint pathways are easy to use and accessible.

As committed to in last year's Corporate Plan, we successfully rolled out the first phase of our new CRM system, ORBIT, in 2025–26. This has been a huge project for the Office, but one that will deliver significant benefits over the coming years, particularly for complainants and our front-line staff.

Infrastructure

We have teams based across Australia, with offices in Sydney, Melbourne, Brisbane, Adelaide, Perth and Canberra.

Our goal is to create workplaces that make it easy for people to work flexibly, stay connected and collaborate. No matter the location, our offices will be safe, inclusive, accessible and supportive of wellbeing, while also contributing to the Australian Government's Net Zero target.

We will keep refining our workplace design over time, guided by standards, community expectations and what the organisation needs to operate effectively.

Risk oversight and management

The wide range of oversight and integrity functions the Office delivers require a nuanced approach to risk. We use discretion and judgement to manage risk across our different functions, calibrating our risk tolerance and appropriate approaches to deliver our strategic and operational objectives.

Risk management informs our decisions and enables the Office to deliver robust, high-quality and timely service. We continue to seek opportunities to enhance the use of risk-based decision-making practices every day to enhance our ability to achieve our purpose on an ongoing basis.

How we manage risk

In accordance with our Risk Management Policy and Framework, the Executive Committee leads and oversees the management of risk across the Office. This committee is supported by the work of 3 further committees:

- Information Technology and Security Governance Committee
- Work Health and Safety Committee
- Workplace Relations Committee.

In addition, our Audit and Risk Committee provides independent, objective assurance to the Commonwealth Ombudsman on the effectiveness of our risk management, controls and governance processes.

A key component of our risk management strategy is assigning clear risk 'owners,' with each branch of the Office having an operational risk register for regular review and update.

In November 2025, we released our Risk Management Policy and Framework 2025–27. The Office will seek to ensure the deployment of our activities and investment aligns with our enhanced risk culture through the production of a risk roadmap in 2026–27.

Strategic risk register

Strategic risk register		
Risk description	Risk type	Risk mitigation strategies
1. Failure to maintain impartial, effective and professional relationships to deliver the outcomes of the Office	Relevance Reputation	• We develop fit-for-purpose outreach events and engagement opportunities. • Senior executive meetings are held with external stakeholders. • We actively and strategically manage stakeholder relationships, including through client satisfaction surveys. • Our programs, practices, policies and procedures are regularly reviewed to identify emerging issues and areas for continuous improvement. • Monthly and quarterly performance measures are reported to committees, including the Executive Committee.



Strategic risk register

Risk description	Risk type	Risk mitigation strategies
2. Damage to the Office's reputation and relevance resulting in a loss of stakeholder confidence in the Office	Relevance Reputation	• We actively foster a workplace culture where issues are identified, escalated and then proportionate strategies implemented with the support of the senior executive. • Monitoring systems are in place to provide early warning of emerging issues. This includes undertaking risk analysis to ensure that the necessary capacity and capability is on board to identify and deal with issues. • Statement of Expectations and Statement of Commitments are in place. • A range of committees, such as the Executive Committee and Audit and Risk Committee, oversee the activities of the Office, including through risk and opportunity scanning, as well as regular performance measure reporting. • Robust cyber and data security policies, practices and procedures are in place to protect against threats and vulnerabilities, together with ICT staffing and a dedicated IT Security Advisor. • Active stakeholder engagement and surveys are undertaken to highlight any potential changes in stakeholder confidence. • Education and outreach events are held to boost visibility and reputation.
3. Operating model and systems inadequate and not keeping pace with AI, reducing service effectiveness across all functions	Reputation Service Delivery	• A range of assurance mechanisms that provide early warning of emerging issues are in place. These mechanisms include quality assurance frameworks and a robust governance structure via which to escalate. • Arrangements are in place to ensure adequate incident response and business continuity. • Internal and external committees oversee the Office, and monthly and quarterly performance measures reporting and monitoring is undertaken and presented. • Workforce planning is undertaken and learning and development programs are in place, together with fit-for-purpose and adaptable recruitment processes. • Budgetary planning processes align available resources to priorities. • Our ICT group ensures appropriate IT infrastructure, including security controls. • We continue planning for the use of AI, keeping up to date with whole-of-government expectations. A policy regarding the use of AI has been released this year, and we continue to review our associated policies and procedures, identify possible use cases and consider our role in providing oversight of AI use by agencies in our jurisdiction.

