



**QUEENSLAND  
OMBUDSMAN**  
*Standing for fairness*

## 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

### Values

- Integrity** We are ethical and honest in our work.
- Impartiality** We respect the human rights of individuals, treating everyone equitably, and with dignity.
- Diligence** We produce timely and high quality work that makes a difference.

### 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.

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



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**Phil Clarke**  
 Queensland Ombudsman

**Objectives**

**Strategies**

**Key performance indicators**

