

Ombudsman SA Strategic Plan: 2014 – 2017

Our values: Integrity - Impartiality - Fairness

Our culture: Ethical - Professional - Efficient - Learning - Communicating - Collaborating

Objective	Actions	Tasks	Measure
1. Good governance in agencies	1.1. Monitor complaint trends and systemic issues	<ul style="list-style-type: none"> • Report on top 5 issues at monthly Executive meetings 	<ul style="list-style-type: none"> ➤ Report top 5 issues (to Executive monthly and publish on website quarterly)
	1.2. Investigate appropriate matters and make recommendations for improvement	<ul style="list-style-type: none"> • Produce own initiative and section 18 investigation reports 	<ul style="list-style-type: none"> ➤ Report number of complaints that are investigated (to Executive monthly and publish on website quarterly)
		<ul style="list-style-type: none"> • Measure section 25 and audit recommendations for Annual Report 	<ul style="list-style-type: none"> ➤ Recommendations Implementation reports/report number of matters closed with recommendations made (to Executive monthly)
	1.3. Effectively respond to systemic issues by undertaking audits and training	<ul style="list-style-type: none"> • Complete complaint handling audit 	<ul style="list-style-type: none"> ➤ Project completed by August 2014
		<ul style="list-style-type: none"> • Develop an audit work plan for each financial year 	<ul style="list-style-type: none"> ➤ Plan developed each year by April
		<ul style="list-style-type: none"> • Give presentations and contribute to the training programs of agencies 	<ul style="list-style-type: none"> ➤ Number of training sessions

Objective	Actions	Tasks	Measure
2. Accountability	2.1. Improve internal accountability and performance measurement	<ul style="list-style-type: none"> • Commission an external audit, including user survey • Monitor and review existing KPIs at Executive meetings and staff meetings • Upload reports, FOI determinations, audits onto AUSTLII 	<ul style="list-style-type: none"> ➤ Audit completed/recommendations implemented ➤ Review KPIs each month ➤ Number of reports, FOI determinations, audits uploaded onto AUSTLII
	2.2. Keeping the public informed	<ul style="list-style-type: none"> • Regularly update Ombudsman SA website with FAQs, investigation and audit reports and FOI determinations and activities (and promote this to agencies) 	<ul style="list-style-type: none"> ➤ Media Monitoring (quarterly report to Executive - using Google Analytics) ➤ Number of new pages created and number of hits (for FOI, complaints and ISG)
	2.3. Engage with ISG agencies/stakeholders	<ul style="list-style-type: none"> • Develop a stakeholder engagement plan and implement key elements of the plan 	<ul style="list-style-type: none"> ➤ Plan developed each year by April ➤ Actions in plan meet due dates ➤ Number of contacts with stakeholders
	2.4. Uphold the Public Service Code of Ethics in our workplace	<ul style="list-style-type: none"> • Staff are reminded of obligations in relation to Conflict of Interest and Gift Registers at monthly staff meetings • Information on the gifts register is published internally and externally 	<ul style="list-style-type: none"> ➤ Staff complete the conflict of interest declaration and gifts register ➤ Gifts register published on website and updated each month

Objective	Actions	Tasks	Measure
3. Accessibility	3.1 Work through service providers to undertake efficient and effective outreach	<ul style="list-style-type: none"> • Develop a service provider engagement plan and implement key elements of the plan 	<ul style="list-style-type: none"> ➤ Plan developed each year by July ➤ Actions in plan meet due dates ➤ Number of contacts with service providers
	3.2 Outreach through our website	<ul style="list-style-type: none"> • Maintain an accessible website with useful relevant and current information 	<ul style="list-style-type: none"> ➤ Measure hits on website
4. Effective and efficient handling of matters	4.1 Systems and practices in place to ensure quality, timeliness, effectiveness and practicality	<ul style="list-style-type: none"> • Handle complaints and FOI reviews in accordance with KPIs 	<ul style="list-style-type: none"> ➤ Improve timeliness ➤ Monthly file reviews
		<ul style="list-style-type: none"> • Quality assurance systems in place including peer review of provisional reports, including audit reports and assessment reports to ICAC 	<ul style="list-style-type: none"> ➤ Commence 6 week trial period start October 2014
	4.2 Staff have good knowledge of jurisdiction, exemptions and conciliation training	<ul style="list-style-type: none"> • Staff have good knowledge of jurisdiction, other relevant agencies and criteria for investigation 	<ul style="list-style-type: none"> ➤ Complaint numbers show complaints are being referred to other agencies, and conciliated
		<ul style="list-style-type: none"> • Staff understand our role in ISG 	<ul style="list-style-type: none"> ➤ Donna Mayhew to run an information session for staff before end October 2014