Strategic risk register		
Risk description	Risk type	Risk mitigation strategies
4. Inappropriate workforce, improperly supported, reduces our ability to deliver our functions effectively and efficiently	Resource	• Workforce planning includes a focus on service delivery functions. • Fit-for-purpose corporate services are in place, including recruitment processes to meet capacity and capability needs of the Office. • A wide range of learning and staff development programs are in place to promote continuous learning. • We have an inclusive and safe work environment, prioritising our people and workplace culture to deliver our priority functions. • Our Office Performance Management Framework is operational, including clearly defined roles and expectations.
5. Inability to effectively and efficiently deliver our legislative obligations within the funding envelope	Relevance Reputation	• Budgetary planning processes align resources with prioritisation decisions. Annual and mid-year budget review processes enable adjustment as required. • Workforce planning includes a focus on aligning workforce requirements and costs. • Fit-for-purpose recruitment processes are adapted to meet the needs of the Office. • The Office's activities are closely monitored by a range of external and internal committees, including the Audit and Risk Committee and the Executive Committee. • Cost-effective management of property is in place to ensure a fit-for-purpose premises footprint.



Cooperation

The Office maintains cooperative and collaborative relationships with a range of stakeholders to deliver on our purpose. We achieve this through ongoing outreach and engagement activities, outlined below, to raise awareness of our role and functions, while educating and sharing information.

The Office will continue with these activities through 2026–27 and over the following 3 financial years.

Engagement

Engaging with our stakeholders to hear a broad range of perspectives is one of the key enablers which helps the Office deliver on its purpose. We will continue to deliver and build on our current engagement activities throughout 2026–27 and beyond.

Engagement helps us to:

- raise awareness of the Office's functions and role
- build trust and productive working relationships
- identify systemic issues
- share expertise and insights
- understand the community's needs and expectations to strengthen our services.

Our engagement principles

These principles guide our engagement activities:

Meaningful exchange of views

Genuine discussion where all views are equally important.

Inclusivity

Engagement is respectful and accessible.

Transparency and accountability

All participants engage in the spirit of openness.

Value

Engagement provides value for all parties involved, and shared values, such as achieving fairness, underpin the engagement.

Respecting privacy

Participants do not share personal details that would identify or otherwise breach the privacy of individuals.

We engage in a variety of ways, tailoring our approach to ensure that stakeholders can meaningfully connect with us and the method of engagement is fit for purpose. Examples of our tailored engagement activities include:

- attending public expos and forums to share information directly with the public about who we are and how to make a complaint with us
- sharing key information on our role and purpose on social media, allowing rapid and broad reach
- facilitating roundtable conversations with civil society to hear about their experience of agencies in our oversight and to share information about the role of the Office.

We are open and transparent about our engagement activities and share information across our communication channels about this work.

Outreach, education and media

Media and social media

Strategically and proactively engaging with media and social media is one of the key ways in which we promote our reports and activities to both the general public and the agencies and entities that we oversee. Using digital channels gives us broad reach to promote the work we do.

Complaint handling forum

Our annual complaint handling forum is primarily focused on influencing best-practice complaint handling. Each year, we highlight a range of important and emerging themes in complaint handling for learning and discussion. In 2026–27 and the years ahead, the forum will remain one of our key mechanisms for engaging on best practice.

Webinars

The National Student Ombudsman (NSO) delivers educational webinars to build capability across the higher education sector in better practice complaint handling.

These free and accessible training opportunities support the sector by providing opportunities for stakeholders to engage with emerging issues and learn from leading practice. Demand has been high, with average attendance of over 500 per webinar. All webinars are recorded and available on demand on the NSO website. Webinars and other education initiatives will continue to be a priority for the NSO in 2026–27 and beyond.

