

COMMONWEALTH
OMBUDSMAN



Office of the Commonwealth Ombudsman

2017-18 CORPORATE PLAN

Financial Years 2017-18 to 2020-21

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Design: David Foira

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 2017–18 Corporate Plan, as required under clause 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The plan updates the previous plan and outlines how the Office intends to deliver against its purpose over the four year period 2017–18 to 2020–21.

The Corporate Plan is the Office's key strategic planning document. It guides our operating environment and sets out how we will deliver on our purpose.

This plan recognises that we operate in a dynamic environment and that anticipating and responding to change, managing risks, building and sustaining strong relationships with key stakeholders and investing in key capabilities are central to delivering against the Office's purpose and strategic objectives.

As the recently appointed Commonwealth Ombudsman, I look forward to working with the Office's dedicated staff to deliver the plan's objectives, in spirit and in substance. In the period ahead, we need to manage competing objectives in a resource-constrained environment, including:

- implementation and delivery of a suite of new functions, such as the VET Student Loans Ombudsman role and additional elements of the Defence Force and ACT Ombudsman roles
- ongoing delivery of high quality services to individual complainants, whose numbers and diversity of concerns look set to grow
- ongoing delivery of critical oversight functions to ensure the public can have confidence in the manner in which law enforcement and other agencies exercise certain important powers
- careful identification of areas of administration where our critical, but discretionary, activities are to be dedicated in the form of own motion inquiries or other investigation and reporting work, to optimise our influence on the wider system.

Given the track record of our staff and the legacy left by my immediate predecessors, I am optimistic about the delivery of this Corporate Plan.

Michael Manthorpe PSM
Commonwealth Ombudsman
August 2017

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 that the Office oversees, act with *integrity* and treat people fairly, and
- *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 Office has the following major functions:

Complaint investigations

Conducting investigations into the administrative actions of Australian Government officials, agencies and their service providers upon receipt of complaints from individuals, groups or organisations. The role also includes investigating the actions of registered private providers of training for overseas students, VET student loan providers, registered private postal operators and private health insurers.

Own motion investigations

On the Ombudsman's own initiative, conducting investigations into the administrative actions of Australian Government agencies, registered private providers of training for overseas students, VET student loan providers, registered private postal operators and private health insurance providers. These investigations often arise from insights gained through handling individual complaints and our other oversight responsibilities.

Compliance audits

Inspecting the records of agencies such as the Australian Federal Police (AFP) and Australian Crime Commission (ACC) to ensure they comply with legislative requirements applying to selected law enforcement and regulatory agencies.

Immigration detention oversight

Under s 486O of the *Migration Act 1958*, reporting to the Immigration Minister on the detention arrangements for people in immigration detention for two years or more (and on a six-monthly basis thereafter). The Immigration Ombudsman also oversees immigration detention facilities through a program of regular announced and unannounced visits to detention centres.

Oversight of the Commonwealth Public Interest Disclosure scheme

The Office is responsible for promoting awareness and understanding of the *Public Interest Disclosure Act 2013* and monitoring its operation as well as providing guidance, information and resources about making, managing and responding to public interest disclosures.

