

Annual Report 2007



Our mission

To assist the Parliament of Western Australia to be confident that the public sector of the State is accountable for, and is improving the standard of, administrative decision-making, practices and conduct.

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Letter to Presiding Officers



Honourable Nick Griffiths, MLC
President of the Legislative Council

Honourable Fred Riebeling, MLA
Speaker of the Legislative Assembly

Annual Report of the Parliamentary Commissioner for Administrative Investigations for the year ended 30 June 2007

In accordance with section 61(1) of the *Financial Management Act 2006*, I hereby submit to Parliament the report of the Parliamentary Commissioner for Administrative Investigations for the financial year ended 30 June 2007.

The report has been prepared in accordance with the *Financial Management Act 2006* and section 27 of the *Parliamentary Commissioner Act 1971*.

Chris Field
Western Australian Ombudsman

27 September 2007

Parliamentary Commissioner for Administrative Investigations

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Ombudsman's Foreword

It gives me great pleasure to present my first report as Western Australian Ombudsman.

The Ombudsman undertakes two principal functions. First, we seek to resolve complaints that people have with the public service, local governments and public universities. We seek to undertake timely, thorough, objective and impartial investigations of complaints. I am very pleased that this year we have been able to significantly reduce older investigation cases on hand while dealing with a more complex caseload in a timely way. A focus on continuing to improve both timeliness and efficiency of our investigations will be of key importance in future years.

Second, we aim to improve public administration for the benefit of all Western Australians. To do so, we undertake a range of activities, including education and liaison with public administrators, investigations arising from complaints made to us, investigations of our own motion and participation in activities designed to improve the delivery of public services. In relation to the last of these points, we also play an active role in strengthening integrity across the public sector through our participation in the Integrity Coordinating Group. I am pleased to report that this year we have engaged all of these mechanisms to contribute to the improvement of public administration in Western Australia.

The office faces a number of pressures on its services over the coming years, arising from a range of matters, including the increasing complexity of cases and the need to ensure that we are able to contribute effectively to improving public administration through the undertaking of investigations. We will also need to ensure that our office is accessible to all Western Australians and, in particular, specific groups of the population, including regional Western Australians and Indigenous Western Australians. How we reach out to these groups, making them aware of our services and ensuring that we are accessible to them, will be a challenge that we will embrace in the coming year.

I take this opportunity to record my appreciation for the work of my predecessor, Deirdre O'Donnell. Deirdre's contribution to the office of the Western Australian Ombudsman was significant and enhanced considerably the effectiveness and efficiency of its operations. Most of the many achievements set out in this Annual Report were accomplished under Deirdre's leadership.

The achievements of the Ombudsman are the achievements of a dedicated team, committed to resolving problems and to improving public administration. I also take this opportunity to thank them for their professionalism, commitment and belief in the importance of their role.

This year the Western Australian Ombudsman celebrates its thirty-fifth anniversary – in 1972, Western Australia led this country in creating the role of Parliamentary Commissioner for Administrative Investigations, now better known as the Western Australian Ombudsman. It is a great privilege to occupy the position of Ombudsman and I look forward to working with my team to serve the Western Australian Parliament and all Western Australians.



Chris Field

Western Australian Ombudsman

Overview of Ombudsman's Office

Executive summary – year's achievements

Complaint investigation and resolution

- Responded to 3,924 [enquiries](#) from members of the public seeking assistance and advice
- Finalised 1,542 [investigations](#)
- [Recommendations](#) to agencies accepted in 94% of cases
- Entered into a Memorandum of Understanding with the Department of Local Government and Regional Development to guide exchange of information in relation to complaints about local governments
- Completed a tender process for the delivery of a new case management system to improve our process of complaint investigation and resolution
- Provided negotiation and mediation training for investigation officers
- Implemented significant improvements to safety and security arrangements for staff

Major investigations

- Commenced an [own motion investigation](#) reviewing the use by Indigenous prisoners of the Department of Corrective Services' internal Prisoner Complaints Process
- Completed an own motion investigation [Report by the Ombudsman on complaints management processes in the Department of Education and Training](#)
- Tabled in Parliament a major [Report on Allegations Concerning the Treatment of Children and Young People in Residential Care](#)

Partnerships

- Until February 2007, chaired the [Integrity Coordinating Group](#) comprising the State Ombudsman, Corruption and Crime Commissioner, Auditor General and Commissioner for Public Sector Standards
- Partnered with the Commonwealth and New South Wales Ombudsmen in an AusAid-funded Project to strengthen the capacity of [Ombudsmen in Indonesia](#)
- Participated in a national project led by the New South Wales Ombudsman to develop better strategies for [dealing with challenging complainants](#) and commenced a national trial

Improved public administration

- In partnership with the Department of Corrective Services, provided training to all new prison officers about the role of the Ombudsman
- Developed and published on our website [The Ombudsman's Redress Guidelines](#)
- Developed and published on our website three new information sheets to enhance understanding of administrative and complaint handling processes by agencies and members of the public:
 - [Tips on making a complaint to a State Government agency](#)
 - [Good record keeping](#)
 - [Information for boards and tribunals](#)
- Made a number of presentations at conferences and to community groups, government agencies and ministerial advisory committees

Access to our services

- Secured an agreement from the Department of Corrective Services that all prisoners would have access to [free telephone calls](#) to our office
- Developed information to advise prisoners of the role of the Ombudsman and how and when to access our services
- Conducted the first [Indigenous cultural awareness training](#) for all Ombudsman staff
- [Redesigned our website](#) to bring content in line with current and future direction and improve accessibility

Operational structure

What does the Ombudsman do?

The Parliamentary Commissioner for Administrative Investigations - more commonly known as the Ombudsman - is an independent officer appointed by the Governor of Western Australia. The Ombudsman is responsible directly to the Parliament rather than to the Government of the day or a particular Minister.

The Ombudsman's governing legislation is the *Parliamentary Commissioner Act 1971* (the Act). The *Telecommunications (Interception) Western Australia Act 1996* also gives certain statutory responsibilities to the Ombudsman.

The Act provides that the core function of the Ombudsman is to investigate administrative action in public sector agencies and local governments, and make recommendations to remedy defective administration and prevent its recurrence.

We fulfil this role by:

- providing an impartial, efficient and effective complaint-handling system
- assisting to improve the quality of, and public confidence in, public administration by identifying and investigating areas of defective administration, whether or not complaints have been received
- developing community awareness of the Ombudsman and services provided
- developing an understanding of the role of the Ombudsman in public sector agencies and local governments
- helping agencies and local governments maximise the efficiency and effectiveness of their own internal complaint handling systems.

Complaint investigation and resolution overview

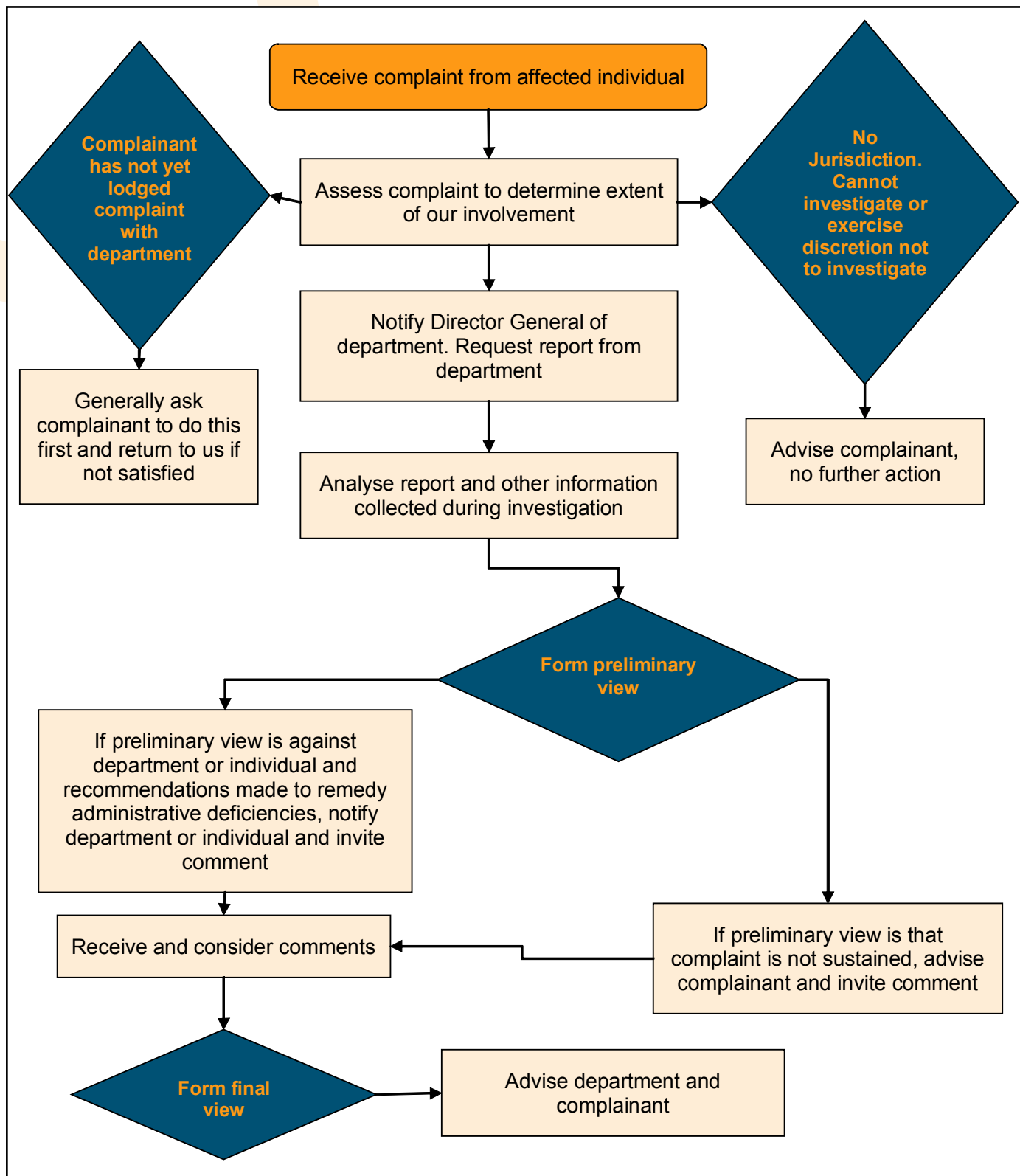
Process of investigating complaints

The Act provides wide-ranging discretionary powers to help determine the scope and nature of investigations. All complaints are assessed against the following criteria before an investigation commences:

1. We determine whether the agency complained about is within the Ombudsman's jurisdiction (a government department or authority, or local government).
2. We assess whether:
 - the action or decision complained about relates to a matter of administration
 - the action complained about was within the agency's powers or functions
 - the complainant is personally affected by the action or decision
 - the complainant became aware of the action or decision within 12 months of making the complaint

- the complainant has or had a legal remedy or a right of review or appeal.
3. We exercise a discretion about whether or not to investigate in situations where:
 - special circumstances exist for matters over 12 months old
 - the complainant has a legal remedy or right of review or appeal, in which case we consider whether it is reasonable to expect the complainant to resort to that remedy
 - a complaint appears to us to be frivolous, trivial, vexatious, or not in good faith
 - an investigation does not appear to be warranted in the circumstances, such as where the agency is still investigating the complaint, or where another complaint-taking body may be more appropriate
 - the complainant does not have a sufficient personal interest in the matter.
 4. If a complaint is out of our jurisdiction or there is a more appropriate body to investigate the matter, we refer the complaint to the appropriate body.
 5. If we decide not to investigate a complaint, we advise the complainant, providing the reasons for our decision. If we decide to investigate, we advise the agency and the complainant.
 6. We choose whether to conduct a formal or informal investigation. The majority of our investigations are conducted informally. We prioritise these according to a range of factors such as whether there is any urgency attached to the outcome.
 7. Complex investigations are more likely to be conducted formally and involve the Ombudsman's Royal Commission powers where:
 - there is high public interest or public policy implications in the matter
 - there is a reasonable prospect of proving an allegation or group of allegations
 - practical outcomes can be achieved for the complainant
 - important systemic policy, procedural or legislative issues are involved.

Figure 1. Overview of complaints investigation process



Enquiry service

Unlike some other Ombudsman legislation, the Act does not currently enable us to receive oral complaints. However, we do have an enquiry service for people seeking information, and offer advice and assistance to make a complaint. Many people with a grievance contact us for our help in understanding who to direct their complaint to and how to do this. A number of concerns are resolved over the telephone without further intervention required. This year we received 3,924 enquiries, of which 105 involved face-to-face meetings. This is a small increase on the 3,890 enquiries we received last year.

The office also has an important referral role. While unable to be of direct assistance about matters outside our jurisdiction, we often refer people to the appropriate body to pursue their complaint.

More information about our complaint investigation and resolution role can be found in our [report on operations](#).

Telecommunications Interception

Telecommunications interception activities are carried out under the *Telecommunications (Interception) Western Australia Act 1996* and the *Telecommunications (Interception) Western Australia Regulations 1996*. These, together with the *Telecommunications (Interception) Act 1979* of the Commonwealth and the *Corruption and Crime Commission Act 2003*, enable designated 'eligible authorities' to carry out strictly regulated telecommunications interceptions.

'Eligible authorities' permitted to carry out telecommunications interceptions are the Western Australia Police (WAPOL) and the Corruption and Crime Commission (CCC). These activities are monitored by the Ombudsman.

As Principal Inspector, the Ombudsman must inspect the records of telecommunications interceptions by eligible authorities at least twice a year to ensure compliance with the relevant legislation. The Ombudsman reports in writing to the Minister of the eligible authority about the results of these inspections. In accordance with the legislative requirements, a report on WAPOL inspections for the financial year ended 30 June 2006 was presented to the Minister for Police. A report on CCC inspections for the financial year ended 30 June 2006 was presented to the Attorney General.

During the current reporting period, 11 inspections of the operations of the WAPOL were carried out, including visits to the premises of the Telecommunications Interception Unit, and two external units in the metropolitan area. We undertook six inspections at the CCC.

Energy Ombudsman (Western Australia)

Western Australia's Gas Industry Ombudsman scheme was established in 2004 and the Electricity Ombudsman scheme in 2005, when these roles were combined to form the Energy Ombudsman. The governing body of the two schemes is Energy Industry Ombudsman (Western Australia) Limited. The costs of the governing body and the Energy Ombudsman are met by industry members.

The functions of the Energy Ombudsman are in addition to and separate from the State Ombudsman role. The *Parliamentary Commissioner Act 1971* was amended in 2003 and 2004 to enable the State Ombudsman to serve in this role and allow State Ombudsman's staff to provide assistance.

During the reporting period, 172 gas-related complaints were received. Some 98% of these complaints were resolved within 10 business days without the need for investigation. We received 1021 electricity complaints, 987 (96%) of which were also resolved within 10 business days.

Indian Ocean Territories

A service delivery arrangement between the State Ombudsman and the Commonwealth Government enables the Ombudsman's office to offer its services to residents of the Indian Ocean Territories (Christmas and Cocos (Keeling) Islands). This covers agencies in the Ombudsman's jurisdiction that operate in the Territories at the Commonwealth's request. Under that arrangement, two complaints were received during the reporting period.

State Records Commission

The Ombudsman is a member of the State Records Commission which was established July 2001 under the *State Records Act 2000*. Other members of the Commission are the Auditor General, the Information Commissioner, and a person with record keeping experience from outside government who is appointed by the Governor for a three year term.

The Commission monitors the operation of and compliance with the legislation, monitors record keeping compliance by government bodies and makes inquiries into alleged breaches of the legislation. The Commission reports directly to Parliament and submits a separate annual report to Parliament.

The Ombudsman participated in six meetings of the Commission during the reporting period.

How is the Ombudsman regulated?

The *Parliamentary Commissioner Act 1971* sets out the functions and powers of the Ombudsman, including:

- the Ombudsman may, at any time, table in Parliament a report on any matter arising in connection with the exercise of his functions
- the Ombudsman has wide investigative powers, including those of a Royal Commission
- the Ombudsman cannot investigate the decisions of courts, Cabinet or ministers of the Crown, but may investigate recommendations made to ministers
- the Ombudsman may commence an investigation:
 - in response to a written complaint from any person or organisation personally affected by an administrative act or omission of a department or authority under the Ombudsman's jurisdiction
 - on referral by either House of Parliament, a committee of either House, or a joint committee of both Houses

- on the Ombudsman's own motion
- in certain circumstances, the Ombudsman has the discretion whether to commence or continue an investigation
- the Ombudsman cannot make adverse comments in a report about any person unless that person is given the opportunity to respond
- investigations are conducted in private and the Ombudsman can only disclose information or make a statement about an investigation in accordance with the Act
- the Ombudsman does not have determinative powers, but may recommend to an agency that redress be given to a complainant and that practices, procedures or legislation be reviewed to prevent recurrence
- if the Ombudsman's recommendations are not accepted within a reasonable timeframe, he can provide the Premier with a copy of the report, the recommendations and relevant correspondence, or table a report in Parliament.

Other relevant legislation

- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Indian Ocean Territories (Administration of Laws) Act 1992*
- *Inspector of Custodial Services Act 2003*
- *Occupational Safety and Health Act 1984*
- *Prisons Act 1981*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royal Commissions Act 1968*
- *Royal Commission (Police) Act 2002*
- *State Administrative Tribunal Act 2004*
- *State Records Act 2000*
- *State Supply Commission Act 1991*
- *Telecommunications (Interception) Act 1979 (Commonwealth)*
- *Telecommunications (Interception) Western Australia Act 1996*
- *Terrorism (Preventative Detention) Act 2006*
- *Workers' Compensation and Rehabilitation Act 1981*

Legislation relevant to our Energy Ombudsman function

- *Economic Regulation Authority Act 2003*
- *Electricity Industry Act 2004*
- *Energy Coordination Act 1994*
- *Parliamentary Commissioner Act 1971 (section 34)*

Organisational structure

As illustrated in the organisational chart, the Ombudsman's office has three operational teams supported by a Business Services team, which is shared with the Office of the Public Sector Standards Commissioner.

The **Assessments and Outreach** team carries out the first stage of the complaints handling process, aiming to ensure that as many complaints as possible are resolved quickly.

The team looks at whether the issue complained about is in the Ombudsman's jurisdiction, if any action is warranted and if further investigation is needed.

The **Investigations and Major Projects** team investigates complaints referred by the Assessments team as well as significant systemic issues through 'own motion investigations'. The majority of investigations are conducted informally, but more formal, detailed investigations are carried out for complex matters. In particular, formal investigations are commenced where there is a significant public interest, public policy implications or systemic, procedural or legislative issues.

