

Key Performance Indicators

Certification of Key Performance Indicators for year ended 30 June 2013

We 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 2013.



Mary White
Chief Finance Officer

8 August 2013



Chris Field
Accountable Authority

8 August 2013

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	2008-09	2009-10	2010-11	2011-12	2012-13 Target	2012-13 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)	29	49	57	96	100	72

- (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

For the fifth consecutive year, public authorities have accepted every recommendation made by the Ombudsman, matching the 2011-12 actual result and meeting the 2012-13 Target.

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, has risen significantly since the commencement of the program but there may be fluctuations from year to year.

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	2008-09	2009-10	2010-11	2011-12	2012-13 Target	2012-13 Actual
Percentage of allegations finalised within three months	82%	82%	78%	72%	85%	83%
Percentage of allegations finalised within 12 months	96%	99%	96%	99%	99%	99%
Percentage of allegations on hand at 30 June less than three months old	71%	63%	68%	45%	70%	94%
Percentage of allegations on hand at 30 June less than 12 months old	96%	97%	98%	99%	99%	96%
Average cost per finalised allegation (a)	\$2,759	\$1,999	\$1,899	\$1,866	\$1,875	\$1,821
Average cost per finalised notification of death (b)	NA	\$9,377	\$9,651	\$10,410	\$9,600	\$12,281

(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 function to review certain child deaths and family and domestic violence fatalities divided by the number of notifications finalised.

Comparison of Actual Results and Budget Targets

The timeliness and efficiency of complaint handling has substantially improved over the past 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 complaints as old as six years. Building on the program, the Office developed and commenced a new organisational structure and processes in 2011-12 to promote and support early resolution of complaints. As a result of the program, the Office has reduced the average age of complaints from 173 days on 30 June 2007 to 33 days on 30 June 2013 while at the same time reducing the average cost of finalised allegation for five consecutive years. These improvements are in the context of a significant increase in the number of complaints across all sectors that occurred in 2009-10, that has been maintained for the last three financial years.

In 2012-13, substantially improved complaint handling has resulted in the following actual results compared to budget targets. The percentage of allegations finalised within three months (83%) is the highest figure in the past five years, very significantly improving on the 2011-12 actual result (72%), and only slightly less than the 2012-13 target (85%). The percentage of allegations finalised within 12 months (99%), has matched the 2011-12 actual result and the 2012-13 Target. The

percentage of allegations on hand at 30 June less than three months old (94%) has improved very significantly from the 2011-12 actual result (45%) and has significantly bettered the 2012-13 Target (70%). The percentage of allegations on hand at 30 June less than 12 months old (96%) has not matched the 2011-12 actual result (99%) or met the 2012-13 Target (99%), however, it is anticipated that, early in 2013-14, the Office will achieve, and then maintain, not having any complaints on hand over 12 months. Accordingly, the 2013-14 Target for allegations on hand at 30 June less than 12 months old has been adjusted to 100%. The average cost per finalised allegation bettered the 2011-12 actual result and the 2012-13 Target.

The Ombudsman reviews certain child deaths and family and domestic violence fatalities. This involves:

- Reviewing the circumstances in which and why child deaths and family and domestic violence fatalities occur;
- Identifying patterns and trends that arise from reviews of child deaths and family and domestic violence fatalities; and
- Making recommendations to public authorities about ways to prevent or reduce child deaths and family and domestic violence fatalities.

The average cost per finalised notification of death exceeded the 2011-12 actual result and the 2012-13 Target, reflecting the complexity of this function, including the complexity of reviews of family and domestic violence fatalities, that commenced in 2012-13. The 2013-14 Target has been adjusted accordingly.