Private health insurance consumer information

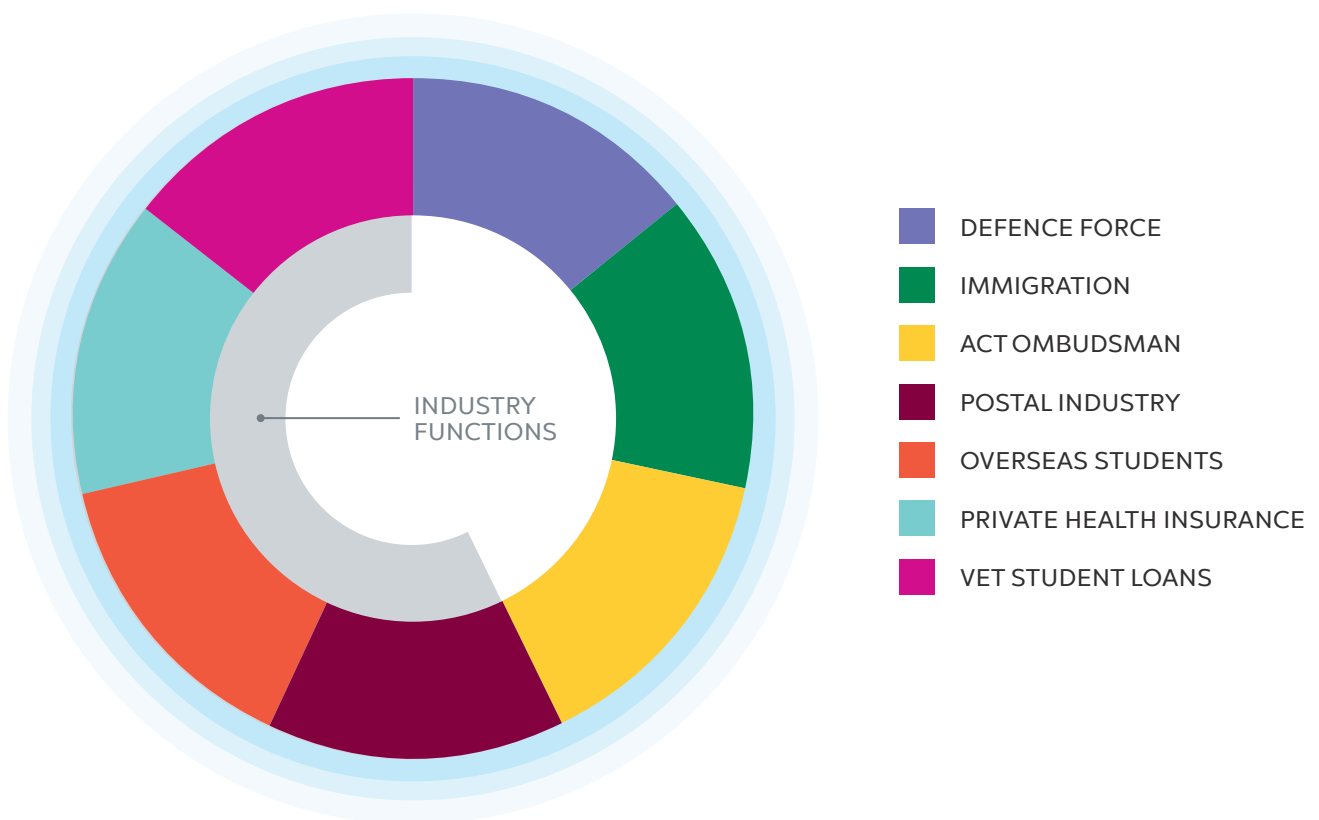
This function includes managing the consumer website **privatehealth.gov.au**, producing comparative complaint and performance reports about private health insurers, providing a range of advisory information products for consumers and responding to consumer enquiries about health insurance.

Accepting and responding to reports of serious abuse within Defence

The Office has a function relating to receiving reports of serious abuse in the Australian Defence Force. This includes safeguarding the rights of serving and former members of the Australian Defence Force, including supporting them to report serious abuse and access outcomes to address harm and to provide public assurance of the integrity of Defence agencies.

Specialist roles

The Commonwealth Ombudsman performs the following specialist roles:



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.

In order to effectively undertake our role, it is essential that the Office maintains a high level of awareness in regard to its operating environment. This can be described as comprising two components—internal and external.

INTERNAL OPERATING ENVIRONMENT

Expanding functions

The Office is in the process of undertaking or preparing to undertake seven new functions. Each function that will be operational during 2017–18 has KPIs assigned to them to enable measurement of performance. Commencement of new functions will have an impact on the Office's resource requirements and will involve broadening the already diverse skill set which the Office comprises.

Defence Force Ombudsman (DFO)

The Office's DFO function was expanded to include receiving reports of serious abuse in the Australian Defence Force. This expansion was confirmed as an addition to the Office's functions during 2016–17 and commenced on 1 December 2016. As part of the 2017–18 Budget, the Government announced the functions of the DFO would be further expanded during 2017–18 to include a reparation payment.

VET Student Loans Ombudsman (VSLO)

The VSLO commenced as a new ongoing function on 1 July 2017. The VSLO investigates complaints and makes recommendations in relation to the VET FEE-HELP and VET Student Loans programs.

National Disability Insurance Agency

As part of the National Disability Insurance Scheme Quality and Safeguards Commission—establishment measure announced in the 2017–18 Budget, the Office received additional resourcing to investigate complaints about the National Disability Insurance Agency (NDIA), during the national rollout of the National Disability Insurance Scheme (NDIS).

ACT Ombudsman—Reportable Conduct Scheme, Freedom of Information and Judicial Council

The Office has a role in monitoring workplace investigations of child-related misconduct under the ACT's Reportable Conduct Scheme which commenced on 1 July 2017.

The Office will also have substantial new functions under the *Freedom of Information Act 2016* (ACT). The ACT Ombudsman will have a similar role to information commissioners in other jurisdictions and will be the central point for FOI policy, review processes and monitoring.

