



Key Performance Indicators

Certification of Key Performance Indicators for year ended 30 June 2014

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 2014.

Mary White
Chief Finance Officer

31 July 2014

Chris Field
Accountable Authority

31 July 2014

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	2009-10	2010-11	2011-12	2012-13	2013-14 Target	2013-14 Actual
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)	49	57	96	72	100	152

(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 2012-13 actual result and meeting the 2013-14 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, in 2013-14, more than tripled since 2009-10. There may, however, be fluctuations from year to year, related to the number and nature of complaints and reviews finalised by the Office in any given 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	2009-10	2010-11	2011-12	2012-13	2013-14 Target	2013-14 Actual
Percentage of allegations finalised within three months	82%	78%	72%	83%	85%	98%
Percentage of allegations finalised within 12 months	99%	96%	99%	99%	100%	100%
Percentage of allegations on hand at 30 June less than three months old	63%	68%	45%	94%	85%	98%
Percentage of allegations on hand at 30 June less than 12 months old	97%	98%	99%	96%	100%	100%
Average cost per finalised allegation (a)	\$1,999	\$1,899	\$1,866	\$1,821	\$1,825	\$1,858
Average cost per finalised notification of death (b)	\$9,377	\$9,651	\$10,410	\$12,281	\$12,325	\$18,407

- (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 six 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. 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 23 days on 30 June 2014 while over the same period significantly reducing the average cost of finalised allegations from \$2,941 in 2007-08 to \$1,858 in 2013-14. These improvements are in the context of a significant increase in the number of complaints across all sectors that occurred in 2009-10.

In 2013-14, substantially improved complaint handling has resulted in the following actual results compared to budget targets:

- The percentage of allegations finalised within three months (98%) is the highest figure in the past five years, very significantly improving on the 2012-13 actual result (83%), and significantly exceeding the 2013-14 Target (85%). The 2014-15 Target has been adjusted accordingly to 95%.



- The percentage of allegations finalised within 12 months (100%), has exceeded the 2012-13 actual result and matched the 2013-14 Target.
- The percentage of allegations on hand at 30 June less than three months old (98%) has improved from the 2012-13 actual result (94%) and has significantly bettered the 2013-14 Target (85%). The 2014-15 Target has been adjusted accordingly to 90%.
- The percentage of allegations on hand at 30 June less than 12 months old (100%) has improved from the 2012-13 actual result (96%) and met the 2013-14 Target (100%). Pleasingly, the Office has achieved, and has been able to maintain, not having any complaints on hand over 12 months.

Since the commencement of the complaint handling improvement program in 2007-08, the average cost per finalised allegation has reduced by a total of 37% from \$2,941 in 2007-08 to \$1,858 in 2013-14. The average cost per finalised allegation in 2013-14 is comparable to the 2012-13 actual result (\$1,821) and the 2013-14 Target (\$1,825).

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 2012-13 actual result and the 2013-14 Target, reflecting the staffing required for:

- The investigation of complex reviews undertaken in 2013-14; and
- The commencement in 2012-13, and development during 2013-14, of an important new initiative to review family and domestic violence fatalities.