Stakeholder engagement

Roundtables

The Office hosts roundtables for civil society organisations, including peak bodies and advocacy groups representing a broad range of cohorts, such as First Nations, community legal centres, community services, aged care, disability, and culturally and linguistically diverse (CALD) sectors. These roundtables provide unique opportunities for us to share knowledge and gain insights, which we share by publishing a communiqué after each one. Working to a forward agenda of at least 5 roundtables in the 2026–27 financial year, they remain a key method to hear from our broad stakeholder base.

Agency engagement

The Ombudsman often engages with the agencies and entities we oversee. These engagements may be scheduled or as needed, based on a single complaint or on identified systemic issues. They provide us with further insight into how agencies interact with the public and handle complaints, while providing a further opportunity to influence positive change in public administration.

Other ombudsmen

The Commonwealth Ombudsman regularly interacts with ombudsmen from other jurisdictions, including from overseas. These interactions are useful for sharing information about common trends, best-practice complaint handling and how to address shared challenges, which assist the Office to deliver on its purpose.



OPCAT Advisory Group

The Commonwealth Ombudsman established the Optional Protocol to the Convention Against Torture (OPCAT) Advisory Group (OAG) to provide expert advice and guidance to the Office about its functions and responsibilities as the Commonwealth National Preventive Mechanism (NPM) and NPM Coordinator.

The OAG is chaired by the Commonwealth Ombudsman and comprised of members from civil society, academia and human rights fields. The Ombudsman convenes OAG meetings several times per year and publishes a communiqué summarising its discussions after each meeting.

National Student Ombudsman

In 2025–26, the National Student Ombudsman (NSO) established an Education Advisory Group (EAG) and Student Collective (collective).

The EAG's purpose is to provide informal advice to the NSO to support capability uplift in complaint handling across the higher education sector. The EAG is chaired by First Assistant Ombudsman, Sarah Bendall, and insights are used to shape the NSO's education activities.

Members of the collective share their perspectives and diverse lived experiences to guide service improvement, inform resource development and highlight current challenges impacting students. Participation is on an opt-in basis, with some consultations relevant for all members of the collective and some for specific cohorts. Members are appointed for a 12-month term, and a new round of expressions of interest will be run in early 2027.

International engagement

The Office also engages with counterparts from across the world. We participate in forums, roundtables, workshops and webinars to share our knowledge and experiences and learn from our counterparts. The Office has a long-standing partnership with the Ombudsman Republic Indonesia under an agreement with the Office and the Department of Foreign Affairs and Trade.

The Office is a member of the Australasia Pacific Ombudsman Region (APOR), a chapter of the International Ombudsman Institute (IOI). The current Commonwealth Ombudsman is a Director of APOR. IOI is a global organisation for the cooperation of more than 200 independent Ombudsman institutions from more than 100 countries worldwide. As an APOR Director, the Commonwealth Ombudsman is also an IOI Director.

Subsidiaries

The Office of the Commonwealth Ombudsman does not have any subsidiaries.

Our performance measures

This year, we have clarified our purpose and key activities by using plain English so that it is easier to understand what we do and how we do it.

We have also revised our performance framework, aiming to improve our complaint handling performance and to provide our stakeholders with more transparency about the delivery of our functions. This has included refining how we define our objectives and how we measure our performance against them. Our performance framework for 2026–27 (with changes noted) is outlined below and in Appendix 1.

Key activity 1: Handling complaints

Performance measure 1.1

1.1 We meet our complaint handling service standards				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	95%	96%	97%	98%
Target rationale	While we aim to always meet our service standards, it is not always possible to do so. We have set a challenging target to complete 95% of our activities within their service standard in the first year and we will aim to revise the target upwards to a final 98% target.			
Why do we measure this?	Service standards provide a benchmark for complainants to set their expectations around how we will interact with them. If we frequently meet or exceed our service standards, we can be confident that we are providing complainants with good service.			
How will this measurement be assessed?	This measure is composed of several complaint handling service standards that are published on our website: • Achieved – we meet all our service standards within target. • Partially achieved – on average, we came within 2 percentage points of our target. • Not achieved – on average, we did not come within 2 percentage points of our target.			
Type of measure	Qualitative and quantitative composite measure of our output and efficiency (with timeliness used as a proxy indicator for efficiency).			
Supplementary information	Performance against our complaint handling service standards can be contextualised with reference to the volume of complaints finalised and received, a breakdown of where we came close to targets, and detail of our investigation rates.			
Data source	ORBIT case management system.			