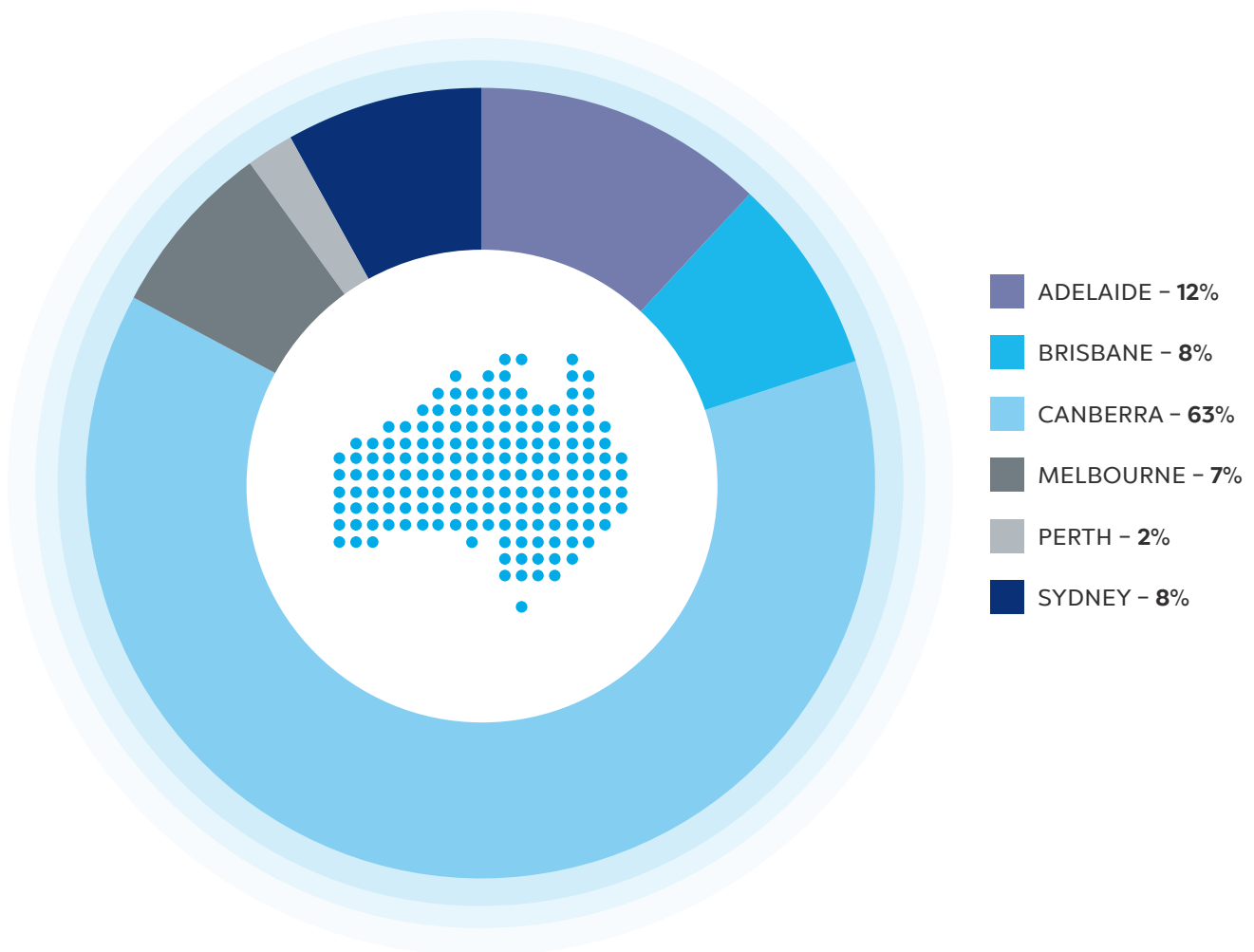
The Director of the ACT Ombudsman Team commenced as the principal officer to the ACT Judicial Council on 1 March 2017. In this new role, the principal officer and staff under their direction, are authorised to receive enquiries and complaints about ACT judicial officers on behalf of the Council and to conduct a preliminary examination of complaints under the *Judicial Commissions Act 1994*. The principal officer also provides administrative and secretariat support to the Council and information to the public.

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

In February 2017, the Minister for Foreign Affairs and the Deputy Leader of the Liberal Party the Hon. Julie Bishop MP and the Attorney-General for Australia, Senator the Hon. George Brandis QC, announced the Government’s decision to ratify the OPCAT and the establishment of the National Preventative Mechanism Coordinator within the Office. The new role will commence on 1 July 2018.

