QUEENSLAND OMBUDSMAN 2015-16 ANNUAL REPORT



Queensland Ombudsman 2015-16 Annual Report

ISBN 978-0-9946327-5-3 ISBN 978-0-9946327-6-0 (online)

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About this report

This report highlights the achievements of the Office of the Queensland Ombudsman in 2015-16. It assesses our financial and non-financial performance against the objectives set out in the 2015-19 Strategic Plan and 2015-16 Service Delivery Statements. It meets reporting obligations under the Ombudsman Act 2001, the Financial Accountability Act 2009 and the Financial and Performance Management Standard 2009. It also complies with the detailed requirements set out in the Annual report requirements for Queensland Government agencies. Appendices are available at www.ombudsman.qld.gov.au.

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1 September 2016

The Honourable Yvette D'Ath MP Attorney-General and Minister for Justice Level 18, State Law Building 50 Ann Street BRISBANE QLD 4000

Dear Mrs D'Ath

I am pleased to submit for presentation to the Queensland Parliament the Annual Report 2015-16 and financial statements for the Office of the Queensland Ombudsman.

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009
- the detailed requirements set out in the Annual report requirements for Queensland Government agencies.

A checklist outlining the annual reporting requirements can be found in Appendix G of this annual report or accessed at <u>www.ombudsman.qld.gov.au</u>.

Yours sincerely

Phil Clarke Queensland Ombudsman

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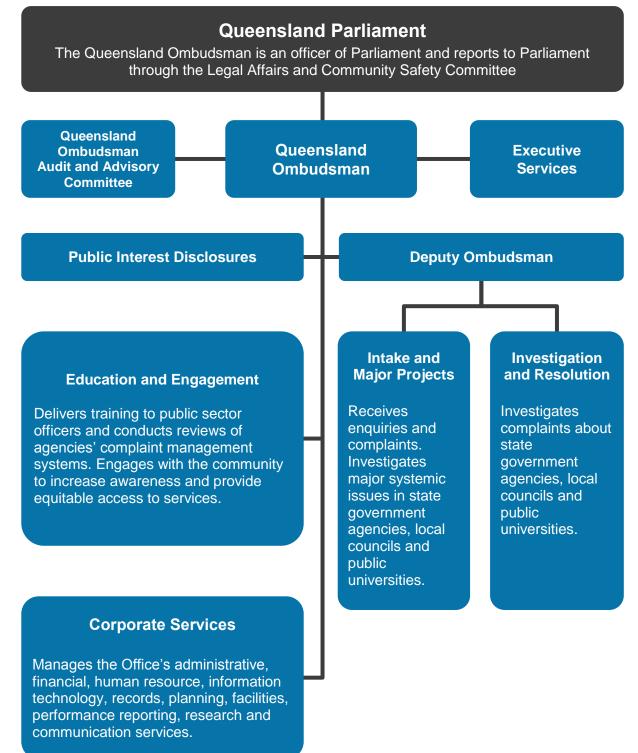
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About us

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Organisational structure

Figure 1: Organisational structure for the Office of the Queensland Ombudsman



The Ombudsman

Under the *Ombudsman Act 2001* (the Act), the Ombudsman has a dual role:

- to give people a timely, effective, independent and just way of having administrative actions of agencies investigated
- to improve the quality of decisionmaking and administrative practice in agencies.

The Ombudsman is an officer of the Parliament and reports through the Legal Affairs and Community Safety Committee.

The Ombudsman is independent of government and may not be directed by any person in deciding what matters to investigate or how an investigation is undertaken.

The current Queensland Ombudsman is Phil Clarke, who was appointed to this position in 2011. Former Ombudsmen include:

- Sir David Longland (1974-79)
- Sir David Muir (1979-81)
- Mr Cedric Johnson (1981-90)
- Mr Fred Albietz (1991-2001)
- Mr David Bevan (2001-10).

The Office

The Office of the Queensland Ombudsman was established in 1974.

First known as the Parliamentary Commissioner for Administrative Investigations, it investigated the administrative actions of government departments and authorities.

In 2001, the Act came into effect and gave the Office the dual role of investigating complaints about government agencies and assisting agencies to improve their decision-making and complaint handling.

On 1 January 2013, the Office of the Queensland Ombudsman became the oversight agency for the *Public Interest*

Disclosure Act 2010 (PID Act). Under the PID Act, the oversight functions include:

- monitoring the management of public interest disclosures (PIDs)
- reviewing the way public sector entities deal with PIDs
- performing an educational and advisory role about PIDs.

Jurisdiction

The Ombudsman investigates complaints about the decisions and actions of state government agencies, local councils and public universities.

While the majority of investigations completed by the Ombudsman are based on complaints, the Ombudsman also conducts investigations on his own initiative.

The Parliament or a Parliamentary Committee may also refer matters to the Ombudsman for investigation.

The Ombudsman makes recommendations to agencies within jurisdiction to:

- rectify unlawful, unfair or unjust decisions
- improve administrative practice.

The Ombudsman does not have the power to investigate complaints about:

- Ministers and Cabinet
- courts and tribunals
- private individuals or businesses
- the operational actions of police
- government-owned corporations
- Commonwealth or interstate government agencies.

In general, the Ombudsman will not investigate a matter until a person:

- has tried to resolve the problem directly with the agency concerned
- has exhausted any other right of review.

In addition to assessing and investigating complaints, the Office also has an administrative improvement role, which provides training and advice to help agencies improve their decision-making and administrative practices. This helps ensure that Queensland's public agencies remain fair, honest and accountable. Good public administration means better services for all Queenslanders.

Strategic plan 2015-19

Vision

Fair and accountable public administration in Queensland

Purpose

To fairly and independently review public sector administrative actions and work with agencies to improve their decision-making

Values

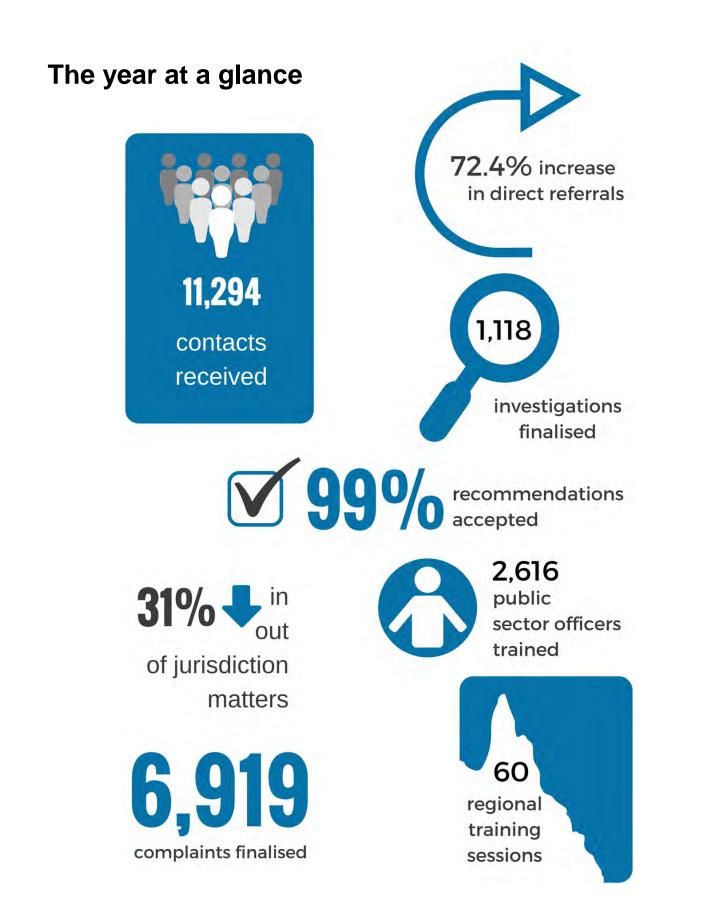
Integrity and impartiality We are ethical and honest in	are ethical and honest in ything we do. We treat people equitably. We respect and value diversity.	Responsiveness and diligence We respond to complaints	
everything we do. We respond to complaints without bias and we don't take sides.		quickly. If we can't help, we'll explain why and suggest another action.	
		We produce timely and high quality work.	
		We develop our skills and innovate in our processes to improve service.	

Objectives

- Independent review and investigation of complaints
- Public sector agencies improve their decision-making and complaints management
- Individuals are empowered to resolve complaints with public sector agencies
- The Office is an accountable organisation with a capable workforce

Highlights





The Ombudsman's report

I am pleased to present the Annual Report 2015-16.

The work of this Office over the past year has been substantial and influential.

The Office played a vital role helping thousands of Queenslanders achieve fairness in their dealings with the public sector. Also, the Office continued to work with public sector agencies to improve decision-making and enhance complaint management processes.

It is this dual purpose and independence from executive government that makes the Office a powerful contributor to positive change in the public sector.

Fair and reasonable treatment of complaints

The Office carried out its major role of investigating complaints about state government agencies, local councils and public universities.

During 2015-16, the Office continued its focus on the efficient and timely resolution of complaints.

In 2015-16, the Office dealt with 11,294 contacts and finalised 6,919 complaints. Of these, 67% were finalised within 10 days of receipt and 94% were finalised within 30 days.

Across the Office, it took an average of 12.1 days to finalise a complaint. The time taken to finalise a complaint at the preliminary assessment stage has decreased slightly and improvements in the average time taken to investigate complaints have continued this year.

Investigations took an average of 48.1 days to finalise in 2015-16 compared to 53.36 days in 2014-15.

As at 30 June 2016, 262 complaints remained open. Of these, 66% were matters received within the last 30 days of the financial year and just three complaints were more than 270 days old.

Helping public agencies improve decision-making

In 2015-16, the Office completed 1,118 investigations. Of these, 209 (19%), resulted in the total or partial rectification of an issue.

Overall, the number of investigations completed remained steady, with a 15% decrease in the number of rectifications, from 2014-15 (from 247 to 209).

I made 329 investigation recommendations (including agreed actions), of which 99% were accepted by the agencies at the date of this report.

These outcomes underline the vital role the Office plays in helping people challenge unfair and unjust decisions and helping publicly funded agencies improve their administration.

Two major investigations were completed in 2015-16:

- The Lakeside Noise Report: An investigation of action taken by Moreton Bay Regional Council to regulate noise emissions from Lakeside Motor Racing Circuit
- The workplace death investigations report: An investigation into the quality of workplace death investigations conducted by the Office of Fair and Safe Work Queensland.

The Office launched a series of training programs for public sector officers more than a decade ago.

Demand for training increased by 5.2% this year, compared to 2014-15.

During the year, 162 training sessions were delivered to 2,616 public sector officers, with 60 sessions delivered in regional Queensland.

Training covered good decision-making, effective complaints management, administrative investigations and ethics in the public sector. In addition, subscriptions to the Office's five newsletters for key stakeholders increased this year by a further 10%.

This work is a pivotal part of the Office's administrative improvement function under the Act and helps promote access to our services across the community.

Empowering people within the community

This year's update to the Strategic Plan 2015-19 introduced a new objective to highlight the importance of empowering people to resolve complaints with public sector agencies.

The Office has focused on providing people with the support, advice and information necessary to manage their complaints with the relevant agencies.

In November 2015, the Office launched a new recorded telephone message and referral service for people contacting the Office. The new message service allows callers to connect to the relevant complaints agency rather than speaking to a Queensland Ombudsman enquiry officer.

This has resulted in a decline in the number of out of jurisdiction matters, by 31%. In 2015-16, the Office dealt directly with 3,651 out of jurisdiction complaints, down from 5,320 in 2014-15.

In addition, the Office continued to provide equitable and accessible services for all Queenslanders.

The Regional Services Program (RSP) is designed to improve awareness of the Office and access to its services for communities in regional and remote areas. As part of the program, Queensland Ombudsman officers visit correctional centres, deliver training or information sessions, attend community meetings or meet with local councillors and Members of Parliament. Officers visited 25 regional centres this year. In conjunction with the RSP, the Office continued to promote awareness and accessibility to Indigenous and multicultural communities, the homeless and prisoners. Activities included delivering presentations, attending events, meeting with peak agencies and distributing brochures and newsletters.

A capable and accountable organisation

The Office's corporate services unit was at the forefront of significant changes this year.

In 2015-16, the Office relocated to provide accommodation for all staff on one floor. The new arrangements provided the Office with an opportunity to collocate the Registration and Preliminary Assessment Team (RAPA) and Investigation and Resolution Unit (IRU), establish a shared reception area with the Commonwealth Ombudsman, and provide additional workstations and greater access to meeting and break-out rooms.

Oversight of public interest disclosures

This year saw an increase of 9% in the number of PIDs across all agencies.

Of the 585 PIDs reported to the Office, 88% were about corrupt conduct. State government departments were the main source of PIDs (59%), followed by statutory authorities (21%) and local councils (14%).

The Office continues to work with agencies to ensure that PIDs remain an accessible avenue for reporting inappropriate behaviour across the public sector.

This year, I commenced a review of the PID Act. The oversight agency is required to review the operations of the PID Act within five years of its commencement.

An issues paper was released in November 2015 and 26 submissions were

received. A final report on the review will be provided to the Attorney-General and the Speaker of the Queensland Parliament by the end of 2016.

Opportunities for the future

The Office has established a strong framework to enhance its effectiveness, particularly in ensuring that Queenslanders have the information and support they need to manage their complaints with agencies.

In association with the updated strategic plan, the Office has updated its communication materials, and will shortly launch a new website aimed at improved communication with clients and stakeholders. It will feature enhanced resources for clients and agencies along with an improved online complaints form. Updated training content and advice will also be included for improved convenience to agencies.

These changes place the Office in a strong position as we progress into 2016-17 and I look forward to continuing to promote our role in ensuring a fair and accountable public sector in Queensland.

Finally, I would like to thank Ombudsman officers for their continued dedication and professionalism. Their hard work ensures the Office continues to achieve its objectives and contributes to improved public services for all Queenslanders.

Clark

Phil Clarke Queensland Ombudsman

Performance snapshot

The objectives, strategies and performance indicators shown here are drawn from the Queensland Ombudsman Strategic Plan 2015-19. Some performance indicators are also Service Delivery Statement measures. All figures have been rounded.

Table 1: Fair and reasonable treatment of people's complaints

Key performance indicators	Target	Actual
Average time to complete assessments	10 days	6 days
Proportion of investigations completed within target timeframes (straightforward in 3 months, intermediate in 6 months and complex in 12 months)	90%	92%
Proportion of complaints finalised within 12 months of lodgement ¹	99%	100%
Clearance rate for complaints ²	100%	99%
Proportion of clients satisfied/very satisfied with the level of service provided ³	80%	67%
Proportion of complaints reviewed where original decision upheld ⁴	80%	80%

Notes:

1. The Office finalised 99.99% of complaints within 12 months of lodgement.

2. This service standard compares the number of matters closed with the number of new matters opened in the financial year. It is affected by both the number and timing of new matters and closures. A number below 100% does not necessarily indicate an increasing backlog, but may be a result of increased numbers of new matters being opened late in the year. The clearance rate for complaints is 98.8%.

- 3. This is a weighted result based on two surveys. The first of clients with a complaint investigated by the Investigation and Resolution Unit (conducted in 2015-16) and the second a survey of clients who have dealt only with an officer from the Registration and Preliminary Assessment Team (conducted in 2014-15). The calculation of satisfaction is based on the service elements of helpfulness, respectfulness, professionalism and timeliness with weightings applied that reflect the proportion of complaints finalised by each team in 2015-16.
- 4. This service standard measures the quality of investigative decisions made by the Office. Where complainants are dissatisfied with a decision of this Office in relation to their complaint, or subsequently are able to provide new information, they can request a review by a more senior officer. The Office has no control over the number of reviews requested. This measure confirms that effective investigations have been undertaken, or where decisions are overturned, provides opportunities to identify improvements in the investigation process.

Table 2: Public sector agencies improve their decision-making and complaints management

Key performance indicators	Target	Actual
Investigations resulting in public agency rectification actions	10%	19%
Proportion of recommendations accepted and agreed actions by agencies	90%	99%
Proportion of training participants who reported that training would assist their decision-making	80%	95.4%
Number of training participants	2,500 annually	2,616
Growth in subscriptions to Ombudsman publications	5% annually	10%

Table 3: Individuals are empowered to resolve complaints with public sector agencies

Key performance indicators	Target	Actual
Reduction in premature or out of jurisdiction matters	5%	5%
Direct premature complaints to the relevant agency	20%	31%
Proportion of clients satisfied/very satisfied with the level of service provided ¹	80%	67%
Note:		

Note

1. This is duplicated from Table 1.

Table 4: The Office is a capable and accountable organisation

Key performance indicators	Target	Actual	
Workforce equity statistics	Not applicable	 Equal employment opportunity statistic 66% are women 9% have a disability 16% are from a non-English speaking background 	
Permanent staff separation ¹	Below 7.5%	17%	
Staff training and development expenditure	2% of salary budget	2.8% of salary budget	
Unqualified financial statements	Achieved	Achieved	
Staff satisfaction	Not applicable	The staff survey is undertaken every two years. The next survey is scheduled for early 2017.	

Note:

1. 11 permanent employees separated. This comprised five promotions (four public and one private), one move overseas, four retirements and one was termination during probation. Further details provided in the Capable and Accountable Organisation section on page 55.

Service delivery statement

This section sets out the end of year position for all measures published in the Queensland Ombudsman's Service Delivery Statement 2015-16.

Table 5: Service standards

Service delivery measures	2015-16 Target / estimate	2015-16 Actual ¹
Proportion of recommendations accepted and agreed actions by agencies	90%	99%
Average time to complete assessments ²	10 days	6 days
Proportion of investigations completed within target timeframes	90%	92%
Proportion of complaints finalised within 12 months of lodgement ³	99%	100%
Proportion of investigations resulting in agency rectification action ⁴	10%	19%
Proportion of complaints reviewed where original decision upheld ⁵	80%	80%
Proportion of clients satisfied/very satisfied with level of service provided by the Office ⁶	80%	67%
Clearance rate for complaints ⁷	100%	99%

Notes:

- 1. All figures have been rounded.
- 2. The time to complete an assessment is influenced by the number and complexity of matters and the availability of information from complainants and agencies.
- 3. The Office finalised 99.99% of complaints within 12 months of lodgement.
- 4. This service standard measures the proportion of investigations that result in agency rectification actions. Improved decision-making by agencies/local councils/public universities will result in a lower percentage of rectifications from investigations by the Office.
- 5. This service standard measures the quality of investigative decisions made by the Office. Where complainants are dissatisfied with a decision of this Office in relation to their complaint, or subsequently are able to provide new information, they can request a review by a more senior officer. The Office has no control over the number of reviews requested. This measure confirms that effective investigations have been undertaken, or where decisions are overturned, provides opportunities to identify improvements in the investigation process.
- 6. This is a weighted result based on two surveys. The first of clients with a complaint investigated by the Investigation and Resolution Unit (conducted in 2015-16) and the second a survey of clients who have dealt only with an officer from the Registration and Preliminary Assessment team (conducted in 2014-15). The calculation of satisfaction is based on the service elements of helpfulness, respectfulness, professionalism and timeliness with weightings applied that reflect the proportion of complaints finalised by each team in 2015-16.
- 7. This service standard compares the number of matters closed with the number of new matters opened in the financial year. It is affected by both the number and timing of new matters and closures. A number below 100% does not necessarily indicate an increasing backlog, but may be a result of increased numbers of new matters being opened late in the year. The clearance rate for complaints is 98.8%.