Performance measure 1.2

1.2 We achieve outcomes for complainants through alternative dispute resolution, restorative engagement and other specialist functions				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	95%	96%	97%	98%
Target rationale	We apply the same rationale as from performance measure 1.1.			
Why do we measure this?	Our core function is to achieve direct outcomes for individual complainants, but this is not achieved through regular complaint handling alone. We also fulfil this function through alternative dispute resolution, restorative engagement and other specialist roles.			
How do we measure this?	We assess what outcomes we have achieved for individual complainants: • Achieved – we meet all our specialist service standards within target. • Partially achieved – on average, we came within 2 percentage points of our target. • Not achieved – on average, we did not come within 2 percentage points of our target.			
Type of measure	Qualitative and quantitative composite measure of our output and efficiency (with timeliness used as a proxy indicator for efficiency).			
Supplementary information	De-identified case studies and feedback from complainants who engaged in restorative engagement or alternative dispute resolution.			
Data sources	ORBIT case management system.			

Performance measure 1.3

1.3 Percentage of surveyed complainants are satisfied with our service				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	65%	65%	65%	65%
Target rationale	Based on historic targets. May be subject to review depending on performance.			
Why do we measure this?	Complainant survey research provides us with an independent assessment of the effectiveness of our performance in the key activity of complaint handling, which is the core function of the Office.			
How do we measure this?	Complainants are given the option to complete a survey after we have handled their complaint. They are contacted by a third party via email, text message, or via a phone call to provide their input. Their feedback is then aggregated to assess their satisfaction with our service: • Achieved – target percentage of all complainants are satisfied (or better) with our service. • Partially achieved – the target was met if we exclude complainants who were neither satisfied nor dissatisfied. • Not achieved – neither of these conditions were met.			
Type of measure	Qualitative measure of our effectiveness.			
Supplementary information	Verbatim quotes from deep dive interviews.			
Data sources	Complainant survey results.			



Performance measure 1.4

1.4 Complaint handling service efficiency is stable or improving				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	TBD	TBD	TBD	TBD
Target rationale	This is our first direct efficiency measure in the performance framework. We will use the first year to establish a baseline on which to develop future targets.			
Why do we measure this?	Direct efficiency measures allow us to demonstrate that we have used public funds for their appropriate purpose.			
How do we measure this?	We calculate the average cost to close a complaint and then we measure how the average cost has changed over time: • Achieved – the average cost has decreased. • Partially achieved – the average cost has decreased after taking the cost price index (CPI) and wage price index (WPI) into account. • Not achieved – the average cost has increased beyond CPI/WPI. For the above purposes, WPI is applied to the portion of the cost attributable to employee benefits, and CPI is applied to any other costs including suppliers, depreciation, amortisation, and so on.			
Type of measure	Quantitative measure of our efficiency.			
Supplementary information	Discussion of strategies we have implemented to improve efficiency.			
Data sources	Finance and HR datasets, ORBIT records management system.			

Key activity 2: Systemic improvement

Performance measure 2.1

2.1 We exercise our power to make recommendations, suggestions and comments				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	90–120	TBD	TBD	TBD
Target rationale	The current target range is an estimate based on historic performance. Future targets will consider actual performance and strategic priorities.			
Why do we measure this?	Our primary statutory means to influence systemic improvement in administration is through recommendations, suggestions and comments. While the Ombudsman does not have powers to compel outcomes, well-crafted feedback based on clear evidence can influence change by setting out clearly the action or outcome we think is needed to remedy an individual or systemic issue. They allow us to shine the light on unsatisfactory administrative practice and lay a foundation for follow-up.			
How do we measure it?	We count the number of recommendations, suggestions and comments we make each financial year. As it is not possible or desirable to set a precise target, we have a range to aim for which aligns with a broad and robust agenda: Achieved: result is within the target range. Partially achieved: result is outside the target range (above or below) but within 10 percentage points of the target. Not achieved: result is outside the target range.			
Type of measure	Quantitative measure of our output.			
Supplementary information	We will put the number of recommendations, suggestions and comments in the context of our broader use of powers throughout the financial year.			
Data sources	ORBIT case management system.			



