

Key Performance Indicators

Certification of Key Performance Indicators for year ended 30 June 2012

I hereby certify that the key performance indicators are based on proper records, are relevant and are appropriate for assisting users to assess performance and fairly represent the performance of the Parliamentary Commissioner for Administrative Investigations for the financial year ended 30 June 2012.



Mary White
Chief Finance Officer

2 August 2012



Chris Field
Accountable Authority

2 August 2012

Key Performance Indicators

Key Effectiveness Indicators

The desired outcome for the Parliamentary Commissioner for Administrative Investigations (**the Ombudsman**) is:

The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision making, practices and conduct.

Key Effectiveness Indicators	2007-08	2008-09	2009-10	2010-11	2011-12 Target	2011-12 Actual
Of allegations where the Ombudsman made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies (a)	100%	100%	100%	100%	100%	100%
Number of improvements to practices or procedures as a result of Ombudsman action (b)	34	29	49	57	55	96

(a) For public authority responses each year, the percentage of recommendations and suggestions relating to improved practices and procedures that were accepted by the public authority.

(b) For public authority responses each year, the number of recommendations and suggestions relating to improved practices and procedures that were accepted by the public authority.

Comparison of Actual Results and Budget Targets

Commencing in 2007-08, the office of the Ombudsman (**the Office**) commenced a program to ensure that its work increasingly contributed to improvements to public administration. Consistent with this program, the number of improvements to practices and procedures of public authorities as a result of Ombudsman action in 2011-12 is a significant improvement on the 2011-12 budget target and 2010-11 actual results. The number of improvements to practices and procedures of public authorities as a result of Ombudsman action has now increased each year for the past three years and has nearly trebled from 2007-08.

For the fifth consecutive year, public authorities have accepted every recommendation made by the Ombudsman, matching the 2010-11 actual result and meeting the 2011-12 budget target.

Key Efficiency Indicators

The Ombudsman's key efficiency indicators relate to the following service:

Resolving complaints about the decision making of public authorities and improving the standard of public administration.

Key Efficiency Indicators	2007-08	2008-09	2009-10	2010-11	2011-12 Target	2011-12 Actual
Percentage of allegations finalised within three months	78%	82%	82%	78%	85%	72%
Percentage of allegations finalised within 12 months	95%	96%	99%	96%	98%	99%
Percentage of allegations on hand at 30 June less than three months old	51%	71%	63%	68%	68%	45%
Percentage of allegations on hand at 30 June less than 12 months old	85%	96%	97%	98%	97%	99%
Average cost per finalised allegation (a)	\$2,941	\$2,759	\$1,999	\$1,899	\$1,900	\$1,866
Average cost per finalised notification of the sudden or unexpected death of a child (b)	NA	NA	\$9,377	\$9,651	\$9,500	\$10,410

- (a) This is the net cost of complaint resolution services divided by the number of allegations finalised.
- (b) This is the net cost of undertaking the child death review function divided by the number of notifications finalised.

Comparison of Actual Results and Budget Targets

Overall, the timeliness of complaint handling has substantially improved over the previous five years due to a major complaint handling improvement program introduced in 2007-08. An initial focus of the program was the elimination of aged complaints, including a high number of complaints older than twelve months of age and complaints as old as six years. In 2011-12, there has been a further reduction of aged cases with 99% of allegations finalised in less than 12 months and 99% of allegations on hand less than twelve months old. Both these figures exceed 2011-12 budget targets and 2010-11 actual results. For the fourth consecutive year, the cost per finalised allegation has reduced and the Office has exceeded the 2011-12 budget target, reflecting the efficiency dividends of the program.

The program has also ensured that over the last five years the Office has been able to manage successfully a very substantial increase in the level of complaints that commenced in mid 2009. In the current financial year, complaints increased by 23%, which followed a 67% increase in complaint numbers experienced up to the commencement of the current financial year. Overall, the Office has experienced an 83% increase in the average number of complaints received in the last three years

(2009-10 to 2011-12), compared to the average for the previous three years (2006-07 to 2008-09). In this context, the actual percentages of allegations finalised within three months and the percentage of allegations on hand less than three months old have not met 2011-12 budget targets, reflecting the fact that the Office has been required to manage the further 23% increase in complaints received in 2011-12. Pleasingly, however, despite this increase in complaints, nearly three quarters of all complaints received have been resolved in less than three months.

The Office has now developed and commenced a new organisational structure and processes to promote and support early resolution of complaints. The early resolution of complaints will be a principal focus in 2012-13 and the Office expects to meet or exceed both budget targets in 2012-13.

The average cost of \$10,410 per finalised notification of the sudden or unexpected death of a child has moderately exceeded the 2011-12 budget target, reflecting an increased complexity of certain child death reviews.