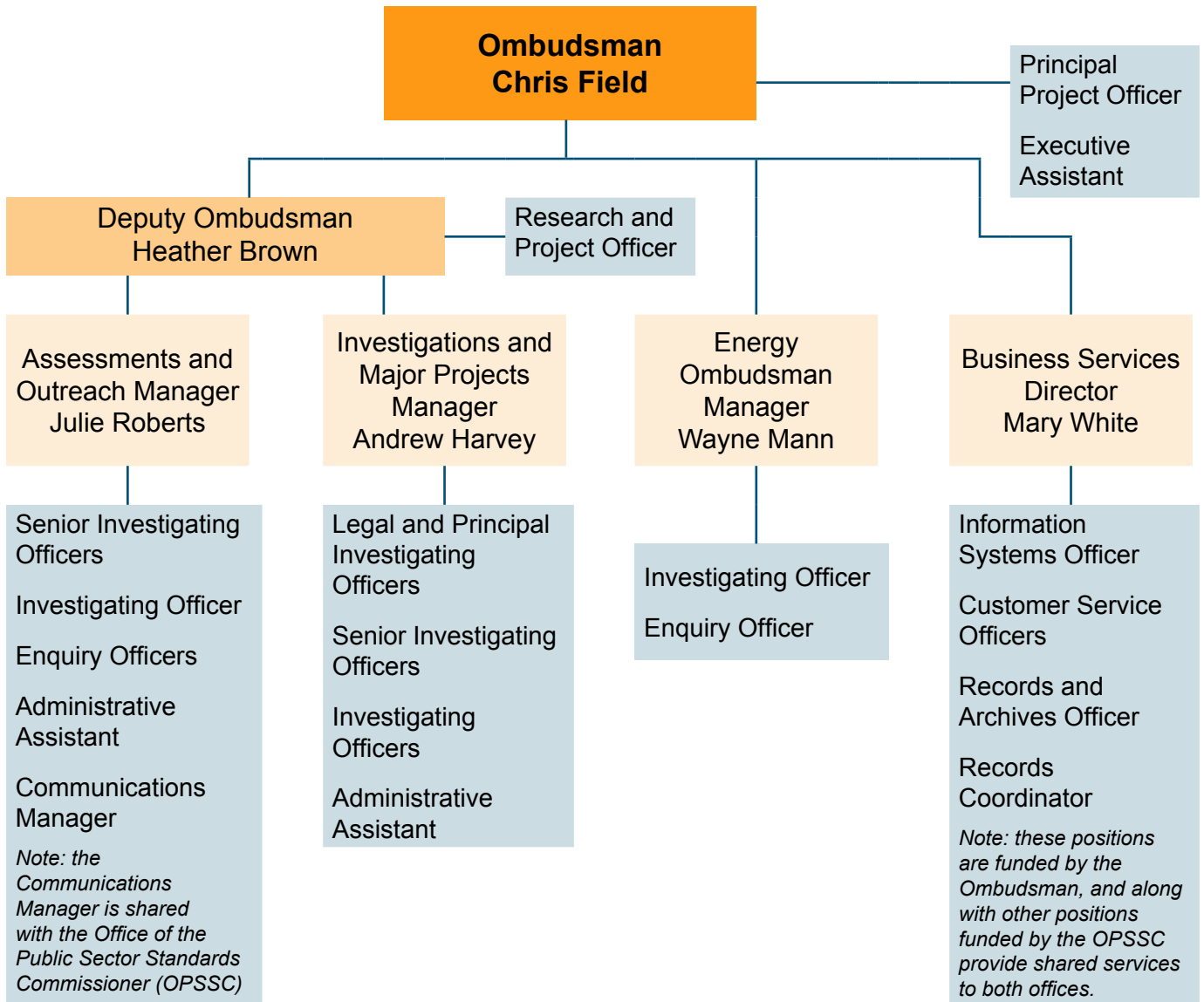
The **Energy Ombudsman** team investigates and facilitates the resolution of complaints from residential and small business customers about electricity and gas providers, both government and privately owned.

The **Business Services** team provides wide-ranging administrative support including:

- reception and customer service
- budget and financial management
- procurement and asset management
- HR management
- records management and services
- IT management and services
- accommodation and admin services.

The office is also supported by an **Executive and Research** team responsible for executive management and support, projects and research.

Organisational chart



Performance Management Framework

Relationship to government goals

The Ombudsman’s office supports the goal of open, effective government as shown below.

Government goal	Desired outcomes of the Ombudsman’s office	Services provided by the Ombudsman
To govern for all Western Australians in an open, effective and efficient manner that also ensures a sustainable future.	The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision-making, practices and conduct.	Investigation of complaints about the administrative actions of public sector organisations.
	Confidence that telecommunication interceptions are conducted in accordance with statutory provisions.	Inspection of eligible authorities to ensure compliance with statutory provisions when they intercept telecommunications.

Shared services with other agencies

The Ombudsman’s office is co-located with the Office of the Public Sector Standards Commissioner, the Office of Health Review and the Freedom of Information Commissioner. The Business Services section of the office is shared with the Office of the Public Sector Standards Commissioner. The shared arrangements of business services also provide reception and other services for the Office of Health Review, the Commonwealth Ombudsman and the Information Commissioner under a Memorandum of Understanding.

Agency Performance

Our Mission

To assist the Parliament of Western Australia to be confident that the public sector of the State is accountable for, and is improving the standard of, administrative decision-making, practices and conduct.

Key performance indicators

Key effectiveness indicators

The key effectiveness indicators of the office report on the extent to which we have been able to provide assistance to complainants and have agencies improve their practices and procedures.

Public Sector organisations

There were 1,275 allegations received during the year; 1,542 allegations were finalised and assistance to the complainant (by way of apology, action expedited, act of grace payment, monetary charge reduced/ withdrawn/ refunded/ rebate given, reversal or significant variation of original decision, explanation/reason provided by agency, criminal / disciplinary / infringement charge reduced or withdrawn, referral to another appropriate agency, or other action to assist the complainant) was provided in respect of 214 allegations.

Table 1 -	2004	2005	2006	2007 Target	2007 Actual
Of allegations where Ombudsman made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies (indicator introduced in 2004/2005)	-	88%	88%	95%	94%
Number of improvements to practices or procedures as a result of Ombudsman action (indicator introduced in 2004/2005)	-	14	57	30	50 (1)
Percentage of allegations finalised where complainants received assistance	41%	41%	25%	N/A	14%

Key efficiency indicators

Key efficiency indicators cover the time taken to deal with complaints, the age of allegations on hand and the cost of the various outputs and activities.

Table 2 - Public Sector organisations	2004	2005	2006	2007 Target	2007
Average time taken to finalise allegations (days)	123	110	125	N/A	135
Allegations finalised per full-time equivalent staff member	83	66	72	N/A	55
Percentage of allegations finalised within three months	68%	67%	63%	70%	69%
Percentage of allegations finalised within 12 months (indicator introduced in 2004/2005)	-	93%	90%	95%	89%
Percentage of allegations on hand at 30 June less than three months old	42%	43%	34%	30%	33%
Percentage of allegations on hand at 30 June less than 12 months old (indicator introduced in 2004/2005)	-	84%	77%	85%	78%
Cost per finalised allegation*	\$1,181	\$1,724	\$1,582	\$1,694	\$2,579 (2)

Table 3 - Telecommunications Interception audit	2004	2005	2006	2007 Target	2007
Average cost per inspection*	\$1,894	\$3,061	\$3,333	\$5,200	\$2,341 (3)

* Cost figures for 2006 and 2007 do not include capital user charges. To allow comparison the 2006 figures are those shown in the 2007 Budget Papers and differ from those shown in the 2005 – 2006 Annual Report which did include capital user charges. The 2004 and 2005 cost figures include capital user charges and have not been adjusted.

Material variations between actual results and budget targets

(1) The 50 improvements to practices and procedures of agencies as a result of the Office's action exceeded the budget target of 30. A major investigation into a Public Interest Disclosure resulted in 24 recommendations that had not been anticipated when the budget was prepared.

(2) The average cost per allegation finalised of \$2,579 exceeded the budget target of \$1,694. The number of allegations finalised was less than anticipated when the Budget Target was prepared and allegations that proceeded beyond assessment to full investigation were increasingly complex and required additional resources per allegation.

(3) The average cost per telecommunication inspection was \$2,341 compared with the budget target of \$5,200. More inspections were carried out than anticipated when the budget target was prepared.

[Certification of key performance indicators](#)

[Independent audit opinion](#)

Report on Operations – Explanation of Performance

Complaint investigation and resolution

Introduction

This section provides an overview of our core function - complaint investigation and resolution. Here we provide information on the number and subject of complaints, as well as case studies that demonstrate the range and possible outcomes to the complaints we deal with. We also provide information on complaints about prisons and prison transport, local government, the Department of Housing and Works, and the public education sector. Together these make up more than 50 percent of all the complaints we received during the year.

Over the past year, we continued to take a strong focus on reducing the backlog of older cases and improving the timeliness of our investigations. While we received 1,152 complaints involving 1,275 separate allegations during the year, we finalised 1,542 allegations, 267 more than we received. This resulted in the number of allegations on hand at the end of the year falling from 481 at 30 June 2006 to 214.

We have also continued to make significant improvements in the timeliness of our investigations. By giving priority to older, more complex cases, we were able to reduce the number of allegations on hand more than 12 months old by 47% over the course of the year (from 97 at 30 June 2006 to 46 at 30 June 2007). We have also been successful in reducing the number of cases older than six months from 199 to only 84 over the same period. Overall, the average age of allegations on hand at 30 June 2007 has fallen from 271 days in 2006 to 235 days in 2007.

During the year, we continued to focus on resolving complaints quickly and informally, where appropriate, without undertaking detailed investigation. More than three quarters of complaints (77%) received during the year were finalised at the initial assessment stage as outlined in the [Overview of the Ombudsman's Office](#). This is slightly higher than the previous year, when 72% were finalised at the initial stage, and significantly higher than in 2005, when 60% were finalised at the assessment stage.

The achievements outlined above occurred in the context of a decrease in the number of complaints received during the year, compared to 2006 and 2005. While the number of complaints has declined, there has been a marked increase in the complexity of complaints made to the office in recent years, affecting both the time and level of skills needed to undertake investigations. Ombudsmen in other jurisdictions have reported a similar experience.

A range of factors may be contributing to the trend. Perhaps the most important of these is the improvement in agencies' internal complaint handling process which has occurred since 2004, following introduction of the Government's policy on complaint handling. As a result, straightforward complaints are increasingly being resolved at agency level, and complaints referred to the Ombudsman tend to be the more complex and intractable matters. This is a positive outcome for complainants and agencies, and means that the resources and expertise of our office can be directed to the areas where it is most needed.

[Appendix A](#) gives details of all allegations received and finalised about individual departments, authorities and local governments during the reporting period.

Complaints and allegations received

As a complaint can involve one or more allegation, statistics relating to the work of the office record both complaints and allegations in an attempt to reflect the differing amount of work involved. However, the amount of work involved in an investigation varies considerably from case to case. As there is no quantitative or qualitative weighting of relative importance or complexity, allegations requiring major investigations are treated in the same way statistically as straightforward ones.

Table 4 shows the number of complaints and allegations received since 2003.

Table 4 - Complaints and allegations received 2003-2007*					
	2003	2004	2005	2006	2007
Complaints received					
Police	1,170	789	176	173	130
Railway special constables	14	9	1	-	-
Other State Government departments and agencies and local governments	1,435	1,338	1,166	1,106	1,022
TOTAL	2,619	2,136	1,343	1,279	1,152
Allegations received					
Police	1,574	872	182	205	136
Railway special constables	20	13	1	-	-
Other State Government departments and agencies and local governments	1,878	1,670	1,401	1,397	1,139
TOTAL	3,472	2,555	1,584	1,602	1,275

*From 2004 the figures reflect the transfer of the police complaints jurisdiction to the Corruption and Crime Commission on 1 January 2004. We continue to receive complaints about Police and Railway Special Constables and consider these under our general jurisdiction.

Table 5 shows the geographical origin of the allegations received based on the electoral districts of Western Australia.

	2003	2004	2005	2006	2007
Number of allegations received*					
Metropolitan electorates	2,477	1,903	1,076	1,068	770
Country electorates	942	610	476	420	380
Unknown	53	42	32	114	125
TOTAL	3,472	2,555	1,584	1,602	1,275
Number of allegations per 10,000 electors					
Metropolitan electorates	28	21	11	11	8
Country electorates	30	19	15	13	11

*Figures from 2004 reflect the transfer of the police complaints jurisdiction to the Corruption and Crime Commission.

Complaints and allegations finalised

We finalised 1,270 complaints containing 1,542 allegations during the reporting period as shown in Table 6.

	Number of allegations	% (approx)
Finalised at initial stage		
No jurisdiction*	228	15
Discretion exercised not to investigate	765	49
Withdrawn or not proceeded with	60	4
Finalised to satisfaction of complainant	19	1
Referred back to agency	109	7
Finalised by completed investigation		
Withdrawn or not proceeded with	42	3
Could not be determined	28	2
Sustained partly	29	2
Sustained wholly or substantially	61	4
Not sustained	201	13
Total allegations finalised	1,542	100

*Includes 24 misconduct matters referred to the Corruption and Crime Commission

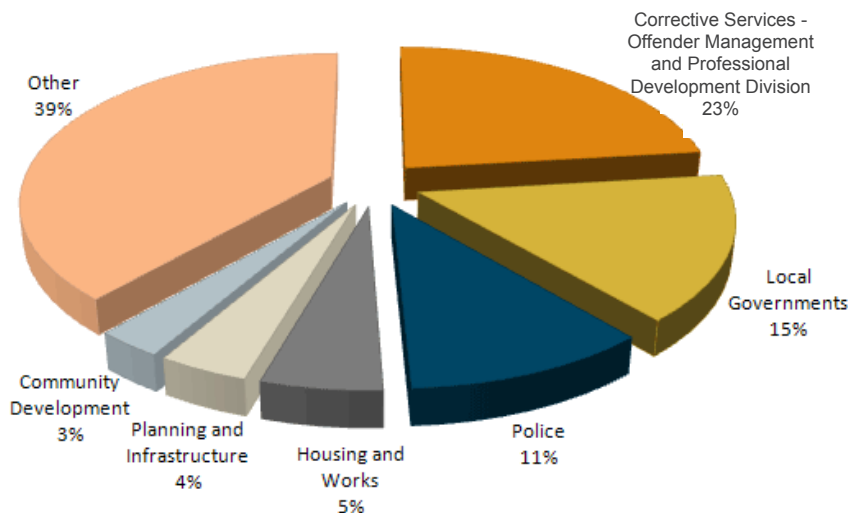
Remedial action

Complainants look to the Ombudsman to facilitate some form of assistance or action to remedy the problem they have complained about. Table 7 illustrates remedial action by agencies resulting from our investigations.

Table 7 - Remedial action - allegations finalised by investigation	
	Number of actions
Direct benefit for complainant	
Apology given	4
Act of grace payment made	4
Action/decision expedited	6
Explanation or reasons provided by agency	3
Monetary charge reduced, withdrawn or refunded	4
Reversal or significant variation of original decision	4
Other assistance	8
Changes to law, practice or procedure	39

This year 56% of allegations investigated were not sustained. In many cases, we concluded the agency had acted reasonably and within its powers. However, some allegations could not be sustained due to a conflict of evidence that could not be resolved. While a complainant may believe a public officer has acted unreasonably, we often find that the cause is simply human error. We look for evidence of poor systems or processes, and always aim to ensure circumstances giving rise to a particular complaint do not recur.

Figure 2. Allegations received in 2006-2007



Primary focus of agency complaints

This section of the report provides additional information on complaints received about prisons and prison transport, local government, the Department of Housing and Works, and the public education sector, as they comprised more than half of all complaints we received.

Prisons and prisoner transport

Complaints from prisoners account for a significant proportion of all complaints received. Complaints from people in custody are provided for in the Act, including the ability for prisoners to send mail to our office done using special envelopes marked “confidential” that are freely available throughout prisons. The sealed envelope is then deposited in a locked box for confidential mail. This box is separate from other mail that requires scrutiny by prison staff in accordance with the *Prisons Act 1981*. There is no requirement for prisoners to identify themselves on the yellow envelopes. Prisoners also have confidential telephone access to our office.

Allegations received

We received 319 allegations about offender management during the reporting period. Of these, 317 related to prisons (22 to Acacia Prison (SERCO) and 295 to Department of Corrective Services (DCS) prisons), and two related to prisoner transport services provided by Australian Integration Management Services Corporation (AIMS). The 317 allegations we received about prisons during the year represents an 11% decrease in allegations from the previous year. Table 8 shows the source of allegations received over the past five years.

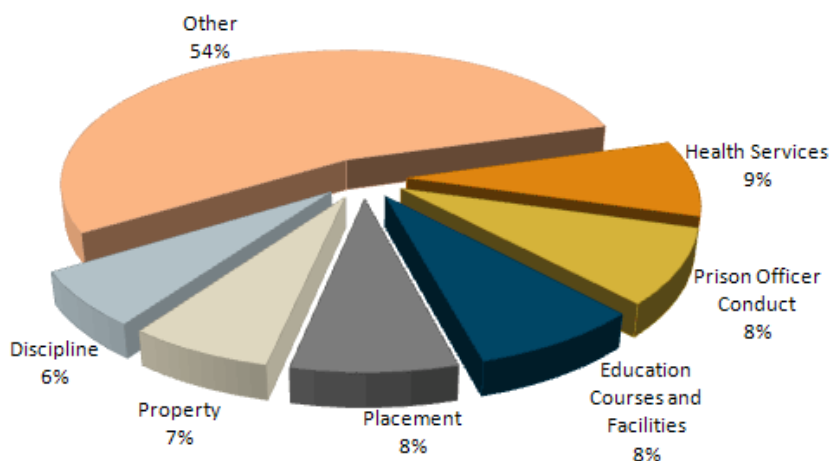
Table 8 - Source of allegations received 2003–2007

Prison	2003	2004	2005	2006	2007			
Acacia Prison (Serco)	245	133	107	23%	50	14%	22	7%
Acacia Prison (Department of Corrective Services)	4	20	18	4%	4	1%	34	11%
Albany Regional Prison	12	6	13	3%	10	3%	32	10%
Bandyup Women’s Prison	64	40	30	6%	20	6%	30	9%
Banksia Hill Detention Centre	-	5	-	-	1	-	1	-
Boronia Pre-release Centre for Women					10	3%	2	1%
Broome Regional Prison	5	2	2	-	5	1%	10	3%
Bunbury Regional Prison	13	14	13	3%	6	2%	14	4%
Casuarina Prison	70	121	105	21%	57	16%	48	15%
Eastern Goldfields Regional Prison	8	4	19	4%	12	3%	3	1%
Greenough Regional Prison	16	16	10	2%	9	2%	15	5%
Hakea Prison – Remand	2	2	7	1%	-	-	-	-
Hakea Prison	159	113	85	17%	87	24%	60	19%
Karnet Prison Farm	13	15	9	2%	6	2%	7	2%
Nyandi Prison	3	9	5	1%	-	-	-	-
Pardelup Prison Farm	Closed							
Rangeview Remand Centre	-	5	3	-	3	1%	5	2%
Riverbank Prison	Closed							
Roebourne Prison	4	9	9	2%	6	2%	2	1%
Woorloo Prison Farm	37	18	6	1%	6	2%	8	3%
Not allocated to a prison	50	62	53	10%	63	18%	24	7%
TOTAL	705	594	494	100%	355	100%	317	100%

Table 9 shows the nature of allegations received by category during the year.

Table 9 - Nature of allegations received 2006–2007	
Health services	28
Prison officer conduct (including failure to assist, harassment, threat or rudeness)	27
Education courses and facilities	25
Placement	24
Prisoner's property	21
Discipline (incl. loss of privileges/prison charges)	20
Visits	15
Facilities and conditions	14
Canteen/spends issues	11
Communication	11
Individual Management Plan	10
Sentencing/parole issues	9
Prisoner grievance procedure	7
Drug detection (prisoners)	7
Food and diet	4
Transport	4
Assault (by prison officer or SERCO officer)	3
Security classification	3
Protection	3
Rehabilitation programs	2
Prisoner employment	1
Authorised absences/funerals	1
Other	67
TOTAL	317

Figure 3. Nature of prison allegations received in 2006-2007



Allegations finalised

This year, we finalised 366 prison-related allegations, as shown in Table 10.