Dealing with complaints

Independent review and investigation of complaints



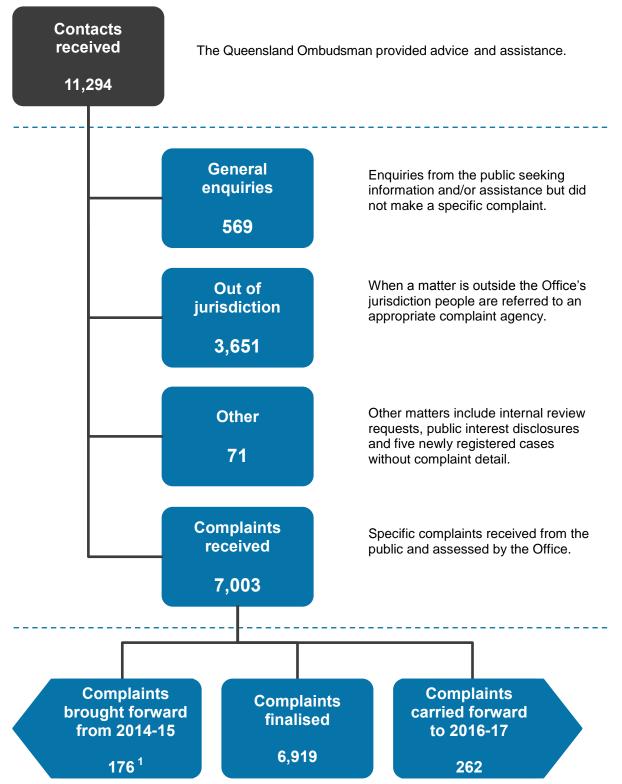


Figure 2: Contacts and complaints received 2015-16

1. Confidential complaint numbers are included in 2015-16 complaint numbers but were excluded in previous years.

Overview

People who contact the Office are generally seeking help to resolve their complaint. This year, more than 11,000 Queenslanders contacted the Office, including members of the public, agency officers, Members of Parliament and other community representatives.

The Office provided a service to each and every one, ranging from:

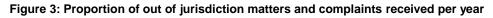
- general advice and assistance
- direct referral of complaints to agencies
- informal resolution of complaints
- investigations
- recommendations to rectify administrative errors.

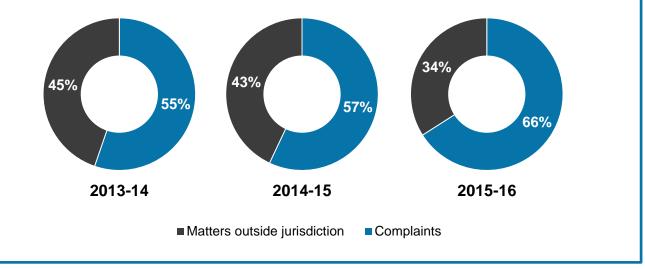
Of the 11,294 contacts in 2015-16:

- 7,003 were complaints
- 3,651 were matters outside jurisdiction
- 569 were general enquiries
- 59 were requests for a review of an Ombudsman decision
- 7 were public interest disclosures
- 5 were newly registered cases.

Ideas into action

In November 2015, a new recorded-message telephone service was implemented that connects callers with concerns about matters that are out of the Office's jurisdiction directly to the appropriate complaints agency, without having to speak with a Queensland Ombudsman enquiry officer. Callers can transfer directly to six agencies: the Financial Ombudsman, the Telecommunications Industry Ombudsman, the Energy and Water Ombudsman, the Office of Fair Trading, the Commonwealth Ombudsman or the Fair Work Ombudsman. This resulted in a significant drop (31%) in matters that are received by the Office that are outside jurisdiction. As a result, a large majority (66%) of matters received by the Office were within jurisdiction.





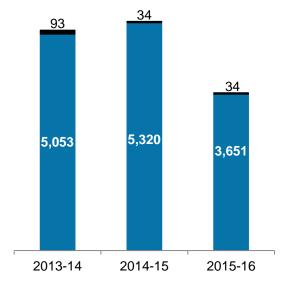
Advice and assistance

The Office does not investigate every matter brought to its attention, but each and every contact is assessed and an appropriate response provided. In addition to dealing with 7,003 complaints, the Office responded to 3,651 matters outside its jurisdiction and provided people with advice and practical assistance to progress their matter. This number does not include callers that were connected to the appropriate complaints agency via the recorded-message telephone service (see page 15, Ideas into action).

The Office also handled 569 general enquiries from people seeking information and assistance.

The Office continues to maximise its efficiency in dealing with out of jurisdiction matters while still providing advice to help people navigate the complaint process and find the appropriate avenue for resolution of their matter. There was a 31% decrease in out of jurisdiction contacts (3,651 in 2015-16 down from 5,320 in 2014-15) (see page 15, Ideas into action).

In addition, 34 matters were initially accepted as complaints but subsequently determined to be outside the Office's jurisdiction – the same number as the previous year.



Matters accepted as a complaint but subsequently determined to be outside the jurisdiction of the Office

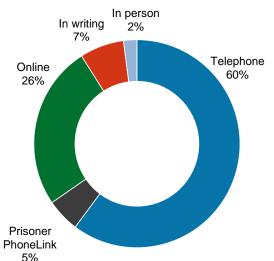
Matters outside the jurisdiction of the Office

Figure 4: Matters outside jurisdiction

Contact with the Office

In 2015-16, 6,797 people contacted the Office by telephone (60% of contacts). This is a 20% decrease from 8,536 people in 2014-15.¹ A further 589 people used the Prisoner PhoneLink telephone service (5% of contacts), up 12% from 527 people in 2014-15.

Figure 5: Contact with the Office



This year, 2,884 people contacted the Office via email or the online complaint form (26% of contacts), similar to the 2,798 in 2014-15. The Office has seen a continuing decline in the number of people contacting the Office in writing (7% of contacts), this year down 13% to 782 from 900 in 2014-15. This year, 237 people contacted the Office in person (2% of contacts), similar to 221 in 2014-15.

Complaints received

The Office's primary role is to independently review complaints about the actions and decisions of state agencies (which include government departments and statutory authorities), local councils and public universities.

This allows people to raise concerns about decisions of public agencies and helps ensure open, honest and accountable government.

The Office received 7,003 complaints this year, up marginally from 6,980 the previous year.



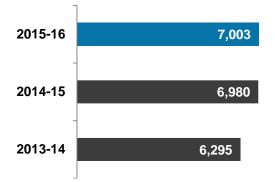


Figure 6 shows that complaints received have increased steadily over the past three years.

² There were an additional 13 online premature complaints recorded in 2013-14, as part of a process that ceased in July 2013. These complaints were excluded from this figure.

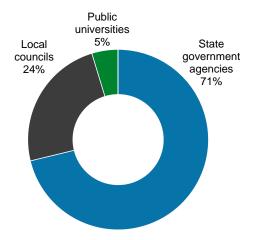
³ These numbers include matters that were accepted as complaints but subsequently determined to be outside the jurisdiction of the Office, as shown in Figure 4.

¹ This may be attributed to the new recorded-message telephone service that allows callers to connect to the appropriate agency (see page 15, Ideas into action).

Of the total complaints received (7,003):

- 71% were about state government agencies, including departments and statutory authorities (4,987)
- 24% were about local councils (1,687)
- 5% were about public universities (326)
- 3 complaints were about other authorities.

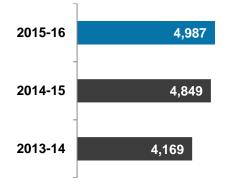
Figure 7: Complaints received by agency type



Complaints received about state agencies

In 2015-16, the Office received 4,987 complaints about state agencies, which includes departments and statutory authorities. This represented 71% of all complaints received in 2015-16. This was a slight (3%) increase from the 4,849 complaints in 2014-15.

Figure 8: Complaints received about state agencies



The Office received 4,112 complaints about state government departments, a small increase (3.5%) on the previous year. Refer to Table 6 for details.

As shown in Figure 9, departments that provide key services continue to generate the majority of complaints:

- Department of Justice and Attorney-General, which includes Queensland Corrective Services and Queensland Parole Board (26%)
- Department of Housing and Public Works (13%)
- Department of Education and Training (12%)
- Queensland Treasury and Trade, which includes the State Penalties Enforcement Registry as a division of the Office of State Revenue (10%)
- Department of Transport and Main Roads (9%)
- Department of Communities, Child Safety and Disability Services (9%)
- Queensland Health (9%).

While a number of state government departments had declines in the number of complaints received by the Office, this was offset by significant increases from other areas:

- Department of Transport and Main Roads with 54 fewer complaints
- Department of Communities, Child Safety and Disability Services with 46 fewer complaints
- Department of Justice and Attorney-General with 38 fewer complaints
- Department of Education and Training had an increase of 79 complaints
- Queensland Treasury and Trade had an increase of 45 complaints
- Department of Housing and Public Works had an increase of 26 complaints.

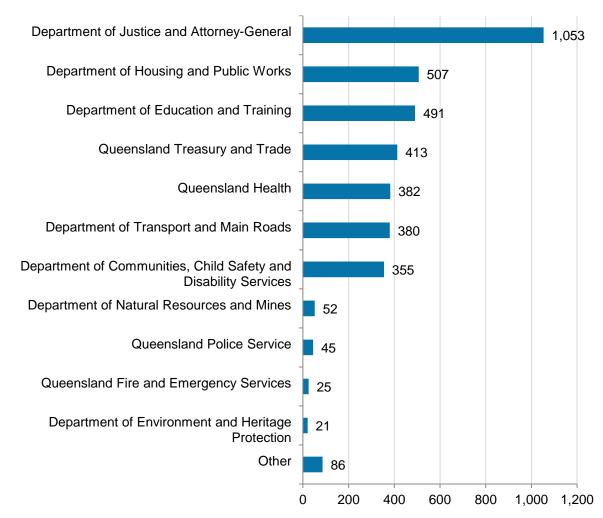


Figure 9: Complaints received about state government departments

The Office received 875 complaints about statutory authorities in 2015-16, similar to the 877 complaints in the previous year (see Table 7).

The majority of statutory authority complaints were about:

- The Public Trustee (24%)
- Queensland Building and Construction Commission (QBCC) (15%)
- WorkCover Queensland (14%)
- Legal Aid Queensland (11%)
- TAFE Queensland (11%).

Complaints about the Public Trustee, QBCC and WorkCover Queensland have increased significantly in 2015-16:

- The Public Trustee had 213 complaints received in 2015-16, up 21% from 176 in 2014-15
- QBCC had 131 complaints received in 2015-16, up 34% from 98 in 2014-15
- WorkCover Queensland had 119 complaints received in 2015-16, up 18% from 101 in 2014-15.

Conversely, complaints about Legal Aid Queensland stabilised after a spike in 2014-15. It is likely that this increase was attributable to Legal Aid Queensland implementing a recommendation, made by this Office, that its final letters to clients include information about the right to seek an external review from the Queensland Ombudsman.

State government department	Notes	2013-14	2014-15	2015-16
Department of Justice and Attorney-General		904	1,091	1,053
Queensland Corrective Services	1,9	664	828	842
Queensland Parole Board	1,9	96	74	36
Liquor, Gaming and Fair Trading		37	65	50
Queensland Civil and Administrative Tribunal	2	52	-	-
Queensland Courts	2	11	-	-
Justice Services	2	-	65	78
Office of the Public Guardian	3	-	38	27
Other business units/service areas		44	21	20
Department of Housing and Public Works		488	481	507
Housing Services		410	433	474
Queensland Building Services Authority	4	50	0	-
Residential Tenancies Authority		15	28	17
Other business units/service areas		13	20	16
Department of Education and Training		370	412	491
Education Queensland		356	402	468
Other business units/service areas		14	10	23
Queensland Treasury and Trade		200	368	413
Office of State Revenue	6	174	317	373
Office of Industrial Relations	7	17	47	35
Other business units/service areas		9	4	5
Department of Transport and Main Roads		372	434	380
Department of Communities, Child Safety and Disability Services		317	40 1	355
Child and Family Services	5			312
Disability and Community Services	5			35
Other business units/service areas	5	24	4 30	8
Child Safety Services	5	266	5 334	-
Disability Services	5	27	7 37	-
Queensland Health		322	2 387	382
Queensland Police Service		46	5 42	45
Department of the Premier and Cabinet		3	6	0
Queensland Fire and Emergency Services	8,9	42	2 19	25
Public Safety Business Agency	8,9		- 18	15
Other state government entities	10	371	313	446
Total		3,435	5 3,972	4,112

Notes:

- 1. From 1 November 2013, the Department of Justice and Attorney-General assumed responsibility for the administration of Queensland Corrective Services and Parole Boards. The table incorporates this change, including back-data previously reported against the Department of Community Safety.
- 2. In 2014-15, the Office adopted a structure for the Department of Justice and Attorney-General more closely aligned with the department's own business unit structure. The structure includes Justice Services which incorporates complaints relating to QCAT, community justice services, body corporate and community management and Queensland Courts Service. Consequently, data reported previously that relates specifically to QCAT or Queensland Courts is no longer available.
- 3. The Office of the Adult Guardian was merged with the Office of the Child Guardian to create the Office of the Public Guardian from 1 July 2014 (refer to Table 7 for Office of the Adult Guardian complaints received during and prior to 2013-14).
- 4. In December 2013, the Queensland Building and Construction Commission (QBCC) replaced the Queensland Building Services Authority (QBSA). The QBSA was part of the Department of Housing and Public Works while the QBCC is a statutory authority (refer to Table 7 for QBCC complaint data). The data above relates only to data previously recorded against the QBSA.
- In 2015, the Department of Communities, Child Safety and Disability Services changed its organisational arrangements. Child Safety Services and Disability Services ceased and Child and Family Services and Disability and Community Services commenced.
- 6. In May 2012, the State Penalties Enforcement Registry became a division of the Office of State Revenue.
- 7. In 2015, Fair and Safe Work Queensland moved from the Department of Justice and Attorney-General to Queensland Treasury as the Office of Industrial Relations.
- Queensland Fire and Emergency Services was established on 1 November 2013 and incorporated Queensland Fire and Rescue Services and Emergency Management Queensland. The Public Safety Business Agency was established at the same time. Changes to reporting were implemented from 1 July 2014.
- 9. From 1 November 2013, the Department of Community Safety ceased to exist. Its operations were divided into several entities. The 809 complaints previously reported for this agency for 2013-14 are reported under the individual entities: Queensland Fire and Emergency Services (42), Queensland Corrective Services (664) and Queensland Parole Board (96). Other entities included: Queensland Ambulance Service and the Public Safety Business Agency. This change was implemented in the Office's reporting from 1 July 2014.
- Complaint numbers about other entities in 2015-16, include: TransUrban (302), Department of Natural Resources and Mines (52), Department of Agriculture and Fisheries (18), Department of National Parks, Recreation, Sport and Racing (14), Department of Science, Information Technology and Innovation (12), Department of Energy and Water Supply (10), Department of Infrastructure, Local Government and Planning (8), Department of Tourism, Major Events, Small Business and Commonwealth Games (3), Department of Aboriginal and Torres Strait Islander Partnerships (3), Department of State Development (3).

Table 7: Complaints received	about statutory authorities
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Statutory Authority	Notes	2013-14	2014-15	2015-16
The Public Trustee		168	176	213
Queensland Building and Construction Commission	1	19	98	131
WorkCover Queensland		110	101	119
TAFE Queensland		57	102	93
Legal Aid Queensland		98	180	92
Health Quality and Complaints Commission	2	80	-	-
Office of the Health Ombudsman	2	-	42	68
Legal Services Commission		65	31	33
Queensland Rail		49	21	15
Unity Water		34	37	36
Queensland Urban Utilities		35	61	34
Electoral Commission Queensland	3	-	7	21
Other statutory authorities	4	88	126	20
Total		803	982	875

Notes:

1. In December 2013, the Queensland Building and Construction Commission (QBCC) replaced the Queensland Building Services Authority (QBSA), which was part of the Department of Housing and Public Works (refer to Table 6 for QBSA complaint data).

2. The Office of the Health Ombudsman replaced the Health Quality and Complaints Commission in 2014-15.

3. The Electoral Commission was previously reported as part of the Department of Justice and Attorney-General.

4. The Office of the Adult Guardian was merged with the Office of the Child Guardian to create the Office of the Public Guardian from 1 July 2014. The Office received 32 complaints about the Office of the Adult Guardian in 2013-14. Refer to Table 6 for Office of the Public Guardian complaints under the Department of Justice and Attorney-General. Q-COMP ceased to exist as a statutory authority in 2014-15, becoming part of the Office of Fair and Safe Work Queensland business unit within the Department of Justice and Attorney-General, and changing its name to the Workers' Compensation Regulator. The Office received 22 complaints about Q-COMP in 2013-14. Other authorities with more than three complaints in 2015-16 include: Energy and Water Ombudsman Queensland (4) and QLeave (4).

Complaints received about local councils

In 2015-16, the Office received 1,687 complaints about local councils, a decline of 3% on the previous year.

Major areas of complaint included where councils have:

- taken action to enforce state and local laws (15%)
- approved or failed to approve building and development applications (14%)
- levied rates and administered various concessions (13%).

Given the relatively small number of complaints received within each category, trends can be volatile from one year to the next. For example, matters relating to sewerage and drainage returned to earlier year totals after a spike in 2014-15.

The categories with consistent trends over the three-year period are:

- complaints relating to state and local laws and enforcement which declined by 9% in 2014-15 and a further 9% in 2015-16
- complaints relating to environmental management which increased by 25% in 2014-15 and a further 24% in 2015-16.

Figure 10: Complaints received about local councils

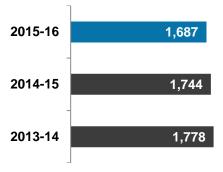


 Table 8: Complaints received about local councils

Complaint	2013-14	2014-15	2015-16
Laws and enforcement	309	281	255
Rates and valuations	244	264	215
Development and building controls	202	227	228
Environmental management	142	178	221
Roads	99	126	123
Sewerage and drainage	75	107	66
Water supply	143	91	63
Complaint handling	82	69	64
Land use and planning	54	46	50
Waste management	77	32	18
Other	351	323	384
Total	1,778	1,744	1,687

Complaints received about universities

In 2015-16, the Office received 326 complaints about Queensland's public universities, a 14% decrease from 2014-15.

