

Strategic Plan 2018-22

Vision

Fair and accountable public administration in Queensland

Purpose

To independently investigate complaints, review systemic problems and work with agencies to improve their administrative practices and decisions

Strategic risks and opportunities

To achieve its vision and purpose, the Office of the Queensland Ombudsman must manage its risks and exploit its opportunities.

Risks

Loss of reputation as an independent officer of the Parliament undermines the Office's ability to achieve its statutory role.

Inadequate workforce capability to deliver contemporary and professional services.

Limited resources to deliver equitable and accessible services while client demand and expectations increase.

Failure of business systems to meet increasingly complex accountability requirements.

Opportunities

Harness technology to improve communication, collaboration and effectiveness.

More active engagement with agencies to influence and improve practices and decision-making.

Provide comprehensive oversight of the administration of outsourced government services.

Take a leading role in oversighting administration of closed environments such as youth detention, corrections and mental health.

Values

IntegrityWe are ethical and honest
in our work.ImpartialityWe respect the human
rights of individuals,
treating everyone
equitably, and with dignity.DiligenceWe produce timely and
high quality work that
makes a difference.

Authority, accountability and performance

The Office of the Queensland Ombudsman is established under the Ombudsman Act 2001, and has oversight of the Public Interest Disclosure Act 2010.

The Legal Affairs and Community Safety Committee of the Queensland Parliament oversees and monitors the performance of the Office. This plan will guide operational planning and actions to ensure efficient and effective service delivery.

The Queensland Ombudsman's annual report to the Queensland Parliament will communicate the implementation of this plan. Reporting will also be provided in budget documents, such as the Service Delivery Statement.

Contact us

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This plan was implemented from 1 July 2018, and last reviewed in March 2020 to reflect the introduction of the *Human Rights Act 2019*.

www.ombudsman.qld.gov.au

We are committed to an inclusive and diverse culture. In all aspects of our work we respect, protect and promote human rights. 33

Plac **Phil Clarke** Queensland Ombudsman



Objectives

Strategies

Provide independent and effective review of the administrative actions and decisions of agencies Provide timely, effective assessment and investigation of complaints Make recommendations to rectify unjust decisions

- and poor administration
- Enhance engagement with agencies to improve their understanding of our assessment and investigation process
- Clearly communicate to clients and agencies the outcome of our assessments and investigations

Improve the quality of administrative systems in agencies

Build capacity in agencies and the community to better manage complaints and Public Interest Disclosures (PIDs)

Our workforce, systems and culture support accountable and sustainable service delivery

- Identify systemic weaknesses in agency practices
- Work directly with individual agencies to improve administration
 - Monitor, review and report on agency compliance and management of complaints and PIDs
 - Improve the knowledge and skills of agency officers in managing complaints and PIDs
- Build greater knowledge in the community about how to make an effective complaint and when to contact the Queensland Ombudsman
- Develop and implement an integrated strategy for a capable, engaged and healthy workforce
- Develop a positive and productive culture that supports performance and innovation
- Apply contemporary practices to improve our systems and processes, focused on client needs
- Strengthen our governance frameworks to ensure accountability and performance

Key performance indicators

- Timeliness of preliminary assessments and investigations
- Client satisfaction with the service provided
- Quality of investigative decision-making
- Impact of investigations
- Effectiveness of education programs
- Benchmark workforce measures against the public sector