

Operational Structure

The Role of the Ombudsman

The Parliamentary Commissioner for Administrative Investigations – more commonly known as the Ombudsman – is an independent and impartial officer of the Western Australian Parliament. The Ombudsman is responsible to the Parliament rather than to the government of the day or a particular Minister. This allows the Ombudsman to be completely independent in undertaking the Ombudsman’s functions.

Functions of the Ombudsman

The Office has six principal functions derived from its governing legislation, the *Parliamentary Commissioner Act 1971*, and other legislation, codes or service delivery arrangements.

Principal Functions

<u>Investigating and resolving complaints</u>	Receiving, investigating and resolving complaints about State Government agencies, local governments and universities.
<u>Reviewing certain deaths</u>	Reviewing child deaths and family and domestic violence fatalities.
<u>Undertaking own motion investigations and promoting improvements to public administration</u>	Improving public administration for the benefit of all Western Australians through own motion investigations and education and liaison programs with public authorities.
<u>Reportable Conduct Scheme</u>	Monitoring, overseeing and reviewing investigations undertaken by organisations into allegations of, and convictions for, abuse of children involving any of the organisation’s employees.
<u>Charitable Trusts</u>	The Western Australian Charitable Trusts Commission, constituted by the Ombudsman, can receive and investigate complaints about charitable trusts.
<u>Other functions</u>	Undertaking a range of additional functions, including statutory inspection and monitoring functions.

Other Functions of the Ombudsman

<u>Complaints and appeals by overseas students</u>	Under the relevant national code, the Ombudsman can receive complaints or appeals by overseas students.
<u>Public Interest Disclosures</u>	The Ombudsman can receive disclosures of public interest information relating to matters of administration, and public officers.
<u>Complaints from residents of the Indian Ocean Territories</u>	Under a service delivery arrangement between the Ombudsman and the Australian Government, the Ombudsman can investigate complaints about public authorities in the Ombudsman's jurisdiction that provide services in the Indian Ocean Territories (Christmas and Cocos (Keeling) Islands).
<u>Complaints from persons detained under terrorism legislation</u>	Persons detained under relevant terrorism legislation can make a complaint to the Ombudsman.
<u>Inspection of Telecommunications Interception records</u>	The Ombudsman inspects the records of the Western Australia Police Force (WA Police Force) and the Corruption and Crime Commission to ascertain the extent of compliance with relevant telecommunications interception legislation.
<u>Scrutiny of police powers in relation to unlawful consorting and prohibited insignia</u>	The Ombudsman keeps under scrutiny the exercise of powers by the WA Police Force to ascertain the extent of their compliance with unlawful consorting and prohibited insignia legislation.
<u>Scrutiny of powers in relation to Protected Entertainment Precincts</u>	The Ombudsman keeps under scrutiny the operation of, and exercise of powers under, the Protected Entertainment Precincts provisions of the relevant liquor control legislation.
<u>Energy and Water Ombudsman</u>	The Energy and Water Ombudsman Western Australia resolves complaints about electricity, gas and water providers. The Ombudsman undertakes the role of the Energy and Water Ombudsman. The costs of the Energy and Water Ombudsman are met by industry members.

A full list of legislation governing these functions can be found in the Appendices Section in [Appendix 2](#).

Our Vision, Mission and Values

Our Vision

Lawful, reasonable, fair and accountable decision making and practices by public authorities.

Our Mission

To serve Parliament and Western Australians by:

- Receiving, investigating and resolving complaints about State Government agencies, local governments, universities and charitable trusts;
- Reviewing child deaths and family and domestic violence fatalities;
- Overseeing and monitoring that relevant organisations are accountable for, and are, preventing, notifying and dealing with reportable conduct;
- Improving public administration for the benefit of all Western Australians through own motion investigations and education and liaison programs with public authorities; and
- Undertaking a range of additional functions, including statutory inspection and monitoring functions.

Our Values

- **Fair:** We observe the requirements of our legislation at all times, use a 'no surprises' approach in all of our work and provide our services equitably to all Western Australians.
- **Independent and impartial:** The Ombudsman is an officer of the Parliament, independent of the government of the day and impartial in all of our work.
- **Accountable:** We should be, and are, accountable for our performance and proper expenditure of taxpayers' money. Being accountable means being:
 - **Rigorous:** We undertake work that is important to the community and our decisions are supported by appropriate evidence.
 - **Responsible:** All recommendations for change to public administration are practical and proportionate to the problem identified and have a net public benefit.
 - **Efficient:** We undertake our work in a timely way at least cost. We value working with other agencies that further good public administration but we never duplicate their work.