The main areas of complaint were:

- student grievance complaints about a postgraduate or undergraduate program or course (28%)
- complaints about decisions to exclude students, mainly international students where exclusion may lead to cancellation of a student's visa (22%)
- complaints about procedures, fees or withdrawal application processes in enrolment decisions (20%).

Figure 11: Complaints received about universities

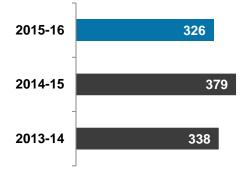


Table 9: Complaints received about universities

Complaint	2013-14	2014-15	2015-16
Student grievance	89	105	92
Exclusion	92	99	78
Enrolment	76	94	65
Assessment	55	51	65
Investigation	9	15	6
Employee grievance	9	8	11
Internal review	8	7	9
Total	338	379	326

Open complaints

At the end of each financial year, some complaints remain open.

At 30 June 2016, 262 complaints remained open and five matters were newly registered cases. Of these, 66% were matters received within the last 30 days of 2015-16.

Table 10: Complaints open

Complaints	2013-14	2014-15	2015-16
Complaints finalised	6,293	6,962	6,919
Complaints open	158	176 ¹	262

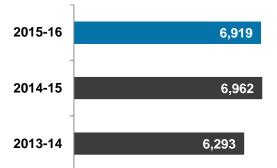
Note:

 Confidential complaint numbers are included in 2015-16 complaint numbers but were excluded in previous years.

Complaints finalised

The Office finalised 6,919 complaints in 2015-16, a small decline compared to 6,962 in 2014-15.

Figure 12: Complaints finalised¹



Note:

 These numbers include matters that were accepted as a complaint but subsequently determined to be outside the jurisdiction of the Office, as shown in Figure 4.

Continuing complaints

The Office continues to identify complaints that have previously been received (a continuing complaint). For example, in a number of instances, a complaint may be declined initially because it had not been considered by the appropriate agency in the first instance. This is referred to as a premature complaint. If the complainant is dissatisfied with the agency's initial consideration and internal review, they may approach the Ombudsman again to review the decision.

In 2015-16, 547 continuing complaints were identified (7.9% of complaints finalised). Continuing complaints are identified separately and reported as separate complaints.

Time taken to finalise complaints

The Office continues to closely monitor the time taken to finalise complaints. This ensures that improvements from business practices implemented over the past three years are maintained.

In 2015-16, it took an average of 12.1 days to finalise a complaint compared with 12.2 days in 2014-15. This average includes complaints finalised after preliminary assessments or investigation.

The time taken to finalise a complaint at the preliminary assessment stage has remained steady at six days. The average time to finalise a complaint at the preliminary assessment stage is a subset of the Key Performance Indicator (KPI) Average Time to Complete Assessments, shown in Table 1. The KPI measure encompasses all preliminary assessments, including those resulting in the finalisation of a complaint along with those that are referred for further investigation. The average time taken to finalise an investigation reduced to 48.1 days in 2015-16 from 53.4 days in 2014-15 and 55.6 days in 2013-14.

The time to finalise a complaint is dependent upon many factors, including the complexity of the matter.

This year:

- 67% of complaints were finalised within 10 days (69% in 2014-15)
- 94% of complaints were finalised within 30 days (93% in 2014-15)
- more than 99% of complaints were finalised within 12 months (for the fourth year running)
- as at 30 June 2016, two complaints remained open that were more than 12 months old.

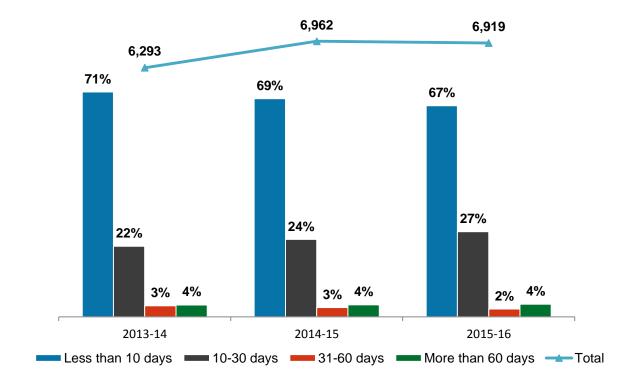


Figure 13: Complaints finalised

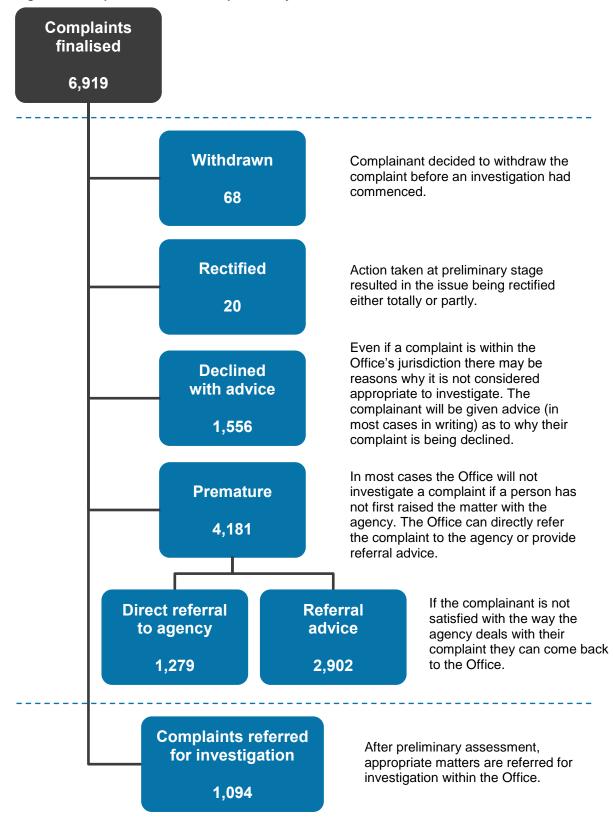


Figure 14: Complaints finalised after preliminary assessment

Complaints finalised after preliminary assessment

The Office's assessment and advice function provides an important service to the thousands of Queenslanders who seek assistance each year.

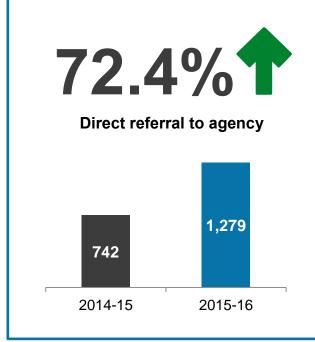
The Office's complaint management process is part of the broader public sector that includes agencies' complaint management systems. In most cases, the Office requires complainants to raise their concerns directly with the agency before seeking help from the Ombudsman.

Of the 6,919 complaints finalised in 2015-16, 5,757 were finalised after a preliminary assessment. This represented 83% of the total number of complaints finalised and is consistent with 2014-15, when 84% of complaints were finalised after preliminary assessment. The majority of complaints finalised at this stage are identified as premature. In these instances, a person contacted the Office before following the full complaint management process available within the agency. In 2015-16, 4,181 complaints or 60% of all complaints finalised were classed as premature, with either referral advice provided to the complainant or the matter directly referred.

In most cases, the Office will provide advice on how to lodge a complaint with the appropriate agency and how to bring the matter back to the Office if the agency's response is unsatisfactory. This year, the Office provided referral advice on 2,902 premature complaints.

With consent, the Office can also directly refer a premature complaint to an agency. This year, the Office directly referred 1,279 premature complaints, which is a significant increase of over 70% on the 742 direct referrals made in 2014-15.

Clients first



The Office improved business processes this year to better serve complainants. By increasing direct referrals of complaints to agency complaint management systems, officers saved client's time and provided added convenience.

If a directly referred complaint is assessed as a possible issue of substance, the Office may request a copy of the agency's response to the individual. Responses received are reviewed by the Office. In 2015-16, the Office strengthened the framework in place to deal with direct referrals.

These are all ways that the Office is responding to the increased expectations of people and adding value to the complaint management framework in Queensland. After preliminary assessment, the Office decided that an investigation was not warranted in relation to 1,556 complaints.

There were 788 complaints (11% of complaints finalised) closed because insufficient information was provided by the complainant. This included situations where the complainant was asked, but failed to provide further material within 14 days of initial contact, either for a preliminary assessment or for the Office to directly refer the complaint to the appropriate agency.

Other instances where the Office decided an investigation was not warranted included situations where:

- the complainant had an appeal right that should first be exhausted (325 complaints or 5%)
- a more appropriate entity could investigate the complaint (204 complaints or 3%)
- the resources necessary to investigate the complaint were disproportionate to any likely outcome (85 complaints or 1%)
- the complainant did not have sufficient direct interest in the matter (28 complaints or less than 1%).

The remaining 126 complaints were declined after preliminary assessment for a range of reasons, including that appeal rights had been exhausted and further investigation was unnecessary (48), the matter was more than 12 months old (37) or the complaint was identified, after preliminary assessment, to be outside the Office's jurisdiction (29).

When the Office declines to investigate a complaint, complainants are given an explanation and, where possible, advice about alternative avenues to progress their complaint.

This year, 20 complaints were rectified by the Office during preliminary assessment and 68 people chose to withdraw their complaint during preliminary assessment. Matters not finalised at preliminary assessment are referred for investigation.

Feedback from stakeholders

The Office is committed to continuous service improvement and regularly seeks feedback from a range of stakeholders, including clients and officers in public sector agencies.

Each year an external research agency conducts a telephone survey of a group of clients on behalf of the Office. In 2015-16, the Office focused on clients with complaints recently finalised by investigation teams, whereas last year, the Office focused on clients with complaints recently finalised by the intake and preliminary assessment teams.

The Office measures client satisfaction using the service elements of helpfulness, respectfulness, professionalism and timeliness.

Client satisfaction is closely related to the outcome of an investigation. Consequently, the Office continues to focus on the trends of client satisfaction and aspires to the 80% satisfaction included as an SDS measure.

In the latest survey, 58% of clients were satisfied with the service provided by investigation teams up, which was a significant increase from 49% in the previous survey of investigation teams.

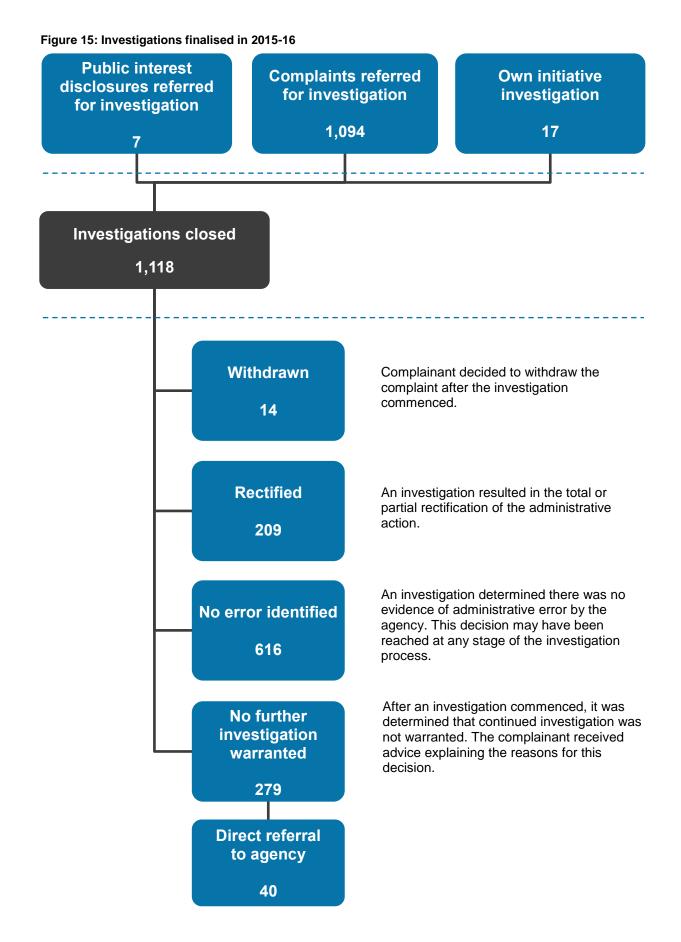
This brings the overall satisfaction of the Office to 67%, when combined with last year's intake and preliminary assessment team's results.

Key results of this year's survey showed:

- 75% of the investigation teams' clients agreed they were able to contact the officer handling their case easily
- more people felt their complaint was fully or partially resolved (35% up from 26%) and more people were satisfied with the helpfulness of staff (43% up from 35%)
- 58% of the investigation teams' clients stated they would recommend the Office to friends or relatives and this increased to 76% for those clients whose investigative outcome was a rectification
- the Office continues to improve in the areas of respectfulness and professionalism, which increase from 59% to 70%.

The new Office website, to be launched in the first half of 2016-17, will incorporate a new online complaint form that is expected to improve client's online lodgement experience. This new website is focused on improving the public's access to information about the role and processes of the Ombudsman and better informing people about what they can expect when raising a complaint with the Office. Improving decisionmaking

Public sector agencies improve their decisionmaking and complaints management



Overview

The Office responds to complaints and also helps public agencies improve their administration in a number of ways, including investigation of complaints, own initiative investigations (including both published and unpublished reports), compliance reviews, publications and training.

Administrative improvements may include changes to policy and procedures, amendment of business systems or practices and investment in staff development and training.

An investigation is commenced after preliminary assessment if:

- there is not a more appropriate complaints body to deal with the matter
- it is within jurisdiction
- it is not premature (the complaint has already gone through the appropriate agency complaint management process)
- relevant material has been provided
- there is no other reason why an investigation is not warranted.

An investigation determines whether an administrative action is unlawful, unreasonable, unjust, or otherwise unfair or wrong.

An investigation starts with a careful and detailed analysis of the complaint and information provided by the complainant or obtained from the agency. An investigation may be discontinued at any stage if, for example, it becomes apparent that the decision complained of was reasonable or no error is likely to be identified.

In total, 1,118 investigations were finalised in 2015-16 (contained within 972 separate cases), which is similar to the previous year (1,119 investigations in 903 separate cases).

Fair and accountable

Early merit assessment trial

In June 2016, the Office commenced a three-month trial of the early merit assessment of complaints to streamline the existing assessment practice for straightforward cases, which do not require the level of detailed analysis traditionally applied to matters referred for investigation. In the first month of the trial, 23 complaints were finalised by two officers: a substantial reduction in the resources traditionally applied to this number of cases. The assessments were also conducted more quickly, enhancing the service to clients.

The Office is committed to innovations in business processes that improve productivity and customer service.

The 1,118 investigations included:

- 1,094 complaints (contained within 949 separate cases), an increase of 3% on the previous year (1,063 complaints, contained in 854 separate cases). These account for 16% of the total number of complaints finalised, steady from the previous year
- 17 matters that were the subject of own initiative investigations, down from 31 matters in the previous year
- 7 matters that were identified as public interest disclosures, down from 15 matters in the previous year.

The Office's approach to an investigation is based on the complexity and scope of the issues identified. Complex investigations are undertaken where systemic administrative error is suspected and require significant time and resources.

Investigations

Of the 1,118 investigations that were finalised in 2015-16, 209 resulted in total or partial rectification. This accounts for 19% of all investigations, down from 22% in the previous year.

Rectification is achieved by formally finding an administrative error (8 investigations) or, more commonly, by negotiating a resolution with the agency, that removes the need to find administrative error (201 investigations).

Where a finding of administrative error was made, the Ombudsman concluded the agency's decision or action was:

- unreasonable, unjust, oppressive or improperly discriminatory (seven investigations)
- based on a mistake of law or fact (one investigation).

No administrative error was identified in 616 investigations. This accounted for 55% of the investigations finalised (up from 51% the previous year).

In 279 investigations (25%), the Office decided that continuing the investigation was not warranted (down from 26% the previous year).

Reasons for not continuing an investigation include:

- further investigation was considered to be unnecessary or unjustifiable (91)
- the complainant had been referred back to the agency for internal review (67)
- the complainant had an appeal right that should have been exhausted (45)
- the complainant was awaiting outcome of current decision process (39)
- other reasons (37).

Fourteen complainants withdrew their complaints after investigations commenced.

There were 153 investigations ongoing at 30 June 2016.

In 2015-16, the timeliness of finalising investigations improved to an average of 48.1 days. This is down from 53.4 days in 2014-15 and 55.6 days in 2013-14.

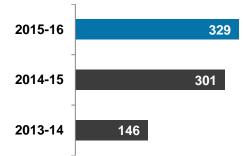
Investigative recommendations

If administrative error is found during an investigation, a resolution can be negotiated with the agency or the Office can make recommendations to rectify the problem. Remedies may include a request that the agency remake the decision, provide reasons for a decision, apologise or provide a refund to the complainant. The Office can also recommend the agency improve its policies and procedures to avoid similar errors in future.

If an investigation does not find administrative error, the complainant is provided with a detailed explanation of the Office's findings.

The Office made 329 investigative recommendations in 2015-16.

Figure 16: Number of recommendations



In 2015-16, the Office negotiated 292 agreed actions with agencies to rectify errors, and the Ombudsman made a further 37 recommendations under s.50 of the Act. This is an increase from the previous year when the Ombudsman made 31 recommendations under s.50 of the Act and negotiated 270 agreed actions with agencies. An agreed action involves working with the agency to reach an outcome satisfactory to the Office. This is a more effective and timely way to resolve a complaint where an assessment reveals evidence of administrative error.

Recommendations or agreed actions can be divided into those that directly benefit an individual and those that deal with systemic concerns. Direct benefit recommendations produce an outcome for an individual complainant. Systemic recommendations address faults with policies, procedures or practices.

In 2015-16, there were 181 direct benefit recommendations/agreed actions and 148 systemic recommendations/agreed actions. As in previous years, the majority of recommendations identified improvements to agencies' policies or procedures (25%).

The Ombudsman has no powers to enforce recommendations. However, they are generally accepted by agencies. In 2015-16, 99% of recommendations that received a response from the agency by 30 June 2016 were accepted (99% in 2014-15).

In 2015-16, the Office directly referred 1,319 complaints to an agency, local council or university, 1,279 complaints during preliminary assessment and a further 40 during an investigation. This is a significant increase on the 763 complaints directly referred in the previous year. The Office does not track the outcome of most direct referrals but it does believe that they lead to rectification of a number of complaints.