Geographic diversity

Office staff are based in six capital cities. The Office will remain mindful of this as it plans for increasing volumes of work due to expanding functions and increasing volumes of complaints being received. Implementation of technology based solutions has commenced with the recent installation of video conferencing facilities in all offices. Improvements to telephone and case management systems are currently in the planning phase.



EXTERNAL OPERATING ENVIRONMENT

Diverse environments

The Office operates within a wide range of discrete external environments, including: government (Commonwealth and ACT government agencies) 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.

Indigenous Australia

The Office is committed to continuing engagement with Indigenous people and communities across Australia, to ensure our complaint services are accessible. We conduct regular outreach to engage with Indigenous communities and stakeholders who work closely with Indigenous people to ensure our services are accessible to all Indigenous Australians. We have a dedicated 1800 telephone number for Indigenous people to contact us on.

External stakeholders

The Office will often liaise with government agencies and industry bodies who are undergoing transformation and/or resourcing constraints. These circumstances often result in increased volumes of approaches from the public and can lead to increased response times from organisations involved in an Office-led investigation. The Office takes into account factors that are impacting on stakeholders and manages those interactions accordingly.

International

Our International Program promotes international engagement, liaison and best practice in the pursuit of good governance within our region. The Commonwealth Ombudsman and staff are regular and active participants within the national and international community of ombudsmen. We share our experience in handling complaints about government agencies and fostering good public administration with various countries within the Asia-Pacific region. This approach helps to maintain the Commonwealth Ombudsman's own currency and professionalism.

PERFORMANCE

The 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 Government on the Australian community. As documented in the 2017–18 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, deliverables and KPIs

In order to guide efforts towards achieving Outcome 1, the Office has five objectives with corresponding deliverables and KPIs.

Actions and intended results are defined to enable monitoring of progress toward objectives through regular reporting. These are categorised within the Office's six key focus areas:

- Complaint-handling
- Defence
- Integrity
- Social Services, Indigenous and Disability
- Immigration, Industry, Territories and ACT Freedom of Information
- Private Health Insurance

The relationship between objectives, deliverables and KPIs is illustrated as follows:

Objectives	Key Deliverables	KPIs	TARGETS
<p>1 Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1 Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2 Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>1 Percentage of recommendations / suggestions made during an inspection for which progress has been followed up within 12 months of it being made</p> <p>2 Percentage of recommendations made in public reports accepted by entities</p>	<p>100%</p> <p>75%</p>
	<p>1.1 Identifying and reporting on systemic issues in public administration, including making recommendations</p>	<p>3 Percentage of reports on long term detention cases sent to the Minister within 12 months of the review being received from the Department</p> <p>4 Percentage of State of the Network reports issued within three months of the reporting cycle</p>	<p>90%</p> <p>90%</p>
	<p>1.2 Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>5 Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys</p>	<p>90%</p>
	<p>1.3 Assistance to regional partners consistent with the Australian Aid priorities</p>	<p>6a Percentage of outputs delivered under the Australian Aid arrangements</p> <p>6b Percentage of reporting requirements met under the Australian Aid arrangements</p>	<p>80%</p> <p>100%</p>

Objectives	Key Deliverables	KPIs	TARGETS
<p>2 Provide an efficient and effective complaint-handling service</p>	<p>2.1 Ensuring the Office's complaint-handling service is delivered within its service standards</p>	<p>7 Percentage of approaches finalised within the Office's service standards</p>	<p>85%</p>
<p>3 Provide effective oversight of entities and prescribed private sector organisations compliance with legislation and policy in the use of selected intrusive or coercive powers</p>	<p>3.1 Office statutory requirements in relation to oversight of entities and prescribed private sector organisations compliance with legislation and policy in the use of selected intrusive or coercive powers are met</p> <p>3.2 Inspecting and reporting on entity and private sector organisation compliance with accountability principles and policy requirements</p>	<p>8 Percentage of Office statutory requirements in relation to law enforcement met</p> <p>Addressed by National Assurance and Audit result for KPI 1 above</p>	<p>100%</p>
<p>4 Provide effective oversight and promotion of the administration of the public interest disclosure scheme for the Commonwealth public sector</p>	<p>4.1 Office statutory requirements in relation to Commonwealth public interest disclosures are met</p>	<p>9 Percentage of Office statutory requirements in relation to Commonwealth public interest disclosures met</p>	<p>100%</p>
<p>5 Quality and accessible private health insurance information</p>	<p>5.1 Providing consumers with accurate and up to date private health insurance information</p>	<p>10 Percentage of public users who completed the survey for privatehealth.gov.au and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website</p>	<p>80%</p>

COMPLAINT-HANDLING

To provide an accessible, effective, efficient and targeted complaint-handling service.