Our Strategic Focus

- Complaint resolution that is high quality, independent, fair and timely, with an emphasis on early resolution, practical remedies for members of the public and improvements to public administration.
- Improved public administration through own motion investigations, making practical recommendations for improvement and monitoring their implementation.
- Review of child deaths and family and domestic violence fatalities, identifying patterns and trends and making recommendations to public authorities about ways to prevent or reduce these deaths.
- Protect children from harm by ensuring that organisations are preventing abuse of children involving any of the organisation's employees, and notifying the Ombudsman and taking appropriate action in response to allegations.
- Keep under scrutiny the operation of, and the exercise of powers of relevant agencies under, specific legislation, and inspect the records of the WA Police Force and the Corruption and Crime Commission in relation to telecommunication interceptions to ensure statutory compliance.
- Collaboration with other Ombudsman and accountability agencies, raising community awareness, making our services accessible and promoting good decision making practices and complaint handling in public authorities.
- Strong and effective governance and attracting, developing and retaining a skilled and valued workforce with a culture that supports high quality, responsive and efficient service.

Management

Management of the Office is undertaken by the Ombudsman and the Office's Corporate Executive which includes each member of the Executive Management Group and the leaders of the teams in the Office.

The role of the Corporate Executive is to:

- Provide leadership to staff and model the Office's values;
- Set and monitor the strategic direction of the Office and monitor and discuss emerging issues of relevance to the work of the Ombudsman;
- Monitor performance, and set priorities and targets for future performance; and
- Ensure compliance with relevant legislation and corporate policies.

For more information, see the [Disclosures and Legal Compliance section](#).

Executive Management

Chris Field PSM Ombudsman

Chris Field PSM is the Western Australian Ombudsman. He concurrently holds the roles of Energy and Water Ombudsman, Charitable Trusts Commissioner and Chair, State Records Commission. He is an Adjunct Professor in the School of Law at the University of Western Australia.



Chris was awarded a Public Service Medal in the 2023 Australia Day Honours List for "outstanding public service as Ombudsman and President of the International Ombudsman Institute". Also in 2023, in a formal ceremony in Taipei, he was awarded the highest honour of the Control Yuan, the First Grade Medal. The Medal was granted in honour of "His extraordinary contribution to the promotion of international ombudsman and human rights work". He was the 2022 recipient of the *Justitia Regnorum Fundamentum* Award granted by the Commissioner for Fundamental Rights of Hungary for "those who have achieved extraordinary, exemplary results in the field of protecting fundamental rights".

Chris is currently Australia's longest serving ombudsman, having been appointed in 2007 at age 39 by a Labor Government, reappointed twice by a Liberal Government and then reappointed by a Labor Government. In May 2021 Chris commenced his four-year term as IOI President at the 12th quadrennial World Conference and General Assembly of the IOI in Dublin. It is the first time in the 45-year history of the IOI that an Australian has been elected President. The IOI is the global organisation for the cooperation of 205 independent Ombudsman institutions from more than 100 countries, organised in six regional chapters - Africa, Asia, Australasian and Pacific, Europe, the Caribbean and Latin America and North America.

He is the author of journal articles on the ombudsman and teaches an advanced administrative law unit at the University of Western Australia. He commenced his career as a lawyer at one of Australia's leading law firms, Arthur Robinson and Hedderwicks (now Allens Linklaters). Chris holds Arts and Law (Honours) degrees from La Trobe University, graduating in 1996.

Mary White

Deputy Ombudsman

Mary was appointed to her current role in April 2014 and concurrently holds the role of Deputy Energy and Water Ombudsman. Prior to her appointment, Mary worked in a number of senior executive roles in the Office, from February 2008. Mary has more than 35 years of experience in the public sector, including strategic and corporate leadership roles in line and accountability agencies.



Rebecca Poole

Principal Assistant Ombudsman

Head of the Office of the Ombudsman and President

Rebecca joined the Office in 2006 and commenced in her current role in April 2022. Prior to this, she was an Assistant Ombudsman from 2018 and a Director from 2010. She has extensive experience managing strategic research, policy and projects and intergovernmental and international engagement on issues of good governance.



Lynsey Warbey

Principal Assistant Ombudsman

Lynsey joined the Office in November 2022 and leads the Reportable Conduct, Charitable Trusts, Special Investigations and Legal Services Teams. Lynsey is a senior government lawyer with more than 20 years of experience at the State Solicitor's Office. Her career spans seven Royal Commissions, both in Western Australia and Victoria, and several years as Legal Counsel to the Police Commissioner of WA.



