



 OmbudsmanSA

2022-
2026

STRATEGIC PLAN



Our purpose and values

Our purpose:

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

- Driving improvement in public administration
- Holding state and local government to account
- Delivering an independent, responsive, and accessible complaint resolution service





Drive improvement in public administration

Action:

Investigate or audit serious and systemic issues (i.e. when there is a strong likelihood of effecting significant change through investigation or audit)

Help agencies to include recognised human rights principles in public administration

Endeavour to engage agencies in the early resolution of complaints

Engage with and educate agencies, advocacy groups and other stakeholders about improving administrative decision making and preventing or minimising misconduct and maladministration

Measures:

Two systemic investigations/audits are completed each year, including one on an issue that affects a group that is facing vulnerabilities or barriers to accessing services

Recognised human rights principles are considered and applied in our work

Recommendations for reform help to align public administration with human rights

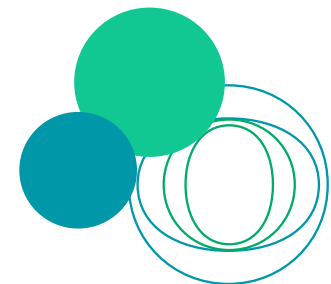
Educational and engagement materials and programs assist in the application of human rights

Target of 10% of matters resolved through early resolution processes (e.g. conciliation)

Reports from public officers show an accurate understanding of 'misconduct' and 'maladministration'

Educational programs are implemented, and guidance material produced

Referrals of matters back to agencies for investigation are monitored with a focus on opportunities for administrative improvement





Hold state and local government to account

Action:

Investigate, audit or review matters:

- following assessment of a complaint, report or application for review
- on the Ombudsman's own initiative

Publish reports, FOI determinations and other matters in the public interest

Monitor complaint trends and provide feedback to agencies

Work with agencies to achieve timely and meaningful implementation of recommendations, determinations and agreed actions



Measures:

Matters are investigated when in the public interest

Own initiative investigations are targeted towards matters of significant impact, and outcomes reported on annually

Investigation reports of significant public value are published and tabled in Parliament

Publications and correspondence refer to recognised human rights principles where appropriate

Key agencies are identified, and regular feedback is provided

Agency views as to corrective action or improvement are sought and considered in determining recommendations or outcomes

Implementation of recommendations or other outcomes is monitored and reported on annually

Failure to take reasonable steps to implement is reported to Parliament, as appropriate



Deliver an independent, responsive and accessible service

Action:

Processes to make a complaint, report or application for review are clear and publicly accessible

Complete files, investigations, and FOI External Reviews in a timely manner

Focus staff performance and development on:

- exemplifying the ANZOA essential ombudsman criteria
- applying recognised human rights principles in the work of the office

Engage with our stakeholders to understand:

- how the accessibility of our service might be improved
- the experience of stakeholders in interacting with our office

Tailor our communication to the audience

Measures:

Periodic review of accessibility of complaints receipt system is undertaken

Reasons for decisions on assessment are provided

Greater than 80% of matters are completed within target timeframes

Reports on compliance with timeframes are considered at each meeting of the Management Team

The Ombudsman or Deputy Ombudsman discuss the ANZOA essential criteria with all new staff during their induction

The essential ombudsman criteria of fairness, efficiency and effectiveness are standing items at team meetings and file reviews

Training related to recognised human rights principles is provided to staff at least annually

Registers for staff Conflicts of Interest and Gifts are reviewed/audited annually

Engagement Plans incorporate a process for obtaining feedback on OSA services

A process for obtaining feedback on OSA services from agencies is developed

Feedback is sought and used to improve our services as appropriate

Ombudsman SA correspondence and publications are:

- concise
- in plain English
- accessible across a broad cross section of the community, including to people with disabilities