Table 10 - Manner in which allegations finalised

	SERCO — Acacia Prison	DCS Prisons	Total
Finalised without investigation			
Misconduct matter within CCC jurisdiction	-	4	4
No jurisdiction	1	15	16
Discretion exercised not to investigate*	11	204	215
Withdrawn or not proceeded with	4	19	23
Finalised to satisfaction of complainant	1	1	2
Referred back to the agency	4	52	56
Sub-total	21	295	316
Finalised by completed investigation			
Sustained wholly or substantially	-	4	4
Sustained partly	-	-	-
Not sustained	10	22	32
Could not be determined	4	4	8
Withdrawn or not proceeded with	1	5	6
Sub-total	15	35	50
TOTAL ALLEGATIONS FINALISED	36	330	366

*Includes cases where enquiries were made and assistance provided without and investigation being commenced

Prison visits

This year we visited Hakea and Acacia Prisons and Broome Regional Prison. The visits to Hakea and Broome were conducted in conjunction with inspections by the Office of the Inspector of Custodial Services (OICS). As on previous occasions, our focus was to look at prisoner access to internal grievance and confidential mail processes. Our reports on the grievance and complaints process included a number of suggestions for improvement. Most of these have been implemented by the prisons and we will continue to liaise with the prisons involved to monitor these processes.

The visit to Acacia was specifically for talking to peer support prisoners and prison staff about the role of the Ombudsman, particularly in relation to the grievance and complaints process. These meetings provided a useful opportunity to clarify a number of misconceptions. For example, many prisoners are unaware that we generally do not become involved in day to day prison operations and cannot direct the prison or DCS on matters such as security rating, placement or sentencing. Some prison officers believe that the Ombudsman is an advocate for prisoners, which is also incorrect.

The visit to Broome Regional Prison was conducted in conjunction with an own motion investigation into access to the grievance processes by Indigenous prisoners (as detailed in the Major Investigations section below).

Case Study 1

A woman was seriously injured when a stand holding watermelons in a shop collapsed and she was crushed beneath it. She incurred significant medical and other expenses. Public liability insurance was not available because the business proprietor had entered into an unauthorised sub-lease at the shopping centre, and had no personal insurance or financial resources to compensate the injured woman.

The government provider that owned the shopping centre had outsourced its property management functions to a private contractor. At the time of the accident, regular inspections of the shopping centre were not being carried out by the contractor, and the government provider was not enforcing the contract requirements. We formed the view that the government provider did not have adequate procedures in place to supervise its contractor's performance.

As a result of the Ombudsman's recommendations, the government provider made an act of grace payment to the injured woman, is reviewing all its rental properties for compliance with standards, and has changed its procedures for contractors.

Prisoners' telephone calls

Prisoners in regional and outer metropolitan prisons use the freecall 1800 number to telephone us. We understood that prisoners in metropolitan prisons had to pay for their calls, which did not appear to be a problem. However in late 2006, we became aware that a Bandyup prisoner had been unable to telephone us as she had no money in her account.

We checked with other prisons and found the policy was inconsistent across prisons. We asked DCS for a status report and expressed the view that there should be no barriers to prisoners contacting us. As a result of these enquiries we were advised by DCS in June 2007 that the anomalies would be corrected and all prisoners would now have free calls to our office.

Future planning

We remain committed to working cooperatively with DCS, AIMS and Serco to develop more effective processes for handling prisoner complaints. Depending on resource availability, this could include developing more information for prisoners about the Ombudsman's office and an education program for all prison staff and peer support prisoners.

We will also continue to participate in targeted prison inspections in conjunction with OICS.

Local government

While analysis of cases closed over the year failed to exhibit any dominant trends, two areas in local government continue to give rise to complaints.

The first involves difficulties resulting from local government's role in building and planning approvals. In particular, complainants often do not understand that there is no right of appeal for third parties regarding the approval of neighbouring developments. This will continue to be an issue with the increasing occurrence of two storey buildings on small blocks. Also at issue is councils failing to check what has actually been built until they receive a complaint. While understandable in light of resourcing constraints, it can result in all parties taking issue with the council.

The second significant area causing problems is the tendency of councils to decline insurance or compensation claims based on their insurers' advice that they are not legally liable. This is contrary to our view that it may be fair and reasonable for the council to make some contribution towards losses suffered by complainants that are a result of defective administration by councils. Two case studies in this report illustrate these types of complaints.

Allegations received

This year we received 164 complaints involving 198 specific allegations, compared to 135 complaints involving 203 allegations last year. These concerned 65 of the State's 142 local governments (up from 51 last year). Overall, allegations about local governments represented 16% of all allegations received by our office in the reporting period. Figures 4 and 5 illustrate the allegations received about local governments.

Figure 4. Allegations received about local governments in 2006-2007

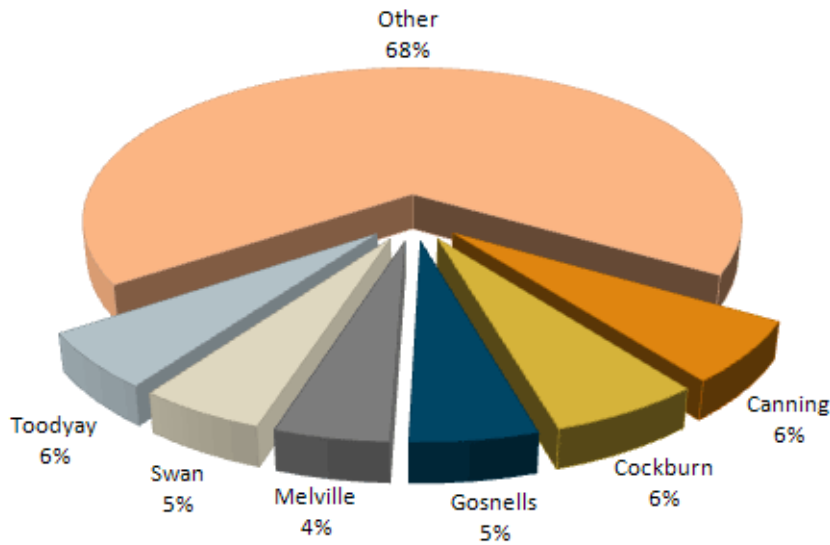
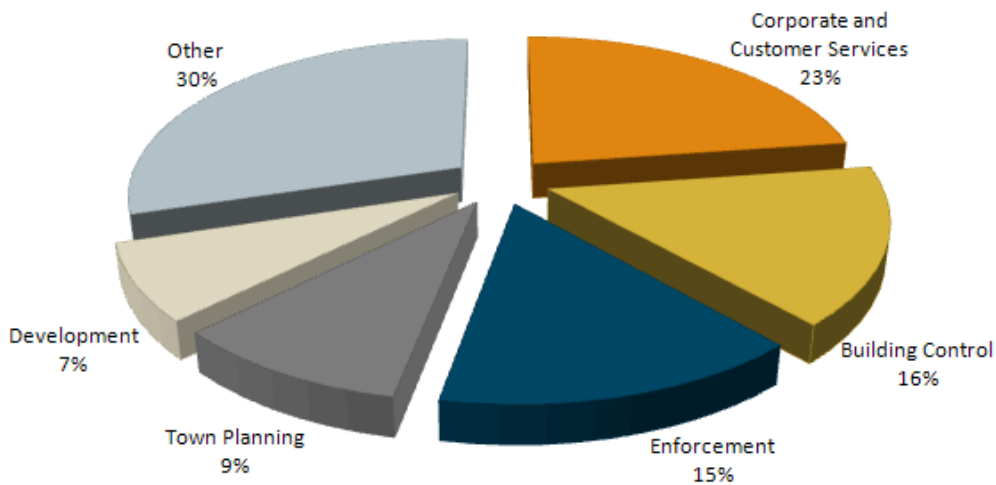


Figure 5. Nature of allegations received about local governments in 2006-2007



Allegations finalised

There were 210 local government allegations finalised this year. Of these, 157 were finalised at the assessment stage. Of the 53 finalised by an investigation, three allegations could not be determined, 24 were not sustained, seven were sustained in part and 10 were sustained wholly or substantially. The other nine were withdrawn or not proceeded with. Table 11 shows the remedial action provided to complainants resulting from our involvement.

Table 11 - Remedial action - allegations finalised by investigation

	Number of actions
Apology	2
Charge reduced or rebate given	1
Reversal or significant variation of original decision	2
Other Action	11
Explanation only	37
TOTAL	53

Department of Housing and Works

We received 61 complaints involving 67 allegations about the Department of Housing and Works in 2007. Complaints and allegations received since 2003 are shown in Table 12.

Table 12 - Complaints and allegations received 2003–2007

	2003	2004	2005	2006	2007
Number of individual complaints	66	100	61	72	61
Number of allegations	125	138	68	90	67

Most allegations (50) concerned the rental operations program of the Department. Of these, 18 allegations concerned the property allocation and transfer process. Six allegations involved property condition and maintenance issues, two of which related to the maintenance of acceptable property standards by tenants, particularly floor treatments and coverings, and tenant liability charges incurred.

A number of complainants were dissatisfied with the Department's consideration of their medical conditions as the basis for their housing requirements. With ever-increasing demand for housing and limited availability, not all priority requests can be met. Generally, priority assistance and transfers are only offered where current housing is likely to worsen the condition, and medical evidence provided to the Department shows a causal link. Complainants are generally not aware of this requirement.

The Department's provision of information to prospective tenants remains a significant issue in relation to the property allocation and transfer process. As a result of one complaint, we suggested the Department consider making it clear that if a tenant vacates a property prior to the approval of a transfer application, even due to safety concerns, any right to appeal a transfer decision may be forfeited.

Table 13 shows the number of allegations received this year compared with the past four years across a range of categories.

Table 13 - Nature of allegations received 2003-2007					
	2003	2004	2005	2006	2007
Actions of agency officers/employee management issues	-	-	-	-	-
Administration	25	16	6	7	6
Rental operations					
- Property allocations and transfers	47	39	21	21	18
- Tenant liability	4	4	10	11	3
- Property condition and maintenance	23	22	2	11	6
- Behaviour of tenants/evictions	6	29	12	10	7
- Rental/bond assistance	5	2	1	1	3
- Debt repayments	2	4	-	2	1
- Other	3	12	9	12	12
Property purchase	-	3	-	3	2
Construction and development	-	1	-	2	2
Other	10	6	7	10	7
TOTAL	125	138	68	90	67

Tables 14 and 15 show the outcome of complaints finalised during the reporting period. As with last year, a higher number of allegations (76) were finalised in 2006–2007 than were received (67).

Table 14 - Manner in which allegations finalised		
	Allegations	%
Finalised without investigation		
Discretion exercised not to investigate	44	59
Withdrawn or not proceeded with	1	1
Finalised to satisfaction of complainant	3	4
Referred back to Department	3	4
No jurisdiction	4	5
Finalised by completed investigation		
Sustained wholly or substantially	4	5
Sustained partly	1	1
Not sustained	13	17
Could not be determined	1	1
Opinion unnecessary	2	3
TOTAL	76	100

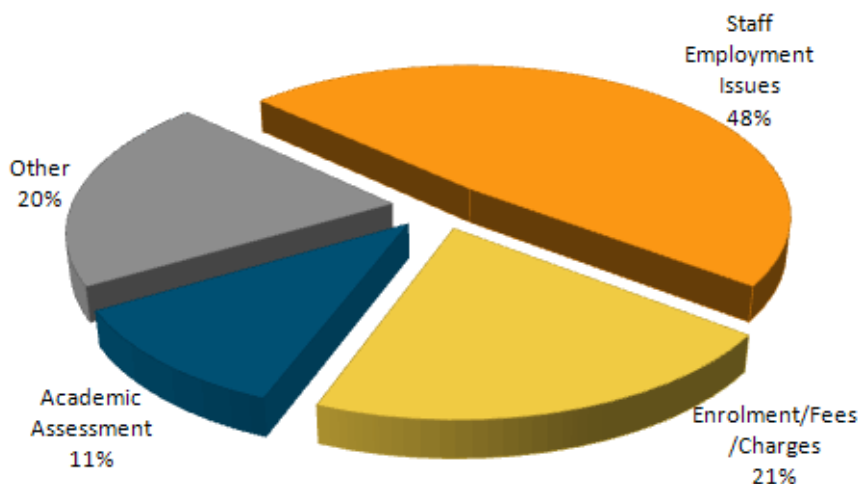
Table 15 - Remedial action – allegations finalised by investigation	
	Number of actions
Benefit for complainant	
Action/decision expedited	3
Reversal or significant variation of original decision	2
Other assistance given	5
TOTAL	10

Public education sector

We received 60 allegations about the Department of Education and Training, the Department of Education Services, individual government schools, universities and TAFE colleges, and finalised 93 allegations. Table 16 shows details of allegations received and finalised during the year compared with the previous year, together with the institutions complained about.

Agency	2005/2006		2006/2007	
	Allegations Received	Allegations Finalised	Allegations Received	Allegations Finalised
Department of Education and Training (administration and individual schools)	34	39	32	44
Curriculum Council	3	-	-	2
Curtin University	5	14	11	12
Edith Cowan University	8	1	3	2
Murdoch University	7	16	4	10
University of Western Australia	10	7	4	6
Central TAFE	4	2	4	6
Central West College of TAFE	1	2	-	-
Challenger TAFE	-	-	2	10
Pilbara TAFE	1	-	-	1
West Coast TAFE	-	1	-	-
TOTAL	73	82	60	93

Figure 6. Nature of allegations received about the public education sector in 2006-2007



The 93 allegations finalised during the year involved the general areas described in Table 17.

Table 17 - Manner in which allegations finalised			
	No.	%	As compared to 2005-06 %
Withdrawn or not proceeded with prior to commencement of investigation	1	1	7
No jurisdiction	3	3	2
Discretion exercised not to investigate	48	52	35
Referred back to agency	5	5	11
Finalised after investigation	36	39	45
TOTAL	93	100	100

Of the 36 allegations investigated, 10 were resolved wholly in favour of the complainant, seven were partly sustained, 11 were not sustained, and eight could not be determined.

Remedial action provided to complainants for matters finalised by investigation is shown in Table 18.

Table 18 - Remedial action - allegations finalised by investigation		
	No. of instances	As compared to 2005-06
Act of grace payment	4	-
Apology given	1	3
Explanation by Ombudsman and/or agency	16	11
Other	2	1
TOTAL	23	15

Systemic changes

In response to specific recommendations by the Ombudsman or voluntary action by an agency, changes to legislation, agency policies and procedures occurred following a number of investigations. These included:

- The *Vocational Education and Training (VET) Regulations* were significantly amended to clarify the basis on which hours are used to calculate fees for VET courses. The TAFE Student Enrolment Form was also amended to reflect this change, clarifying the number of hours and the various ways courses were delivered.
- The Curriculum Council modified its moderation policy and procedures so that in future in special cases direct guidance will be provided to teachers to help them to meet Council's requirements. It also formalised an arrangement giving teachers the opportunity to comment independently on moderation reports to their school principal and the Council.
- A University clarified its promotions policy and provided training to members of its selection panel about the need to give unsuccessful applicants adequate written reasons for decisions.

Requests for review

We are committed to providing complainants with a service that reflects best practice administration. We always give reasons for a decision and handle requests for review of a decision in a fair, timely and professional manner. This includes decisions not to investigate a complaint or to discontinue an investigation, as well as conclusions reached after an investigation.

If a complainant requests a review, we treat this as opportunity to identify whether there are any weaknesses in our systems. If we find problems with our investigative and decision-

making process or with the way we have communicated our decision, we aim to correct these to keep improving our service. The review helps us satisfy ourselves that we have acted fairly and reasonably in dealing with the complaint.

As reviewing a decision can require substantial resources, we review a decision only once. Unless there are special circumstances, requests for review will only be considered up to 12 months after the date of our initial decision.

Reviews are not conducted by the staff member who handled the original complaint. Wherever possible, the reviewer will be more senior and have had no previous involvement with the case.

The reviewer generally considers all documents in the case and may make further inquiries. In some cases, following a review, the original decision may be changed or the case re-opened and some further action taken.

Our current complaints management system does not allow us to record requests for review. However, our records indicate we conducted 23 complaint reviews this year, or approximately 2% of the total number of complaints received.

Case Study 2

A complainant had built a new home, to which there was no mountable kerb. She contacted the City in which she lived and was advised that a kerb would be installed and the crossover inspected at the same time.

It was alleged that the City took more than four weeks to inspect the crossover and a further ten weeks to install the kerbing. During this time, heavy rain had caused the complainant's crossover and part of her driveway to deteriorate. As a result, the crossover needed to be replaced, and the complainant engaged her own contractor to do this. The City then advised that the crossover had not been constructed in accordance with required specifications and proposed that the City's contractor undertake repairs at the complainant's expense.

The complainant acknowledged that her contractor had failed to install the crossover correctly and she had been prepared to pay for its repair. However, she alleged that the City's delays had meant that the entire crossover and part of the driveway needed to be replaced. She also alleged the City had failed to respond to her communications and was generally dissatisfied with its customer service.

In response to our enquiries, the City accepted partial responsibility for the crossover's deterioration and acknowledged that communication breakdown had caused the complainant unnecessary frustration and distress. The Mayor explained that the City's staff had been under extreme pressure due to record numbers of new homes being built over the previous year and industry-wide labour shortages. In a gesture of good faith, the City offered to meet the full cost of rebuilding the crossover and arranged its contractor to do so.

Monitoring the implementation of recommendations

During the reporting period we reviewed the outcomes of 32 complaints closed over the past six years where our recommendations and suggestions were accepted by the agency concerned, but for which we had not received a final report on implementation. It is pleasing to note that our recommendations were accepted and have been implemented in 30 of these cases.

Our processes have been improved to include automatic audit of the implementation of recommendations and suggestions to agencies after six months. We also plan to strengthen our case management system by introducing an electronic tracking method to ensure agencies are acting on their commitments to improve public sector processes.

Major investigations and other projects

In addition to investigating complaints from individuals about public sector agencies, we also conduct a number of major investigations and other projects directed toward the office's mission to assist the Parliament to be confident that the public sector is accountable for, and is improving the standard of, administrative decision-making, practices and conduct.

Own motion investigations

Report by the Ombudsman on complaints management processes in the Department of Education and Training

In November 2006 we published the [*Report by the Ombudsman on Complaints Management Processes in the Department of Education and Training*](#). This followed an own motion investigation in response to a number of complaints about the Department's approach to complaints management.

The investigation focused on whether the Department's approach was transparent, procedurally fair and dealt with risks to school communities. A number of systemic issues were identified and we made five recommendations. The Department acknowledged the deficiencies in its complaints management processes and stated its commitment to implement the recommendations. We anticipate a follow-up report on the Department's progress in addressing these matters will be completed by the end of 2007.

Grievance process for Indigenous prisoners

In December 2006 we commenced an own motion investigation into the complaint process, or 'grievance system', for Indigenous prisoners. The investigation followed the previous Ombudsman's May 2006 report, [*Own Motion Investigation into the Department of Corrective Services' Prisoner Grievance Process*](#) which noted that:

- Indigenous prisoners are less likely than other prisoners to access the prisoner grievance process, and while constituting approximately 40 percent of the average prison population (04-05), they only represented 15 percent of the grievances logged on the Department's Total Offender Management System for the 2004-05 year
- the current prisoner grievance system is primarily written-based, which is an impediment for prisoners with poor written skills
- a paper-based process may be culturally inappropriate for Indigenous people.

We decided to review the grievance process at a regional prison with a high level of adult Indigenous prisoners. In March 2007 two staff from the office visited Broome Regional Prison, in conjunction with the planned OICS inspection, to gain an appreciation of the issues faced by Indigenous prisoners in lodging grievances, and by prison staff in administering the prisoner grievance system for Indigenous prisoners. We anticipate reporting the outcome of our investigation to the Department in late 2007.

