



OmbudsmanSA

Ombudsman SA Strategic Plan

2018–2022

Ombudsman SA's purpose:

To serve South Australians by safeguarding fairness and integrity in public administration by:

- > Holding state and local government to account
- > Driving improvement in public administration
- > Delivering an independent, responsive and accessible complaint resolution service
- > Ensuring fairness for the vulnerable and disadvantaged

Our values:

- > Fairness
- > Honesty
- > Helpfulness
- > Professionalism

Objective	Actions	Measures
Hold state and local government to account	Engage with agencies to ensure they understand the Ombudsman's role and processes and are aware of their complaints handling performance	Create portfolios for key agencies, with OSA officers to liaise and track emerging issues with agencies
	Investigate the most serious matters (i.e. where there is a strong public interest and a likelihood of effecting significant or systemic change through investigation)	Investigation reports of significant public value are published and tabled in Parliament Recommendations are made and implementation reported on
	Publish reports, FOI determinations and other matters in the public interest as appropriate	Develop and implement policy regarding publication and communication of reports
Drive improvement in public administration	Develop a process to identify systemic issues and allocate resources to investigate/audit systemic matters	Incorporate a systemic issues process into business rules by 2019. Two systemic investigations/audits completed each year
	Settle FOI matters where appropriate	Target of 10% of external reviews to be resolved by settlement
	Monitor complaint trends and provide feedback to agencies	Key agencies identified and regular feedback on complaints is provided.
	Contribute to parliamentary and government consideration of issues in public administration	Number of submissions made and reported on in Annual Report

Deliver an independent, responsive and accessible service	Complaint files, investigations and FOI External Reviews are completed in a timely manner	Review KPIs and complete 90% matters within KPI timeframes
	Develop a Communications Strategy to raise awareness of OSA's work and purpose in the SA community	Develop a communications strategy by December 2019 Develop a responsive website by June 2020
	Independent review to recommend how the Office can: <ul style="list-style-type: none"> • Best meet increasing demand for services against a backdrop of budget reduction • Deliver outcomes in the most effective and efficient way 	Review completed in 2018-19 with plan by OSA on implementing accepted recommendations
	Develop QA practises for our complaint, FOI and investigation work	Business Rules to include QA processes by December 2019
Ensure fairness for the vulnerable and disadvantaged	Develop an outreach plan to engage relevant service providers and/or agencies so that OSA reaches those most in need of our services	Outreach plan devised for 2019 by March 2019 Outreach plan devised for 2020-2022 by March 2020
	Maximise the use of an early resolution process in complaint handling	Develop and implement an early resolution policy and business rules Target of 10% of complaints resolved through early resolution process
	Identify systemic issues which affect vulnerable groups and complete corresponding investigations	Complete one systemic investigation per year that affects a vulnerable group
	Tailor communication to the audience	Invest in plain English training Review templates and website content to align with plain English principles
Promote a culture within OSA which upholds OSA's Values and the following Benchmarks ¹ : <ul style="list-style-type: none"> • Independence • Efficiency • Effectiveness • Accountability • Accessibility • Fairness 	Review Induction processes	Develop business rule for induction of new staff
	Develop and implement staff training plan	Training Plan to be developed by June 2019
	Regularly review how we perform against the ANZOA Benchmarks	Hold annual staff workshop to reflect on Benchmarks Include consideration of Benchmarks into QA processes

¹ These benchmarks are the membership criteria for the Australian and New Zealand Ombudsman Association (ANZOA)