Performance measure 2.2

2.2 We deliver reports and other publications, education and engagement activities, and policy submissions.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	90–120	TBD	TBD	TBD
Target rationale	The current target range is an estimate based on historic performance. Future targets will consider actual performance and strategic priorities.			
Why do we measure this?	Recommendations and suggestions are our main statutory mechanism to influence systemic improvement in the sectors we oversee. However, we support this effort through other statutory and non-statutory activities, including publications, external engagements, education sessions, submissions, appearances and briefings.			
How do we measure this?	This measure is a count of the number of resources we published to our websites, external engagement activities conducted, education workshops facilitated, and policy submissions and briefings made to, and appearances before, the Australian Parliament, ACT Legislative Assembly, committees, institutions and other entities: • Achieved: results are within the target range. • Partially achieved: results are less than 10 percentage points of target. • Not achieved: results are outside of the target range. Includes: submissions, appearances and briefings (including to ACT and international committees), substantial international engagement and education activities, open access decisions, statements and communiqués, resources, FOI published decisions and engagement activities, reportable conduct monitoring, education and engagement activities, NPM submissions, statements, reports and education, and so on.			
Type of measure	Quantitative measure of our output.			
Supplementary information	Qualitative assessments of the effectiveness and outcomes of these activities – such as whether our policy submissions were referenced in a committee report.			
Data sources	Publications register, Policy register, Education and Engagement calendars, meeting calendars for Ombudsman, Deputy and First Assistant. Branch at a Glance (BaaG) reports.			

Performance measure 2.3

2.3 Our recommendations and suggestions are accepted and have impact.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	75%	TBD	TBD	TBD
Target rationale	We are using the previous target as a starting point as this is the first year we are monitoring which suggestions were accepted. We will need to assess the results in the first year before determining our long-term target strategy. We do not aim for 100% results as this could create an incentive for us to make ‘safe’ recommendations and suggestions that entities could easily accept.			
Why do we measure this?	Recommendations and suggestions have the potential to lead to significant and systemic improvements in administration. As we do not have the power to compel entities to accept the recommendations and suggestions that we make, the actual acceptance rate is an important measure of our effectiveness.			
How do we measure this?	We assess whether a recommendation or suggestion has been accepted at the stage it was responded to or at a reasonable time interval after the recommendation or suggestion was made. If the recommendation or suggestion was accepted, or partially accepted, then it contributes to the result. If it was rejected, not accepted, or no response is received, then it does not count: • Achieved: recommendations and suggestions are accepted at or above the target rate. • Partially achieved: accepted within 5 percentage points of target. • Not achieved: more than 5 percentage points out of target.			
Type of measure	Mixed (qualitative and quantitative) measure of our effectiveness.			
Supplementary information	Qualitative assessment of how many recommendations and suggestions have been implemented and what ultimate effect they have had.			
Data sources	ORBIT case management system.			



Performance measure 2.4

2.4 Our systemic investigations are delivered to deadlines.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	100% (statutory) 85% (project)	100% (statutory) 87.5% (project)	100% (statutory) 90% (project)	100% (statutory) 90% (project)
Target rationale	We expect all reports to meet their statutory deadlines. We do not expect other reports to always adhere to project timelines, as they can be held up for various reasons, but we do expect to become better at timeframe estimates over time.			
Why do we measure this?	We are publicly accountable for our statutory deadlines. We are also accountable for our project management deadlines as they demonstrate our efficient use of public resources.			
How will this measurement be assessed?	Each systemic investigation commences with a project initiation plan that provides a timeframe to complete the investigation, assuming we are able to efficiently manage our resources to complete the activity. Recurring reports have a statutory deadline or a nominal deadline that will be treated as a project plan deadline: • Achieved: all reports meet their statutory deadlines, and the target percentage meet their project plan deadlines. • Partially achieved: all reports meet their firm statutory deadlines but less than target percentage meet their project plan deadlines. • Not achieved: a statutory report deadline is not met. Project management deadlines may be changed up to one time in response to emergent risks and priorities with sign-off from the responsible officer.			
Type of measure	Quantitative measure of efficiency (using timeliness as a proxy for efficiency).			
Supplementary information	Contextualising information on the number of reports completed and the impact of those reports.			
Data sources	ORBIT case management system.			