Formal investigations

[Report on Allegations Concerning the Treatment of Children and Young People in Residential Care](#)

This report was tabled in Parliament on 31 August 2006. It dealt with an investigation that arose from a disclosure made to the Ombudsman under the *Public Interest Disclosure Act 2003* (the PID Act). It was alleged that the former Department for Community Development had failed to properly address institutionalised practices amongst its staff at a small number of metropolitan residential care facilities (hostels) resulting in consistent abuse of the young people residing there.

The disclosure highlighted a number of incidents, the handling of which raised concerns about the administrative framework in the Department's residential care facilities for the protection of children and young people from maltreatment. It also raised further concerns about how the Department had responded to the informant's allegations, including the adequacy of the Department's own investigation into the informant's original disclosure to it under the PID Act.

Our investigation included detailed examination of files and policies associated with the incidents of the initial disclosure, and built upon insights from a substantial number of other agency inquiries in the area of child protection. The issues raised by the disclosure were placed within the broader context of current and historical trends in child protection and the management of children and young people in care.

We made 23 recommendations to help the Department improve its service in the hostels, particularly in the areas of providing better information to children and young people in the hostels, guidelines to staff and administrative reforms to policies and procedures. We also recommended that the Department apologise to the informant.

Some issues raised by the investigation were relevant to the protection of all young people in the State's care. Four additional recommendations relating to these issues were made for consideration at a whole-of-government level.

We are pleased the Department responded positively to our recommendations, accepting all those about the Department's functions and expressing support for the whole-of-government recommendations. Since the report was published, the recommendations directly related to the Department (now the Department for Child Protection) have been implemented (or implemented as far as they can be, given the nature of some of the recommendations). The whole-of-government recommendations are currently being considered by a Steering Committee convened by the Department of the Premier and Cabinet.

Department of Corrective Services

We conducted a formal investigation into a complaint from a prisoner that she was subjected to a forced internal body search in the presence of male prison officers. The investigation raised serious issues and resulted in us making nine formal recommendations to the Department of Corrective Services. The Department advised that it accepted all recommendations and has commenced action to implement them.

Community outreach

We are committed to raising awareness of the role of the Ombudsman in Western Australia. The size and diversity of our State and limited dedicated resources present significant challenges in achieving this goal.

This year our outreach and awareness raising activities targeted particular prisons. This followed concerns raised in own motion investigation into the prisoner grievance system and inspections conducted jointly with the Office of the Inspector of Custodial Services.

For the first time, and at the request of Serco, we provided training on the role of the Ombudsman to new and existing staff at Acacia Prison. Presentations to trainee prison officers provided them with an understanding of our processes for investigating prisoner complaints. These

presentations were also an opportunity to convey our expectations of the types of complaints and grievances that should be capable of internal resolution.

We also met with key prisoner support staff and peer support prisoners at Hakea and Acacia Prisons. At the request of a prisoner, and in consultation with the Department of Corrective Services, we also wrote an article about the role of the Ombudsman for circulation in prisons.

We continue to respond to other requests from agencies, service clubs, associations and professional bodies to present papers, speak to groups and participate in seminars and conferences.

In the next year we will review our outreach activities to ensure the most effective use of resources to increase awareness and understanding of the Ombudsman's services throughout the Western Australian community.

Case Study 3

A complainant vacated a residential property that she had rented from a government department for nearly 16 years. She incurred significant tenant liability costs for the removal and disposal of carpet, the removal of adhesive carpet backing from the floor and various other cleaning and maintenance charges. The complainant appealed to the department through its internal appeals system, which waived some of the charges.

Following enquiries by our office, the department waived two further tenant liability charges but stated that it would not waive the charges associated with the carpets and vinyl as they were stained. According to the department's policies, stains to floor coverings did not constitute normal wear and tear.

We considered this stance unreasonable as the carpet had been laid by a previous tenant and was at least 16 years old. Information from the Australian Taxation Office indicated that for depreciation purposes, the effective life of carpet is 10 years. Enquiries were also made with two public housing bodies in other states which advised that charges were not raised for carpet that had been installed for more than 10 years.

We met with the department's officers and they agreed to review the file. As a result, the department agreed to waive the tenant liability charges for the removal and disposal of the carpet, and the adhesive carpet backing from the floors. It also waived costs associated with other property faults that ongoing property condition reports had failed to mention.

Integrity Coordinating Group (ICG)

The [Integrity Coordinating Group](#) (ICG) is a cross-agency initiative established in 2005 by the Ombudsman, Commissioner for Public Sector Standards, Corruption and Crime Commissioner and Auditor General. The Ombudsman chaired the ICG from February 2006 to February 2007.

The ICG fosters greater policy coherence and operational coordination amongst these core integrity bodies with the aim of strengthening integrity across the sector. Its Terms of Reference include:

- fostering cooperation between public sector integrity bodies
- encouraging coordinated research, evaluation and monitoring of the implementation of integrity and accountability
- fostering operational cooperation and consistency in communication, education and support in public sector organisations
- providing ongoing advice to government and the public through existing mechanisms on institutional and law reforms needed to maintain and develop integrity in the WA public sector
- sponsoring comparative research, evaluation and policy discussion regarding integrity mechanisms in Western Australia and other jurisdictions, nationally and internationally.

One of the key activities of the ICG since its inception has been the development of a conflict of interest toolkit, containing background information on conflict of interest and scenario sheets. Agencies can use these to help identify actual and perceived conflicts of interest. The toolkit was reprinted this year due to popular demand, particularly from local government and statutory authorities.

The ICG's current priority is to support Griffith University's project, *Whistling While They Work: Enhancing the Theory and Practice of Internal Witness Management in the Australian Public Sector*. Along with other government agencies and oversight bodies with a shared interest in reviewing Australian laws, the ICG member agencies joined this national research project to review Australian public disclosure law and practice.

The ICG attended hearings of the Joint Standing Committee on the Corruption and Crime Commission on 13 September 2006 and 20 June 2007, in order to provide details of the ICG's membership and its current and planned activities.

Indonesian-Australian Ombudsman Linkages and Strengthening Program

In 2005 our office entered into a joint program with the Commonwealth and New South Wales Ombudsmen, and the National Ombudsman Commission of Indonesia (NOC). The program is funded by AusAID under the Government Partnerships Fund and was initiated under the five-year Australia Indonesia Partnership for Reconstruction and Redevelopment program which was established after the 2004 tsunami.

The overall goal of the program is to provide greater access across a larger portion of Indonesia to more effective and sustainable Ombudsman and other complaint management services.

The program objectives are to:

- build linkages and understanding between Australian and Indonesian Ombudsmen and their staff
- strengthen institutional capacities at both the national, representative and emerging local levels of Ombudsman services in Indonesia
- assist the NOC in promoting the rights to good governance and participating in Indonesian democracy.

In August 2006, we took part in needs analysis studies of Indonesian Ombudsman offices in Yogyakarta, Asahan, Pangkal Pinang and Bangka. The outcome was reported to a workshop in Jakarta in November 2006 which was attended by representatives from a range of Ombudsman offices in Indonesia, members of the Indonesian Parliament and interested stakeholders. The previous Ombudsman, Ms Deirdre O'Donnell, presented a paper on the role of the WA Ombudsman and principles for strengthening decentralised Ombudsmen.

Following this, a comprehensive work program was developed for 2007 involving a number of activities aimed at strengthening decentralised Ombudsman services and the central functions of the NOC.

A key activity supported by our office is a program of placements. Generally held over two-week periods, they involve comprehensive work schedules designed to maximise linkages between the NOC and our office and strengthen investigative skills. The first placement was in November 2006, when a NOC staff member spent two weeks in Perth.

In February 2007, one of our officers undertook a two week placement in Indonesia in the NOC's Jakarta and Yogyakarta offices. The officer also visited the local Ombudsman's office in Yogyakarta and the private Ombudsman in Yogyakarta. During the placement, a number of presentations to Ombudsman staff and external stakeholders were made

Successful management of the program is facilitated through regular Monitoring and Evaluation meetings. In May 2007, we hosted this meeting and agreed to continue supporting placement activities.

Redress Guidelines

[The Ombudsman's Redress Guidelines](#) were released in September 2006, and endorsed and tabled in Parliament by the Joint Standing Committee on the Corruption and Crime Commission in October 2006. They aim to help agencies better manage their business, improve the transparency of their processes and enhance public confidence in their operations.

The redress guidelines help public sector managers address a complainant's sense of grievance when they are dissatisfied with service from a government agency. They provide information on circumstances that warrant redress, principles involved when considering redress, limitations and external factors, the redress process and forms of redress available to agencies.

Website development

A significant project of our new Communications Unit this year was to redesign our [website](#). In particular, we were concerned with bringing content up to date and improving accessibility. Special consideration was given to W3C international web standards and best practice recommendations. As part of the project, all content was reviewed or rewritten and the navigational structure rebuilt. The overall design incorporates our new logo and colours.

The new website draws complaints information into one section to help those wanting to make a complaint do so more easily. The redesign also groups resources and publications in one location and includes a new page for media. Planned future additions to the website include frequently asked questions and case studies.

Significant Issues and Trends

A number of current and emerging trends impacting on the Ombudsman's office were outlined in the 2006-07 budget papers. In this section of the report, we describe our approach to addressing these challenges and a range of other operational initiatives for the next reporting period.

Increasing complexity

Recent years have seen a marked increase in the complexity of matters under investigation by our office. Increased complexity of investigations places greater demands on the office to finalise complaints in a timely and effective manner. We will continue to take steps in the 2007-08 reporting period to address these issues.

Systemic focus

In addition to investigating individual complaints, the Ombudsman's office is increasingly focused on working proactively with the public sector to improve public administration. We do this in a range of ways such as undertaking major investigations of systemic issues and developing resource materials for use by the public sector, for example, *The Ombudsman's Redress Guidelines*.

In the coming year we will improve our capacity to identify key issues of systemic and serious importance either within single agencies or across the public sector generally. This will enable us to utilise our resources strategically to address areas of greatest need.

Improving our accessibility

Over recent years the office has identified an increased need for our services to be accessible to all citizens, particularly Indigenous and regional Western Australians. Over the coming year the office will ensure that we continue to increase awareness of and accessibility to our services by these members of the community.

Dealing with challenging complainants

The Ombudsman's office is part of a national research project led by the New South Wales Ombudsman with the participation of other Australian Ombudsman schemes. It focuses on developing better strategies for managing complainants whose conduct is unreasonable.

The second stage of the project, to be implemented in the coming year, looks at adapting these strategies to meet the needs of the wider public sector, particularly agencies, many of which must maintain an ongoing relationship with complainants.

Disclosures and Legal Compliance

Financial statements for the year ended 30 June 2007

Certification of financial statements

PARLIAMENTARY COMMISSIONER FOR ADMINISTRATIVE INVESTIGATIONS

CERTIFICATION OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2007

The accompanying financial statements relating to the Parliamentary Commissioner for Administrative Investigations have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2007 and the financial position as at 30 June 2007.

At the date of signing, we are not aware of any circumstances which would render any particulars included in the financial statements misleading or inaccurate.



Chris Field

Accountable Officer

13 September 2007



Mary White

Principal Accounting Officer

12 September 2007



AUDITOR GENERAL

INDEPENDENT AUDIT OPINION

To the Parliament of Western Australia

PARLIAMENTARY COMMISSIONER FOR ADMINISTRATIVE INVESTIGATIONS FINANCIAL STATEMENTS AND KEY PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2007

I have audited the accounts, financial statements, controls and key performance indicators of the Parliamentary Commissioner for Administrative Investigations.

The financial statements comprise the Balance Sheet as at 30 June 2007, and the Income Statement, Statement of Changes in Equity, Cash Flow Statement, Schedule of Income and Expenses by Service, and Summary of Consolidated Account Appropriations and Income Estimates for the year then ended, a summary of significant accounting policies and other explanatory Notes.

The key performance indicators consist of key indicators of effectiveness and efficiency.

Parliamentary Commissioner's Responsibility for the Financial Statements and Key Performance Indicators

The Parliamentary Commissioner is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions, and the key performance indicators. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements and key performance indicators that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; making accounting estimates that are reasonable in the circumstances; and complying with the Financial Management Act 2006 and other relevant written law.

Summary of my Role

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements, controls and key performance indicators based on my audit. This was done by testing selected samples of the audit evidence. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion. Further information on my audit approach is provided in my audit practice statement. Refer "<http://www.audit.wa.gov.au/pubs/Audit-Practice-Statement.pdf>".

An audit does not guarantee that every amount and disclosure in the financial statements and key performance indicators is error free. The term "reasonable assurance" recognises that an audit does not examine all evidence and every transaction. However, my audit procedures should identify errors or omissions significant enough to adversely affect the decisions of users of the financial statements and key performance indicators.

**Parliamentary Commissioner for Administrative Investigations
Financial Statements and Key Performance Indicators for the year ended 30 June 2007**

Audit Opinion

In my opinion,

- (i) the financial statements are based on proper accounts and present fairly the financial position of the Parliamentary Commissioner for Administrative Investigations at 30 June 2007 and its financial performance and cash flows for the year ended on that date. They are in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Treasurer's Instructions;
- (ii) the controls exercised by the Parliamentary Commissioner provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions; and
- (iii) the key performance indicators of the Parliamentary Commissioner are relevant and appropriate to help users assess the Parliamentary Commissioner's performance and fairly represent the indicated performance for the year ended 30 June 2007.



COLIN MURPHY
AUDITOR GENERAL
21 September 2007

Income statement

		2007	2006
	Note	\$	\$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	3,778,948	2,483,006
Supplies and services	7	490,240	385,129
Depreciation and amortisation expense	8	167,267	170,976
Accommodation expenses	9	268,673	258,040
Capital user charge	10	46,177	43,823
Other expenses	11	6,017	9,149
Total cost of services		4,757,322	3,350,123
Income			
Revenue			
Users charges and fees	12	725,075	371,498
Commonwealth grants and contributions		14,858	17,832
Total revenue		739,933	389,330
Total income other than income from State Government		739,933	389,330
NET COST OF SERVICES		4,017,389	2,960,793
INCOME FROM STATE GOVERNMENT	13		
Service Appropriation		2,988,000	2,888,000
Resources received free of charge		75,988	84,585
Liabilities assumed by the Treasurer		922,885	17,431
Total income from State Government		3,986,873	2,990,016
(DEFICIT)/SURPLUS FOR THE PERIOD		(30,516)	9,223

The Income Statement should be read in conjunction with the accompanying [notes](#).

Balance sheet

	Note	2007 \$	2006 \$
ASSETS			
Current Assets			
Cash and cash equivalents	24	526,160	1,035,946
Receivables	15	196,431	26,658
Amounts receivable for services	16	106,000	107,000
Total Current Assets		828,591	1,169,604
Non-Current Assets			
Restricted cash and cash equivalents	14	17,126	8,133
Property, plant and equipment	17	341,080	372,469
Intangible assets	18	91,920	-
Amounts receivable for services	16	659,000	479,000
Total Non-Current Assets		1,109,126	859,602
TOTAL ASSETS		1,937,717	2,029,206
LIABILITIES			
Current Liabilities			
Payables	20	43,674	95,485
Provisions	21	568,934	536,132
Other current liabilities	22	9,437	8,707
Total Current Liabilities		622,045	640,324
Non-Current Liabilities			
Provisions	21	140,125	182,819
Total Non-Current Liabilities		140,125	182,819
Total Liabilities		762,170	823,143
Net Assets		1,175,547	1,206,063
Equity			
Contributed equity	23	732,000	732,000
Reserves		5,117	5,117
Accumulated surplus		438,430	468,946
Total equity		1,175,547	1,206,063
TOTAL LIABILITIES AND EQUITY		1,937,717	2,029,206

The Balance Sheet should be read in conjunction with the accompanying [notes](#).

Statement of changes in equity

	Note	2007 \$	2006 \$
Balance of equity at start of period		1,206,063	1,176,840
CONTRIBUTED EQUITY	23		
Balance at start of period		732,000	732,000
Capital contribution		-	-
Balance at end of period		732,000	732,000
RESERVES	23		
Asset Revaluation Reserve			
Balance at start of period		5,117	5,117
Realised on asset disposal		(5,117)	-
Balance at end of period		-	5,117
ACCUMULATED SURPLUS (RETAINED EARNINGS)	23		
Balance at start of period		468,946	439,723
Realised portion of revaluation reserve on asset disposal		5,117	-
(Deficit)/Surplus for the period		(30,516)	29,223
Balance at end of period		443,547	468,946
Balance of equity at end of period		1,175,547	1,206,063

The Statement of Changes in Equity should be read in conjunction with the accompanying [notes](#).

Cash flow statement

	Note	2,007 \$	2,006 \$
CASH FLOWS FROM STATE GOVERNMENT			
Service appropriations		2,702,000	2,623,000
Holding account drawdowns		107,000	72,000
Net Cash provided by State Government		2,809,000	2,695,000
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(2,917,119)	(2,196,819)
Supplies and services		(400,263)	(291,012)
Capital User Charge		(46,177)	(43,823)
Accommodation		(265,685)	(234,474)
GST payments on purchases		(106,978)	(45,556)
GST payments to taxation authority		(49,290)	(27,369)
Other payments		(6,065)	5,305
Receipts			
Other Receipts		564,632	385,295
GST receipts on sales		55,904	38,097
GST receipts from taxation authority		76,748	69,959
Net cash used in operating activities	24	(3,094,293)	(2,340,397)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of non-current physical assets		(215,501)	(33,877)
Net cash used in investing activities		(215,501)	(33,877)
Net (decrease)/increase in cash and cash equivalents		(500,794)	320,726
Cash and cash equivalents at the beginning of period		1,044,080	723,354
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	24	543,286	1,044,080

The Cash Flow Statement should be read in conjunction with the accompanying [notes](#).

Schedule of income and expenses by service

	Other Public Sector Organisations		Telecommunication Interception Audit		Total 2007	2006	2006
	2007	2006	2007	2006			
	\$	\$	\$	\$	\$	\$	\$
COST OF SERVICES							
Expenses							
Employee benefits expense	3,740,648	2,444,449	38,300	38,557	3,778,948	2,483,006	
Supplies and services	488,704	383,438	1,536	1,691	490,240	385,129	
Depreciation and amortisation expense	167,267	170,976	-	-	167,267	170,976	
Accommodation expenses	268,673	258,040	-	-	268,673	258,040	
Capital User Charge	46,177	43,823	-	-	46,177	43,823	
Other expenses	6,048	9,149	(31)	-	6,017	9,149	
Total cost of services	4,717,517	3,309,875	39,805	40,248	4,757,322	3,350,123	
Income							
Other revenue	725,075	371,498	-	-	725,075	371,498	
Commonwealth grants and contributions	14,858	17,832	-	-	14,858	17,832	
Total income other than income from State Government	739,933	389,330	-	-	739,933	389,330	
NET COST OF SERVICES	3,977,584	2,920,545	39,805	40,248	4,017,389	2,960,793	
INCOME FROM STATE GOVERNMENT							
Service appropriation	2,936,000	2,836,000	52,000	52,000	2,988,000	2,888,000	
Resources received free of charge	74,468	82,894	1,520	1,691	75,988	84,585	
Liabilities assumed by the Treasurer	922,885	17,082	-	349	922,885	17,431	
Total income from State Government	3,933,353	2,935,976	53,520	54,040	3,986,873	2,990,016	
Surplus/(deficit) for the period	(44,231)	15,431	13,715	13,792	(30,516)	29,223	

The Schedule of Income and Expenses by Services should be read in conjunction with the accompanying notes.