Objective	Actions	Tasks	Measure
4. Effective and efficient handling of matters (cont...)	4.3 Effective and efficient referral of complaints	<ul style="list-style-type: none"> • Handle increasing complaint numbers with reduced budget by active referral and conciliation where appropriate • Continue to handle FOI numbers with reduced budget by considering appropriate matters for settlement 	<ul style="list-style-type: none"> ➤ Number of complaints referred back to agency ➤ Number of complaints resolved with conciliation ➤ Number of external reviews resolved with conciliation
5. Effective use of professional and other resources	5.1 Recruit develop and maintain professional and productive staff	<ul style="list-style-type: none"> • Staff have monthly reviews for the purpose of monitoring work load, current files, performance against KPIs and to provide an opportunity to reset goals, ask questions, give feedback • Attendance at workshops, seminars conferences - internal and external (subject to resource constraints) 	<ul style="list-style-type: none"> ➤ Number of reviews undertaken ➤ Number of staff participating in training and professional development
	5.2 Maintain a culture where staff have a sense of collegiality and commitment, readily contribute and show flexibility and empathy	<ul style="list-style-type: none"> • Offer internships to law students • Staff have current performance development plans with clear performance indicators in line with strategic goals of OSA 	<ul style="list-style-type: none"> ➤ Number of interns ➤ Number of performance reviews undertaken

Objective	Actions	Tasks	Measure
5. Effective use of professional and other resources (cont...)		<ul style="list-style-type: none"> • Staff are resilient, empowered, committed and flexible 	<ul style="list-style-type: none"> ➤ Qualitative two way feedback at monthly reviews
		<ul style="list-style-type: none"> • Use formal and informal meetings to share important information and strengthen relationships 	<ul style="list-style-type: none"> ➤ Qualitative two way feedback at monthly reviews
		<ul style="list-style-type: none"> • Ensure staff understand the role and responsibility of each person and team 	<ul style="list-style-type: none"> ➤ Number of new staff inducted
		<ul style="list-style-type: none"> • Maintain system of induction and exit interviews for staff and interns 	<ul style="list-style-type: none"> ➤ Number of exiting staff interviewed
	5.3 Regularly review operations, our Business Plan, business rules and policies	<ul style="list-style-type: none"> • Review Business Plan in Executive meetings and staff meetings 	<ul style="list-style-type: none"> ➤ Business plan reviewed monthly
		<ul style="list-style-type: none"> • Ongoing review of business rules and policies including induction materials 	<ul style="list-style-type: none"> ➤ Rules and policies reviewed each year in July and as needed
		<ul style="list-style-type: none"> • Regular review and update of induction materials 	<ul style="list-style-type: none"> ➤ Induction materials reviewed each year in July and updated as needed

Objective	Strategy	Action	Measure
6. Continuous business improvement to enable us to effectively deliver on our core business	6.1 High level of engagement by Executive internally and externally	<ul style="list-style-type: none"> • Effective targeting of most important issues • Be flexible and responsive to change 	<ul style="list-style-type: none"> ➤ Qualitative two way feedback at monthly reviews
	6.2 Effective deployment of staff and resources to demand	<ul style="list-style-type: none"> • Deliver outcomes within budget 	<ul style="list-style-type: none"> ➤ KPIs met within budget
	6.3 Model and share best practice	<ul style="list-style-type: none"> • Maintain an overseas and regional network (working in collaboration with similar agencies) 	<ul style="list-style-type: none"> ➤ Number of contacts with stakeholders
		<ul style="list-style-type: none"> • Engage with influential decision makers (while maintaining independence) 	<ul style="list-style-type: none"> ➤ Number of contacts with stakeholders
		<ul style="list-style-type: none"> • Contribute to parliamentary and government consideration of issues in public administration 	<ul style="list-style-type: none"> ➤ Number of submissions made