Objectives	Key Deliverables	KPIs
<p>1 Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1 Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2 Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>2 Percentage of recommendations made in public reports accepted by entities</p>
<p>2 Provide an efficient and effective complaint-handling service</p>	<p>2.1 Ensuring the Office's complaint-handling service is delivered within its service standards</p>	<p>7 Percentage of approaches finalised within the Office's service standards</p>

ACTIVITIES

- Resolve complaints efficiently and effectively while providing excellent customer service.
- Participate in and contribute to stakeholder engagement activities to raise awareness of our role and to improve public administration by agencies.
- Produce section 12 letters, own-motion and section 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 and professionally, and within service standards.
- Improve public administration, promote industry best practice complaint-handling and provide high quality advice and training.
- Influence improvement in complaint-handling within our industry jurisdictions.
- Agencies are influenced to address systemic issues of public administration and recommendations are accepted and actioned.
- Continuous improvements to our complaint-handling are implemented.

KPI TARGET FORECAST

KPI	2017-18	2018-19	2019-20	2020-21
2 Percentage of recommendations made in public reports accepted by entities	75%	75%	75%	75%
7 Percentage of approaches finalised within the Office's service standards	85%	85%	85%	85%

DEFENCE

To safeguard the rights of serving and former members of the Australian Defence Force, including supporting them to report serious abuse and access outcomes to address harm and to provide public assurance of the integrity of Defence agencies.

Objectives	Key Deliverables	KPIs
<p>1</p> <p>Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1</p> <p>Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2</p> <p>Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>2</p> <p>Percentage of recommendations made in public reports accepted by entities</p> <p>5</p> <p>Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys</p>
<p>2</p> <p>Provide an efficient and effective complaint-handling service</p>	<p>2.1</p> <p>Ensuring the Office's complaint-handling service is delivered within its service standards</p>	<p>7</p> <p>Percentage of approaches finalised within the Office's service standards</p>

ACTIVITIES

- Receive, assess and take appropriate action to respond to reports of serious abuse within Defence, using an individualised and trauma-informed approach.
- Deliver the Restorative Engagement Program.
- Implement and administer the announced reparation payment program.
- Develop and pilot a Health Check Inspection Program relating to Defence's and Department of Veterans' Affairs (DVA) responses to reports of abuse and identify trends arising from reports of abuse, to assist Defence with ongoing cultural change.
- Conduct strategic engagement and consultation with stakeholders to raise awareness of the role of the Ombudsman with respect to the Defence Force and to identify and address significant issues which may arise in Defence agencies.
- Identifying and acting on systemic issues to improve public administration in Defence agencies.

INTENDED RESULTS

- All reportees, complainants, advocates and others provided with a respectful and safe experience.
- The Restorative Engagement Program 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.
- Applications for reparation payments are processed efficiently and recommendations are accepted and actioned by Defence.
- Recommendations for improvement to ensure, and/or provide independent assurance that, Defence and DVA are effectively and appropriately responding to reports of abuse in Defence.
- Increased awareness of the role of the Defence Force Ombudsman among external stakeholders and satisfaction among participants with the service provided by the Office.
- Defence agencies are influenced to address systemic issues of public administration.

KPI TARGET FORECAST

KPI	2017-18	2018-19	2019-20	2020-21
1 Percentage of recommendations / suggestions made during an inspection for which progress has been followed up within 12 months of it being made	100%	100%	100%	100%
5 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%
7 Percentage of approaches finalised within the Office's service standards	85%	85%	85%	85%

INTEGRITY

To provide public assurance on agencies we oversight and improve government administration at national and international levels.

Objectives	Key Deliverables	KPIs
<p>1</p> <p>Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1 Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2 Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p> <p>1.3 Assistance to regional partners consistent with the Australian Aid priorities</p>	<p>1 Percentage of recommendations / suggestions made during an inspection for which progress has been followed up within 12 months of it being made</p> <p>2 Percentage of recommendations made in public reports accepted by entities</p> <p>5 Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/ surveys</p> <p>6a Percentage of outputs delivered under the Australian Aid arrangements</p> <p>6b Percentage of reporting requirements met under the Australian Aid arrangements</p>
<p>3</p> <p>Provide effective oversight of entities and prescribed private sector organisations compliance with legislation and policy in the use of selected intrusive or coercive powers</p>	<p>3.1 Office statutory requirements in relation to oversight of entities and prescribed private sector organisations compliance with legislation and policy in the use of selected intrusive or coercive powers are met</p>	<p>8 Percentage of Office statutory requirements in relation to law enforcement met</p>
<p>4</p> <p>Provide effective oversight and promotion of the administration of the public interest disclosure scheme for the Commonwealth public sector</p>	<p>4.1 Office statutory requirements in relation to Commonwealth public interest disclosures are met</p>	<p>9 Percentage of Office statutory requirements in relation to Commonwealth public interest disclosures met</p>