Summary of consolidated account appropriations and income estimates

	2007 Estimate \$	2007 Actual \$	Variance \$	2007 Actual \$	2006 Actual \$	Variance \$
DELIVERY OF SERVICES						
Item 4 Net amount appropriated to deliver services	2,489,000	2,581,000	92,000	2,581,000	2,491,000	90,000
Amount authorised by other statutes						
Parliamentary Commissioner Act 1971	389,000	407,000	18,000	407,000	397,000	10,000
Total appropriations provided to deliver services	2,878,000	2,988,000	110,000	2,988,000	2,888,000	100,000
CAPITAL						
Item 120 Capital Contributions	-	-	-	-	-	-
GRAND TOTAL	2,878,000	2,988,000	110,000	2,988,000	2,888,000	100,000
Details Of Expenses by Service						
Other Public Sector Organisations	3,121,000	4,717,517	1,596,517	4,717,517	3,309,875	1,407,642
Telecommunications Interception Audit	52,000	39,805	(12,195)	39,805	40,248	(443)
Total Cost of Services	3,173,000	4,757,322	1,584,322	4,757,322	3,350,123	1,407,199
Less total revenues from ordinary activities	(143,000)	(739,933)	(596,933)	(739,933)	(389,330)	(350,603)
Net Cost of Services	3,030,000	4,017,389	987,389	4,017,389	2,960,793	1,056,596
Adjustments	(152,000)	(1,029,389)	(877,389)	(1,029,389)	(72,793)	(956,596)
Total appropriations provided to deliver services	2,878,000	2,988,000	110,000	2,988,000	2,888,000	100,000
Capital Expenditure						
Purchase of non-current physical assets	-	227,798	227,798	227,798	22,523	205,275
Adjustment for other funding sources	-	(227,798)	(227,798)	(227,798)	(22,523)	(205,275)
Capital Contribution (appropriation)	-	-	-	-	-	-

Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.

Note 28 "Explanatory statement" provides details of any significant variations between estimates and actual results for 2007 and between the actual results for 2006 and 2007

Notes to the financial statements

1. Mission and funding

The mission of the Office of the Parliamentary Commissioner for Administrative Investigations (the Office) is “To assist the Parliament of Western Australia to be confident that the public sector of the State is accountable for, and improving the standard of, administrative decision-making, practices and conduct”.

The Office is mainly funded by Parliamentary appropriation. The financial statements encompass all funds through which the Office controls resources to carry on its functions.

2. Australian Equivalents to International Financial Reporting Standards

General

The Office’s financial statements for the year ended 30 June 2007 have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS), which comprise a Framework for the Preparation and Presentation of Financial Statements (the Framework) and Australian Accounting Standards (including the Australian Accounting Interpretations).

In preparing these financial statements the Office has adopted, where relevant to its operations, new and revised Standards and Interpretations from their operative dates as issued by the AASB and formerly the Urgent Issues Group (UIG).

Early adoption of standards

The Office cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 “Application of Australian Accounting Standards and Other Pronouncements”. No Standards and Interpretations that have been issued or amended but are not yet effective have been early adopted by the Office for the annual reporting period ended 30 June 2007.

3. Summary of significant accounting policies

(a) General Statement

The financial statements constitute a general purpose financial report which has been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by the Treasurer’s Instructions. Several of these are modified by the Treasurer’s Instructions to vary application, disclosure, format and wording.

The Financial Management Act and the Treasurer’s Instructions are legislative provisions governing the preparation of financial statements and take precedence over Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of Preparation

The financial statements have been prepared in accordance with Accounting Standard AAS 29 “Financial Reporting by Government Departments” on an accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar.

(c) Reporting Entity

The reporting entity comprises the Office.

(d) Contributed Equity

UIG Interpretations 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires transfers in the nature of equity contributions to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital contributions (appropriations) have been designated as contributions by owners by Treasurer's Instruction (TI) 955 "Contributions by Owners made to Wholly Owned Public Sector Entities" and have been credited directly to Contributed Equity.

Transfer of net assets to/from other agencies are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal. See note 23 "Equity".

(e) Income

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership control transfer to the purchaser and can be measured reliably.

Rendering of Services

Revenue is recognised upon the delivery of the service to the client or by reference to the stage of completion of the transaction.

Service Appropriations

Service Appropriations are recognised as revenues in the period in which the Office gains control of the appropriated funds. The Office gains control of appropriated funds at the time those funds are deposited into the Office's bank account or credited to the holding account held at Treasury. See note 13 "Income from State Government" for further detail.

Net Appropriation Determination

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Office. In accordance with the determination specified in the 2006-2007 Budget Statements, the Office retained \$739,933 in 2007 (\$389,330 in 2006) from the following:

- Proceeds from fees and charges;
- Commonwealth specific purpose grants and contributions;
- One-off revenues from the sale of property other than real property; and
- Other Office revenue.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Office obtains control over the assets comprising the contributions which is usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the balance sheet date, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes.

Gains

Gains may be realised or unrealised and are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

(f) Property , Plant and Equipment

Capitalisation/Expensing of assets

Items of property, plant and equipment costing over \$1,000 are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$1,000 are immediately expensed direct to the Income Statement (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment and infrastructure acquired at no cost or for nominal consideration, the cost is their fair value at the date of acquisition.

Subsequent measurement

The Office does not hold land, buildings or infrastructure assets. As such, items of property, plant and equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Depreciation is calculated on the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

- Furniture and fittings - 10 years
- Plant and equipment - 5 years
- Computer hardware - 3 years
- Office establishment - 5 years

Works of art controlled by the Office are classified as property, plant and equipment. They are anticipated to have very long and indefinite useful lives. Their service potential has not, in any material sense, been consumed during the reporting period and so no depreciation has been recognised.

(g) Intangible Assets

Capitalisation/Expensing of assets

Acquisitions of intangible assets costing over \$1,000 and internally generated intangible assets costing over \$1,000 are capitalised. The cost of utilising the assets is expensed (amortised) over their useful life. Costs incurred below these thresholds are immediately expensed directly to the Income Statement.

All acquired and internally developed intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life) on the straight line basis using rates which are reviewed annually. All intangible assets controlled by the Office have a finite useful life and zero residual value. The expected useful lives for each class of intangible asset are:

- Software - 3 years

Computer Software

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset. Software costing less than \$1,000 is expensed in the year of acquisition.

Web site costs

Web site costs are charged as expenses when they are incurred unless they relate to the acquisition or development of an asset when they may be capitalised and amortised. Generally, costs in relation to feasibility studies during the planning phase of a web site, and ongoing costs of maintenance during the operating phase are expensed. Costs incurred in building or enhancing a web site, to the extent that they represent probable future economic benefits that can be reliably measured, are capitalised.

(h) Impairment of Assets

Property, plant and equipment, infrastructure and intangible assets are tested for any indication of impairment at each balance sheet date. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. As the Office is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated or where the replacement cost is falling. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at each balance sheet date irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at each balance sheet date.

See note 19 'Impairment of assets' for the outcome of impairment reviews and testing.

See note 3(n) 'Receivables' and note 15 'Receivables' for impairment of receivables.

(i) Leases

The Office holds operating leases for its office buildings, office equipment and motor vehicles where the lessor effectively retains all of the risks and benefits incidental to ownership of the items held under the operating leases. Equal instalments of the lease payments are charged to the Income Statement over the lease term as this is representative of the pattern of benefits to be derived from the leased property.

(j) Financial Instruments

The Office only has one category of financial instruments, comprising receivables and payables.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is immaterial.

(k) Cash and Cash Equivalents

For the purpose of the Cash Flow Statement, cash and cash equivalents includes restricted cash and cash equivalents. These are comprised of cash on hand and short-term deposits with original maturities

of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

(l) Accrued Salaries

The accrued salaries suspense account (see note 14 'Restricted cash and cash equivalents') consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

Accrued salaries (refer note 22 'Other Liabilities') represent the amount due to staff but unpaid at the end of the financial year, as the pay date for the last pay period for that financial year does not coincide with the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Office considers the carrying amount of accrued salaries to be equivalent to its net fair value.

(m) Amounts Receivable for Services (Holding Account)

The Office receives appropriation funding on an accrual basis that recognises the full annual cash and non-cash cost of services. The appropriations are paid partly in cash and partly as an asset (Holding Account receivable) that is accessible on the emergence of the cash funding requirement to cover items such as leave entitlements and asset replacement.

See also note 13 'Income from State Government' and note 16 'Amounts receivable for services'.

(n) Receivables

Receivables are recognised and carried at original invoice amount less an allowance for uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Office will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. See note 3(j) 'Financial Instruments and note 15 'Receivables'.

(o) Payables

Payables are recognised when the Office becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as they are generally settled within 30 days. See note 3(j) 'Financial Instruments and note 20 'Payables'.

(p) Provisions

Provisions are liabilities of uncertain timing and amount and are recognised where there is a present legal, equitable or constructive obligation as a result of a past event and when the outflow of economic benefits is probable and can be measured reliably. Provisions are reviewed at each balance sheet date. See note 21 'Provisions'.

(i) Provisions - Employee Benefits

Annual Leave and Long Service Leave

The liability for annual and long service leave expected to be settled within 12 months after the end of the balance sheet date is recognised and measured at the undiscounted amounts expected to be paid when the liabilities are settled. Annual and long service leave expected to be settled more than 12 months after the end of the balance sheet date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the balance sheet date.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions. In addition, the long service leave liability also considers the experience of employee departures and periods of service.

The expected future payments are discounted using market yields at the balance sheet date on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Office does not have an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Superannuation

The Government Employees Superannuation Board (GESB) administers the following superannuation schemes. Employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members. The Office has no liabilities for superannuation charges under the Pension or the GSS Schemes as the liability has been assumed by Treasurer.

Employees commencing employment prior to 16 April 2007 who are not members of either the Pension or the GSS Schemes became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). Both of these schemes are accumulation schemes. The Office makes concurrent contributions to GESB on behalf of employees in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. These contributions extinguish the liability for superannuation charges in respect of the WSS and GESBS Schemes.

The GESB makes all benefit payments in respect of the Pension and GSS Schemes, and is recouped by the Treasurer for the employer's share.

See also note 3(q) 'Superannuation expense'.

(ii) Provisions - Other

Employment On-Costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Office's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. (See note 11 'Other expenses and note 21 'Provisions').

(q) Superannuation Expense

The following elements are included in calculating the superannuation expense in the Income Statement:

(a) Defined benefit plans - Change in the unfunded employer's liability (i.e. current service cost and, actuarial gains and losses) assumed by the Treasurer in respect of current employees who are members of the Pension Scheme and current employees who accrued a benefit on transfer from that Scheme to the Gold State Superannuation Scheme (GSS); and

(b) Defined contribution plans - Employer contributions paid to the West State Superannuation Scheme (WSS), GESB Super Scheme (GESBS), and the equivalent of employer contributions to the GSS.

Defined benefit plans - in order to reflect the true cost of services, the movements (i.e. current service cost and, actuarial gains and losses) in the liabilities in respect of the Pension Scheme and the GSS Scheme transfer benefits are recognised as expenses directly in the Income Statement. As these liabilities are assumed by the Treasurer (refer note 3(p)(i)), a revenue titled 'Liabilities assumed by the Treasurer' equivalent to the expense is recognised under Income from State Government in the Income Statement. See note 13 'Income from State Government'.

The superannuation expense does not include payment of pensions to retirees, as this does not constitute part of the cost of services provided in the current year.

Defined contribution plans - in order to reflect the Office's true cost of services, the Office is funded for the equivalent of employer contributions in respect of the GSS Scheme (excluding transfer benefits). These contributions were paid to the GESB during the year and placed in a trust account administered by the GESB on behalf of the Treasurer. The GESB subsequently paid these employer contributions in respect of the GSS Scheme to the Consolidated Fund.

The GSS Scheme is a defined benefit scheme for the purpose of employees and whole-of-government reporting. However, apart from the transfer benefit, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the agency to GESB extinguishes the agency's obligations to the related superannuation liability.

(r) Resources Received Free of Charge or for Nominal Consideration

Resources received free of charge or for nominal consideration that can be reliably measured are recognised as revenues and as assets or expenses as appropriate at fair value.

(s) Comparative Figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

4. Judgements made by management in applying accounting policies

The judgements that have been used in the process of applying accounting policies have had no material effect on amounts recognised in the financial statements.

5. Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The Office has applied the following Australian Accounting Standards and Australian Accounting Interpretations effective for annual reporting periods beginning on or after 1 July 2006:

1. AASB 2005-9 'Amendments to Australian Accounting Standards [AASB 4, AASB 1023, AASB 139 & AASB 132]' (Financial guarantee contracts). The amendment deals with the treatment of financial guarantee contracts, credit insurance contracts, letters of credit or credit derivative default contracts as either an "insurance contract" under AASB 4 'Insurance Contracts' or as a "financial guarantee contract" under AASB 139 'Financial Instruments: Recognition and Measurement'. The Office does not currently undertake these type of transactions, resulting in no financial impact in applying the Standard.
2. UIG Interpretation 4 'Determining whether an Arrangement Contains a Lease' as issued in June 2005. This Interpretation deals with arrangements that comprise a transaction or a series of linked transactions that may not involve a legal form of a lease but by their nature are deemed to be leases for the purpose of applying AASB 117 'Leases'. At balance sheet date, the Office has not entered into any arrangements as specified in the Interpretation, resulting in no impact in applying the Interpretation.
3. UIG Interpretation 9 'Reassessment of Embedded Derivatives'. This Interpretation requires an embedded derivative that has been combined with a non-derivate to be separated from the host contract and accounted for as a derivative in certain circumstances. At balance sheet date, the Office has not entered into any contracts as specified in the Interpretation resulting in no impact in applying the Interpretation.

The following Australian Accounting Standards and Interpretations are not applicable to the Office as they have no impact or do not apply to not-for-profit entities:

AASB Standards and Interpretations

2005-1	'Amendments to Australian Accounting Standard [AASB 139]'
2005-5	'Amendments to Australian Accounting Standards [AASB 1 & AASB 139]'
2006-1	'Amendments to Australian Accounting Standards [AASB 121]'
2006-3	'Amendments to Australian Accounting Standards [AASB 1045]'
2006-4	'Amendments to Australian Accounting Standards [AASB 134]'
2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 AASB 139]' - paragraph 9
UIG 5	'Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds'
UIG 6	'Liabilities arising from Participating in a Special Market - Waste Electrical and Electronic Equipment'
UIG 7	'Applying the Restatement Approach under AASB 129 Financial Reporting in Hyperinflationary Economies'
UIG 8	'Scope of AASB 2'

Future impact of Australian Accounting Standards not yet operative

The Office cannot early adopt an Australian Accounting Standard or Australian Accounting Interpretation unless specifically permitted by TI 1101 'Application of Australian Accounting Standards and Other Pronouncements'. Consequently, the Office has not applied the following Australian Accounting Standards and Australian Accounting Interpretations that have been issued but are not yet effective. These will be applied from their application date:

1. AASB 7 "Financial Instruments: Disclosures" (including consequential amendments in AASB 2005-10 'Amendments to Australian Accounting Standards [AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 139, AASB 1, AASB 4, AASB 1023 & AASB 1038]'). This Standard requires new disclosures in relation to financial instruments. The Standard is considered to result in increased disclosures, both quantitative and qualitative of the Office's exposure to risks, enhanced disclosure regarding components of the Office's financial position and performance, and possible changes to the way of presenting certain items in the financial statements. The Office does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
2. AASB 2005-10 'Amendments to Australian Accounting Standards (AASB 132, AASB 101, AASB 114, AASB 117, AASB 133, AASB 1, AASB 4, AASB 1023 & AASB 1038)'. The amendments are as a result of the issue of AASB 7 'Financial Instruments: Disclosures', which amends the financial instrument disclosure requirements in these standards. The Office does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
3. AASB 101 'Presentation of Financial Statements'. This Standard was revised and issued in October 2006 so that AASB 101 has the same requirements as IAS 1 'Presentation of Financial Statements' (as issued by the IASB) in respect of for-profit entities. The Office is a not-for-profit entity and consequently does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 January 2007.
4. AASB 2007-4 'Amendments to Australian Accounting Standards arising from ED 151 and other Amendments (AASB 1, 2, 3, 4, 5, 6, 7, 102, 107, 108, 110, 112, 114, 116, 117, 118, 119, 120, 121, 127, 128, 129, 130, 131, 132, 133, 134, 136, 137, 138, 139, 141, 1023 & 1038)'. This Standard introduces policy options and modifies disclosures. These amendments arise as a result of the AASB decision that, in principle, all options that currently exist under IFRSs should

be included in the Australian equivalents to IFRSs and additional Australian disclosures should be eliminated, other than those now considered particularly relevant in the Australian reporting environment. The Office of Treasury and Finance has indicated that it will mandate to remove the policy options added by this amending Standard. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.

5. AASB 2007-5 'Amendment to Australian Accounting Standard - Inventories Held for Distribution by Not-for-Profit Entities (AASB 102)'. This amendment changes AASB 102 'Inventories' so that inventories held for distribution by not-for-profit entities are measured at cost, adjusted when applicable for any loss of service potential. The Office does not have any inventories held for distribution so does not expect any financial impact when the Standard is first applied. The Standard is required to be applied to annual reporting periods beginning on or after 1 July 2007.

6. AASB Interpretation 4 'Determining whether an Arrangement Contains a Lease [revised]'. This Interpretation was revised and issued in February 2007 to specify that if a public-to-private service concession arrangement meets the scope requirements of AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007, it would not be within the scope of Interpretation 4. At balance sheet date, the Office has not entered into any arrangements as specified in the Interpretation or within the scope of Interpretation 12, resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.

7. AASB Interpretation 12 'Service Concession Arrangements'. This Interpretation was issued in February 2007 and gives guidance on the accounting by operators (usually a private sector entity) for public-to-private service concession arrangements. It does not address the accounting by grantors (usually a public sector entity). It is currently unclear as to the application of the Interpretation to the Office if and when public-to-private service concession arrangements are entered into in the future. At balance sheet date, the Office has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.

8. AASB Interpretation 129 'Service Concession Arrangements: Disclosures [revised]'. This Interpretation was revised and issued in February 2007 to be consistent with the requirements in AASB Interpretation 12 'Service Concession Arrangements' as issued in February 2007. Specific disclosures about service concession arrangements entered into are required in the notes accompanying the financial statements, whether as a grantor or an operator. At balance sheet date, the Office has not entered into any public-to-private service concession arrangements resulting in no impact when the Interpretation is first applied. The Interpretation is required to be applied to annual reporting periods beginning on or after 1 January 2008.

The following Australian Accounting Standards and Interpretations are not applicable to the Office as they will have no impact or do not apply to not-for-profit entities:

AASB	Standards and Interpretations
AASB 8	'Operating Segments'
AASB 1049	'Financial Reporting of General Government Sectors by Governments'
AASB 2007-1	'Amendments to Australian Accounting Standards arising from AASB Interpretation 11 [AASB 2]'
AASB 2007-2	'Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1, AASB 117, AASB 118, AASB 120, AASB 121, AASB 127, AASB 131 & AASB 139]' - paragraphs 1 to 8
AASB 2007-3	'Amendments to Australian Accounting Standards arising from AASB 8 [AASB 5, AASB 6, AASB 102, AASB 107, AASB 119, AASB 127, AASB 134, AASB 136, AASB 1023 & AASB 1038]'
Interpretation 10	'Interim Financial Reporting and Impairment'
Interpretation 11	'AASB 2 - Group and Treasury Share Transactions'

6. Employee benefits expense

	2007	2006
	\$	\$
Wages and salaries	2,663,754	2,098,544
Superannuation - defined contribution plans(a)	202,153	185,489
Superannuation - defined benefit plans(b)(c)	922,885	17,431
Long service leave(d)	(42,494)	107,514
Annual leave(d)	32,650	74,028
	<u>3,778,948</u>	<u>2,483,006</u>

- (a) Defined contribution plans include West State and Gold State (contributions paid).
- (b) Defined benefit plans include Pension scheme and Gold State (pre-transfer benefit).
- (c) An equivalent notional income is also recognised (see note 13 'Income from State Government')
- (d) Employment on-costs such as workers' compensation insurance are included at note 11

'Other expenses'. The employment on-costs liability is included at note 21 'Provisions'.