Table 11: Investigative recommendations

Types of investigative recommendations	2013-14	2014-15	2015-16	
Improve policy or procedure	62	94	81	
Expedite action	15	34	63	
Change decision	9	40	39	
Review decision	10	37	33	
Give better explanation or reasons	18	46	23	
Financial remedy	8	8 9		
Follow policy or procedure	11	20	21	
Provide training	4	7	19	
Explanation given by agency	2	5	18	
Admit error or apologise	7	7	7	
Take counselling or disciplinary action	-	2	2	

Deliver what matters

Child safety in Queensland

The *Child Protection Reform Amendment Act 2014* returned oversight of the state's child safety complaints system to the Queensland Ombudsman on 1 July 2014. Child safety complaints are dealt with by relevant agencies, with oversight by the Ombudsman in lieu of the review function that was previously performed by the former Commission for Children and Young People and Child Guardian. This amendment fulfilled Recommendation 12.9 from the Queensland Child Protection Commission of Inquiry (the Carmody Inquiry).

In 2015-16, the Ombudsman received 312 complaints relating to child safety services within the Department of Communities, Child Safety and Disability Services (the department). This compares to 334 complaints received in 2014-15.

During 2015-16, the Ombudsman further enhanced oversight of child safety complaints by introducing specific procedures in relation to child safety complaints.

During 2015-16, 97 complaints to the Ombudsman were assessed as indicating possible harm to a child or young person which either had not previously been notified to the department or dealt with through the department's complaints management system. Each matter was referred to the department, with a requirement to report back to the Ombudsman about how it was dealt with.

By introducing this pilot monitoring regime, the Ombudsman will be better placed to oversee the department's actions about child safety complaints and to determine whether or not monitoring of referrals though the Office should continue.

As part of the Ombudsman's ongoing role to monitor child safety complaints, the Office undertakes an annual review of complaint numbers and outcomes to inform an overall view of child safety complaints resolution. Should it be necessary, the Ombudsman reports his findings to the Queensland Parliament.

Investigative outcomes

State agencies

The Ombudsman finalised 579 investigations into the administrative actions of state agencies, a decrease of 6% compared to the 615 investigations finalised in the previous year.

As a result of these investigations, the Ombudsman made 26 recommendations under s.50 of the Act and negotiated 161 agreed actions across 10 state agencies. Of these, 116 were of direct benefit to individual complainants and 71 addressed systemic issues.

Local councils

The Office finalised 376 investigations about the administrative actions of local councils, an increase of 10% compared to the 342 investigations finalised in the previous year.

As a result of these investigations, the Ombudsman made 8 recommendations under s.50 of the Act and negotiated 101 agreed actions across 30 different local councils. Of these, 50 were of direct benefit to the complainant and 59 addressed systemic issues.

Universities

The Office finalised 163 investigations about the administrative actions of public universities, an increase of 1% compared to the 162 investigations finalised in the previous year.

In 2015-16, the Office made 3 recommendations under s.50 of the Act and negotiated 30 agreed actions across five universities. Of these, 15 were of direct benefit to complainants and 18 addressed systemic issues. Table 12: Investigative outcomes for stateagencies

Investigative outcomes	2014-15	2015-16
Further investigation not warranted	207	168
No administrative error	274	288
Rectified	129	120
- Informally resolved	118	117
 Finding of administrative error 	11	3
Withdrawn	5	3
Total	615	579
- State departments	478	461
- Statutory authorities	137	118

Table 13: Investigative outcomes for local councils

Investigative outcomes	2014-15	2015-16
Further investigation not warranted	61	93
No administrative error	187	204
Rectified	91	70
- Informally resolved	88	67
 Finding of administrative error 	3	3
Withdrawn	3	9
Total	342	376

Table 14: Investigative outcomes for universities

Investigative outcomes	2014-15	2015-16
Further investigation not warranted	23	18
No administrative error	111	124
Rectified	27	19
- Informally resolved	27	17
 Finding of administrative error 	0	2
Withdrawn	1	2
Total	162	163

Case studies

1. Excessive lockdowns

The complaint

A prisoner complained about regular lockdowns at a correctional centre for staff training.

The lockdowns lasted for approximately 36 hours, from Tuesday evening to Thursday morning. During this time, prisoners had no access to exercise areas or telephones.

The investigation

The general manager of the correctional centre confirmed that the lockdowns took place every fortnight.

The centre argued that the obligation to provide at least two hours of exercise did not apply when full lockdowns occurred for staff training. The general manager claimed that other centres followed similar practices.

2. Transfer papers not lodged by buyer

The complaint

The complainant sold his car and it was the buyer's responsibility to lodge the transfer paperwork.

The complainant believed that all of the relevant paperwork was properly completed by himself and the buyer. The complainant then relocated to Western Australia.

Some months later, the complainant began to receive toll notices, parking fines, speeding fines and infringements from the Queensland Police Service.

Making a difference

The Office contacted the Commissioner of Queensland Corrective Services, questioning whether the regular lockdowns were reasonable, given the apparent conflict with the standards of treatment required by the Corrective Services Regulation 2006.

The practice has since been reviewed and the training limited to half-day sessions each fortnight and one full day once a month. Where prisoners are locked down for staff training, they are provided with at least two hours of out of cell time.

The investigation

This was one of a number of similar cases used by the Office to conduct an own initiative investigation to consider wider issues with the vehicle transfer process in Queensland.

Making a difference

Following discussions between the Office and relevant departments all the offences were recalled, fines cancelled and the complainant's Queensland driving licence was reinstated.

The investigation assisted a review of the vehicle transfer process that is currently underway.

3. Waiting list place reinstated

The complaint

After waiting several years for public housing, the complainant was advised of a vacancy by the local housing service centre, but was put on the bottom of the waiting list after not accepting the offer.

The complainant inspected a property the morning he was advised of a vacancy and said it was perfect. However, as he was caring for his elderly mother, who required temporary but constant care, the complainant asked how long he had to accept the offer. He was told he only had until 4pm that afternoon.

Concerned about his mother's care, he decided his mother came first and he refused the offer that day. He was then penalised for making an invalid rejection and sent to the bottom of the waiting list.

The investigation

The Office investigated the offer of placement procedures and found that a tenant has two business days within which to accept an offer. The department's recordkeeping did not support its version of events.

Making a difference

The Office negotiated with the department to waive the penalty and the complainant was restored to his original place on the waiting list.

4. Drug searches

The complaint

A prisoner raised concerns about the way a particular targeted search exercise for contraband (known as a RAMP) had been undertaken.

The prisoner claimed the exercise, which involved all prisoners in the unit, was conducted in an oppressive way with an emphasis on punishment rather than detection.

The investigation

The investigation considered whether the way in which the exercise was undertaken was warranted and reasonable.

A review of the CCTV footage suggested that the manner in which the RAMP was undertaken failed to take into account prisoner welfare. The investigation found that no policy or procedure existed to guide how a RAMP exercise should be conducted.

The Office contacted the Commissioner of Queensland Corrective Services expressing the preliminary view that a policy should be implemented governing RAMP exercises.

Making a difference

Queensland Corrective Services agreed to develop a policy and procedure about how a RAMP exercise should be conducted to address the deficiencies evident during this particular exercise.

The Office's correctional centre visit procedures now include a review of RAMP exercises to ensure they are being conducted appropriately.

5. No vehicle subsidy after son dies

The complaint

The complainants believed they were eligible to claim reimbursement on an accessibility vehicle for their son under the Vehicle Options Subsidy Scheme, as they had already received an 'approved in principle' notice.

Sadly, the complainants' son passed away. The complainants followed up about a reimbursement for their deposit but this request was denied.

The complainants tried to resolve their complaint with the department but after two months without any reply they contacted the Office.

6. Rail construction impacts residents

The complaint

The complainants and their neighbours had a number of concerns about the construction of a nearby rail station as part of the Moreton Bay Rail Project (MBRP) and the impact of this construction on their homes.

MBRP had initially agreed to absorb the costs of cleaning the exterior of residents' homes but had since reneged on this agreement.

The complainants' concerns spanned multiple agencies including, Queensland Rail, Moreton Bay Regional Council and the Department of Transport and Main Roads (DTMR).

The investigation

The investigation revealed that the complaint had been received by the department and there were delays in providing the complainants with any kind of feedback about their complaint.

Making a difference

After the Office made enquiries the department reconsidered the matter and found the original decision to decline the reimbursement claim was wrong. The complainants were subsequently reimbursed.

The investigation

The complaint was assessed as being premature for this Office to investigate. However, given DTMR's role overseeing MBRP, the full complaint was directly referred to DTMR to manage.

Making a difference

Following this Office's direct referral, MBRP was directed to clean the exteriors of the complainants' homes.

MBRP was also directed to offer a postconstruction condition report and to have that report compared to the original condition reports of individual residents' homes to identify any other defects.

7. Animal management requires adequate investigation

The complaint

The complainant received a bill for veterinary costs incurred while the complainant's dog was in the council pound.

The complainant's dog was found in a neighbour's chicken coop and was accused of attacking a chicken.

The dog was detained in the council pound for 22 days while council investigated the incident.

During the dog's incarceration, it contracted a bladder infection and required treatment by a veterinarian.

Council passed the veterinary costs onto the complainant.

The investigation

The Office found that council's decision to impound the dog for 22 days was unreasonable and unjustified.

The Office also found that council acted unreasonably in issuing a declaration notice without seeking the complainant's version of events. It also acted unreasonably in refusing to meet with the complainant after the notice was issued.

Making a difference

Council has since provided a written apology to the complainant, reimbursed the veterinary costs incurred, and is currently developing a new procedure on animal management.

8. No water for new houses

The complaint

A developer complained about additional costs to connect water to his new development.

The approved plans showed the connection and associated work was to be completed by the local council.

The developer installed all the piping, leaving the last part of the connection to council. Council inspected the work and approved the development.

When the developer raised the issue with council that no water was available, council excavated the footpath to check the connection.

Council advised the developer that it would not complete the water connection if the developer did not pay the cost of the excavation work.

The investigation

The investigation found that there was poor communication between council and the complainant. The Office found there was a shared responsibility for the water connection, but that council's process for checking developments was inadequate.

The Office recommended that council should not undertake works and expect payment from a developer unless an agreement was in place beforehand.

The investigation also found that council took an unreasonable amount of time to acknowledge and respond to the complaint.

Making a difference

Council agreed to the Office's recommendations and resolved the issues with water connection at its own cost.

9. Parking infringement – faulty meter

The complaint

The complainant received a parking infringement after not using a faulty parking meter.

The complainant attempted to pay for parking but the meter was faulty.

The complainant telephoned the council directly and was provided with a reference number. Council advised the complainant that if they were issued a parking infringement they would be able to quote the reference number and the infringement would be revoked.

The complainant received a parking infringement, but despite quoting the reference number the parking supervisor upheld the infringement. Three months later the complainant made a complaint to council. By the time the complainant had contacted the Office, one month later, they had not received a response.

The investigation

The complaint was assessed as being premature for this Office to investigate, however during enquiries with the council the matter was resolved.

Making a difference

Following discussions between the Office and the council, the council withdrew the infringement notice.

10. Unfair charges on vacant land

The complaint

An elderly couple who owned a small vacant block of land next to their home complained that council had begun to levy water and sewerage charges on the land.

This long, narrow piece of land was approximately 5 metres wide and 50 metres deep and the couple had paid council rates on it since 1945.

The investigation

The investigation focused on whether council's decision was reasonable, given the registered plan of survey and the principles of council's revenue policy.

The investigation found that it was difficult to see how the land could be developed for any residential purposes and seemed unlikely that the owners would ever access water and sewerage services. On that basis, this Office decided that imposing water and sewerage charges on the land was unreasonable.

The Office asked that council consider reversing its decision to levy the water and sewerage charges on the land for 2014-15, and for future years.

Making a difference

Council accepted those recommendations, reversed its decision and agreed that it would no longer levy water and sewerage charges on the land for future years. Council also adjusted the complainants' rates and charges accordingly.

11. Practicum experience not documented

The complaint

A university student complained to this Office after he failed a practicum subject.

He alleged that the university's policies relating to practicums were not followed, which led to him failing.

The university student repeated the practicum subject and passed.

The student's main concerns were that:

- there was no written interim report halfway through the practicum, as specified in the relevant policies
- he should have been identified as 'at risk' during his practicum and an appropriate action plan developed, in line with policy.

The investigation

After analysing the policies, the Office formed the view that the student should have received a written interim report and should have been involved in an 'at risk' process during his practicum.

Making a difference

The university acknowledged it did not strictly follow its policies and refunded the student \$679.50, the cost of the tuition fees for the subject he failed.

The university is reviewing the 'at risk' process and any related policies that require clarification.

The university also amended the student's academic record to remove the fail grade from his academic transcript.

12. Special considerations

The complaint

An international student complained when the university rejected his late withdrawal from a course and claimed he was financially liable for his tuition fees.

The student withdrew from the course four days after the deadline for withdrawal without financial penalty.

He withdrew on the grounds that he was suffering from a mental health condition. He then travelled back to his home country to seek treatment and family support.

The university decided that the supporting documentation did not sufficiently demonstrate that his medical condition worsened after the deadline to the extent it was impossible for him to complete the course requirements.

The university rejected his application to remove financial liability for his tuition fees.

The student applied for a review and supplied a further medical report, but the original decision was upheld.

The investigation

The investigation concluded that the university's apparent expectation that the student should have monitored the severity of his own mental health symptoms and the impact of them on his study in the circumstances was unreasonable.

Making a difference

The Ombudsman issued a report under s.50 of the Act, recommending that the student be allowed to withdraw without financial penalty. The university accepted this recommendation and refunded the student's fees.

Public reports

By releasing major investigative reports, the Ombudsman is able to bring systemic issues to the attention of the Queensland Parliament, public sector agencies, and the community.

The Office published two major reports in 2015-16.

The Lakeside Noise Report: An investigation of action taken by Moreton Bay Regional Council to regulate noise emissions from Lakeside Motor Racing Circuit was published under the authority of the Speaker on 9 November 2015. The Ombudsman first launched an investigation into council's regulation of noise emissions from Lakeside Motor Racing Circuit (Lakeside) in 2012 after receiving complaints from residents living near the race circuit.

The Ombudsman's initial investigation found that council had acted unreasonably in the way noise levels were measured, interpreted and regulated. After council failed to fully implement the Ombudsman's recommendations, he launched a followup investigation.

This investigation focused on the council's administrative actions and identified significant shortcomings in the way it regulated noise at Lakeside.

The Ombudsman recommended that council take immediate steps to ensure noise is monitored effectively at Lakeside, and address any exceedances in an effective and timely manner. The workplace death investigations report: An investigation into the quality of workplace death investigations conducted by the Office of Fair and Safe Work Queensland (OFSWQ) was tabled in Parliament on 18 November 2015.

This review of 20 cases found the OFSWQ was deficient in:

- planning investigations
- identifying issues and gathering evidence
- providing legal advice to support prosecution decisions
- completing its investigations in a timely manner
- communicating its decisions to next of kin.

As a result of machinery of government changes, OFSWQ is now part of the Office of Industrial Relations within Queensland Treasury.

The Office of Industrial Relations has taken steps to implement the 15 recommendations made in the report.

Both reports are available online from the Queensland Ombudsman's website (www.ombudsman.qld.gov.au).

Complaint management system reviews

As part of its administrative improvement role, the Office undertakes reviews to improve the complaint management systems (CMS) of public agencies.

In 2015-16, 20 state departments and 10 local councils were reviewed.

Reviews of state departments

The *Public Service Act 2008* requires each state department to implement a CMS for customer complaints that complies with the current Australian Standard for complaints management (AS/NZS 10002:2014).

Specifically, each state government department is required by 30 September each year to publish the previous financial year's complaints information including:

- the number of complaints received
- the number of those complaints resulting in further action or no further action being taken.

The Office undertook desktop reviews of each department's compliance with the reporting requirement for the 2014-15 year.

The reviews found that 11 departments fully or substantially complied with the reporting requirement and 9 departments failed to comply.

The Ombudsman advised each department of the review outcome.

Departments that were not compliant were asked to ensure the complaint reporting requirement is met in 2015-16 and beyond.

The Office will undertake a further review of departmental external reporting for the 2015-16 year.

Reviews of local councils

The *Local Government Act 2009* and related regulations require each local council to have a CMS in place to manage and resolve administrative action complaints.

This Office's reviews considered six key elements of each CMS:

- policy and procedures
- external visibility and accessibility
- internal communication and training
- complaints resolution
- maintenance and improvement
- external reporting.

The reviews measured compliance against the applicable legislative requirements and other recognised standards.

Recommendations were made about:

- policy and procedures
- · website visibility and accessibility
- internal communication and training
- complaints resolution
- maintenance and improvement
- annual reporting.

Councils were asked to report on the implementation of accepted recommendations. The Office is monitoring implementation progress.

Administrative improvement advice

The Office responded to 49 administrative improvement advice requests from agencies in 2015-16.

Of these, 13 advice requests were received from 8 local councils and 36 advice requests were received from 19 state agencies.

This advice helps agencies improve complaints management and decisionmaking policy and practice in line with recognised standards and statutory requirements.

Advice was provided on topics including:

- complaints management policy and procedures
- complaints recognition and collection
- complaints assessment and priority
- complaints timeframes
- investigation
- responses and rights of review/appeal options
- complaints internal review processes and responses
- managing unreasonable complainant conduct
- managing anonymous complaints
- managing complaints about staff
 conduct
- surveying complainant satisfaction.

Publications

The Office produces a range of resources including newsletters, advisories and guides to support training programs, and to assist government agencies and the community.

Perspective newsletters provide news, tips and advice on good decision-making and complaint management. The newsletters are distributed electronically to state and local government officers, public sector legal practitioners, corrections officers and the community.

State Perspective and Local Perspective inform key decision-makers, while Legal Perspective is targeted at public sector practitioners and private lawyers with public sector clients.

Corrections Perspective is tailored specifically for officers in Queensland Corrective Services.

Community Perspective provides information to advocacy groups, community groups and community officers about the role of the Ombudsman, complaints processes and services.

In 2015-16, State Perspective, Local Perspective, Corrections Perspective and Community Perspective were each published twice and Legal Perspective was published once.

Overall subscriptions for the *Perspective* newsletters grew by 10% in 2015-16, bringing the total number of subscribers to 5,407.

Subscription numbers are not available for *Corrections Perspective*. This newsletter is published on the intranet of the Department of Justice and Attorney-General.

The Office publishes the *Ombudsman Advisory* to share the broader, systemic lessons learned from recent unpublished investigations. In 2015-16, the Office published one *Ombudsman Advisory* bulletin: 'Taking the right approach to compliance - lessons for regulators'.

Table 15: Publication subscriptions

Publication	2013-14	2014-15	2015-16
State Perspective	2,159	2,123	2,182
Local Perspective	731	765	771
Legal Perspective	1,007	1,255	1,436
Community Perspective	526	761	1,018
Total	4,423	4,904	5,407

Perspective newsletters and *Ombudsman Advisory* publications are available by subscription.