Key activity 3: Providing oversight

Performance measure 3.1

3.1 We conduct oversight and monitoring activities.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	TBD	TBD	TBD	TBD
Target rationale	We will develop a target range of oversight activities to conduct each financial year. The range will consider resourcing levels, previous output, statutory requirements, broader strategic planning, and emergent risks. The target range will be set by the end of Q1.			
Why do we measure this?	We conduct oversight and monitoring activities for many important purposes. We inspect policing and integrity agencies to provide oversight of their use of coercive and intrusive powers; we undertake visits to places where people are deprived of their liberty to prevent ill-treatment under the Optional Protocol to the Convention Against Torture (OPCAT); we provide assessments of persons who have been held in long-term detention; and we provide oversight for freedom of information and reportable conduct programs in the ACT government.			
How do we measure this?	The number of oversight and monitoring activities conducted in the financial year: • Achieved: the number of oversight activities conducted is within the target range. • Partially achieved: the number of oversight activities is within 5 percentage points of the target range. • Not achieved: the result is more than 5 percentage points less than the target range.			
Type of measure	Quantitative measure of our output.			
Supplementary information	We will provide narrative analysis of what oversight and monitoring activities were conducted.			
Data sources	ORBIT case management system.			



Performance measure 3.2

3.2 We conduct our visits and inspections based on our considerations of risk and strategic importance.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	90%	90%	90%	90%
Target rationale	Based on historic targets. We will revise the targets to ensure they remain challenging yet achievable.			
Why do we measure this?	We conduct inspections of policing and integrity agencies to provide oversight of their use of coercive and intrusive powers, and we perform visits to places where people are deprived of their liberty to prevent ill-treatment under the Optional Protocol to the Convention Against Torture (OPCAT).			
How do we measure this?	We plan all inspections and visits that must occur under our statutory requirements or that we intend to conduct based on our considerations of risk and strategic importance: • Achieved: all our statutory requirements are met and the overall percentage of visits and inspections we conduct to our plan are at or above target. • Not achieved: the percentage of visits and inspections that occur to the plan are below target. Scheduling changes are permissible if they have no material impact on reporting deadlines or our risk-based response.			
Type of measure	A quantitative measure of our efficiency (using adherence to our risk-based strategic plan as a proxy for efficiency).			
Supplementary information	High-level assessment of what risk-based treatments were applied to the regimes and what emergent risks we identified or strategic decisions we made.			
Data sources	ORBIT case management system.			

Performance measure 3.3

3.3 Our assessments are sent to the Minister within 6 months of receiving a report.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	80%	TBD	TBD	TBD
Target rationale	A 100% target is desirable but not achievable context of historic performance and the current caseload. We will revise the target each year to ensure it remains challenging and drives performance improvement.			
Why do we measure this?	The Ombudsman receives reports from the Department of Home Affairs for every person who has been in long term immigration detention for 2 years or more, and successive reports every 6 months for as long as they remain in detention. By aiming to complete assessments within 6 months, we are able to ensure people in detention are assessed before every report is due. While this is only one of our 21 statutory functions, it is included as its own measure due to the unique nature of the work and the vulnerability of this cohort.			
How do we measure this?	When we receive a report, this starts the clock on how long we take to complete an assessment and send it to the Minister for Immigration and Citizenship. • Achieved: the percentage of reports assessed and sent to the Minister within 6 months is at or above target. • Partially achieved: the percentage of reports assessed and sent to the minister is within 10 percentage points of the target. • Not achieved: the percentage of assessments is more than 10 percentage points of the target. Reports that have not been assessed within 6 months count against the target. In some cases, there may be 2 or more open reports waiting to be assessed for the same person.			
Type of measure	Quantitative measure of efficiency (using timeliness as a proxy for efficiency).			
Supplementary information	High-level assessment of what recommendations were made and whether they were accepted and implemented.			
Data sources	ORBIT case management system; batch submissions to minister.			