Morgan Marsh
Senior Assistant Ombudsman
Operations

Morgan joined the Office in December 2022. She comes to the Office with extensive experience in the management and oversight of corporate services with a focus on governance, risk and compliance. Morgan is responsible for providing leadership for the Office’s strategic planning, policy development, corporate services, communications and executive functions.



Belinda West
Senior Assistant Ombudsman
Own Motion Investigations and Monitoring

Belinda joined the Office in 2008 and commenced in her current role in March 2020. Prior to this, Belinda was an Assistant Ombudsman from 2014. She has more than 30 years of experience working in the public sector in financial and performance auditing and leadership roles in both line and accountability agencies.



Natarlie De Cinque
Senior Assistant Ombudsman
Reviews

Natarlie joined the Office in 2009 and commenced in her current role in July 2019. Prior to this, Natarlie was an Assistant Ombudsman from 2016. She has worked in the State public sector for over 25 years, and has extensive experience working with the issues of child safety and wellbeing, and family and domestic violence.



Marcus Claridge

Assistant Ombudsman

Energy and Water

Marcus joined the Office in 2011 and commenced in his current role in April 2018. Prior to this, Marcus was Director, Energy and Water Ombudsman and has worked in other investigatory roles. Marcus has over 35 years of regulatory and investigations experience, both within Australia and Asia.



Laurence Riley

Assistant Ombudsman

Aboriginal Engagement and Collaboration

Laurence joined the Office in August 2022 as the Office's first Assistant Ombudsman for Aboriginal engagement and collaboration. Laurence is from the Wilmen, Menang, Kenang and Ballardong Clan groups of the Noongar nation, and Nanda Clan of the Yamatji nation. Laurence has 24 years of experience in government and non-government sectors in the areas of education, health, social and emotional wellbeing, mental health, justice, housing, employment services and corrective services.



Christina Anthony

Assistant Ombudsman

Assessment and Resolution

Christina joined the Office in 2008 and commenced in her current role in July 2022. Prior to this, she worked in a number of roles in complaint resolution and executive services including as a Director from 2015. She has more than 15 years of public sector experience in investigations and complaint handling.



Alison Cameron
Assistant Ombudsman
Investigations and Resolution

Alison joined the Office in 2017 and commenced in her current role in December 2022. Prior to this, Alison was a Director, and worked in a number of roles in Complaint Resolution. She was admitted to legal practice in 2009 and has extensive experience working in the public sector, both within Australia and Canada.



Emma Obst
Assistant Ombudsman
Reportable Conduct

Emma commenced in her current role as Assistant Ombudsman Reportable Conduct in March 2023. Prior to this, Emma held several senior roles in the Office, including in the Investigations and Legal Services and Own Motion Investigations teams. Emma was admitted to legal practice in 2014 and has significant experience in legal and policy evaluation, law reform and dispute resolution across a range of areas, including public sector governance and accountability, child protection, administrative law, and regulatory investigations.