In 2015-16, the Office created and updated resources for government agencies including:

- Effective complaints management guide, which explains complaints management and the supporting CMS
- Complaints management policy and procedures guide, which is designed to help organisations develop effective policy and procedures for their CMS
- *Good decision-making guide*, a quick ten step guide for public sector officers to become great decision-makers
- Aboriginal Shire Councils complaints management process policy and procedures template
- Managing unreasonable complainant conduct guide, which explains how to identify and manage unreasonable complainant conduct
- Public sector ethics guide, which highlights elements of the Public Sector Ethics Act 1994 and the Queensland Public Service Code of Conduct.

Publications are available online from the Queensland Ombudsman's website (www.ombudsman.gld.gov.au).

Training

The Office provides training programs for state agencies, local councils and public universities to improve public administration.

Complaints Management Training is offered in two modules: one for frontline staff and the other for internal review officers. The course focuses on the reasons people complain, how to assess complaints and the processes to follow when investigating complaints.

The Good Decisions Training program is suitable for decision-makers at all levels of government and provides a step-by-step decision-making framework that officers can use in their daily work.

Your Ethical Compass is suitable for all agency officers and is designed to improve ethical standards across the public sector. It outlines the guiding principles of ethical decision-making and applies this framework to real-life scenarios.

Managing Unreasonable Conduct Training is designed to help officers manage unreasonable conduct they may encounter when delivering services to the public. The content includes tips and traps, scenarios and group activities with clear strategies to assist in managing unreasonable behaviour.

Training delivery is dependent on client demand and there was an increased demand for training sessions across Queensland. In 2015-16:

- 162 training sessions were delivered (154 training sessions in 2014-15) to 2,616 public sector officers (2,655 officers in 2014-15)
- 60 sessions were held in regional Queensland.

In 2015-16, the Office's training programs received positive feedback from participants, with 95.4% reporting that the training would help them in their daily work. Of those participants 94.1% were willing to recommend the training to other officers in the public sector.

Appendix B provides a detailed breakdown of the agencies that participated in training in 2015-16.

Empowering people

Individuals are empowered to resolve complaints with public sector agencies



Overview

The Office seeks to ensure that people have the support, advice and information necessary to manage their complaints across the Queensland public sector.

This involves building greater knowledge in the community about how to make an effective complaint and when to contact this Office.

The Office is also committed to providing greater access to complaint management information and services and offering direct referral of premature complaints.

Community outreach

The Ombudsman helps ensure that public agencies act fairly when making administrative decisions.

The Office's services need to be accessible to the whole community. This can be a challenge in a large state with a diverse and decentralised population.

The Office addresses these challenges through its Communication and Engagement Plan, Regional Services Program and Diversity Action Plan.

Targeted outreach is focused on sectors of the community that may be reluctant to access services or experience difficulty communicating their needs.

In 2015-16, the Office continued the implementation of these plans, which guide engagement with groups including, Indigenous communities, culturally and linguistically diverse communities, refugees, prisoners, people with disabilities and special needs, and the homeless.

Improving services

Indigenous Queenslanders

Indigenous communities in regional and remote areas often struggle to access complaint agencies.

Initiatives undertaken in 2015-16 to improve awareness of and accessibility to the Office's services included participation in NAIDOC Week activities and the Booin Gari festival. The Office also revised its communication materials specifically designed for Indigenous communities.

Thursday Island received its first visit by the Office with training sessions for local public service officers (see page 51, Know your clients).

The Office also visited community service groups including:

- Aboriginal and Torres Strait Islander Legal Service in Rockhampton, Townsville and Thursday Island
- Kahwun Wooga Community Justice Group in Maryborough
- Central Queensland Indigenous
 Development Ltd in Emerald
- Community Development Association
 in Mount Isa
- Community Justice Group in Mount Isa
- Aboriginal and Torres Strait Islander Legal Centre in Roma.

Young people

In 2015-16, the Office attended the Griffith University open day to raise awareness of its services.

The Office also advertised its services in the Police Legacy Child Safety Handbook, which was distributed to 18,000 primary school students across South East Queensland.

Know your clients

Providing training in the Torres Strait

In 2015-16, the Office conducted its first Regional Service Program visit to Thursday Island. Two officers travelled 800 km north of Cairns to deliver training and meet the people who deliver services to the local community.

Three training sessions were available for 28 local officers from the Department of Aboriginal and Torres Strait Islander Partnerships, Department Of Housing and Public Works and the Department of Education and Training. With respect for local customs, the training sessions were opened by an elder.

The officers also visited local community service groups including, the Thursday Island Aboriginal and Torres Strait Islander Legal Service and the Mura Kosker Women's Service.

Officers learned about the difficulties and expense of providing services to the remote area comprised of 274 islands distributed over 48,000 km². The challenges for local administrators include travel to many islands by helicopter where accommodation is sometimes non-existent.

The visit was well received, with interest expressed about future training sessions in the region.

Regional Queenslanders

The Regional Services Program (RSP) included visits to 25 regional centres across Queensland in 2015-16, including the Office's first training trip to the Torres Strait.

The RSP is designed to improve awareness of the Office and access to services for communities in regional and remote areas.

During 2015-16, the RSP focused on:

- agency officers
- community/advocacy groups
- correctional centres
- Members of Parliament (MP) offices
- Queensland Government Agent Program offices.

In 2015-16, RSP activities included training sessions, correctional centre visits and presentations.

The priority for 2016-17 is to build awareness and relationships with key intermediaries such as community groups, Community Justice Groups and MP offices. The Office will continue to focus on building relationships with regional agencies and councils to improve complaints management and decisionmaking.

Table 16: Number of activities in regionalQueensland for 2015-16

RSP Activity	Number
Training sessions	60
CMS Review	10
Other	55

The homeless

This year, the Office worked to improve awareness of and accessibility to its services among the homeless community.

The Office collaborated with peak bodies on a range of initiatives, including the Queensland Public Interest Law Clearing House's Homeless Persons' Legal Clinic, the Brisbane City Council's Homeless Connect Expo, and the Street Links event held in Ipswich.

The Office also delivered a presentation on Queensland's complaints landscape to representatives from various organisations who work with the homeless community in an effort to build greater understanding of complaints processes and review bodies in Queensland.

Multicultural communities

This year, the Office continued to build strong ties with multicultural communities by attending WelcomeFest (formerly World Refugee Day Community Festival) and undertaking a targeted mail-out to culturally and linguistically diverse groups across Queensland.

The Office also produces the *Community Perspective* newsletter, distributed to multicultural community groups. There were 1,018 subscribers to *Community Perspective* in 2015-16.

Clients who speak a language other than English have access to the Translating and Interpreting Service. The Office's new website will also feature Browsealoud software, which can translate and read each webpage in 74 languages.

Prisoners

In 2015-16, Queensland Ombudsman officers visited 13 of the state's 14 correctional centres. Borallon Training and Correctional Centre re-opened in April 2016 and will be visited in early 2016-17.

These visits enable officers to:

- investigate and resolve complaints
- investigate systemic issues
- provide information and advice to centre management and prisoners
- audit administrative processes.

A range of posters, brochures and stickers continues to be distributed to each centre to inform prisoners about the Prisoner PhoneLink telephone service, the privileged mail system and upcoming visits by Ombudsman officers.

In 2015-16, the Office redesigned its prisoner complaint form, to make it more accessible to prisoners with low literacy levels or those who have English as a second language. The new form enables the Office to collect improved demographic data to inform its communication strategies.

People with disabilities

The Office is a certified National Relay Service (NRS) organisation. The NRS is a phone service for people who are deaf or have a hearing or speech impairment.

The Office supports Hearing Awareness Week, has included NRS contact information on its website and provides promotional material and NRS information in the induction program for new staff.

Improving accessibility

The Office's website is a significant resource for clients to learn more about the role of the Ombudsman and its complaints process, and to help clients lodge their complaints online.

In 2015-16, 104,827 website sessions were recorded.

In November 2015, the Office established a project to redesign the website and implement a new content management system. The Office also engaged accessibility consultants to assess how the new website meets accessibility standards.

The new website will be responsive to multiple devices and support self-service via an improved online complaint form and online booking system for training.

The new website is scheduled to be launched in the first half of 2016-17.

Collaboration

The Office continued to work with integrity and complaint organisations this year, including the Anti-Discrimination Commission Queensland, the Office of the Information Commissioner, the Commonwealth Ombudsman, the Crime and Corruption Commission and the Office of the Health Ombudsman.

The Office's telephone service was updated in November 2015.

A new telephone message and service provides callers with an option to transfer to one of the following six agencies directly and without additional cost:

- the Financial Ombudsman
- the Telecommunications Industry
 Ombudsman
- the Energy and Water Ombudsman
- the Office of Fair Trading
- the Commonwealth Ombudsman
- the Fair Work Ombudsman.

These organisations are the top six complaint bodies for clients who contact the Office and whose complaint is out of jurisdiction.

This upgrade has resulted in a decrease of 31% in out of jurisdiction contacts with the Office and an improved service for the people of Queensland.

Figure 17 shows over 5,200 callers have used this service since November 2015, noting that the number of redirections to freecall numbers (the Telecommunications Industry Ombudsman and the Energy and Water Ombudsman) were not available.

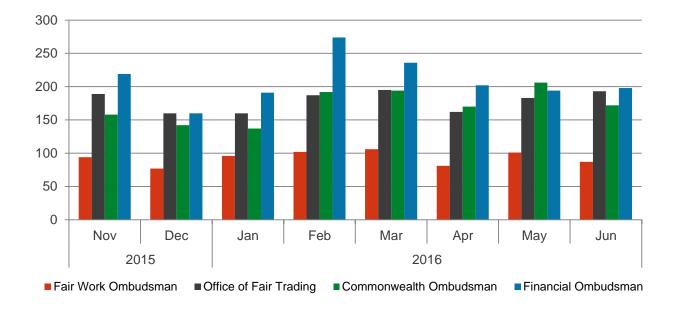


Figure 17: Number of telephone calls forwarded to collaborating integrity and complaint organisations

Capable and accountable organisation

The Office is an accountable organisation with a capable workforce



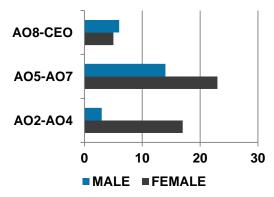
People

Workforce planning, attraction and retention

At 30 June 2016, 68 officers were employed on a full or part-time basis equating to 59 full-time equivalents (FTE). The establishment for the Office is 63 FTE.

Ombudsman officers come from diverse professional backgrounds, including law, public administration, social work, journalism and teaching. In total, women make up 66% of the Office's workforce.

Figure 18: Gender profile at 30 June 2016



The Office's equal employment opportunity census found 9% of staff identified as having a disability and 16% identified as having a language other than English as their first language. No staff identified as Aboriginal or Torres Strait Islander.

The permanent staff turnover for the year was 17% (11 employees). Table 17 outlines the reasons why staff left the Office.

Table 17: Reason why staff left

Reason for leaving	Number of staff
Promotion (public service/private)	5 (4/1)
Moving overseas	1
Retirement	4
Terminated during probation	n 1

Workforce planning framework

The Office recognises the importance of building a skilled and capable workforce.

The following initiatives contribute to the Office's capacity to create a supportive workplace and attract, retain and develop staff:

- providing flexible working arrangements
- delivering a range of professional development activities
- providing access to employee support programs (such as the Employee Assistance Program)
- providing a health and wellbeing program.

Performance management framework

The Office's integrated performance management framework includes employee induction, probation, achievement planning, performance management and an annual staff awards program.

Managers work with employees to develop achievement plans that are relevant to their work unit and drive performance. Achievement plans include:

- specific personal performance outcomes
- a focus on career planning and development
- a focus on modelling the values of the Office.

Code of conduct

The Office's Code of conduct provides staff with guidance on appropriate ethical standards for work-related behaviour.

The code, based on the ethical principles and values contained in the *Public Sector Ethics Act 1994* is provided to new staff during induction and is published on the Office's website.

Professional development

The Office supports a productive work culture where employees have the opportunity to continually improve and develop.

Development initiatives delivered during 2015-16 focused on investigation skills, administrative law, negotiation and communication skills, mental health first aid, dealing with difficult behaviours, leadership, people management and manual handling.

In 2015-16, the Office spent 2.8% of its salary budget on professional

development activities. Each employee attended on average four professional development activities during the year.

As part of the achievement planning process, employees negotiate a career development plan to identify training opportunities based on their individual needs. This year, 34 different individual professional development activities were undertaken by 30 staff members.

In 2015-16, the Office spent \$3,630 on the Study and Research Assistance Scheme. This allowed staff to maintain professional qualifications and complete studies in law and professional communication.

Program	Audience	Number of staff
Building evacuation program ¹	All staff	67
Creating accessible documents	Staff responsible for website content	10
Discrimination awareness	New staff	16
Administrative law trends	Enquiry officers and investigators	24
Dealing with unwelcome behaviours	Enquiry officers and investigators	7
Dealing with the tough stuff	Managers	9
Investigation skills workshop	Investigators	2
First aid recertification	Staff with first aid qualifications	7
Manual handling workshop	All staff	53
Mental health first aid	All staff	20
People matters	Supervisors	6
PIDs refresher	All staff	34
Service delivery complaints management system training	Enquiry officers and investigators	25
The future of leadership conference	All staff	19

Table 18: Corporate professional development program 2015-16

Note:

 All staff must complete this training annually, as a refresher, and all new staff (including temporary, contractors and student placements) must complete it within 48 hours of commencing. The reason that more staff completed the training than the Office's FTE, reported on page 56, is due to staff turnover.

Recognising staff achievements

Staff performance is recognised through the Ombudsman's annual awards program.

These awards acknowledge outstanding contributions made by staff. The Award of Excellence is given at the Ombudsman's discretion and employees are recognised for five or more years' service (in multiples of five years).

The ninth annual awards ceremony was held on 4 November 2015. Awards were presented by the Ombudsman.

The recipients for the Ombudsman's Award of Excellence were:

- Chris Magoffin
- Stephanie Herreygers.

Flexible work arrangements

The Office encourages staff to establish flexible and balanced work arrangements and has 23 employees working in part-time arrangements.

Staff can also access special leave, including carer's leave, study leave, bereavement leave and purchased leave. Working parents have access to specific leave entitlements and the Office provides facilities for breastfeeding.

Health and safety

The Office's Health and Safety Committee continued to promote and provide oversight for workplace health and safety in consultation with a qualified safety advisor. No compensation claims were made and no days were lost to injury in 2015-16.

Information about health and wellbeing is regularly communicated to staff. Staff are encouraged to report any situations likely to cause injury. Initiatives undertaken in 2015-16 included:

- flu vaccinations for all staff
- ergonomic assessments as requested by staff to minimise risk of musculoskeletal injury and enhance productivity
- purchase of individual standing workstations
- manual handling workshops for all staff prior to the move to level 18
- mental health first aid training provided to interested staff.

Early retirement, redundancy, retrenchment

No early retirement, redundancy or retrenchment packages were paid during the period.

Performance

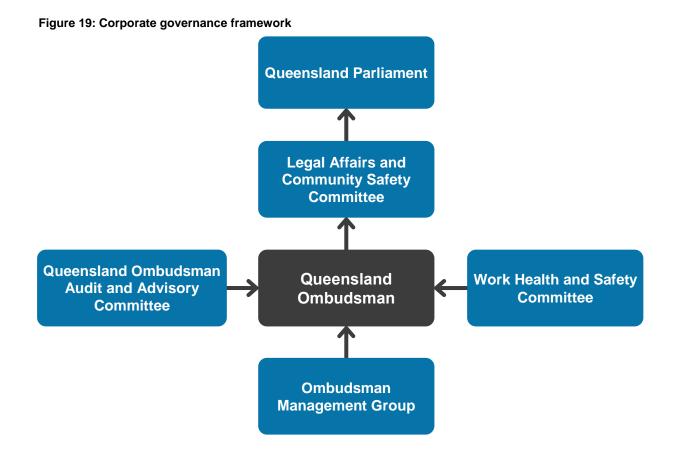
The Office of the Queensland Ombudsman is considered a department under s.8 of the *Financial Accountability Act 2009.* Under this Act, the Office must:

- ensure operations are carried out efficiently, effectively and economically
- establish and maintain appropriate systems of internal control and risk management
- ensure annual financial statements are prepared, certified and tabled in parliament in accordance with the prescribed requirements
- undertake planning and budgeting.

The Office's corporate governance framework ensures:

- statutory responsibilities are met
- high standards of service delivery are achieved through continuous improvement
- risk management is integrated into organisational activities
- performance is effectively and efficiently measured and monitored.

A range of external and internal accountability measures are used by the Queensland Ombudsman.



External accountability

Legal Affairs and Community Safety Committee

The Ombudsman is an officer of the Queensland Parliament and is accountable through the Legal Affairs and Community Safety Committee.

The committee:

- monitors and reviews the performance of the Ombudsman
- reports to parliament on the Ombudsman's functions, or the performance of those functions, if appropriate
- examines the annual report after it has been tabled

 reports to parliament on any changes to the functions, structures and procedures considered desirable for the effective operation of the Ombudsman Act.

The following arrangements help the committee monitor and review the Ombudsman's performance:

- The committee, the Ombudsman and senior officers meet at least once a year following the tabling of the annual report.
- The Ombudsman provides a written response to questions on notice from the committee for discussion at the meeting.
- The Ombudsman provides responses to the committee's requests for information as they arise.

Estimates Committee hearing

In July 2015, the Ombudsman attended the annual Parliamentary Estimates hearing as chief executive of the Office.

External audit

The Ombudsman met the timeframes for the preparation of financial reports for 2015-16. The audit report and certificate for the financial statements are contained in Appendix H – Audited financial statements.

Table 19: External accountability

Activity	Description	Outcome
Legal Affairs and Community Safety Committee	Monitors and reviews the Office's performance and reports to parliament.	
Estimates hearing	Scrutinises the past and future (planned) financial and non- financial performance.	Accountability,
External audit	Monitors compliance with financial management requirements.	transparency, high performance and compliance with statutory requirements
Right to information/ information privacy	Ensures proper processes for providing public access to documents held by the Office while safeguarding the privacy of personal information.	
Public interest disclosures	Ensures public interest disclosures about the Onice are	
Annual report	Provides a full and complete disclosure of financial and non-financial performance.	