Performance measure 3.4

3.4 Timeliness of ACT freedom of information (FOI) and reportable conduct (RC) activities.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	100% (ACT FOI) 90% (RC)	100% (ACT FOI) 90% (RC)	100% (ACT FOI) 90% (RC)	100% (ACT FOI) 90% (RC)
Target rationale	We aim to complete 100% of ACT FOI activities within their legislative timeframes. While we also aim to complete all Reportable Conduct activities within their timeframe, it is not always possible to do so. The target to complete 90% of Reportable Conduct within timeframes is a challenging goal which we will revise each year.			
Why do we measure this?	Under the ACT Reportable Conduct Scheme (the scheme), the ACT Ombudsman oversees how designated entities prevent and respond to allegations of child abuse and child related misconduct by employees. The ACT Ombudsman also oversees the ACT <i>Freedom of Information Act 2016</i> and promotes its objects by conducting independent merits review of decisions on access applications.			
How do we measure this?	This is a composite measure we will develop to monitor the timeliness of freedom of information and reportable conduct activities.			
Type of measure	Quantitative measure of efficiency (using timeliness as a proxy for efficiency).			
Supplementary information	We will work with the ACT Ombudsman to develop narrative to contextualise performance results in ACT FOI and RC.			
Data sources	ORBIT case management system			

Purpose: Maintaining confidence

P.1 Surveyed complainants and agency representatives find us to be impartial.				
Target and measurement	2026–27	2027–28	2028–29	2029–30
	65%	66%	67%	68%
Target rationale	Respondents may be satisfied, neutral, or unsatisfied. As such, 65% satisfaction is an ambitious target, as neutral responses still ‘count against’ the result. Regardless, we plan to progress the target towards 75%, as this is more likely to correspond to public expectations of how our impartiality should be assessed.			
Why do we measure this?	We influence agencies and organisations to act reasonably and treat people fairly. To do so, we form our own independent and impartial view of each issue or complaint that is presented to us. This measure provides an independent assessment as to how well we are meeting this objective.			
How will this measurement be assessed?	We regularly survey individual complainants and agency representatives to receive qualitative insights on our operational performance. Performance results will be calculated by taking the percentage of respondents who give a rating of satisfied (or better) with our impartiality. Results for each group will be considered separately when assessing our performance: • Achieved – both groups report satisfaction with our impartiality above the target rate. • Partially achieved – one group reports satisfaction with our impartiality above the target rate. • Not achieved – both groups report satisfaction with our impartiality below the target rate.			
Type of measure	Qualitative measure of our effectiveness.			
Supplementary information	Mention of the Ombudsman in media, Hansard, and even social media. Questions in Senate Estimates, including any outcome from Questions on Notice. Special reports to PM (s 16). Special reports to parliament (s 17). Subsequent discussions which lead to result (s 18). Reports to parliament (s 19).			
Data sources	Complainant research survey; annual agency survey.			



Appendix 1: Changes to our performance framework

Corporate Plan 2025–26	Change	Rationale
Our purpose - Contribute to maintaining the integrity of entities serving the Australian community by providing assurance that the Australian Government entities, prescribed private sector organisations and higher education institutions we oversee act reasonably and treat people fairly. - Influencing systemic improvement in public administration in Australia.	Our purpose To ensure that the entities we oversee in government, Defence, higher education, law enforcement and the private sector act reasonably and treat people fairly.	- Edited the language to a consistent style (compare ‘contribute to’ and ‘influencing’). - Made the language simpler and more direct to speak to external stakeholders. - Removed the purpose to influence systemic improvement as this is a key activity.
Objective 1 Provide quality complaint handling services.	Key activity 1 We deliver our complaint handling services.	- Simplified statement and removed language that was duplicated in our purpose. - Edited to Australian Government style. - Removed adjectives which narrow the scope of what is being measured.
Objective 2 Effectively deliver our assurance activities.	Key activity 3 We oversee agencies, providers, programs and places of detention.	- Simplified statement to speak to external stakeholders. - Edited to Australian Government style. - Removed adjectives which narrow the scope of what is being measured (effectiveness).
Objective 3 Maintain the confidence of the community, parliament and the entities that we oversee.	N/A	Removed, as it relates to our purpose. See above.