ACTIVITIES

- Conduct inspections and reviews in accordance with legislative and other requirements.
- Maintain robust inspection methodologies to gain a thorough understanding of law enforcement agencies' policies and processes.
- Report to each inspected agency and Parliament on the findings of inspections.
- 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 disclosures.
- Contribute to the delivery of Australian Aid priorities for Indonesia, Papua New Guinea and the Pacific.

- Provide leadership and best practice expertise within the region through international engagement.

INTENDED RESULTS

- Improved compliance culture amongst inspected organisations.
- The highest level of assurance is provided to Parliament and the Australian public.
- All statutory obligations are met.
- Best practice Integrity systems are fostered contributing to enhanced Indo-Pacific regional stability.
- The Office's statutory roles with respect to oversight, reporting and investigation of the PID Act are fulfilled.

KPI TARGET FORECAST

KPI	2017-18	2018-19	2019-20	2020-21
1 Percentage of recommendations / suggestions made during an inspection for which progress has been followed up within 12 months of it being made	100%	100%	100%	100%
2 Percentage of recommendations made in public reports accepted by entities	75%	75%	75%	75%
5 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%
6a Percentage of outputs delivered under the Australian Aid arrangements	80%	80%	80%	80%
6b Percentage of reporting requirements met under the Australian Aid arrangements	100%	100%	100%	100%
8 Percentage of Office statutory requirements in relation to law enforcement met	100%	100%	100%	100%
9 Percentage of Office statutory requirements in relation to Commonwealth public interest disclosures met	100%	100%	100%	100%

SOCIAL SERVICES, INDIGENOUS AND DISABILITY

To provide effective and strategic oversight of government administration in the social services, Indigenous, disability, health, employment and education areas.

Objectives	Key Deliverables	KPIs
<p>1</p> <p>Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1</p> <p>Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2</p> <p>Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>2</p> <p>Percentage of recommendations made in public reports accepted by entities</p> <p>5</p> <p>Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys</p>

ACTIVITIES

- Identify, report on and monitor systemic issues in the administration of government programs, including through own motion investigations and submissions to Parliamentary and other inquiries.
- Implement an integrated stakeholder engagement strategy to support effective relationships with oversight agencies and targeted liaison with other government and non-government stakeholders.
- Contribute to the Office's access and outreach activities to improve the accessibility and inclusiveness of our complaints processes for vulnerable groups, particularly people with disability and Aboriginal and Torres Strait Islander people (e.g. through implementation of the Indigenous accessibility review recommendations and management of the disability accessibility review).

INTENDED RESULTS

- Agencies constructively engage with and address systemic issues, issues of interest, complaints outcomes and remedial recommendations identified by the Office.
- Stakeholders engage with the Office and work constructively with us to help identify and resolve systemic issues.
- Increased profile, accessibility and inclusiveness of the Office and its complaints processes for people with disability and Indigenous people and communities.

KPI TARGET FORECAST

KPI	2017-18	2018-19	2019-20	2020-21
2 Percentage of recommendations made in public reports accepted by entities	75%	75%	75%	75%
5 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%

IMMIGRATION, INDUSTRY, TERRITORIES AND ACT FREEDOM OF INFORMATION (FOI)

To provide effective and strategic oversight of government administration in the Department of Immigration and Border Protection (DIBP), Department of Innovation, Industry and Regional Development (DIIRD) and the Territories.

In our specialist roles, to provide effective and strategic oversight of the ACT Reportable Conduct scheme, CRISCOS registered private education providers, VET student loan providers, Australia Post and member private postal operators (PPOs).

To promote accountability and transparency through public access to ACT government information.

