

## Summary of Performance

### Key Effectiveness Indicators

The Ombudsman aims to improve decision making and administrative practices in public authorities as a result of complaints handled by the Office, child death reviews and own motion investigations. Improvements may occur through action identified and implemented by agencies as a result of the Ombudsman's investigations and reviews, or as a result of the Ombudsman making specific recommendations and suggestions that are practical and effective. Key indicators are the percentage of these recommendations and suggestions accepted by public authorities and the number of improvements that occur as a result of Ombudsman action.

Key Effectiveness Indicators	2011-12 Target	2011-12 Actual	Variance
Of allegations where the Ombudsman made recommendations to improve practices or procedures, percentage of recommendations accepted by agencies	100%	100%	0
Number of improvements to practices or procedures as a result of Ombudsman action	55	96	+41

Another important role of the Ombudsman is to enable remedies to be provided to people who make complaints to the Office where service delivery by a public authority may have been inadequate. The remedies may include reconsideration of decisions, more timely decisions or action, financial remedies, better explanations and apologies. In 2011-12, there were 108 actions taken by public authorities to provide a remedy for people making complaints to the Office.

### Comparison of Actual Results and Budget Targets

Commencing in 2007-08, 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.

**The number of administrative improvements as a result of Ombudsman action has nearly trebled since 2007-08.**

**For the fifth consecutive year, public authorities have accepted every recommendation made by the Ombudsman.**

## Key Efficiency Indicators

The key efficiency indicators relate to timeliness of complaint handling, the cost per finalised allegation about public authorities and the cost per finalised child death notification.

Key Efficiency Indicators	2011-12 Target	2011-12 Actual	Variance
Percentage of allegations finalised within 3 months	85%	72%	-13%
Percentage of allegations finalised within 12 months	98%	99%	+1%
Percentage of allegations on hand at 30 June less than three months old	68%	45%	-23%
Percentage of allegations on hand at 30 June less than 12 months old	97%	99%	+2%
Average cost per finalised allegation	\$1,900	\$1,866	-\$34
Average cost per finalised notification of the sudden or unexpected death of a child	\$9,500	\$10,410	+\$910

## 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 per cent of allegations finalised in less than 12 months and 99 per cent 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. Overall, the Office has experienced an 83 per cent 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 per cent 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.

## Summary of Financial Performance

The majority of expenses for the Office (67%) relate to staffing costs. The remainder is primarily for accommodation, communications and office equipment.

Financial Performance	2011-12 Target ('000s)	2011-12 Actual ('000s)	Variance ('000s)
Total cost of services (expense limit) (sourced from <a href="#">Statement of Comprehensive Income</a> )	\$8,012	<b>\$9,424</b>	\$1,412
Income other than income from State Government (sourced from <a href="#">Statement of Comprehensive Income</a> )	\$1,500	<b>\$2,372</b>	\$872
Net cost of services (sourced from <a href="#">Statement of Comprehensive Income</a> )	\$6,512	<b>\$7,052</b>	\$540
Total equity (sourced from <a href="#">Statement of Financial Position</a> )	\$1,439	<b>\$1,604</b>	\$165
Net increase in cash held (sourced from <a href="#">Statement of Cash Flows</a> )	\$17	<b>\$367</b>	\$350
Staff Numbers	Number	Number	Number
Full time equivalent (FTE) staff level	63	<b>64</b>	1

## Comparison of Actual Results and Budget Targets

The variation in total cost of services of \$1.412 million was mainly due to:

- Staffing costs for staff recruited to handle increased complaints in both the State and Energy jurisdictions, and work to develop the new function of family and domestic violence fatality reviews;
- Increased costs for accommodation, supplies, services and equipment related to the increase in staff and expenses resulting from a relocation to new accommodation during the year; and

- Increased expenses for fit-out depreciation associated with the refit of the Office's new accommodation (provided as resources free of charge by the Department of Finance - Building Management and Works).

Total income other than income from State Government increased due to an increase in funding approved by the Board of the Energy Ombudsman Western Australia to cover the staffing and other costs associated with the increased work in the Energy jurisdiction.

The increase in net cost of services was mainly due to staffing costs associated with a sustained increase in complaints in the State jurisdiction and preparatory work for the new family and domestic violence fatality review function, increased accommodation costs needed for the additional staffing and costs associated with moving to new accommodation. The increase was funded by increased appropriations and resources received free of charge.

The increase in total equity and cash held was primarily due to funds received in late June from appropriations and the revenue from the Energy jurisdiction, which will be used in early 2012-13. The increase in cash held is also partly due to invoices accrued but unpaid at the end of the reporting period.

The variation of one FTE is due to an approved FTE to undertake preparatory work for the new family and domestic violence fatality review function.

For further details see [Note 27 'Explanatory Statement'](#) in the Financial Statements section.