Corporate Plan 2025–26	Change	Rationale
Objective 4 Influence enduring systemic improvement in public administration.	Key activity 2 We influence systemic improvement in administration.	- Simplified statement to speak to external stakeholders. - Edited to Australian Government style.
KPI 1a Percentage of complaint handling performance standards met.	Performance measure 1.1 We meet our complaint handling service standards.	- Simplified statement. - Redeveloped the service standards to better reflect complaint handling.
N/A	Performance measure 1.2 We achieve outcomes for complainants through alternative dispute resolution, restorative engagement and other specialist functions.	New measure to capture supporting complaint handling functions.
KPI 1b Percentage of complainants surveyed by the Office are satisfied (or better) with our service.	Performance measure 1.3 Surveyed complainants are satisfied with our service.	- Simplified statement. - Methodology allows us to consider whether partially achieved result is met with neutral responses excluded.
KPI 1c Percentage of complainants surveyed found our service to be accessible.	Performance measure P.1 Surveyed complainants and agency representatives find us to be impartial.	- Changed to survey of complainants about our impartiality. - Merged with KPI 3c so that complainant and agency representative assessment of our impartiality can be directly compared.
N/A	Performance measure 1.4 Complaint handling service efficiency is stable or improving.	New direct measure of complaint handling efficiency (expenditure).
KPI 2a Number of inspections and visits undertaken.	Performance measure 3.1 We conduct oversight and monitoring activities.	This performance measure has been broadened to capture all of the oversight activities we perform.
KPI 2b Percentage of planned risk-based inspections and visits undertaken.	Performance measure 3.2 We conduct our visits and inspections based on our considerations of risk and strategic importance.	The methodology has been modified to more accurately reflect performance and prevent the possibility of a result greater than 100%.



Corporate Plan 2025–26	Change	Rationale
KPI 2c Percentage of targeted reports for long-term detainees provided to the Minister.	Performance measure 3.3 Our assessments are sent to the Minister within 6 months of receiving a report.	- Removed ambiguity of ‘targeted reports,’ where the target number is not transparent to the public. - Set a more ambitious target to send reports to Minister within 6 months. - Developed person-centric language.
ACT Criterion 2 We effectively deliver our reportable conduct and freedom of information activities.	Performance measure 3.4 Timeliness of ACT freedom of information and reportable conduct activities.	Incorporated an ACT Ombudsman performance criterion into a new performance measure.
N/A	Performance measure 2.1 We exercise our power to make recommendations, suggestions and comments.	New outcomes (activities) measure to allow us to capture our main levers for systemic improvement.
KPI 3a Number of submissions and briefings made to, and appearances before, parliamentary committees.	Performance measure 2.2 We deliver reports and other publications, education and engagement activities, and policy submissions.	Merged with KPI 4a outcomes measure to capture all of our activities which complement the use of our main powers.
KPI 3b Percentage of reports delivered within legislative timeframes.	Performance measure 2.4 Our systemic investigations are delivered to deadlines.	Efficiency measure expanded to also capture Own Motion timeliness.
KPI 3c Percentage of surveyed entities give a rating of satisfied (or better) with our impartiality.	Performance measure P.1 Surveyed complainants and agency representatives find us to be impartial.	New measure. See KPI 1c.
KPI 4a Number of publications.	Performance measure 2.2 We deliver reports and other publications, education and engagement activities, and policy submissions.	Merged with KPI 3a.
KPI 4b Percentage of formal recommendations in reports accepted by agencies and entities.	Performance measure 2.3 Our recommendations and suggestions are accepted and have impact.	Simplified statement.

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