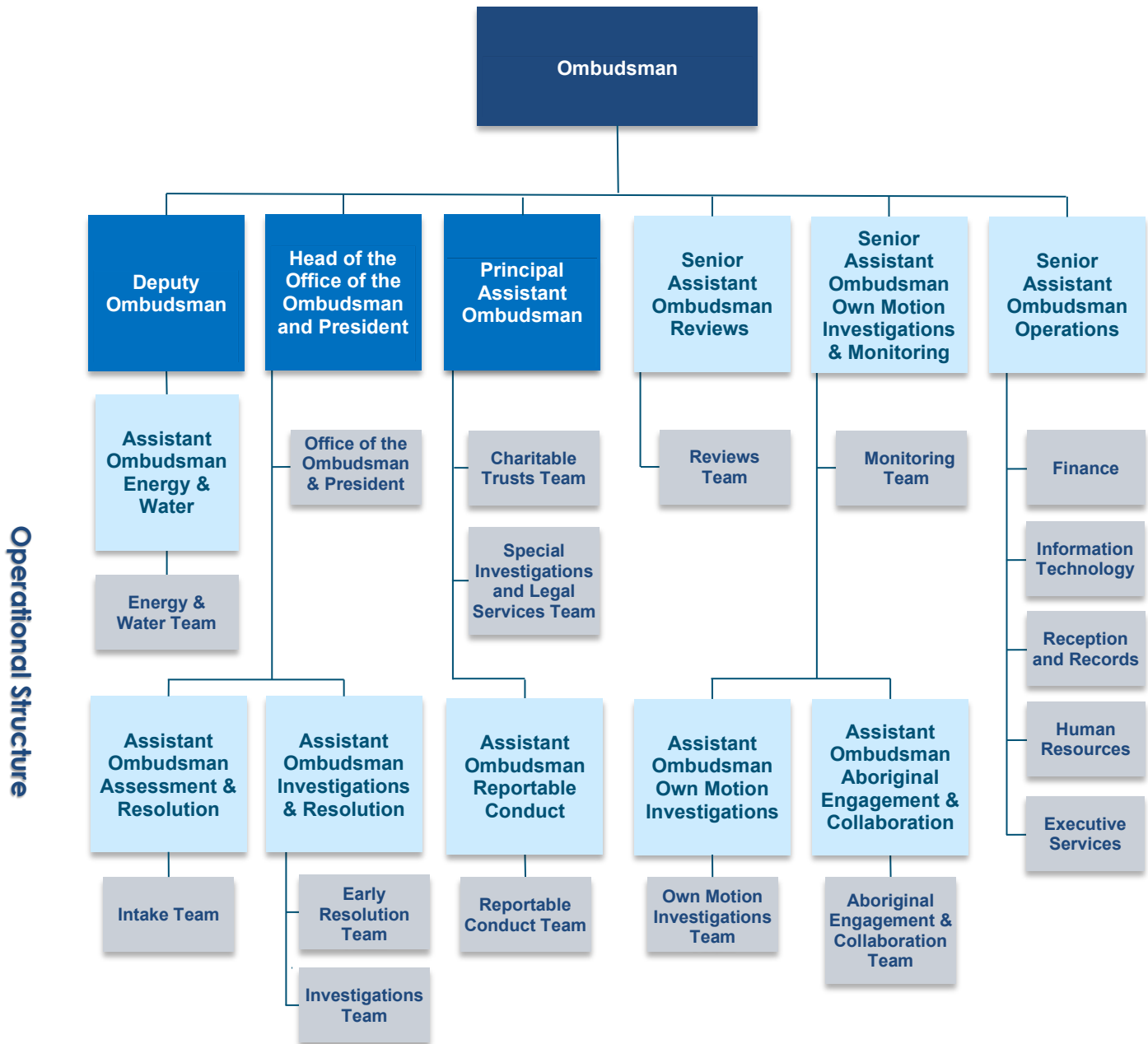
Kyle Heritage
Assistant Ombudsman
Own Motion Investigations

Kyle joined the Office in 2016 and commenced in his current role in May 2023. Prior to this, he worked in a number of senior project management, research and international relations roles. He has over 10 years of experience in the public sector in both accountability and central agencies.



Our Structure and Teams

Organisational Structure as at 30 June 2023



Team Responsibilities

- The **Office of the Ombudsman and President** is responsible for national and international relations, executive services to the Ombudsman, corporate communications and strategic research, policy and projects.
- The **Intake Team** has responsibility for handling enquiries, receiving and assessing complaints and undertaking the early resolution of complaints, where appropriate.
- The **Early Resolution Team** undertakes the early resolution of complaints through informal investigations.
- The **Investigations Team** handles the investigation of complaints that are lengthy or complex.
- The **Reviews Team** reviews child deaths and family and domestic violence fatalities, identifies patterns and trends arising from these reviews and makes recommendations to relevant public authorities to prevent or reduce these deaths.
- The **Own Motion Investigations Team** undertakes own motion investigations and other strategies aimed at improving public administration.
- The **Monitoring Team** undertakes the inspecting, monitoring, and reporting functions as outlined in specific legislation. This includes:
 - the inspection of records relating to telecommunication interceptions;
 - monitoring the exercise of police powers as outlined in legislation relating to unlawful consorting notices, prohibited insignia, and consorting contrary to dispersal notices; and
 - keeping under scrutiny the operation of, and the exercise of powers as required by legislation relating to protected entertainment precincts.
- The **Aboriginal Engagement and Collaboration Team** provides expert advice and support to each of the Ombudsman's functions including continuing to promote high levels of awareness and accessibility for Aboriginal Western Australians to the Office.
- The **Operations Teams** are responsible for Finance, Information Technology, Records and Reception, Human Resources and Executive Services. These teams support the Office in providing governance, business services, ensuring integrity and compliance of corporate services and are responsible for community outreach and engagement programs and publications.
- The **Reportable Conduct Team** monitors, oversees and reviews investigations undertaken by organisations into allegations of, and convictions for, abuse of children involving any of the organisation's employees, and provides education and advice to organisations about identifying and preventing reportable conduct.
- The **Charitable Trusts Team** receives complaints about charitable trusts and undertakes investigations as required.
- The **Special Investigations and Legal Services Team** handles the investigation of more complex allegations and complaints and provides legal services across the Office.
- The **Energy and Water Ombudsman Team** has responsibility for handling enquiries and receiving, investigating and resolving complaints about electricity, gas and water services providers.