7. Supplies and Services

Travel	22,401	18,202
Other staffing costs	37,601	73,866
Communications	37,839	34,692
Consumables	77,032	55,558
Services and contracts	242,367	121,169
Resources received free of charge (see note 13)	73,000	81,642
	<u>490,240</u>	<u>385,129</u>

8. Depreciation and amortisation expense

Furniture and fittings	1,036	116
Computer equipment	28,271	39,809
Office equipment	11,030	10,070
Office establishment	126,930	120,981
Total Depreciation	<u>167,267</u>	<u>170,976</u>

9. Accommodation expenses

Lease rentals and outgoings	265,685	255,097
Resources received free of charge (see note 13)	2,988	2,943
	<u>268,673</u>	<u>258,040</u>

10. Capital User Charge

	2007	2006
	\$	\$
	46,177	43,823

The charge was a levy applied by Government for the use of its capital. In 2006-07, the final year in which the charge was levied, a single payment was made equal to the appropriation for 2006-07 less any adjustment relating to 2005-06.

11. Other expenses

Employment on-costs	6,017	9,149
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Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 21 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

12. User charges and fees

Retained revenue - other	725,075	371,498
	725,075	371,498

13. Income from State Government

Appropriation received during the year:

Service appropriations(a)

Recurrent	2,581,000	2,491,000
Special Acts	407,000	397,000
	2,988,000	2,888,000

The following liabilities have been assumed by the Treasurer during the financial year:

Superannuation ^(b)	922,885	17,431
Total liabilities assumed by the Treasurer	922,885	17,431

Resources received free of charge(c)

Determined on the basis of the following estimates provided by agencies:

Department of Justice	-	11,625
Department of the Premier and Cabinet		
Corporate and Business Services	73,000	70,017
Department of Housing and Works - property management	2,988	2,943
	75,988	84,585

(a) Service appropriations are accrual amounts reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable (asset). The receivable (holding account) comprises the depreciation expense for the year and any agreed increase in leave liability during the year.

(b) The assumption of the superannuation liability by the Treasurer is a notional income to match the notional superannuation expense reported in respect of current employees who are members of the Pension Scheme and current employees who have a transfer benefit entitlement under the Gold State Superannuation Scheme.

(c) Where the Treasurer or other entity has assumed a liability, the Office recognises revenues equivalent to the amount of the liability assumed and an expense relating to the nature of the event or events that initially gave rise to the liability. From 1 July 2002 non-discretionary non-reciprocal transfers of net assets (ie. restructuring of administrative arrangements) have been classified as Contributions by Owners (CBOs) under TI 955 and are taken directly to equity.

(d) Where assets or services have been received free of charge or for nominal consideration, the Office recognises revenues (except where the contributions of assets or services are in the nature of contributions by owners in which case the Office shall make a direct adjustment to equity) equivalent to the fair value of the assets and/or the fair value of those services that can be reliably determined and which would have been purchased if not donated, and those fair values shall be recognised as assets or expenses, as applicable.

14. Restricted cash and cash equivalents

	2007	2006
	\$	\$
Non-current		
Accrued salaries suspense account ^(a)	17,126	8,133

(a) Amount held in the suspense account is only to be used for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

15. Receivables

Current		
GST Receivable	(810)	(5,280)
Other	197,241	5,037
	196,431	(243)

Prepayments

Current	-	26,901
Total Current	196,431	26,658

See note 3(n) and note 29 "Financial Instruments"

16. Amounts receivable for services

Current	106,000	107,000
Non-current	659,000	479,000
	765,000	586,000

Represents the non-cash component of service appropriations. See note 3(m) 'Amounts Receivable for Services (Holding Account)'. It is restricted in that it can only be used for asset replacement or payment of leave liability.

17. Property, Plant and Equipment

	2007 \$	2006 \$
Furniture and fittings		
At cost	30,439	17,159
Accumulated depreciation	(14,652)	(16,116)
	15,787	1,043
Computer equipment		
At cost	234,784	342,242
Accumulated depreciation	(151,995)	(290,949)
	82,789	51,293
Office equipment		
At cost	84,598	97,561
Accumulated depreciation	(52,865)	(56,265)
	31,733	41,296
Office establishment		
At cost	719,092	660,229
Accumulated depreciation	(513,286)	(386,357)
	205,806	273,872
Works of Art		
At cost	4,965	4,965
Total		
At cost	1,073,878	1,122,156
Accumulated depreciation	(732,798)	(749,687)
	341,080	372,469

Reconciliations of the carrying amounts of property, plant, equipment and vehicles at the beginning and end of the current and previous financial year are set out below.

2007	Furniture & fittings \$	Computer equipment \$	Office equipment \$	Office establishment \$	Art Work \$	Total \$
Carrying amount at start of year	1,043	51,293	41,296	273,872	4,965	372,469
Additions	15,780	59,767	1,467	58,864	-	135,878
Depreciation	(1,036)	(28,271)	(11,030)	(126,930)	-	(167,267)
Carrying amount at end of year	15,787	82,789	31,733	205,806	4,965	341,080

2006	Furniture & fittings \$	Computer equipment \$	Office equipment \$	Office establishment \$	Art Work \$	Total \$
Carrying amount at start of year	1,159	74,277	46,625	393,896	4,965	520,922
Additions	-	16,825	4,741	957	-	22,523
Depreciation	(116)	(39,809)	(10,070)	(120,981)	-	(170,976)
Carrying amount at end of year	1,043	51,293	41,296	273,872	4,965	372,469

18. Intangible assets

	2007	2006
	\$	\$
Computer Software		
At cost	91,920	-
Accumulated amortisation	-	-
	<u>91,920</u>	<u>-</u>

Reconciliations:

Computer Software		
Carrying amount at start of year	-	-
Additions	91,920	-
Amortisation expense	-	-
Carrying amount at end of year	<u>91,920</u>	<u>-</u>

19. Impairment of assets

There were no indications of impairment of property, plant and equipment and intangible assets at 30 June 2007.

The Office held no goodwill or intangible assets with an indefinite useful life during the reporting period and at balance sheet date there were no intangible assets not yet available for use.

All surplus assets at 30 June 2007 have either been classified as assets held for sale or written-off.

20. Payables

Current		
Administration expenses	31,377	95,485
Capital expenses	12,297	-
	<u>43,674</u>	<u>95,485</u>

The carrying amount of payables approximates their net fair values.

21. Provisions

	2007	2006
	\$	\$
Current		
Employee benefits provision		
Annual leave(a)	232,599	233,816
48/52 Salary Purchasing	1,255	-
Long service leave(b)	332,456	299,844
	<u>566,310</u>	<u>533,660</u>
Other provisions		
Employment on-costs(c)	2,624	2,472
	<u>2,624</u>	<u>2,472</u>
	<u>568,934</u>	<u>536,132</u>
Non-current		
Employee benefits provision		
Long service leave(b)	139,472	181,966
	<u>139,472</u>	<u>181,966</u>
Other provisions		
Employment on-costs(c)	653	853
	<u>653</u>	<u>853</u>
	<u>140,125</u>	<u>182,819</u>

(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after balance sheet date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	232,599	233,816
More than 12 months after balance sheet date	-	-
	<u>233,816</u>	<u>233,816</u>

(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after balance date. Assessments indicate that actual settlement of the liabilities will occur as follows:

Within 12 months of balance sheet date	332,456	299,844
More than 12 months after balance sheet date	139,472	181,966
	<u>471,928</u>	<u>481,810</u>

(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is included in note 11 'Other expenses'.

Movement in Other Provisions

Employment on-cost provision		
Carrying amount at start of year	3,325	2,362
Additional provisions recognised	152	963
Payments/other sacrifices of economic benefits	(200)	-
Carrying amount at end of year	<u>3,277</u>	<u>3,325</u>

22. Other Liabilities

	2007	2006
	\$	\$
Current		
Accrued Salaries	9,437	8,707
	<u>9,437</u>	<u>8,707</u>

23. Equity

Equity represents the residual interest in the net assets of the Office. The Government holds the equity interest in the Office on behalf of the community. The asset revaluation reserve represents that portion of equity resulting from the revaluation of non-current assets.

Contributed equity

Balance at the start of the year	<u>732,000</u>	<u>732,000</u>
Balance at the end of the year	<u><u>732,000</u></u>	<u><u>732,000</u></u>

(a) Capital Contributions (appropriations) and non-discretionary (non-reciprocal) transfers of net assets from other State government agencies have been designated as contributions by owners in Treasurer's Instruction TI 955 'Contribution by Owners Made to Wholly-Owned Public Sector Entities' and are credited directly to equity.

(b) UIG Interpretation 1038 'Contributions by Owners Made to Wholly-Owned Public Sector Entities' requires that where the transferee accounts for a transfer as a contribution by owner, the transferor must account for the transfer as a distribution to owners. Consequently, non-discretionary (non-reciprocal) transfers of net assets to other State government agencies are distribution to owners and are debited directly to equity.

(c) TI 955 requires non-reciprocal transfers of net assets to Government to be accounted for as distribution to owners.

Reserves

Asset revaluation reserve

Balance at the start of the year	5,117	5,117
Realised on asset disposal	<u>(5,117)</u>	<u>-</u>
Balance at the end of the year	<u>-</u>	<u>5,117</u>

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

Accumulated surplus

Balance at the start of the year	468,946	439,723
Realised portion of revaluation reserve on asset disposal	5,117	-
Result for the period	<u>(30,516)</u>	<u>29,223</u>
Balance at the end of the year	<u>443,547</u>	<u>468,946</u>

24. Notes to the Cash Flow Statement

Reconciliation of cash

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	2007 \$	2006 \$
Cash and cash equivalents	526,160	1,035,946
Restricted cash and cash equivalents (refer to note 14)	17,126	8,133
	543,286	1,044,079
Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities		
Net cost of services	(4,017,389)	(2,960,793)
Non-cash items:		
Depreciation and amortisation expense	167,267	170,976
Superannuation expense	922,885	17,431
Resources received free of charge	75,988	84,585
(Increase)/decrease in assets:		
Prepayments	26,901	30,170
Receivables	(192,204)	(2,061)
Increase/(decrease) in liabilities:		
Accrued salaries	730	8,707
Provisions	32,802	192,898
Current payables ^(b)	(64,108)	73,884
Non-current provisions	(42,694)	15,851
Net GST receivables/payables ^(a)	(4,471)	27,955
Net cash provided by/(used in) operating activities	(3,094,293)	(2,340,397)

25. Commitments

Total lease commitments

Commitments in relation to leases contracted for at the balance sheet date but not recognised as liabilities are payable:

Within 1 year	18,294	160,283
Later than 1 year and not later than 5 years	9,737	10,026
	28,031	170,309
Representing:		
Non-cancellable operating leases	28,031	170,309

Non-cancellable operating leases commitments

Commitments for motor vehicle lease payments are payable as follows:

Within 1 year	7,302	593
Later than 1 year and not later than 5 years	9,737	-
	17,039	593

Motor vehicle leases are part of "whole of Government" arrangements

Commitments for accommodation lease payments are payable as follows:

Within 1 year	10,992	159,690
Later than 1 year and not later than 5 years	-	10,026
	10,992	169,716

26. Remuneration of senior officers

Remuneration

The number of senior officers whose total of fees, salaries and other benefits received, or due and receivable, for the financial year, who fall within the following bands is:

	2007	2006
	\$	
10,001 - 20,000		1
60,001 - 70,000	1	-
70,001 - 80,000		1
90,001 - 100,000	1	1
100,001 - 110,000	2	1
170,001 - 180,000		1
200,001 - 210,000	1	-
230,001 - 240,000	1	-
250,001 - 260,000		1
The total remuneration of senior officers is:	821,827	723,003

The total remuneration includes the superannuation expense incurred by the Office in respect of senior officers.

No senior officers are members of the Pension Scheme.

27. Remuneration of Auditor

Remuneration to the Auditor General for the financial year is estimated as follows:

Auditing the accounts, financial statements and performance indicators	18,800	15,600
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28. Explanatory Statement

The Summary of Consolidated Fund Appropriations and Revenue Estimates discloses appropriations and other statutes expenditure estimates, the actual expenditures made and revenue estimates and payments into the Consolidated Fund are all on an accrual basis.

The following explanations are provided in accordance with Treasurer's Instruction 945:

Significant variations are considered to be those greater 10%.

(i) Significant variances between estimate and actual - Total appropriation to deliver services:

	Estimate 2006/07	Actual 2006/07	Variance
	\$	\$	\$
	2,878,000	2,988,000	(110,000)

The increase in appropriation was for additional salary costs for the Ombudsman arising from the review of salaries by the Salaries and Allowances Tribunal and an increase to the CSA Wages Outcome for 2006.

(ii) Significant variances between actual and prior year actual - Total appropriation to deliver services:

	Actual 2006/07 \$	Actual 2005/06 \$	Variance \$
Total appropriation provided to deliver services for the year	2,988,000	2,888,000	100,000

The variation relates to additional salary costs for the Ombudsman arising from the review of salaries by the Salaries and Allowances Tribunal and an increase in salaries due to the CSA Wages Outcome for 2006.

	Actual 2006/07 \$	Actual 2005/06 \$	Variance \$
Total revenues from ordinary activities	739,933	389,330	350,603

The increase in revenue includes payment from the Commonwealth Ombudsman for the Indonesian Project, an increase in revenue to the Energy Ombudsman and outstanding Salary recoups for secondees.

Service Expenditure			
Other Public Sector Organisations	4,717,517	3,309,875	1,407,642
Telecommunications Interception Audit	39,805	40,248	(443)
	<u>4,757,322</u>	<u>3,350,123</u>	<u>1,407,199</u>

The variation relates to additional salary costs arising from the review of salaries by the Salaries and Allowances Tribunal; an increase in salaries due to the CSA Wages Outcome for 2006; final filling of additional positions arising from approved budget increases in previous years; higher accommodation costs and increased expenditure for the Energy Ombudsman function (associated with the increase in revenue).

(iii) Significant variances between estimate and actual - Capital Contribution:

	Estimate 2006/07 \$	Actual 2006/07 \$	Variance \$
Capital Expenditure	107,000	227,798	120,798

The variance is due to the implementation of a new Case Management System to track and report on complaints.

(iv) Significant variances between actual and prior year actual - Capital Contribution:

	Actual 2006/07 \$	Actual 2005/06 \$	Variance \$
Capital Expenditure	227,798	22,523	205,275

The variance is due to the purchase of a new Case Management System and increased purchase of assets this year under the scheduled asset replacement program.

29. Financial Instruments

The following table details the Office's exposure to interest rate risk at the balance sheet date:

(a) Financial Risk Management Objectives and Policies

Financial instruments held by the Office are cash and cash equivalents, receivables and payables. The Office has limited exposure to financial risks. The Office's overall risk management program focuses on managing the risks identified below.

Credit risk

The Office trades only with recognised, creditworthy third parties. The Office has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Office's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Liquidity risk

The Office has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Cash flow interest rate risk

The Office is not exposed to interest rate risk because cash and cash equivalents and restricted cash are non-interest bearing and have no borrowings other than the Treasurer's advance (non-interest bearing) and finance leases (fixed interest rate).

(b) Financial Instrument disclosures

Interest Rate Risk Exposure

The following table details the Office's exposure to interest rate risk as at the balance sheet date:

	Weighted average effective interest rate %	Variable interest rate \$	Within 1 Year \$	1-2 Years \$	2-3 Years \$	3-4 Years \$	4-5 Years \$	More than 5 Years \$	Non-Interest Bearing \$	Total \$
2007										
Financial assets										
Cash Assets		-	-	-	-	-	-	-	526,160	526,160
Restricted Cash Assets		-	-	-	-	-	-	-	17,126	17,126
Receivables		-	-	-	-	-	-	-	196,431	196,431
Amounts receivable for services		-	-	-	-	-	-	-	765,000	765,000
		-	-	-	-	-	-	-	1,504,717	1,504,717
Financial Liabilities										
Payables		-	-	-	-	-	-	-	43,674	43,674
Accrued Salaries		-	-	-	-	-	-	-	9,437	9,437
		-	-	-	-	-	-	-	53,111	53,111
	Weighted average effective interest rate %	Variable interest rate \$	Fixed Interest Rate Maturity Less than 1 Year \$	1 to 5 Years \$	More than 5 Years \$	Non-Interest Bearing \$	Total \$			
2006										
Financial assets										
Cash Assets		-	-	-	-	1,035,946	1,035,946			
Restricted Cash Assets		-	-	-	-	8,133	8,133			
Receivables		-	-	-	-	-	0			
Amounts receivable for services		-	-	-	-	586,000	586,000			
		-	-	-	-	1,630,079	1,630,079			
Financial Liabilities										
Payables		-	-	-	-	95,729	95,729			
Accrued Salaries		-	-	-	-	8,707	8,707			
		-	-	-	-	104,436	104,436			

Fair Values

The carrying amount of financial assets and financial liabilities recorded in the financial statements are not materially different from their net fair values.

30. Indian Ocean Territories

The Indian Ocean Territories Reimbursement Fund was established in March 1996 and became operational in July 1996.

The purpose of the Fund is to meet the cost of the services of the Office in relation to complaints involving the Indian Ocean Territories.

The balance of the Fund at the end of the financial year is included in the Office's Operating Account.

The figures presented below for the Fund have been prepared on a cash basis.

	2007	2006
	\$	\$
Opening Balance	10,178	4,939
Receipts	9,351	5,239
Payments	(6,319)	-
Closing Balance	13,210	10,178

31. Contingent liabilities and contingent assets

Contingent Liabilities

The Office has no contingent liabilities.

Contingent Assets

The Office has no contingent assets.

Certification of key performance indicators

I hereby certify that the performance indicators are based on proper records, are relevant and are appropriate for assisting users to assess performance and accurately represent the performance of the Parliamentary Commissioner for Administrative Investigations for the financial year ended 30 June 2007.



Chris Field

Accountable Officer

13 September 2007

[Key performance indicators](#)

[Independent audit opinion](#)

Ministerial directives

The Ombudsman reports directly to Parliament and is not under the control of a Minister. Ministers are not able to give directives relating to desired outcomes or operational objectives.

Other financial disclosures

Pricing Policies of Services Provided

The Ombudsman's office currently receives revenue for the following functions:

- Costs for the Energy Ombudsman functions are recouped from Energy Industry Ombudsman (Western Australia) Limited on the basis of full cost recovery. These costs are determined by the actual staffing costs involved in delivering the service plus an allowance for overheads and the direct recovery of capital expenditure and particular operational expenses such as interstate travel.
- Under an agreement with the Commonwealth, the Ombudsman's office handles enquiries and complaints from the Indian Ocean Territories about local governments and Western Australian Government agencies delivering services to the Territories. Each year the office recoups costs from the Commonwealth for any complaints received from these Territories. Cost recovery is based on the average cost per complaint handled by the office over the last two years. This is based on the cost per complaint published in the office's Annual Reports. The costs of any travel to the Territories by the Ombudsman or staff and any promotional materials are also recouped in full.
- The Ombudsman's office is a partner with the Commonwealth Ombudsman and the New South Wales Ombudsman in an AusAID funded program in Indonesia (funded under the AusAID Government Partnership Fund), the principal goal of which is to provide greater access across a larger portion of Indonesia to more effective and sustainable Ombudsman and complaint management services. The Ombudsman's office contributes to this program by supporting placements in Indonesian and Western Australia to share knowledge about complaint handling and investigation procedures and methods to assist build capacity of Indonesian and Australian Ombudsman staff. The Ombudsman's office recoups costs for these activities from the Commonwealth Ombudsman's office in accordance with the Australia Indonesia Partnership for Reconstruction and Development Government Partnership Fund Guidelines.