Table 20: Internal accountability

Activity	Description	Outcome
Ombudsman Management Group	Principal strategic and tactical body that considers the Office's significant statutory, accountability and risk-related responsibilities and all strategic and operational activity. It also functions as the Office's Finance Committee and endorses corporate priorities and objectives.	
Queensland Ombudsman Audit and Advisory Committee	Provides independent assurance and assistance to the Ombudsman on risk, control and compliance frameworks and external accountability responsibilities as prescribed in the <i>Financial Accountability Act 2009</i> and the Financial Accountability Regulation 2009.	Accountability, transparency, high performance and compliance with
	The Audit and Advisory Committee, which meets quarterly, observed the terms of its charter and had due regard to the Queensland Treasury's Audit Committee Guidelines.	statutory requirements
	At every meeting, the Audit and Advisory Committee meets with the Head of Internal Audit, internal and external auditors and the Chief Financial Officer, and gives consideration to the implementation of all audit recommendations by the Office.	

Activity	Description	Outcome
Queensland Ombudsman Audit and Advisory Committee (cont.)	The two external members of the Committee are the Chair, Mr Pat McCallum (CPA) and Ms Terry Campbell. Ms Campbell joined the Committee in March 2016 due to the resignation of Mr Greg Argue, Manager, Office of the Information Commissioner. The Deputy Ombudsman, Mr Andrew Brown, is also a member of the Committee. The external members are the only members eligible for payment as the other members are part of the public service. In the financial year 2015-16 Mr McCallum, Chair, was paid \$4,680 including an amount of \$1,040, owing for the financial year 2014-15. Ms Campbell, independent external member, was paid \$600.	
Internal audit	 An Ombudsman approved audit charter, consistent with relevant audit and ethical standards, is central to the internal audit process. This charter directs independent auditors and ensures they have unrestricted access to the Office's corporate systems. The Head of Internal Audit is Mr Leon Smith of the Department of Justice and Attorney-General. This year's internal audit was undertaken by Bentleys (Qld) Pty Ltd, an auditing firm independent from management and the Queensland Audit Office. The internal audit plan, approved and regularly reviewed by the Audit and Advisory Committee, primarily focused on: human resources processes including exiting and termination procedures financial processes including attractive assets, travel, expenditure and banking compliance with policies and procedures in the Financial Management Practice Manual. The internal audit function had due regard to the Queensland Treasury's Audit Committee Guidelines. 	Accountability, transparency, high performance and compliance with statutory requirements
Finance Committee	The Ombudsman Management Group and Principal Officer – Finance and Facilities are responsible for planning, monitoring and reporting on the Office's budget.	
Code of conduct	The Office's Code of conduct was updated in May 2015.	

Internal accountability

Planning for the future

The Office operated under its Strategic Plan 2015-19. The strategic plan ensures the Office is well placed to carry out its core functions.

The Operational Plan 2015-16, incorporating the strategic plan's key performance indicators, aligned core business and special projects to responsible officers.

Both the strategic and operational plans are reported on quarterly to the Ombudsman Management Group (OMG).

Ombudsman Management Group

The OMG is the principal strategic and tactical executive body for the Office.

In accordance with the OMG Operating Charter, the OMG responsibilities include:

- advising the Ombudsman on the strategic direction and priorities for the Office and monitoring implementation
- monitoring performance to achieve planned outcomes
- monitoring strategic and operational risks
- providing strategic oversight of major operational activities
- establishing and overseeing the budget to meet performance targets
- ensuring the efficient deployment of resources to meet priorities
- promoting Office-wide ownership of, and involvement in, major operational projects
- identifying and overseeing the implementation of business improvement initiatives
- endorsing policies and procedures.

Identifying and managing risk

The OMG continued its commitment to risk management.

External committee members, experienced in managing public sector risk issues, are members on the Office's Audit and Advisory Committee.

The Audit and Advisory Committee reviews the Office's risk plan on a quarterly basis. Under its guidance, contemporary risk assessment practices have been implemented, strengthening the governance framework.

Executive management

Phil Clarke

Ombudsman

Mr Clarke was appointed Queensland Ombudsman in 2011.

His career in the public sector spans over 30 years. Before being appointed Ombudsman, he was Acting Director-General and Deputy Director-General of the Department of Justice and Attorney-General.

He began his career as a surveyor before joining TAFE Queensland. He served as director of several TAFE institutes, General Manager in the Department of Employment, Training and Industrial Relations, Executive Director of the Department of Emergency Services and Deputy Director-General of the Department of Local Government, Planning, Sport and Recreation.

He holds a Bachelor of Applied Science (Surveying), a Master of Regional Science and a Diploma of Teaching (Technical and Further Education).

Andrew Brown

Deputy Ombudsman

Mr Brown was appointed Deputy Ombudsman in 2011. His career in the public sector spans more than 25 years.

Before being appointed Deputy Ombudsman, he was Chief Inspector of Prisons, Queensland Corrective Services (QCS). His other previous roles include the Director, Legal Services, QCS, and various positions with Legal Aid Queensland.

He plays a key role in the strategic management of the Office and is responsible for overseeing the Intake and Major Projects Unit (IMP) and Investigation and Resolution Unit (IRU).

He holds a Bachelor of Arts/Law and a Master of Public Administration.

Jess Wellard

Assistant Ombudsman (IMP)

Ms Wellard first joined the Office in 2007 as an investigator and returned in 2015 as Assistant Ombudsman.

She has wide experience across the Office having been significantly involved in both investigation and major investigation functions. Ms Wellard currently leads the new Intake and Major Projects Unit, overseeing major investigations and the registration and preliminary assessment of all complaints.

Before joining the Office, she was a solicitor in private practice at major Australian law firms. In 2014, Ms Wellard was appointed the Director (Investigations) to set up the investigation and compliance function at the Office of the Health Ombudsman.

Ms Wellard holds a Master of Criminology, Bachelor of Laws with Honours, Bachelor of Arts in Psychology, Graduate Diploma in Legal Practice, and a Graduate Certificate in Business.

Peter Cantwell

Assistant Ombudsman (IRU)

Mr Cantwell joined the Office in 1997 as an investigator and was appointed Assistant Ombudsman in 1999.

He has wide experience across the Office having led major investigations, training, community engagement and intake functions. Mr Cantwell currently leads an investigative team that deals with state agency complaints.

Before joining the Office, he was a solicitor in private practice for almost 20 years. For most of this time he was a partner in the Brisbane office of a major Australasian law firm and practised in the areas of commercial law, incident investigation, coronial law, work health and safety, and administrative review.

Mr Cantwell is also an experienced workplace trainer and holds a Bachelor of Laws with Honours.

Geoff Airo-Farulla

Assistant Ombudsman (IRU)

Dr Airo-Farulla joined the Office as an Assistant Ombudsman in 2016 and oversees investigations about state government agencies, including corrections and universities.

He joins the Office following 11 years as State Director for Queensland and the Northern Territory with the Commonwealth Ombudsman's Office. Prior to this, he served as Director of the Governance and Regulation program within the Socio-Legal Research Centre at Griffith University and was a senior lecturer in the Griffith Law School. He has also served terms on the Social Security Appeals Tribunal and the Queensland Gaming Commission. In addition, Dr Airo-Farulla was the Chair of the Management Committee of the Prisoners' Legal Service for 12 years.

Dr Airo-Farulla holds a PhD in Administrative Law, a Bachelor of Laws with Honours and a Bachelor of Arts.

Craig Allen

Assistant Ombudsman (IRU)

Mr Allen joined the Office as a senior investigator in 1999. In 2000, he was appointed Assistant Ombudsman, Local Government and Infrastructure.

In 2012, Mr Allen was appointed to the new Investigation and Resolution Unit. He oversees investigations about local council complaints.

He has extensive experience in finance, operations, policy and legislation, which he had gained while working previously with the Department of Local Government and Planning and the Brisbane City Council.

Mr Allen holds a Bachelor of Business, with majors in local government and law.

Diane Gunton

Director (Corporate Services Unit)

Ms Gunton joined the Queensland Ombudsman in 2011.

She leads the Corporate Services Unit and manages the Office's administrative, financial, human resource, information technology, records management, planning, facilities, performance reporting, research, marketing and communication services.

Ms Gunton began her career at Brisbane City Council where she spent almost 20 years managing administrative and business improvement projects across several divisions.

She worked on a range of strategic projects at Queensland Health before joining the Office.

Ms Gunton holds a Bachelor of Business, with a major in management.

Public interest disclosures

An annual report on the operations of the *Public Interest Disclosure Act* 2010 as required under s.61 of the PID Act



Oversight of the *Public Interest Disclosure Act 2010*

The *Public Interest Disclosure Act 2010* (PID Act) encourages disclosure, in the public interest, of information about wrongdoing in the public sector.

Oversight function

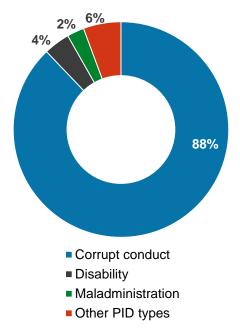
The Office of the Queensland Ombudsman is the oversight agency for the PID Act.

Under the PID Act, the oversight functions include:

- monitoring the management of public interest disclosures (PIDs)
- reviewing the way public sector entities deal with PIDs
- performing an education and advisory role about PIDs.

The oversight agency may make standards about the way the public sector entities deal with PIDs.

Figure 20: PIDs reported by type



Monitoring

Public sector entities are required to report information about PIDs they receive to the oversight agency, the Office of the Queensland Ombudsman.

During the period from 1 July 2015 to 30 June 2016, a total of 585 PIDs were reported to the oversight agency, an increase of 9% compared with the previous year.

This was the second year that 'corrupt conduct' was a type of PID. 'Corrupt conduct' replaced 'official misconduct' in the PID Act from 1 July 2014 and this was consistent with amendments to the *Crime and Corruption Act 2001*.

The increase in the overall number of disclosures was driven by a rise in reported PIDs of 'corrupt conduct' (415 in 2014-15 and 514 in 2015-16). The number of reported PIDs in this category remains significantly lower than 'official misconduct', which was a wider definition.

Most PIDs are about corrupt conduct (87.9%) and employees of entities make the most PIDs (88.3% of all PIDs). Figure 20 identifies the proportion of PIDs by type with data provided in Table 21.

State government departments continue to be the main source of PIDs (58.8% of all PIDs made) and 51% of all PIDs are reported in the Brisbane area. Figure 21 identifies the proportion of PIDs by agency type with data provided in Table 22.

The reported outcomes in response to PIDs in 2015-16 were:

- 46.6% substantiated
- 10.4% partially substantiated
- 32.6% not substantiated.

Other reported PID information does not show any significant changes in the overall percentages of PIDs reported by agency type, by type of discloser, by location of subject officer or by investigative outcomes.

Reviewing

As the oversight agency, the Office also has a role in reviewing the way in which public sector entities deal with PIDs.

As part of its review function, the Office provided advice to entities to help in the development and implementation of PID policies and procedures.

During the year, feedback was provided to two entities on draft agency-specific PID policies and procedures.

Education and advice

The Office's PIDs education and advisory services include:

- online information and publications
- presentations to public sector entities and audiences
- responding to queries about PIDs generally.

The Office continued to facilitate the PID Coordinators Network. A PID Coordinator is an officer who works within a public sector entity to help manage their own organisation's PID responsibilities. Network activities include briefings on contemporary issues in PID management, presentations from guest speakers, case studies and structured discussion topics.

Half-day training workshops to improve the skills of officers whose work included managing PIDs (such as staff in corporate governance, ethical standards and human resources in public sector entities) were piloted in 2014-15 and delivered to two groups in 2015-16. More than 90 officers, from state government, local councils and public universities, participated in the workshops.

During 2015-16, public sector entities sought advice from the Office on a wide range of PID management matters, including:

 managing obligations to provide support and protection to disclosers and others supporting a PID investigation

- the application of the definition of 'public officer' (for example, volunteers and contractors are not considered 'public officers' for the purposes of the PID Act)
- reporting and managing PIDs about reprisal and undertaking risk assessment
- responding to anonymous disclosures
- managing confidentiality and natural justice obligations
- requirements for providing outcome advice about a PID matter to a discloser.

A new fact sheet was produced for Members of Parliament about the PID Act and Members' roles as 'proper authorities' for receiving PIDs.

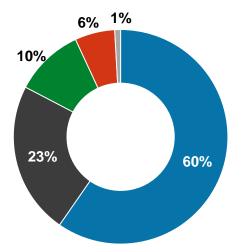


Figure 21: PIDs reported by agency type

- Department and public service officers
- Statutory authority
- Local government
- Government owned corporations
- University and TAFE

Review of the PID Act

Under s.62 of the PID Act, the oversight agency must carry out a review of the operations of the Act within five years of its commencement. As the PID Act commenced on 1 January 2011, the review was required to have commenced prior to 1 January 2016.

In November 2015, the Ombudsman released an issues paper for the review of the PID Act. This included terms of reference for the review and a call for submissions from stakeholders. In total, 26 submissions were received and 23 submissions have been published on the Office's website.

Stakeholders were generally supportive of the PID Act's purpose of promoting disclosure of wrongdoing in the public sector, but raised some concerns about the current operation of the Act. Six key issues were identified through stakeholder feedback:

- the need for a clearer definition of 'public interest information' for the purposes of the PID Act
- 2. further consideration of who can make a PID and options for an expanded definition of 'public officer' (for example, volunteers and contractors working within a public sector entity are not currently considered 'public officers')
- 3. processes for managing confidentiality and PIDs
- requirements for providing protections to disclosers and others who support a PID investigation
- providing appropriate consideration and protection to an officer who is the subject of a PID
- 6. options for increasing the effectiveness of the PID oversight function.

It is planned to provide a final report on the review to the Attorney-General and the Speaker of the Queensland Parliament before the end of 2016.

	Notes	2013	2013-14		2014-15		2015-16	
Disclosure type	NOLES	No.	%	No.	%	No.	%	
Corrupt conduct	1	-	-	415	77.6	514	87.9	
Official misconduct	2	658	90.8	26	4.9	-	-	
Maladministration		16	2.2	40	7.5	15	2.6	
Environment		5	0.7	5	0.9	6	1.0	
Disability		14	1.9	20	3.7	23	3.9	
Misuse of public resources		20	2.8	15	2.8	17	2.9	
Public health/safety		7	1	5	0.9	5	0.9	
Reprisal		5	0.7	9	1.7	5	0.9	
Total	3	725		535		585		

Table 21: PIDs reported by disclosure

Notes:

1. Corrupt conduct became a type of PID on 1 July 2014.

2. Official misconduct ceased to be a type of PID on 30 June 2014. However, 26 PIDs about official misconduct made in 2013-14 were reported to the oversight agency in 2014-15.

3. A PID may include more than one type of disclosure (for example, corrupt conduct and maladministration); therefore, the number of PIDs by disclosure type may exceed the number of PIDs reported by agency type.

Table 22: PIDs reported by agency type

Agonov typo	Notes	2013	2013-14		2014-15		2015-16	
Agency type	NOLES	No.	%	No.	%	No.	%	
Department		436	62.5	292	59.3	332	58.8	
Local council		83	11.9	68	13.8	59	10.4	
University		23	3.3	11	2.2	5	0.9	
Statutory authority		111	15.9	103	20.9	130	23.0	
GOCs		39	5.6	12	2.4	34	6.0	
Public service office		6	0.9	6	1.2	5	0.9	
Total	1	698		492		565		

Note:

1. A PID may include more than one type of disclosure (for example, corrupt conduct and maladministration); therefore, the number of PIDs by disclosure type may exceed the number of PIDs reported by agency type.

Table 23: PIDs reported by type of discloser

Discloser type	Notes	2013-14		2014-15		2015-16	
Discloser type	NOLES	No.	%	No.	%	No.	%
Anonymous		29	4.2	20	4.1	16	2.8
Manager / supervisor		13	1.9	10	2.0	8	1.4
Auditor		3	0.4	0	0	2	0.4
Employee of agency		632	90.5	424	86.2	499	88.3
Employee of another public sector agency		9	1.3	16	3.3	16	2.8
Member of the public		12	1.7	22	4.5	13	2.3
Other						11	1.9
Total	1	698		492		565	

Note:

1. A PID may include more than one type of disclosure (for example, corrupt conduct and maladministration); therefore, the number of PIDs by disclosure type may exceed the number of PIDs reported by discloser type.

Table 24: PIDs investigation outcomes

Outcome	Notes	2013-14		2014-15		2015-16	
	Notes	No.	%	No.	%	No.	%
Substantiated		317	47.3	217	50.5	157	46.6
Partially substantiated		68	10.1	43	10.0	35	10.4
Not substantiated		256	38.2	136	31.6	110	32.6
Other		29	4.3	34	7.9	35	10.4
Total	1	670		430		337	

Note:

1. This table reports on the PID matters closed in a financial year. This will vary from the number of PIDs reported in the same period.

Table 25: PIDs reported by location of subject officer

Location	Neteo	2013-1 Notes		4 2014-15			2015-16	
Location	Notes	No.	%	No.	%	No.	%	
Brisbane		384	55.0	209	42.5	288	51.0	
Central West		10	1.4	1	0.2	1	0.2	
Darling Downs		18	2.6	25	5.1	18	3.2	
Far North		32	4.6	22	4.5	56	9.9	
Fitzroy		34	4.9	22	4.5	19	3.4	
Gold Coast		83	11.9	116	23.6	67	11.9	
Mackay		13	1.9	3	0.6	17	3.0	
Moreton		3	0.4	4	0.8	4	0.7	
Northern		32	4.6	30	6.1	17	3.0	
North West		14	2.0	3	0.6	7	1.2	
South West		20	2.9	0	0.0	5	0.9	
Sunshine Coast		20	2.9	27	5.5	15	2.7	
West Moreton		7	1.0	3	0.6	9	1.6	
Wide Bay/Burnett		26	3.7	22	4.5	29	5.1	
Not categorised		2	0.3	5	1.0	13	2.3	
Total	1	698		492		565		

Note:

1. A PID may include more than one type of disclosure (for example, corrupt conduct and maladministration); therefore, the number of PIDs by disclosure type may exceed the number of PIDs reported by location of subject officer.

Financials



Financial summary

Managing the budget

The Queensland Ombudsman provides a complaint investigation service for the community and administrative improvement service for public agencies.

The Office ended the year in a secure financial position with adequate reserves and forecast income to fulfil its responsibilities.

The Office reported a surplus of income over expenditure of \$0.501 million, predominantly due to the accounting treatment of the relocation of the Office.

In 2015-16, the operational expenditure excluding abnormal items totalled \$8.687 million. This represented a 1.5% increase from 2014-15.

During 2015-16, the Office relocated from levels 19 and 17 of 53 Albert Street to level 18 of 53 Albert Street. The accounting treatment of this relocation resulted in a non-cash abnormal increase in the operating result of \$0.490 million.

\$0.300 million in 2015-16 appropriation was deferred to later financial years. Deferred funds will be predominantly used for upgrading the Office's complaint management system and replacing desktop computers.