Objectives	Key Deliverables	KPIs
<p>1</p> <p>Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.1</p> <p>Identifying and reporting on systemic issues in public administration, including making recommendations</p> <p>1.2</p> <p>Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>2</p> <p>Percentage of recommendations made in public reports accepted by entities</p> <p>3</p> <p>Percentage of reports on long term detention cases sent to the Minister within 12 months of the review being received from the Department</p> <p>4</p> <p>Percentage of State of the Network reports issued within three months of the reporting cycle</p> <p>5</p> <p>Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/ surveys</p>

ACTIVITIES

- Engage effectively with stakeholders to ensure awareness of our specialist roles, to identify and act on concerns, and to influence change and improvements.
- Identify serious or systemic issues and conduct own-motion investigations or make submissions that include practical and value-adding recommendations.
- Promote the development of a postal industry code of practice and increase membership of the Postal Industry Ombudsman scheme.
- Support, provide advice to, and monitor and influence improvements in public administration and industry practices.
- Meet the statutory obligations imposed by s 486O of the *Migration Act 1958* in providing assessments to the minister on people held in detention for more than two years.
- Undertake at least two inspections/visits to each immigration detention facility and regional processing centres.
- Maintain watching brief on DIBP's compliance activities with observations in each capital and some regional areas.
- Monitor matters under the ACT Reportable Conduct Scheme efficiently and effectively, identifying systemic issues and promoting better practice.

- Provide high quality advice on potential changes to the functions or jurisdiction of the ACT Ombudsman and effectively implement changes as required.
- Provide high level support to the ACT Judicial Council in its functions.
- Implement and administer the ACT Ombudsman's new FOI functions. A KPI will be developed to measure performance in this area which will be published in the Office's 2018–19 Corporate Plan.

INTENDED RESULTS

- Increased awareness amongst external stakeholders of the specialist roles performed by the Office and satisfaction with the service.
- Improvements in the administration of DIBP, including immigration detention facilities and DIBP operations.
- Professional and effective oversight of the reportable conduct scheme leading to better responses from employers to allegations of employment-related child abuse or child-related misconduct in the ACT.
- Coordinated inter-agency advice to assist students to achieve positive outcomes.
- Constructive relationships with stakeholders.
- An effective and professional FOI service, delivered within statutory timeframes.

KPI TARGET FORECAST

KPI	2017–18	2018–19	2019–20	2020–21
2 Percentage of recommendations made in public reports accepted by entities	75%	75%	75%	75%
3 Percentage of reports on long term detention cases sent to the Minister within 12 months of the review being received from the Department	90%	95%	95%	95%
4 Percentage of State of the Network reports issued within three months of the reporting cycle	90%	90%	90%	90%
5 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%

PRIVATE HEALTH INSURANCE

To protect the interests of private health insurance consumers by providing an effective complaint-handling service and by addressing systemic complaints in the industry. To assist consumers with independent and reliable private health insurance information and advice.

Objectives	Key Deliverables	KPIs
<p>1 Influence Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners, to improve the administration of their programs and complaint-handling systems</p>	<p>1.2 Influencing Australian Government entities, Australian Capital Territory Government entities, prescribed private sector organisations and our regional partners to improve complaint-handling systems and administration of programs through stakeholder engagement and guidance</p>	<p>5 Percentage of stakeholders which participated in engagement activities who provided an average of 'satisfied' or 'very satisfied' rating in feedback forms/surveys</p>
<p>2 Provide an efficient and effective complaint-handling service</p>	<p>2.1 Ensuring the Office's complaint-handling service is delivered within its service standards</p>	<p>7 Percentage of approaches finalised within the Office's service standards</p>
<p>5 Quality and accessible private health insurance information</p>	<p>5.1 Providing consumers with accurate and up to date private health insurance information</p>	<p>10 Percentage of public users who completed the survey for privatehealth.gov.au and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website</p>

ACTIVITIES

- Provide clear advice to consumers about health insurance incentives/rules when making an enquiry with the Private Health Insurance Ombudsman (PHIO).
- Reporting on complaint statistics and issues in quarterly PHIO bulletins and State of the Health Fund Reports.
- Cooperate with the Australian Competition and Consumer Commission (ACCC), Department of Health & other key stakeholders to address systemic complaint issues by providing advice, evidence and submissions.
- Manage the consumer website **privatehealth.gov.au** and assist stakeholders including insurers and consumers with using the site or data.

INTENDED RESULTS

- Insurers aim to ensure their complaint numbers are within their market share.
- Systemic issues are addressed by government, the ACCC and insurers.
- Consumer website **privatehealth.gov.au** is used by consumers and cited as useful by key stakeholders resulting in insurer satisfaction as reported in the consumer website reference group.
- Increased public confidence in support mechanisms available for government and industry complainants.

KPI TARGET FORECAST

KPI	2017-18	2018-19	2019-20	2020-21
5 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%
7 Percentage of approaches finalised within the Office's service standards	85%	85%	85%	85%
10 Percentage of public users who completed the survey for privatehealth.gov.au and provided a 'satisfied' or 'very satisfied' response regarding the quality of information provided by the website	80%	80%	80%	80%

RISK OVERSIGHT AND MANAGEMENT

The Office's 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.