Capital Works

In 2006-07 the Ombudsman's office commenced the replacement of the case management system that tracks complaints handled by the office. The system will be used to record all enquiries and complaints received by the State Ombudsman and the Energy Ombudsman and to provide statistics for internal management and stakeholders. A tender process was undertaken by the Department of Treasury and Finance and a capital project was approved. The project provides for funding for the initial setup of the system of \$260,000 in 2006-07 with additional funds of \$28,000 per year for software licences in the next three years.

There were two phases for the setup of the system:

- Phase 1 : Establish and test the system for Energy Ombudsman complaints.
- Phase 2 : Establish and test the system for general complaints handled under the *Parliamentary Commissioner Act (1972)*.

The initial setup phase was largely completed in 2006-07 at a cost of \$91,920. The second phase will be completed in 2007-08 using the remaining \$168,080 from the funds of \$260,000 for the setup of the system.

Employment and Industrial Relations

Over the full year for 2006-07 there were 31.9 FTEs to staff the Ombudsman's office and as at 30 June 2007 there were 36 employees including 28 full time employees and 8 part time employees. This includes people on unpaid leave and contract staff employed on an as needs basis to provide short term expertise and backfill staff during long periods of leave such as maternity leave. All employees are public sector employees operating in policy, enquiry, investigation and clerical roles. The following table provides a breakdown of the categories of employment for staff as at 30 June 2007 compared to the same time in 2006.

Employee Category	Number of staff as at 30 June	
	2005-06	2006-07
Full-time permanent	24	26
Full-time contract	5	2
Part-time permanent	5	7 (4.4 FTEs)
Part-time contract	0	1 (0.2 FTEs)
TOTAL	34	36 (32.6 FTEs)
Employees seconded out (included in numbers above)	Not Available	2
Employees seconded in (not included in numbers above)	Not Available	4 (3.8 FTEs)
NET TOTAL	Not Available	38 (34.4 FTEs)

(a) Staffing policies, including recruitment and staff development

The Ombudsman's office has policies in place to cover a range of human resource management practices. These include policies used by the co-located agencies or by the Department of the Premier and Cabinet who provide human resource management services to the office. Policies are reviewed on a regular basis and there will be a particular emphasis on policy review in the coming year due to the transition to the Office of Shared Services as the bureau service provider.

Recruitment

Recruitment and associated practices for filling short term vacancies through secondment and acting arrangements have a strong focus on merit and equity in the recruitment and selection process. There is a statement in advertisements to encourage people from diverse backgrounds to apply and to provide for negotiation of flexible work arrangements. The office's recruitment and selection practices are designed to meet the requirement of the public sector standards in human resource management and enable both organisational requirements and employee interests to be met.

Performance Management

A consistent performance management process is used across the office and a monitoring system ensures all employees have performance management in place.

Diversity in the Workplace

The office recognises the importance of a diverse workforce in providing services to our diverse Western Australia community. The office has strategies in place to increase the diversity of the workforce and ensure equitable treatment of staff and clients. In addition, the office has policies on equal opportunity and harassment, and is committed to upholding them to ensure that all forms of direct and indirect discrimination are eliminated. There is a balance of men and women in senior positions and increasing cultural diversity and employment of people with disabilities.

Flexible Work Practices

Flexible work options, part-time and job-sharing arrangements are widely accepted as part of a family friendly approach to working conditions. Advertisements for all positions in the office include information that flexible work arrangements, including part-time employment, may be negotiated. Many staff take up these flexible work options, and staff in all areas and at all levels have access to and use part-time or purchased leave arrangements. This year there has also been a successful trial of a work from home arrangement for a senior staff member.

Grievance Management and Public Interest Disclosure

The office has developed and implemented grievance management and harassment policies, details of which are available to all staff at induction and through the office intranet. In 2006–07 there were no formal internal grievances or public interest disclosures about the activities of the Ombudsman's office.

(b) Industrial relations

Staff in the Ombudsman's office are employed under the *Government Officers' Salaries, Allowances and Conditions General Agreement 2006* and the *Government Officers' Salaries, Allowances and Conditions Award 1989*. No industrial disputes were recorded during the year.

(c) Workers' compensation claims, the prevention of occupational injuries and illnesses and the rehabilitation of injured and sick employees.

The office complies with the requirement of the Occupational Safety and Health Act 1984. Training in emergency procedures, including building evacuation and first aid is regularly undertaken. The office regularly updates emergency contact information posters that include information from other collocated agencies. A first aid kit is available and first aid officers have been appointed and trained in the application of first aid techniques.

Security and safety features including policy and procedures are continually reassessed. In 2006-07 a comprehensive Security Policy and Procedures was developed in consultation with the other co-located agencies and staff have been trained in its application. A co-location Occupational Health Safety and Welfare Committee and a Security Committee are also in place to support improved safety in the workplace.

In 2006-07 the office conducted a comprehensive assessment of the set up of individual workstations and purchased the recommended ergonomic aids for staff. All new staff have the opportunity to have their workstation assessed where required and an assessment was undertaken of the home work environment for work from home arrangements.

An employee assistance program provider is available to staff and their immediate family, to access confidential counselling services, if required. Where necessary the Ombudsman's office also provides a rehabilitation program to employees to assist them to rehabilitate into the workplace following an illness.

There were no compensation claims processed during the year.

Governance Disclosures

(i) Shares in Statutory Authority

This is not relevant as the Ombudsman's office is not a statutory authority and does not have shares.

(ii) Shares in Subsidiary Bodies

This is not relevant as the Ombudsman's office does not have any subsidiary bodies.

(iii) Interests in Contracts by Senior Officers

The office's Code of Conduct defines conflict of interest and appropriate action to take where a conflict arises between the employee's public duty and their private interests. Conflict of interest is defined as follows and examples include the tender and purchasing process;

A conflict of interest arises when an officer is influenced, or the perception may reasonably arise that an officer may be influenced, by personal interests in carrying out official duties. In other words, a conflict of interest may exist (or be perceived to exist) where loyalties are divided (or may reasonably be perceived as likely to be divided). This could occur where the officer's involvement in a work related matter may provide the officer, a family member or friend or other associate (such as a political party or charitable body the officer is closely associated with) with a benefit of any sort from a decision or action that the officer is part of.

The Code also outlines the action the employee should take!

- Employees have an obligation to disclose interests that could reasonably create a perception of bias, or an actual conflict of interest. To reinforce this, staff are asked to declare conflicts of interest prior to meetings.
- Where a conflict arises employees are required to submit, in writing, details of the situation to the Executive Officer or the Deputy Ombudsman.
- The matter is then discussed and a decision made about how the situation can be handled to avoid the conflict. Documentation is maintained on a confidential file.

In addition senior staff are aware of the Conflict of Interest guidelines developed by the Integrity Coordinating Group, of which the Western Australian Ombudsman is a member.

The Office's policy on identifying and addressing conflict of interest includes any interest of :

- (a) a senior officer; or
- (b) a firm of which a senior officer is a member; or
- (c) an entity in which the senior officer has a substantial financial interest

in any existing or proposed contract made with the Ombudsman's office.

There have been no declarations of an interest in any existing or proposed contracts by senior officers in 2006-07.

- (iv) Benefits to Senior Officers through Contracts

This is not applicable as no senior officers have received any benefits.

- (v) Insurance Premiums to Indemnify Directors

This is not applicable as the Ombudsman's office does not have any directors as defined in Part 3 of the *Statutory Corporations (Liability of Directors) Act 1996*.

Other legal requirements

Advertising and Sponsorship Expenditure (Electoral Act)

The office has not engaged any companies or organisations relating to advertising, market research, polling, direct mail or media advertising that require disclosure under s.175ZE of the *Electoral Act 1907*.

Disability access and inclusion plan outcomes

The office is committed to providing optimum access and service to people with disabilities, their families and carers. This year the office has undertaken the following initiatives:

1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority

Any members of the public or staff with a disability have an equal opportunity to participate in consultations, decision making, events organised by the office, grievance processes, complaint handling and other services provided by the office. For events and meetings organised by the office, venues are assessed for suitable access for people with disabilities and where necessary staff will meet with complainants outside the office to provide them with appropriate access to the complaints process. **People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority**

The Disability Services Commission guidelines on access were used to design the layout of the offices and the facilities, such as electrical outlets in the new accommodation fit-out in 2003. This means the accommodation and facilities meet the needs of people with disabilities as far as practicable. Subsequently, in response to an identified need, new electronic self-opening doors were installed in the public areas of the office. The building has a lift designed for persons with disabilities and the ground floor is at the same level as St Georges Terrace to assist easy access.

The office is committed to continuing to improve access for people with disabilities. An access audit is planned for early 2007-08 and action will be taken to rectify any areas that need further improvement.

2. People with disabilities receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it

The office strives to publish all documents in plain English. Publications are available in alternative formats on request and this information is provided in all new publications. Information published on the office website can be viewed and printed in alternative formats and TTY phone access is available for people with a hearing impairment. In addition, the office has provided suitable equipment to enable employees with vision impairments to access electronic information.

3. People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority

The services provided by the office have been adapted to reduce barriers to people with disabilities through better access and the availability of information in various formats on request. The office has increased the employment of people with disabilities this year. This has helped to raise the awareness of staff in relation to their obligations in dealing with people with disabilities.

4. People with disabilities have the same opportunities as other people to make complaints to a public authority

A key role of the Ombudsman's office is to handle complaints about the public authorities. Any member of the public with a disability has an equal opportunity to make a complaint to the office. All complaints are investigated free of any bias or discrimination in order to achieve appropriate

outcomes quickly and efficiently. Where necessary the complaint process is modified to meet the needs of a person with a disability. This includes meeting with people at a local venue where it is difficult for them to attend the office, and modifying communication strategies, for example by using a translator where required.

5. People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority

Any member of the public or staff with a disability has an equal opportunity to participate in consultations, decision making, grievance process and any other consultative process within the office. Most consultation with the office is handled through the website or other electronic means. The office website meets disability access requirements and documents can be viewed and printed in alternative formats.

Equal employment opportunity outcomes

The office’s EEO management planning and practices take into account the principles and objectives of the Government’s *Equity and Diversity Plan for the Public Sector Workforce 2006–2009*. The office’s current representation is shown below along with our achievements for 2006-07 and the areas of focus for 2007-08.

Current Representation

Ombudsman’s Office as at 30 June 2007	2006-07		2005-06	
	%	Equity Index*	%	Equity Index*
Women Management Tiers 2&3	50%	92	50%	113
People from Culturally Diverse Backgrounds	5.6%		2.9%	
Indigenous Australians	0.0%		0.0%	
People with Disabilities	8.3%		5.9%	
Youth	2.8%		5.9%	

The Equity Index measures distribution across levels. The ideal Equity Index is 100. A meaningful Equity Index cannot be calculated for a diversity group of less than 10 individuals

Achievements in 2006-07

In 2006-07 there has been an increase in diversity in the office. There continues to be a good distribution of women across all levels and cultural diversity and employment of people with disabilities has increased. The following table shows the initiatives undertaken to achieve these outcomes.

What was the initiative?	What was achieved?	What difference has it made to your agency and how was it evaluated?
<p>Clear policies relating to harassment, grievance and bullying.</p>	<p>The office has an anti-discrimination policy which gives a commitment to ensuring the office is free from racial and sexual harassment. The office also has a bullying in the workplace policy</p>	<p>Difference Made</p> <p>Staff have a thorough understanding of acceptable and unacceptable behaviours and practices within the agency and awareness to address issues that arise.</p> <p>Evaluation</p> <p>The anti-discrimination policy was created in January 2007. The Bullying in the Workplace policy was implemented on 23 September 2004 and reviewed in May 2007. Both policies were considered to be relevant and appropriate.</p>
<p>Collect demographic data to enable diversity outcomes to be evaluated.</p>	<p>All staff were surveyed in June 2006. All new staff since then have been surveyed as a part of their induction pack and outstanding surveys were followed up to ensure all staff data was available for 2006-07.</p>	<p>Difference Made</p> <p>The office is able to access demographic data as needed to ensure it has the diversity of staff to meet client needs and EEO objectives.</p> <p>Evaluation</p> <p>All staff of the agency complete a Diversity Survey as part of the induction program and the data is monitored by Human Resources. This showed 100% response to surveys.</p>
<p>Develop new wording for advertisements for vacancies to ensure they contribute to enhanced diversity outcomes. Include changes to enhance diversity outcomes in review of recruitment process and checklist.</p>	<p>All advertising includes an Equity and Diversity statement, including offering flexible work practices.</p>	<p>Difference Made</p> <p>The office is in line with Government standards as set out by the Office of EEO and has attracted a number of staff who use flexible work practices.</p> <p>Evaluation</p> <p>Evaluation of EEO demographics shows a good distribution of women, an increased level of diversity within the office and an increase in employment of people with disabilities.</p>

What was the initiative?	What was achieved?	What difference has it made to your agency and how was it evaluated?
Review/promote flexible working arrangements policies/ procedures.	Advertising includes a statement that flexible work can be negotiated. A Home Based Work Policy was developed and implemented in May 2006. An Hours of Duty and Flexitime Leave Arrangements policy was implemented in June 2005 providing for flexible work arrangements.	<p>Difference Made</p> <p>There is currently one employee using and benefiting from the practice of working from home, eight staff on part time arrangements, and several on purchased leave. This has enabled staff to be attracted and retained.</p> <p>Evaluation</p> <p>The office has maintained continuity of work performance and outcomes from employees utilising the Home Base working arrangement. Evaluation shows a high number of staff taking up flexible working arrangements. Both policies were reviewed in 2006 and were considered appropriate and relevant.</p>
Indigenous Cultural Awareness Program.	A two day course was presented by an Indigenous Government employee from the Department for Child Protection, educating staff about the economics of Aboriginal lifestyles and impact of living in today's world	<p>Difference Made</p> <p>Staff have acquired skills, through knowledge, to interact with Indigenous clients and staff with a better understanding of the challenges they face within the community.</p> <p>Evaluation</p> <p>The majority of staff participated in the course and were presented with a certificate of attendance to recognise their training. Feedback indicated they found the program useful for improving their understanding of issues.</p>

Future Initiatives

The office has a small staff and as such, small changes in staffing can have a significant effect on levels of representation. It is therefore not practical to set specific objectives for representation. However we have identified areas where we will be working to achieve increased representation and have identified key opportunities to achieve these objectives and other equal employment opportunity outcomes.

The opportunities identified for the year ahead are to :

- Explore the possibility of appointing an Indigenous person to undertake liaison with Aboriginal people to improve their access to making complaints to the Ombudsman
- Review current policies and procedures as an ongoing matter
- Ombudsman Induction manual and procedures, reviewed to include ways to cover Office of EEO requirements for a workplace that values diversity and is free of discrimination, harassment and victimisation.
- Train/retrain staff who are involved in selection processes

Compliance with public sector standards and ethical codes

As an accountability agency, the Ombudsman's office has a strong commitment to promoting integrity in official conduct and the Ombudsman is a member of the Integrity Coordinating Group. The office aspires to lead by example and is committed to achieving high standards in monitoring and ensuring compliance with the Public Sector Standards, the *Western Australian Public Sector Code of Ethics* and the office's Code of Conduct.

The following table identifies the significant action taken to monitor and ensure compliance and any compliance issues that have arisen in 2006-07 in each of these areas.

Significant Action to Monitor and Ensure Compliance

Public Sector Standards (PSS)

The office's practices relating to public sector standards in human resource management are currently under review to ensure compliance with the Standards and breach claim procedures. Practices include checks of compliance where appropriate. Managers and staff are required to comply with the Standards and they are accessible to all staff. Examples of monitoring provisions include:

- For recruitment, selection and appointment, an individual review of each process is undertaken prior to the final decision to ensure compliance with the Recruitment Selection and Appointment Standard
- A review process is in place to ensure that for acting and secondments a merit-based process is used and there are no inadvertent extensions that result in long-term opportunities without expressions of interest; and
- A monitoring process is in place to ensure there are current performance management processes in place for all employees.

Compliance issues:

No breach claims were lodged

Internal checks have shown compliance with the standards is achieved before any final decision.

Western Australian Public Sector Code of Ethics

The Code of Ethics is available on the Intranet and as part of the induction of new staff. Staff awareness has been promoted by the following activities:

- All staff were made aware of the revised code issued this year through distribution by email.
- Senior staff attended a number of forums relating to ethical conduct.

Compliance issues:

No evidence of non-compliance with the WA Code of Ethics

Code of Conduct

The Code of Conduct includes a core value statement that identifies and defines three key values of justice, equity and efficiency and effectiveness.

The Code of Conduct also addresses a range of issues including dealing with clients, harassment and discrimination, conflict of interest, fraud, intellectual property, confidentiality, public comment by staff, and grievances and allegations against officers. It has a particular emphasis on identifying and addressing conflicts of interest between public duty and private benefits. It also refers to key policies relating to handling of grievances and allegations against staff and internal review of operational decisions.

Based on the standards included in the Public Sector Code of Ethics, the office Code of Conduct is an integral part of the standards of behaviour adhered to by employees. It is available to all staff on the office intranet and is part of the induction of all new staff.

The Code is regularly reviewed along with the policies to which it refers:

[Compliance issues:](#)

[No evidence of non-compliance with the office's Code of Conduct](#)

Record keeping plans

The Ombudsman's office is committed to continuously improving record keeping practices consistent with the State Records Act 2000 and aims for best practice record keeping practices. The current Office Record Keeping Plan (the plan), was approved by the State Records Commission (SRC) for the maximum period of five years in December 2004 and an electronic document records management system (EDRMS) was implemented in 2005.

Evaluation of Efficiency and Effectiveness of systems

During 2006 the office's recordkeeping processes continued to undergo reviews and significant improvements to demonstrate further compliance with the plan and a commitment to efficient recordkeeping practices.

To assist in this process, record-naming conventions were updated for the creation and registration of files and documents to reflect current business functions. A major review of all Retention and Disposal Schedules for files in all core business function areas has commenced, with the view of this being completed in 2007. The office continues to maintain an offsite storage facility for the storage of all "Significant" complaints files and all other relevant files for the duration of their retention. A regular disposal program targeting division-specific records is undertaken to ensure ongoing on-site storage capacity.

Since November 2005 all incoming, outgoing and significant internal documents have been saved electronically into the EDRMS. This complements the saving of electronic mail (e-mail) and facsimiles directly into the 'TRIM' EDRMS. The latest version of the 'TRIM' EDRMS was implemented on 24 April 2007. An electronic document management training program was attended by records staff just prior to roll-out of the system and specific training was provided to all operational staff once the program had been implemented. The extensive use of the EDRMS means staff have the advantage of viewing a file and its contents electronically and using the document content search facility provided by the 'TRIM' EDRMS to assist in effectively

retrieving documents. There has been an increasing noted reduction of physical file retrieval requests from staff due to the implementation of electronic document management.

Nature and extent of training conducted

All staff are required to save their final electronic documents into the EDRMS and a training file is presented to new staff containing relevant procedural manuals and documents to assist in compliance with record keeping requirements. Further training opportunities are identified when regular audits of the quality of the data saved into the EDRMS are assessed and specific training is offered to staff where required. After the update of 'TRIM' staff training was reviewed and upgraded accordingly to incorporate the new functions of the system. Staff training updates targeted all divisions of the office and identified the new functionality of the EDRMS to assist in their recordkeeping needs and compliance.

Review of Efficiency and Effectiveness of systems

The current processes are operating effectively and are regularly reviewed. This year the office focussed on improving the efficiency of record handling for incoming mail as well as continuing improvements the management of electronic documents and effective retrieval of information. This has resulted in a significant increase of 32% in 2006–07 in the number of records captured.