Funding and revenue

The majority of funding was received as direct State Budget appropriation. Revenue is also generated from training programs offered to agencies on a partial cost-recovery basis. This revenue is used primarily to fund regional training sessions and the production of workbooks and training materials.

Other revenue included \$0.648 million from the write-on of the level 18 office fit-out and \$0.365 million from the write-off of the building owner's lease incentive associated with the former level 19 and 17 office fit-out.

Expenses

The biggest cost in delivering the Office's services is employee expenses, which represents 76% of total expenditure (excluding abnormal items). The remaining 24% is expended on general operating costs including accommodation, information and telecommunication costs.

Other expenses in 2015-16 included \$0.524 million as the reported loss on disposal of the office fit-out for levels 19 and 17.

Assets

At 30 June 2016, the Office's assets totalled \$1.725 million which comprised:

- plant and equipment \$0.611 million
- intangible assets \$0.117 million
- receivables and other current assets \$0.257 million
- cash at bank \$0.740 million.

Liabilities

As at 30 June 2016, the Office's liabilities totalled \$0.380 million which included:

- \$0.080 million in accounts payable
- \$0.300 million owing to employees.

The audited financial statements are available at Appendix H.

Table 26: Financial summary 2015-16 – Income statement

Income statement	Budget \$'000	Actual \$'000	Variance \$'000
Direct appropriations	8,322	8,035	(287)
User charges	350	517	167
Goods and services below fair value	0	136	136
Other revenue	47	1,024	977
Total income from continuing operations	8,719	9,712	993
Employee expenses	6,928	6,638	290
Supplies and services	1,535	1,696	(161)
Depreciation and amortisation	225	179	46
Other expenses	31	698	(667)
Total expenses from continuing operations	8,719	9,211	(492)
Operating surplus/(deficit)	0	501	501

Table 27: Financial summary 2015-16 – Balance sheet

Balance sheet	Budget \$'000	Actual \$'000	Variance \$'000
Cash assets	823	740	(83)
Receivables	180	212	32
Payables (including employee benefits)	480	380	100
Capital/contributed equity	844	1,345	501

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Glossary

G

Acronyms

- CMS Complaint Management System
- CSU Corporate Services Unit
- eDRMS Electronic Document and Records Management System
- EMA Early Merit Assessment
- FTE Full-time equivalent employees
- IMP Investigation and Major Projects Unit
- IRU Investigation and Resolution Unit
- IS Information Standard
- MP Member of Parliament
- NAIDOC National Aboriginal and Islanders Day Observance Committee
- NRS National Relay Service
- OMG Ombudsman Management Group
- PIDs Public interest disclosures

QBCC – Queensland Building and Construction Commission

QBSA – Queensland Building Services Authority

QCS – Queensland Corrective Services

QGAP – Queensland Government Agent Program

QSA – Queensland State Archives

RAPA – Registration and Preliminary Assessment Team

RSP – Regional Services Program

SDS – Service Delivery Statements

Glossary

Administrative error

Decisions and administrative actions of public agencies that are unlawful, unreasonable, unjust, oppressive, improperly discriminatory or wrong.

Agency

A government department, local council or public university that falls within the jurisdiction of the Queensland Ombudsman.

Agreed action

An agreed action involves working with the agency and complainant to reach a satisfactory resolution. This is a more effective and timely way to resolve a complaint where an assessment reveals evidence of administrative error.

Complainant

A person bringing a complaint to the Office.

Complaint

An expression of dissatisfaction about an agency within jurisdiction. Complaints include complaint issues. A complainant may raise more than one issue of complaint in relation to an administrative action or decision.

Complaint finalised

A complaint that is closed by the Office after assessment, advice and/or investigation.

Complaint management system (CMS) A system for dealing with complaints.

Complaint received

A complaint received during the financial year.

Contact

Any contact with the Office, irrespective of whether the matter is within or outside jurisdiction.

Corporate governance

The system by which an organisation is controlled and operates, and the mechanisms by which it is held to account. Ethics, risk management, compliance and administration are all elements of corporate governance.

Direct benefit recommendation

Any recommendation made by the Office that directly benefits the complainant, for example an apology or refund.

Early Merit Assessment Trial

A trial of business processes that may fast-track the identification and finalisation of complaints that lack merit.

Enquiry

Contact where the person seeks information or assistance but does not make a specific complaint.

Internal review

Review of a decision undertaken by the agency that made the initial decision.

Internal review request

If a complainant is not satisfied with the outcome of an assessment or investigation by the Office, they can ask that the decision be reviewed by another officer at the same or a more senior level to that of the decision-maker.

Major investigation

An investigation where significant time and resources are expended on investigating systemic administrative errors, the results of which are tabled in Parliament.

Maladministration

A finding of administrative error by the Ombudsman under s.50 of the Act.

Out of jurisdiction matter

A matter the Office does not have the power to investigate.

Own initiative investigation

Where the Queensland Ombudsman decides to undertake an investigation into certain issues without receiving a complaint.

Preliminary assessment

An analysis of a complaint by the Office to determine how it should be managed.

Prisoner PhoneLink

A free telephone service, provided with the assistance of Queensland Corrective Services, that allows prisoners direct and confidential access to the Office at set times. Prisoners can contact the Office for assistance with a complaint, rather than waiting for staff to visit their correctional centre.

Public administration

The administrative practices of Queensland public sector agencies.

Public interest disclosure (PID)

A confidential disclosure of wrongdoing within the public sector that meets the criteria set out in the PID Act. PIDs commonly include allegations of corrupt conduct or maladministration.

Public report

A report issued by the Queensland Ombudsman under s.50 of the Act that is tabled in Parliament or publicly released with the Speaker's authority.

Recommendation

Advice provided by the Queensland Ombudsman to an agency to improve administrative practices. The Ombudsman cannot direct agencies to implement recommendations but they rarely refuse to do so. If agencies do refuse, the Ombudsman can require them to provide reasons and report to the relevant Minister, the Premier or Parliament if not satisfied with the reasons.

Rectification

An investigation that results in the total or partial resolution of the complaint.

Referral

When a matter is outside the Queensland Ombudsman's jurisdiction, and advice or help is provided to the complainant about the right complaints agency. Recording matters as referrals ceased in 2013-14.

Review

The Queensland Ombudsman may conduct a review of the administrative practices and procedures of an agency and make recommendations for improvements.

Systemic issue

An error in an agency's administrative process that may impact on a number of people.





Appendix A: Statistical report

Table 28: Contact with the Office by file type

Contact file type	Notes	2013-14	2014-15	2015-16
Referral (online complaint form)	1	81	0	0
Out of jurisdiction		5,053	5,320	3,651
Complaint		6,308	6,980	7,003
Enquiry		467	593	569
Review request		58	64	59
Public interest disclosures		28	25	7
Newly registered cases	2	-	-	5
Total		11,995	12,982	11,294

Notes:

1. Reporting of these matters ceased in July 2013. The remaining 2013-14 data contained in this appendix has not been adjusted for premature complaints received via the online complaint form, where people simply received automated advice. The impact on 2013-14 data is nominal (81 complaints). There is no impact on 2014-15 or 2015-16 data.

2. In 2015-16, there were five cases registered in late June without enough detail to be categorised further in the reporting system at 30 June.

Table 29: How complaints were received

Customer channel	Notes	2013-14	2014-15	2015-16
Telephone	1	3,191	3,803	3,831
Telephone		3,105	3,726	3,699
Voicemail		86	77	132
Prisoner PhoneLink		450	457	504
Online	2	1,783	1,866	1,885
Email		975	1,023	1,084
Online complaint form	3	808	843	801
In writing	4	758	673	608
Mail		717	650	585
Fax		41	23	23
In person	5	126	181	175
At reception of Queensland Ombudsman Office		72	59	71
Correctional centre interview		54	122	104
Total		6,308	6,980	7,003

Notes:

1. Telephone includes messages left via voicemail.

2. Online includes both email and the online complaint form.

- 3. Excludes the 81 premature complaints for 2013-14 received via the online complaint form prior to ceasing the reporting of this measure in mid-July 2013.
- In writing includes both mail and fax messages.
 In person includes both persons arriving at reception and participating in/present at correctional centre interviews.

Table 30: Complaints received and brought forward

Complaints	Notes	2013-14	2014-15	2015-16
Complaints received		6,308	6,980	7,003
Complaints brought forward	1	143	158	176

Note:

1. The 2014-15 number of complaints brought forward did not include confidential complaints. In this year's report these are included.

Table 31: Complaints finalised

Complaints	2013-14	2014-15	2015-16
Complaints finalised	6,293	6,962	6,919
Complaints open	158	176	262

Table 32: Complaints received by agency type

Agency type	Notes	2013-14	2014-15	2015-16
State government departments		3,435	3,972	4,112
Statutory authorities	1	734	877	875
Local councils		1,778	1,744	1,687
Universities		338	379	326
Other	1	23	8	3
Total		6,308	6,980	7,003

Note:

1. In previous annual reports, statutory authorities and other sources were reported as one total denoted as 'Other'. This has now been separated with this table restated to align with the text and data reported in the main body of the report. 'Other' represents complaints regarding ministerial offices and where the agency is unknown due to insufficient information.

Table 33: Time to finalise complaints (in days)

Number of days	2013-14	2014-15	2015-16	Accumulative total 2015-16
Less than 10 days	4,436	4,797	4,613	4,613
10-30 days	1,401	1,701	1,861	6,474
31-60 days	220	202	171	6,645
61-90 days	89	74	82	6,727
91-180 days	122	160	164	6,891
181-270 days	15	24	18	6,909
271-365 days	7	1	8	6,917
More than 365 days	3	3	2	6,919
Total	6,293	6,962	6,919	

Table 34: Age of open complaints at 30 June (in days)

Number of days	2013-14	2014-15	2015-16	Accumulative total 2015-16
Less than 10 days	64	60	109	109
10-30 days	40	53	63	172
31-60 days	20	30	31	203
61-90 days	18	13	18	221
91-180 days	12	18	34	255
181-270 days	1	2	4	259
271-365 days	1	0	1	260
More than 365 days	2	0	2	262
Total	158	176	262	

Table 35: Reasons why complaints were declined

Reason why complaints were declined	Notes	2013-14	2014-15	2015-16
Referred for internal review by agency		3,463	3,859	3,669
Await outcome of current decision process		446	450	512
Complaint to be put in writing		626	742	788
Other complaints entity has investigated / will investigate	1	244	226	204
Appeal right should be exhausted	1	209	297	325
Investigation unnecessary or unjustifiable	1	129	65	85
No sufficient direct interest	1	78	84	28
Out of jurisdiction	1	73	25	29
Appeal right exhausted and further investigation unnecessary	1	23	32	48
Out of time		12	25	37
Frivolous, vexatious or not made in good faith		0	2	3
Other		13	22	9
Total		5,316	5,829	5,737

Note:

1. There was a typographical error in the 2014-15 annual report where data for 2014-15 was incorrectly represented in this table, but was reported correctly in the body of the report. This has been corrected.

Table 36: Outcome of complaints finalised

Outcome of complaints	Notes	2013-14	2014-15	2015-16
Finalised at preliminary assessment		5,336	5,845	5,757
Declined at outset/preliminary assessment	1	5,316	5,829	5,737
Rectified during preliminary assessment		20	16	20
Withdrawn		64	63	82
Withdrawn by complainant before investigation commenced		57	54	68
Withdrawn by complainant during investigation		7	9	14
Investigated		925	1,110	1,104
Investigation discontinued		234	291	279
Investigation completed		691	819	825
Total		6,325	7,018	6,943

Note:

1. Details in Table 35.

Table 37: Types of administrative error

Administrative error ¹	2013-14 (note 2)	2014-15	2015-16
Unreasonable or unjust	6	8	7
Contrary to law	4	4	0
Based on a mistake of law or fact	3	1	1
Wrong	0	1	0
Reasons not given/inadequate	1	0	0
Total	14	14	8

Notes:

1. The administrative error types relate only to recommendations made by the Ombudsman. Agreed actions are excluded.

2. The types of administrative error identified in 2013-14 and contained within this table excluded any in relation to own initiative investigations. Own initiative investigations are included in the main body of the report. To provide consistency between this table and the main body of the report, the data for 2013-14 has now been restated to incorporate own initiative investigations.

Table 38: Types of recommendations made to agencies

Number of recommendations	2013-14	2014-15	2015-16
Direct benefit	56	172	181
Systemic	90	129	148
Total	146	301	329

Appendix B: Training

Table 39: Agencies that participated in Complaints Management training

Agency type	Name
Local councils	Flinders Shire Council
	Gladstone Regional Council
	Mackay Regional Council
	Rockhampton Regional Council
	Western Downs Regional Council
State government	Central Queensland Hospital and Health Service
departments and agencies	Queensland Building and Construction Commission
ugonoloo	QLeave
	Public Safety Business Agency
	Cairns Hinterland Hospital and Health Service
	Crime and Corruption Commission
	Department of Agriculture and Fisheries
	Darling Downs Hospital and Health Service
	Department of Communities, Child Safety and Disability Services
	Department of Transport and Main Roads
	Department of Education and Training
	Department of Environment and Heritage Protection
]	Department of Health
	Department of Housing and Public Works
	Queensland Corrective Services
	Department of National Parks, Sport and Racing
	Department of Natural Resources and Mines
	Family Responsibilities Commission
	Local Government Association of Queensland
	Maryborough Special School
	North West Hospital and Health Service
	Metro South Hospital and Health Service
	Metro North Hospital and Health Service
	Central West Hospital and Health Service
	Cairns and Hinterland Hospital and Health Service
	Queensland Ambulance Service
	Queensland State Archives
	Queensland Treasury
	South West Hospital and Health Service
	TAFE Queensland
	Townsville Hospital and Health Service

Agency type	Name
State government	Mangrove Housing
departments and agencies (cont.)	Legal Aid Queensland
agencies (cont.)	Bravo Disability Support Network Inc
Universities	The University of Queensland

Table 40: Agencies that participated in Good Decisions training

Agency type	Name
Local councils	Cairns Regional Council
	Mackay Regional Council
	Rockhampton Regional Council
	Tablelands Regional Council
	Western Downs Regional Council
	Balonne Shire Council
	Yarrabah Aboriginal Shire Council
	Brisbane City Council
	Gold Coast City Council
	Central Highlands Regional Council
State government	Biosecurity Queensland
departments and agencies	Mangrove Housing
agencies	Cairns and Hinterland Hospital and Health Service
	Crime and Corruption Commission
	Department of Agriculture and Fisheries
	Darling Downs Hospital and Health Service
	Department of Aboriginal and Torres Strait Islander Partnerships
	Department of Communities, Child Safety and Disability Services
	Department of Education and Training
	Department of Environment and Heritage Protection
	Department of Housing and Public Works
	Department of National Parks, Sport and Racing
	Department of Natural Resources and Mines
	Department of Transport and Main Roads
	Department of Transport and Main Roads – TransLink
	Department of Justice and Attorney-General
	Building Queensland
	Family Responsibilities Commission
	Access Community Housing Company
	North West Hospital and Health Service
	Metro North Hospital and Health Service
	Maryborough Special School

Agency type	Name
State government	Office of the Public Guardian
departments and agencies (cont).	Office of the Queensland Chief Scientist
agencies (cont).	Queensland Competition Authority
	Metro South Hospital and Health Service – Logan Hospital
	South West Hospital and Health Service
	Queensland Parks and Wildlife Service
	Queensland Youth Service
	Tagai State College
	Torres and Cape Hospital and Health Service
	Arthur Gorrie Correctional Centre
	Woodford Correctional Centre
	Darling Downs Hospital and Health Service
	Electoral Commission of Queensland
	QLeave
	Queensland Building and Construction Commission
	Queensland College of Teachers
	Queensland Corrective Services
	Queensland Treasury
Universities	The University of Queensland

Table 41: Agencies that participated in Your Ethical Compass training

Agency type	Name
State government	Anti-Discrimination Commission Queensland
departments and	Department of Aboriginal and Torres Strait Islander Partnerships
agencies	Department of Communities, Child Safety and Disability Services
	Department of Housing and Public Works
	Department of Transport and Main Roads
	Department of Agriculture and Fisheries
	Department of Natural Resources and Mines
	Electoral Commission of Queensland
	Non-State School Accreditation Board Secretariat
	Office of the Health Ombudsman
	Public Safety Business Agency
	Queensland Corrective Services
	Building Queensland
	Queensland Urban Utilities
Universities	The University of Queensland

Agency type	Name	
Local councils	Western Downs Regional Council	
	Logan City Council	
State government	Department of Communities, Child Safety and Disability Services	
departments and agencies	Department of Housing and Public Works	
	Department of Justice and Attorney-General	
	Department of Education and Training	
	Department of Natural Resources and Mines	
	North West Hospital and Health Service	
	Public Safety Business Agency	
	Darling Downs Hospital and Health Service	
	Office of the Public Guardian	
	Queensland Building and Construction Commission	
	South West Hospital Health Service	

Table 42: Agencies that participated in Managing Unreasonable Conduct training

Appendix C: Right to information and privacy

During 2015-16, no right to information (RTI) access applications were received and therefore no application fees were collected.

Eight information privacy (IP) access applications were received, with one applicant seeking an internal review. The internal review and one access application carried over to 2016-17.

One IP application for amendment of personal information was received which resulted in a notation of the incorrect information being placed on file.

Three agencies referred documents to the Office for third party consultation on RTI access applications, resulting in decisions to object to release of some documents and allow release of others.

Administrative access requests continue to be actioned routinely where a person seeks copies of documents they have sent to the Office.

No disciplinary action or offences occurred in relation to any officers under the relevant legislation.

No processing or access charges were collected for the IP applications.

Appendix D: Managing complaints

Complaint management system (CMS)

Complaints and requests for the internal review of decisions made by Ombudsman staff are a valuable source of feedback and a means of identifying areas for improvement.

A CMS has been implemented to manage complaints about this Office in a fair, objective and timely way.

The CMS is supported by written policy and procedures, and a complaints database. The policy is consistent with the strategic plan, Client Service Charter and s.219 of the *Public Service Act 2008*.

The policy applies to:

- any case where a person expressed dissatisfaction with the assessment, investigation or final decision
- any aspect of service provided by the Office
- the conduct of an Ombudsman officer.

Complaints reporting and analysis

A review of a complaint may:

- confirm, revoke or amend the original decision
- reopen the original investigation
- better explain the original decision
- offer an apology or some other remedy.

In 2015-16, 66 internal review requests were received and 64 were finalised. The original decision was confirmed in 49 cases. Three cases were withdrawn. In 10 cases further investigation was undertaken.

The outcome of each internal review is reported to the original decision-maker to improve systems and procedures.

No significant systemic improvements were identified or implemented during the year as a result of internal reviews. This is because most complaints involved factual disputes or differences of opinion about the significance of particular evidence.