Risk oversight and management is an integral part of the Office's business. Key activities focused on effective risk management that will be carried out regularly during reporting period, include:

- quarterly Risk and Security Governance Committee meetings
- regular strategic and operational risk reporting to the executive
- annual review of the Risk Management Framework and Risk Appetite Statement, and
- regular training/awareness sessions provided to staff.

The Office is committed to a risk-based approach in carrying out our functions through documenting connectivity between work undertaken and risks identified. Through the implementation of the Office's Project Management Framework, related risks will be identified and documented prior to commencement of all large projects.

CAPABILITY

The delivery of our purpose and strategic 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 two key organisational capabilities—our people and information and communications technology.

Our success is contingent on the recognition and development of the skills, knowledge and experience of our employees and expanding the use of technology for improved service delivery.

PEOPLE

Workforce Planning

The Office's Strategic Workforce Plan 2015–2019 captures the key factors the Office needs to consider in developing the strategies and initiatives to mitigate workforce risks. It supports the Office in identifying the workforce capacity and capability we need to meet our objectives, now and into the future.

The Strategic Workforce Plan is aligned to strategic and business planning processes, and:

- identifies high-level trends and developments (i.e. the risks) that will affect the availability of the workforce required to deliver on our priorities; and
- outlines the actionable strategies required to mitigate workforce risks. This will include updated capability needs to encompass the Office's increased range of functions.

The Strategic Workforce Plan is linked to our Workplace Diversity Program 2015–2018 which articulates our ongoing commitment to workplace diversity and aims to foster a respectful, flexible and fair workplace that encourages and promotes diversity. The Program is complemented by the:

- Office's Reconciliation Action Plan which is a vital part of our commitment to improve communication and engagement with Aboriginal and Torres Strait Islander people and communities across Australia
- APS Disability Employment Strategy 2016–2019 which aims for sustainable improvement in representation of people with disability
- Aboriginal and Torres Strait Islander Strategy which aims to increase the representation of Indigenous employees across the Commonwealth public sector to three per cent by 2018, and
- Balancing the Future: Australian Public Service Gender Equality Strategy 2016–19, which is a strategy to address gender imbalance across the APS, at all levels and in all agencies.

The Office's workplace planning activities will have regard to the commitment and objectives contained in the above mentioned documents.

Learning and Development

The Office's Learning and Development Strategy 2017–2020 (the Strategy) supports the development of a skilled, educated, capable and high performing workforce.

The Strategy sets the framework that will:

- deliver greater clarity and shared understanding of our learning and development investment priorities and enable teams and individuals to grow and sustain critical core and business skills, and
- enable managers to work in partnership with the Human Resources function to pro-actively plan and invest in learning and development activities that build workforce capability and thus contribute to the Office's strategic objectives.

The objectives of the Strategy are to:

- continue to build on and embed our learning and development culture which was introduced under the previous strategy
- align learning and development with core business needs
- outline our commitment to the implementation of learning and development activities
- support quality and relevant learning within the workplace by strengthening capabilities that:
 - » are aligned to both core corporate and functional/role based requirements
 - » address skills and knowledge gaps, enhance competencies and develop future skills requirements
 - » enhance technical competencies to sustain a capable, confident and innovative workforce.
- support leadership development and talent management, and
- ensure appropriate resources are invested and funding is allocated to learning priorities.

The Office will promote e-Learning as a key channel for learning and development through the APS Learn Hub and Lynda platforms. This represents an efficient means of core learning and development delivery in a geographically dispersed agency.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

ICT Strategy

The Information and Communications Technology (ICT) Strategic Plan was reviewed and updated in 2016–17 to align with the changing needs of the Office and provide emphasis on supporting new business. The ICT Strategic Plan outlines the benefits that are anticipated from using ICT services over the next three years and will position the Office to respond to both technology and business changes.

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. The strategy is aimed at building business capability through delivery of better ICT services, improved efficiency, and innovation.

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 and quality of our followers on Twitter and Facebook. A more streamlined social media process has been adopted 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 complaints received via our social media channels.

Privatehealth.gov.au

Our focus in the coming 12 months will be to continue to improve the search functionality of the **privatehealth.gov.au** website, which provides consumers with the ability to search and compare every private health insurance policy offered in the Australian health insurance market. The website received 1,297,851 visitors in 2016–17.

Online services

Over the next 12 months, we will review and improve the functionality of our online complaint services to support new and existing functions. This will ensure that complaints can be accurately captured and processed using online methods. In 2016–17, 11,719 (29 per cent) of complaints were lodged via the online complaint form.