Compliance with record-keeping plan – Induction

All new staff undergo a recordkeeping induction of around 90 minutes and an EDRMS training session. Follow-up training and help desk assistance is also provided.

Government policy requirements

Corruption prevention

The Ombudsman's office is committed to operating with a high level of integrity, consistent with its role in promoting confidence in public administration.

Strategy for identifying, managing and preventing misconduct and corruption and communication to staff about internal corruption or misconduct notification procedures

The office's Code of Conduct has a strong emphasis on identifying, managing and preventing misconduct and corruption. This includes detailed definitions and procedures for:

- Conflict of interest - this includes information on improper conduct for personal benefit, such as officers taking advantage of status or power to gain benefits for themselves
- Gifts - this includes how gifts to the office should be handled and registered
- Fraud - this includes information on fraud prevention
- Confidentiality - this includes the requirement that staff take an oath or affirmation on confidentiality.

There is an internal policy and procedures for Public Interest Disclosures which was implemented in 2005.

The office investigates complaints about public administration and handles Public Interest Disclosures relating to other agencies, which also raises awareness of these issues.

The high profile of these issues in the work of the office and as a member of the Integrity Coordinating Group and regular discussions on these matters ensures staff are aware of :

- The integrity framework for the office, including our values, Code of Ethics, the Office's Code of Conduct and internal public interest disclosure procedures.
- Internal notification procedures for dealing with complaints relating to misconduct and corruption including the ability to raise matters as a public interest disclosure.
- Those activities which constitute misconduct and corruption and the requirement to refer these matters to the Corruption and Crime Commission.

All staff, particularly those handling complaints and public interest disclosures, are aware that matters may come to their attention from the rest of the sector that relate to misconduct and corruption. They are well informed about requirements to report these matters to the Corruption and Crime Commission. This maintains awareness of the nature of misconduct and corruption and reporting requirements for any of these matters that arise within the office.

Prevention of misconduct and corruption is supported by:

- A strong focus on integrity and conflict of interest issues in the Code of Conduct and a requirement to declare and address conflicts of interest.
- Internal checks and balances including quality checks and sign off of major decisions such as recruitment and major purchases.

Education of staff and inclusion of misconduct and corruption policies in management development activities

Staff are aware of the Code of Ethics and its recent review. We adopt a continuous improvement approach to our Code of Conduct including the conflict of Interest provisions. Both documents are incorporated into the induction manual for new staff and are available on the office's intranet. Ethical awareness is reinforced through attendance by staff at presentations by guest speakers and relevant seminars and workshops. Senior staff are asked to declare any conflicts of interest at the commencement of management meetings and monthly staff meetings focus on and reinforce the application of our values.

Integration of misconduct and corruption prevention into agency's risk management system and amendment of agency policies and procedures

Given the role of the office, the need to maintain our reputation by preventing misconduct and corruption is an important aspect of our risk management. Policies are regularly reviewed with a focus on integrity issues. In addition any identification of a practice which may result in a risk of misconduct or corruption results in a review of relevant policies and practices to prevent it occurring.

Information security is a high priority for the office. Relevant risks and control strategies have been identified and implemented. The office's hard copy and electronic records management system and information technology networks have restricted access to sensitive records. Highly sensitive records are kept in independent lockable storage and are only accessible to relevant staff. Staff are made aware of their obligations relating to information security as part of the induction process and make an oath or affirmation that they will not inappropriately disclose information from the office's confidential records.

Substantive equality

The Ombudsman's office is not a member of the Strategic Management Council and does not currently have obligations under the Substantive Equality Framework. However, the office is committed to the objectives of the policy to eliminate systemic racial discrimination in the delivery of public services and promote sensitivity to the different needs of client groups. EEO initiatives contribute to the elimination of systemic racial discrimination in the delivery of services as well as promoting equal employment opportunity. Cultural diversity in the workforce contributes to increased sensitivity by all staff to the different needs of client groups and the following planned initiatives will address both employment opportunity and improved services to customers:

- Explore the possibility of appointing an Indigenous person to undertake liaison with Aboriginal people to improve their access to making complaints to the Ombudsman.
- Ombudsman Induction manual and procedures reviewed to include ways to cover requirements for a workplace that values diversity and is free of discrimination, harassment and victimisation.

Code of Practice Action	Strategies
Planning, reporting and decision making are conducted in accordance with sustainability principles	<ul style="list-style-type: none"> • Strategic and business planning is consistent with sustainability principles and actions in <i>Better Planning: Better Services</i> • The office engages stakeholders regardless of age, gender, culture, ability and location in policy development
Agency operations support sustainability	<ul style="list-style-type: none"> • Procurement complies with the sustainability approach as outlined in the State Supply Commission's policies. • Service delivery is integrated with other accountability agencies through co-location arrangements and shared business services. • The office maximises paper recycling through use of recycle bins. • The office is highly conscious of energy consumption and has successfully reduced energy consumption over several years. This resulted in an award for savings of 10% in 2005-06. This year there has been a further 10% reduction in net omissions. • Travel and vehicle use is minimised through use of telephones and teleconference facilities where possible. • Sustainability considerations have been built onto office fitouts, including use of lights that turn off when offices are empty.
Public sector employees are encouraged and empowered to support sustainability	<ul style="list-style-type: none"> • Paper recycling and minimising use of energy was initially promoted personally by the Ombudsman and has been maintained through signs on recycling bins and light switches. • Employees are supported in their understanding of and respect for diversity through initiatives under the EEO Outcomes • Employees are encouraged to contribute to community development through voluntary initiatives. • Occupational health and safety measures have been implemented as outlined under the Employment and Industrial Relations.

Sustainability

Qualitative summary describing how achieving targets and priority areas set in sustainability action plans, including but not limited to sustainability procurement

Under the *Sustainability Code of Practice for Government Agencies*, departments of State and SES organisations are required to develop a Sustainability Action Plan. While it is not intended that the code apply to accountability agencies such as the Ombudsman's office, we are committed to the principles in the Code of Practice and to ensuring agency operations support sustainability and encourage and empower staff to support it.

Appendix - Allegations received and outcome of allegations finalised—by agencies

Departments and Authorities	Finalised at initial stage						Finalised by completed investigation or review					
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	Allegations finalised
Agriculture – Department of	1	0	1	0	0	0	0	1	0	2	0	4
Anti-Corruption Commission	1	1	0	0	0	0	0	0	0	0	0	1
Attorney General – Department of the	17	5	14	0	3	0	0	0	1	0	0	23
Australian Integration Management Services Corporation - Courts	0	0	1	0	0	0	0	0	0	0	0	1
Australian Integration Management Services Corporation - Transport	2	0	3	0	0	0	1	1	2	2	1	10
Births, Deaths, Marriages – Registry of	0	0	0	0	0	0	0	0	0	0	1	1
Builders' Registration Board	3	0	3	0	0	0	2	0	0	2	8	15
Building Disputes Tribunal	1	0	1	1	0	0	3	0	0	0	9	14
Central TAFE	4	0	4	0	0	0	0	1	1	0	0	6
Challenger TAFE	2	1	1	0	0	0	0	6	0	0	2	10
Child Protection – Department for	8	1	3	0	0	0	2	0	0	0	7	13
Communities – Department for	1	0	1	0	0	0	0	0	0	0	0	1
Community Development – Department for	37	0	21	0	0	6	0	2	0	2	18	49
Construction Industry Long Service Leave Payments	1	0	1	0	0	0	0	0	0	0	0	1
Consumer and Employment Protection – Dept. of	12	1	10	0	0	0	0	1	0	0	1	13
Corrective Services – Dept. of - Offender Management Division	295	19	204	19	1	52	5	4	0	4	22	330
Corrective Services – Department of - Other	0	0	0	0	1	0	0	0	0	0	0	1
County High School Hostels Authority	0	0	0	0	0	0	0	0	1	0	0	1
Criminal Injuries Compensation - Office of	1	0	1	0	0	0	0	0	0	0	0	1
Culture and the Arts – Department of	1	0	2	0	0	0	0	0	0	0	0	2
Curriculum Council	0	0	0	0	0	0	0	0	1	1	0	2
Curtin University of Technology	11	3	7	0	0	0	1	0	0	0	1	12

Departments and Authorities	Finalised at initial stage						Finalised by completed investigation or review					
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	Allegations finalised
Dental Board	0	0	0	0	0	0	0	0	0	0	2	2
Disability Services Commission	2	0	2	0	0	0	1	0	0	0	1	4
Edith Cowan University	3	0	2	0	0	0	0	0	0	0	0	2
Education – Department of	0	0	0	0	0	0	0	0	1	0	0	1
Education and Training – Department of	32	1	23	1	0	4	0	0	2	7	5	43
Environment and Conservation– Department of	11	3	12	0	0	0	2	0	0	0	1	18
Environmental Protection Authority	3	0	2	0	0	1	0	0	0	0	0	3
Equal Opportunity Commission	2	2	1	0	0	0	0	0	0	0	0	3
Fire and Emergency Services Authority	1	0	0	0	0	0	0	0	0	0	1	1
Fisheries – Department of	6	0	1	1	0	0	1	0	1	3	6	13
Forest Products Commission	1	0	1	0	0	0	0	0	0	0	0	1
Fremantle Port Authority	1	0	1	0	0	0	0	0	0	0	0	1
Government Employees' Housing Authority	1	0	2	0	0	0	3	0	2	3	1	11
Government Employees Superannuation Board	2	0	2	0	0	0	0	0	0	0	0	2
Health – Department of	27	3	23	0	0	1	1	0	0	1	0	29
Health Review – Office of	5	0	6	0	0	1	1	0	1	0	1	10
Heritage Council	2	0	2	0	0	0	0	0	0	0	0	2
Hospital and Health Services	1	0	1	0	0	0	0	0	0	1	1	3
Housing and Works – Department of	67	4	44	1	3	3	2	1	1	4	13	76
Indigenous Affairs – Department of	1	0	1	0	0	0	0	0	0	1	0	2
Industry and Resources – Department of	5	0	5	0	0	0	0	0	0	0	0	5
Insurance Commission	4	0	3	0	0	0	0	0	0	0	0	3
Landcorp	1	0	0	0	0	1	0	0	1	0	1	3
Landgate	2	0	2	0	0	0	0	0	0	0	0	2
Legal Aid	5	0	2	1	0	0	0	0	0	0	3	6
Legal Practice Board	1	0	1	0	0	0	0	0	0	0	0	1
Legal Practitioners Complaints Committee	3	0	1	1	0	0	0	0	0	0	3	5

Departments and Authorities	Finalised at initial stage						Finalised by completed investigation or review					
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	Allegations finalised
Local Government & Regional Development – Dept of	7	0	6	0	0	1	0	0	0	0	1	8
Lotteries Commission	1	0	1	0	0	1	0	0	0	0	0	2
Main Roads	5	0	2	1	0	0	0	0	0	0	0	3
Medical Board	3	1	1	0	0	1	0	0	0	0	1	4
Metropolitan Cemeteries Board	2	0	2	0	0	0	1	0	0	2	0	5
Murdoch University	4	0	5	0	0	0	0	1	0	1	3	10
Nurses Board	1	0	0	1	0	0	0	0	0	0	0	1
Organisation not identified	41	23	9	9	0	0	0	0	0	0	0	41
Pilbara TAFE	0	0	1	0	0	0	0	0	0	0	0	1
Planning and Infrastructure – Department of	50	5	25	5	1	1	3	1	1	7	9	58
Plumbers' Licensing Board	1	-	-	-	-	-	-	-	-	-	-	0
Police Service	136	26	83	2	4	17	0	1	2	1	22	158
Prisoners' Review Board	7	5	1	0	0	1	0	0	0	0	0	7
Psychologists' Board	1	-	-	-	-	-	-	-	-	-	-	0
Public Advocate	2	0	2	0	0	0	0	0	0	0	0	2
Public Transport Authority	16	3	6	1	2	0	0	0	2	4	2	20
Public Trustee	11	0	9	0	0	2	0	0	0	0	3	14
Racing, Gaming and Liquor – Department of	5	0	4	0	0	0	0	0	0	0	0	4
Real Estate and Business Agents Supervisory Board	0	0	1	0	0	1	0	0	0	0	6	8
Rottneet Island Authority	1	0	1	0	0	0	0	0	0	0	0	1
Serco – Acacia Prison	22	1	11	4	1	4	1	4	0	0	10	36
Sport and Recreation – Department of	1	0	1	0	0	0	0	0	0	0	0	1
Sports Centre Trust	2	0	0	0	0	0	2	0	0	0	0	2
Treasury and Finance - Department of	13	1	10	2	0	0	1	1	0	0	3	18
University of Western Australia – The	4	0	3	0	0	1	0	0	2	0	0	6
Valuer General – Office of the	1	0	1	0	0	0	0	0	0	0	0	1
Veterinary Surgeons Board	1	0	1	0	0	0	0	0	0	0	3	4
WA College of Teaching	1	0	6	0	0	0	0	0	0	0	0	6
WA Planning Commission	5	0	1	0	0	0	0	0	0	2	1	4

Departments and Authorities	Finalised at initial stage						Finalised by completed investigation or review					Allegations finalised
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	
Water and Rivers Commission	1	1	0	0	0	0	0	0	0	0	0	1
Water – Department of	4	0	1	0	0	0	0	0	0	0	2	3
Water Corporation	12	0	11	1	0	1	0	0	0	1	2	16
Western Power Corporation	1	0	0	1	0	0	0	0	0	0	0	1
Workcover	8	0	3	0	0	0	0	0	0	0	0	3
WorkSafe	2	0	2	0	0	0	0	0	0	0	0	2
Sub Totals	959	110	628	52	16	100	33	25	22	51	177	1,214

Allegations received an outcome of allegations finalised – by agencies

Local Governments	Finalised at initial stage					Finalised by completed investigation or review						Allegations finalised
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	
Albany – City	5	0	5	0	0	0	0	0	0	0	0	5
Armadale – City	4	0	2	0	1	1	0	0	0	0	0	4
Bassendean – Town	1	-	-	-	-	-	-	-	-	-	-	0
Bayswater – City	1	0	0	0	0	0	0	0	0	0	1	1
Belmont – City	2	0	2	0	0	0	0	0	0	0	0	2
Beverley - Shire	2	0	1	0	0	0	0	0	0	0	0	1
Bridgetown – Shire	1	0	1	0	0	0	0	0	0	0	0	1
Brookton - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Broome - Shire	4	0	3	0	0	0	0	0	0	0	0	3
Bruce Rock - Shire	1	0	0	0	0	0	0	0	0	0	1	1
Bunbury – City	2	0	1	0	0	0	0	0	0	1	0	2
Busselton – Shire	1	0	1	0	0	0	0	0	0	0	0	1
Cambridge – Town	5	0	1	1	0	0	0	0	0	0	0	2
Canning – City	12	0	4	0	0	1	1	0	0	1	0	7
Capel – Shire	5	-	-	-	-	-	-	-	-	-	-	0
Chittering – Shire	3	1	1	0	0	0	0	0	0	0	0	2
Cockburn – City	12	0	4	1	0	0	0	0	1	1	4	11
Collie – Shire	0	0	0	1	0	0	0	0	0	0	0	1
Cottesloe - Town	0	0	0	0	0	0	2	1	0	0	4	7
Dandaragan - Shire	1	1	0	0	0	0	0	0	0	0	0	1
Dardanup - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Denmark – Shire	1	0	2	0	0	0	0	0	0	0	0	2
Derby/West Kimberley - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Donnybrook/Balingup - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Esperance – Shire	0	0	0	0	1	0	0	0	0	0	0	1
Exmouth – Shire	1	0	1	0	0	0	0	0	0	0	0	1
Fremantle – City	8	1	6	0	0	0	0	0	1	0	2	10
Geraldton – City	1	0	1	0	0	0	0	0	0	0	0	1
Gingin - Shire	5	0	3	0	0	0	0	0	0	0	0	3
Gosnells – City	10	1	6	1	0	0	0	0	0	0	1	9
Greenough - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Harvey – Shire	1	0	1	0	0	0	0	0	0	0	0	1
Irwin - Shire	0	0	0	0	0	1	0	0	0	0	0	1

Allegations received an outcome of allegations finalised – by agencies

	Finalised at initial stage						Finalised by completed investigation or review					Allegations finalised
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	
Local Governments												
Joondalup – City	3	0	2	0	0	0	1	0	0	0	1	4
Kalamunda – Shire	3	0	2	0	0	0	0	0	1	0	1	4
Katanning - Shire	1	0	2	0	0	1	0	0	0	0	0	3
Kellerberrin – Shire	3	0	2	0	0	1	0	0	0	0	0	3
Kwinana – Town	4	1	3	0	0	0	0	0	1	0	0	5
Mandurah – City	2	0	2	0	0	0	4	0	0	0	0	6
Manjimup - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Melville – City	9	1	7	1	0	0	0	0	0	0	0	9
Merredin - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Mosman Park - Town	2	0	1	0	0	0	0	0	0	0	0	1
Mukinbudin - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Mundaring – Shire	1	0	0	0	0	0	0	0	0	0	2	2
Murchison - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Murray – Shire	0	0	1	0	0	0	0	0	0	0	0	1
Nedlands – City	2	0	2	0	0	0	0	0	0	0	0	2
Northam - Shire	2	0	1	0	0	1	0	0	0	0	0	2
Northam - Town	2	0	0	0	0	0	0	0	0	2	0	2
Non-shire specific/Shire unknown	2	0	1	0	0	0	0	0	0	0	0	1
Northampton - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Perenjori - Shire	1	-	-	-	-	-	-	-	-	-	-	0
Perth – City	6	0	2	0	1	0	0	0	0	1	0	4
Rockingham – City	1	1	0	0	0	0	0	0	0	0	1	2
Roebourne - Shire	0	0	0	0	0	0	1	0	0	0	0	1
Serpentine–Jarrahdale – Shire	1	0	1	0	0	0	0	0	0	0	1	2
South Perth – City	1	0	4	0	0	0	0	0	1	0	1	6
Southern Metropolitan Regional Council	3	0	3	0	0	0	0	0	0	0	0	3
Stirling – City	5	1	3	0	0	1	0	0	1	4	1	11
Subiaco – City	3	0	0	1	0	0	0	0	0	0	0	4
Swan – City	10	0	10	0	0	0	0	0	0	0	3	13
Toodyay – Shire	11	0	6	0	0	1	0	2	0	0	0	9
Victoria Park – Town	8	0	5	0	0	0	0	0	0	0	0	5
Victoria Plains - Shire	2	0	2	0	0	0	0	0	0	0	0	2

Allegations received an outcome of allegations finalised – by agencies

	Finalised at initial stage						Finalised by completed investigation or review					Allegations finalised
	Allegations received	No jurisdiction	Discretion exercised	Withdrawn or not proceeded with	Finalised to complainant's satisfaction	Referred back to agency	Withdrawn or not proceeded with	Could not be determined	Sustained partly	Sustained wholly or substantially	Not sustained	
Local Governments												
Vincent – Town	1	0	1	0	0	1	0	0	0	0	0	2
Wagin - Shire	1	0	1	0	0	0	0	0	0	0	0	1
Wanneroo – City	5	0	4	0	0	0	0	0	0	0	0	4
Waroona - Shire	1	0	2	0	0	0	0	0	0	0	0	2
Williams - Shire	1	0	0	0	0	0	0	0	1	0	0	1
York - Shire	2	0	1	1	0	0	0	0	0	0	0	2
Sub Totals	198	8	130	7	3	9	9	3	7	10	24	210
Organisations not within jurisdiction	118	109	8	1	0	0	0	0	0	0	0	118
GRAND TOTALS	1,275	227	766	60	19	109	42	28	29	61	201	1,542

* Some of the allegations finalised during the 2006-07 period were received in a previous reporting period.

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