In 2015-16, there were 16 service delivery complaints. These complaints relate to the behaviour or competency of an officer, or client dissatisfaction with the initial attempt to resolve the complaint. All 16 service delivery complaints were unsubstantiated and no further action was required.

Appendix E: Information systems and recordkeeping

EDOCS, the new electronic document and records management system (eDRMS) was launched on 13 July 2015. EDOCS stores corporate records which had previously been saved on network drives. All staff received face-to-face training and online reference materials are available on the intranet. Efficiencies have been gained in aspects such as version control, security, sentencing and searching.

The case management system, Resolve, continues to manage complaint and investigation records.

The records policy and procedures were reviewed and updated.

In April 2015, the Office completed the mandatory biennial recordkeeping survey conducted by Queensland State Archives (QSA) and received the results in September. QSA determined that the Office was:

- compliant with both principles in *Information Standard 31: Retention and Disposal of Public Records*
- compliant with principles 3, 4, 5 and 6 in Information Standard 40: Recordkeeping
- working towards compliance with principles 1 and 2 of IS40
- open to improvement in relation to principle 7 of IS40.

As a result of the survey findings, the Office reviewed what action it could take to comply with the remaining principles of IS40 and this included:

- distribution of a new recordkeeping manual to all staff
- · development of a recordkeeping audit plan
- quarterly reporting to management on recordkeeping.

During the year, the Office had discussions with QSA about its Digitisation Disposal Policy (August 2014) and the difficulty in meeting the 11 minimum requirements to enable agencies to scan and destroy temporary original documents. QSA advised it will review the policy.

The Office also had discussions with QSA about its digital archive and when it might be operational. Although work is progressing, it may be some years before QSA can accept digital records. For this Office, it means that permanent paper records from 2002 (that also have a digital component) are being stored off-site until QSA will accept them for transfer. QSA advised that it will only take the paper records with the electronic component once the digital archive is operational.

Appendix F: Open data

The Queensland Ombudsman Annual Report 2015-16 includes information about the work of the Office and statistics about complaints and complaint handling.

The report is published on the Office's website (<u>www.ombudsman.qld.gov.au</u>) after it is tabled in Parliament.

Details of the Office's expenditure on consultancies, overseas travel and interpreters are available on the Office's website (<u>www.ombudsman.qld.gov.au</u>).

Appendix G: Compliance checklist

 Table 43: Compliance checklist as required in the Annual report requirements for Queensland

 Government agencies

Summary of r	equirement	Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 8	Opening pages
Accessibility	Table of contents Glossary	ARRs – section 10.1	Opening pages Page 76
	Public availability	ARRs – section 10.2	Inside front cover
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 10.3	Inside front cover
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 10.4	Inside front cover
	Information licensing	QGEA – Information Licensing ARRs – section 10.5	Inside front cover
General	Introductory information	ARRs – section 11.1	Pages 1-4
information	Agency role and main functions	ARRs – section 11.2	Pages 1-4
	Operating environment	ARRs – section 11.3	Page 5 to 9
Non-financial performance	Government's objectives for the community	ARRs – section 12.1	Page 4
	Other whole-of-government plans / specific initiatives	ARRs – section 12.2	Not applicable
	Agency objectives and performance indicators	ARRs – section 12.3	Page 10
	Agency service areas and service standards	ARRs – section 12.4	Page 12
Financial performance	Summary of financial performance	ARRs – section 13.1	Page 71-73
Governance –	Organisational structure	ARRs – section 14.1	Page 2
management and structure	Executive management	ARRs – section 14.2	Page 62-64
	Government bodies (statutory bodies and other entities)	ARRs – section 14.3	Not applicable
	Public Sector Ethics Act 1994	Public Sector Ethics Act 1994 ARRs – section 14.4	Page 56
	Queensland public service values	ARRs – section 14.5	Page 4
Governance –	Risk management	ARRs – section 15.1	Page 62
risk management and	Audit committee	ARRs – section 15.2	Page 60-61
	Internal audit	ARRs – section 15.3	Page 61
accountability	External scrutiny	ARRs – section 15.4	Page 60
	Information systems and recordkeeping	ARRs – section 15.5	Page 91

Summary of r	equirement	Basis for requirement	Annual report reference
Governance –	Workforce planning and performance	ARRs – section 16.1	Page 56
human resources	Early retirement, redundancy and retrenchment	Directive No.11/12 Early Retirement, Redundancy and Retrenchment ARRs – section 16.2	Page 58
Open data	Consultancies	ARRs – section 17 ARRs – section 34.1	Page 92
	Overseas travel	ARRs – section 17 ARRs – section 34.2	Page 92
	Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3	Page 92
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Page 112
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Page 113

ARRs – Annual report requirements for Queensland Government agencies

FAA – Financial Accountability Act 2009

FPMS – Financial and Performance Management Standard 2009

Appendix H: Audited financial statements



Office of the Queensland Ombudsman

Financial Statements for the year ended 30 June 2016

Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016

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and Office of the Queen Financial Statemeni

		C3-4	Depreciation Expense	Page 19
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		C4-2	Recognition and Measurement	Page 20
		C4-3	Amortisation Expense	Page 20
		C44	Impairment of Intangibles	Page 21
	CS	Payables	88	Page 21
	CG	Accrue	Accrued Employee Benefits	Page 21
	C1	Other I	Other Liabilities	Page 22
	5	Financ	Financial Risk Disclosures	Page 23
		D1-1	Financial Instrument Categories	Page23
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Notes about		D2-1	Litigation in Progress	Page 23
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Other	D3	Commitments	ments	Page 24
Uncertainties		D3-1	Non-Cancellable Operating Lease Commitments	Page 24
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Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016

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Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016

Office of the Queensland Ombudsman Statement of Comprehensive Income Year ended 30 June 2016

	Notes	2016 \$'000	2015
Income from Continuing Operations			
Appropriation revenue	B1-1	8,035	7,792
User charges and fees	B1-2	517	529
Goods and services received below fair value	B1-3	136	182
Other revenue	B1-4	1,024	54
Total Income from Continuing Operations		9,712	8,557
Expenses from Continuing Operations			
Employee expenses	B2-1	6,638	6,400
Supplies and services	B2-2	1,696	1,525
Depreciation and amortisation		179	267
Other expenses	B2-3	698	365
Total Expenses from Continuing Operations		9,211	8,557
Operating Result from Continuing Operations		501	0
Other Comprehensive Income			•
Total Comprehensive Income		501	0

The accompanying notes form part of these financial statements.

Certified statements

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Contributed Equity 880 0 0 880 880 880 \$'000 Office of the Queensland Ombudsman Statement of Changes in Equity Notes Accumulated Surplus/ (Deficit) (36) 465 (36) 0 (36) 501 The accompanying notes form part of these financial statements. \$,000 Year ended 30 June 2016 Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2018 Balance as at 1 July 2014 Operating result from continuing operations Balance as at 1 July 2015 Operating result from continuing Balance as at 30 June 2015 Balance as at 30 June 2016 operations 883 168 55 **1,106** 2015 \$'000 666 48 714 305 233 110 648 1,820 328 328 976 880 (36) 844 844 2016 740 212 45 997 300 611 117 728 380 0 1,345 .725 380 880 465 1,345 Office of the Queensland Ombudsman Statement of Financial Position Notes 53 33 C2 C5 5 as at 30 June 2016 Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016 Property, plant and equipment **Total Non-Current Liabilities** Accumulated surplus/(deficit) Total Equity Cash and cash equivalents Total Non-Current Assets Accrued employee benefits Lease Incentive **Fotal Current Liabilities** Non-Current Liabilities Total Current Assets Non-Current Assets **Current Liabilities** Contributed equity Intangible assets **Current Assets** Lease Incentive **Fotal liabilities** Total Assets Prepayments Receivables Net Assets Payables Equity

Total

\$'000

0

844 844 501

844

1,345

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The accompanying notes form part of these financial statements.

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Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016

Office of the Queensland Ombudsman Statement of Cash Flows

Year ended 30 June 2016

2015

2016

Notes

Cash flows from operating activities 7,905 7,792 Inflows Service appropriation receipts 7,905 7,792 Service appropriation receipts Service appropriation receipts 520 547 Service appropriation receipts Service appropriation receipts 520 547 Service appropriation receipts Service appropriation receipts 520 547 Service appropriation receipts Service appropriation receipts 550 547 GST collected from customers 111 54 56 Outler Outlows: (6,603) (6,502) (6,502) Supples and services (1,847) (1,847) (1,847) Suppletes and services (6,603) (6,502) (6,502) Suppletes and services (1,847) (1,847) (1,861) Suppletes and services (7,4) (7,4) (1,691) GST remitled to Australian Taxation Office (5,6) (6,0) (6,0) Other CF1 (7,4) (1,43) (1,43) Net cash flows from investing activities CF1 (1,43) (1,43) Net cash equivalents at beginning of financial year C1 (1,43) (1,43) Cash and cash equivalents at beginning of financial year C1 <t< th=""><th></th><th></th><th></th><th>1</th></t<>				1
7,905 520 54 11 11 (1,847) (1,				
7,905 520 54 11 11 (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,1847) (Cash flows from operating activities			
7,905 520 520 520 520 111 (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,847) (1,143) (1,1	Inflows:			
CF1 (560) (1,5 (5603) (6,5 (1,847) (1,5 (5603) (1,5 (5603) (1,5 (560) (1,5)) (1,5 (560) (1,5)) (1,5 (560) (1,5)) (1,5)) (1,5) (1,5) (1,5)) (1,5) (1,5)) (1,5) (1,5)) (1,5) (1,5)) (1,5) (Service appropriation receipts		7,905	7,792
CF1 (56) (6,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,1,1,1) (1,5 (1,1,1) (1,	User charges and fees		520	547
CF1 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,847) (1,5 (1,5 (1,5) (1,5 (1,5) (1,5 (1,5) (GST input tax credits from Australian Tax Office		54	56
CF1 (1.8.7) (1.5.6.5 (1.8.5) (1.8.5) (1.8.5) (1.8.5) (1.8.6) (GST collected from customers		183	170
CF1 (6803) (1.6. (1.8.47) (1.6. (1.8.47) (1.6. (580) (1.6. (580) (1.6. (580) (1.6. (580) (1.6. (580) (1.6. (580) (1.6. (580) (1.6. (1.4.4) (1.6.) (1.6. (1.4.4) (1.6.) (1.	Other		11	54
CF1 (5603) (6. (1.847) (1. (2022) (1. (2022) (1. (2022) (1. (39) (1. (39) (1. (1.43) (1.43) (1. (1.43) (1.)(1. (1.43) (1.)(1.)(1.)(1.)(1.)(1.)(1.)(1.)(1.)(1.)	Outflows:			
CF1 (1,847) (1, (202) (1, (202) (39) (39) (39) (39) (39) (39) (1, (39) (1, (39) (1, (1,4)) (1, (1,4) (1,4) (1, (1,4)) (1, (1,4) (1, (1,4)) (1, (1,4) (1, (1,4)) (1, (1,4) (1, (1,4)) (1, (1,4) (1, (1,4)) (1,(1,4)) (Employee expenses		(6,603)	(6,502)
CF1 (202) (1 (55) (55) (39) (39) (1 (39) (143) (Supplies and services		(1,847)	(1,581)
CF1 (56) (59) (39) (39) (39) (41) (59) (59) (59) (59) (59) (59) (59) (59	GST paid to suppliers		(202)	(180)
CF1 (39) (144) (69) (143) (143) (143) (143)	GST remitted to Australian Taxation Office		(56)	(60)
CF1 (74) (69) (69) (143) (143) C1 240 C1 740	Other		(33)	(40)
(69) (69) (143) (143) (143) (143) (143) (143)	Net cash (used in) provided by operating activities	CF1	(74)	256
(69) (69) (143) (1	Cash flows from investing activities Outflows:			
(69) (143) 883 C1 740	Payments for plant and equipment		(69)	(44)
(143) (143) 883 C1 740	Net cash (used in) investing activities		(69)	(44)
C1 740	Vet (decrease) increase in cash and cash equivalents		(143)	212
C1 740	Cash and cash equivalents at beginning of financial year		883	671
	Cash and cash equivalents at end of financial year	c1	740	883

The accompanying notes form part of these financial statements.

Office of the Gueensland Ombudsman Financial Statements for year ended 30 June 2015

CF1 Notes to the Statement of Cash Flows

	2016	2015
	\$,000	\$,000
Operating surplus/(deficit)	501	0
Depreciation and amortisation	179	267
Assets acquired at no cost	(648)	0
Loss on disposal of assets	524	13
Changes in assets and liabilities		
Increase/(decrease) in accrued employee benefits	67	(96)
Increase/(decrease) in payables and other liabilities	(663)	70
(Increase)/decrease in trade receivables	(29)	14
(Increase)/decrease in GST input tax credits receivables	(18)	(10)
Increase /(decrease) in GST payable	3	(5)
(Increase)/decrease in prepayments	10	3
Net cash from/(used in) operating activities	(14)	256

CF2 Non-Cash Investing and Financing Activity

Assets and liabilities received or donated/transferred by the Office are recognised as revenues (refer Note B1-4) or expenses (refer Note B2-3) as applicable.

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Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16	Office of the Queenstand Ombudsman Notes to the Financial Statements 2015-16
Section 1 About the Office and this Financial Report	A1-4 Authorisation of Financial Statements for Issue The financial statements are authorised for issue by the Queensland Ombudsman, Director, Corporate Services Int and Principal Officer - Finance and Facilities at the date of signing the
A1 Basis of Financial Statement Presentation	A1-5 Basis of Measurement
A1-1 General Information The Queensland Ombudsman is an independent officer of the Parlament appointed by the	The historical cost convention is used, unless otherwise stated. This means that assets are recorded at their initial cost and are not subsequently revalued upwards and liabilities are valued at the amount initially received in exchance for the oblication.
	A1-6 The Reporting Entity A statement of comprehensive income by major departmental services has not been prepared
For financial reporting purposes, the Office of the Queensland Ombudsman is a department in terms of the Financial Accountability Act 2009 and is subsequently consolidated into the Report on State Finances of the Queensland Government.	as the Office is a single service entry. There are no administered transactions and balances that relate to the Office,
The head office and principal place of business is:	A2 Objectives of the Office
Level 15, 53 Albert Street Brisbane QLD 4000	The vision of the Queensland Ombudsman is "Fair and accountable public administration in Queensland". The responsibilities of the Queensland Ombudsman include:
A1-2 Compliance with Prescribed Requirements	 providing a fair, independent and timely investigative service for people who believe they
The Office of the Queensland Ombudsman has prepared these financial statements in compliance with section 2.0 the <i>Financial and Performance Management Standard</i> 2009. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2015.	 helping agencies improve their decision-making and administrative practice helping agencies improve their decision-making and administrative practice monitoring and reviewing the management of public interest disclosures (PIDs) and provide education and excise about PIDs
The Office is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flow which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for- profit entities.	The Office is funded for the departmential services it delivers principally by parliamentary appropriations. It also provides training on a fee for service basis.
A1-3 Presentation	A3 Controlled Entities
Currency and Rounding	The Office has no directly or indirectly controlled entities.
Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.	
Comparatives	
Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period. Where comparative information has been restated, such restatements are not material and would not require disclosure in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.	
Current/Non-Current Classification Assets and labilities are classified as either 'current' or 'non-current' in the Statement of Enancial Devision and secondation roles.	
Assels are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the Office does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.	
All other assets and liabilities are classified as non-current.	DAD Cartified sustaments
Dates 17 of 15	

Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

Notes About Our Financial Performance Section 2

Revenue B

B1-1 Appropriation Revenue

Reconciliation of Payments from Consolidated 2016 2015 und to Appropriation Revenue Recognised in \$'000 \$'000 Operating Result	udgeted appropriation revenue for services 8,322 8,222 0.00 0.00 0.00 0.00 0.00 0.00 0.00	apsed appropriation revenue for services (300) (430)	Appropriation Revenue for Services Recognised
Reconciliation of Fund to Appropria Operating Result	Budgeted appropris Supplementation fo	Lapsed appropriatic	Appropriation Rev

Lapsed appropriation revenue for services resulted from staff vacancies and higher than anticipated revenue from training. This funding has been deferred for upgrading the complaints management system for the Office and replacement of desktop computers.

Accounting Policy - Appropriation Revenue

Appropriations provided under the *Appropriation Act 2014* are generally recognised as revenue when received. The Office had lapsed funding of \$130,000 for 2015 which is shown as a appropriation payable in note C5. This was offset against appropriation received in 2015-16.

B1-2 User Charges and Fees

2016	2015
000.\$	\$,000
517	521
0	8
517	529
	2016 \$'000 517 517 517

Accounting Policy - User Charges and Fees

User charges and fees controlled by the Office are recognised as revenue when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This occurs when the training programs have been delivered.

Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

B1-3 Goods and Services Received Below Fair Value

2016 2015 \$'000 \$'000	136 182	136 182
	Goods and services received below fair value: Archival services - Queensland State Archives	Total

Accounting Policy - Services Received Free of Charge or for Nominal Value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this the case, an equal amount is recognised as revenue and an expense. The Office recognises the archival services it receives from Queensiand State Archives for the storage of permanent records.

B1-4 Other Revenue

	2016	2015
	000.5	\$,000
ts received below fair value	648	0
-off lease incentive	365	0
r revenue	11	54
	1,024	54

Accounting Policy – Assets Received Free of Charge or for Nominal Value

Assets acquired at no cost or for a nominal consideration, other than those acquired through machinery-of-Government changes, are recognised initially at fair value as at the date of acquisition. In such cases the initial recognition is as "assets received below fair value" where its cost is its fair value.

Disclosure - Assets Received Below Fair Value

The Office relocated from levels 19 and 17 of 53 Albert Street to level 18 of 53 Albert Street during the year. The written down cost of 548,000 for the level 18 office frout (previously recognised and subsequently written off by the former Health Quality and Complaints Commission) has been written on as an asset of the Office and the amount recognised as assets received below fair value.

Disclosure - Write-off Lease Incentive

In conjunction with the disposal of the level 19 office fit out, the Office wrote-off the remaining balance of the associated lease incentive of \$365,000. Also refer note C7 and B2-3.



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Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

Expenses **B**2

B2-1 Employee Benefits Expense

	2016	2015
	000.5	\$,000
Wages and salaries	5,102	4,839
Employer superannuation contributions	698	656
Annual leave levy	526	523
Long services leave levy	68	66
Termination benefits	2	68
Other employee benefits	55	43
Employee related expenses		
Workers' compensation premium	26	26
Other employee related expenses	140	146
Total	6,638	6,400
	2016	2015
Full-time equivalent employees	69	60

Accounting Policy - Wages and Salaries

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. As the Office expects such liabilities to be wholly settled within twelve months of reporting date, the liabilities are recognised at undiscounted amounts

Accounting Policy - Sick Leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly it is unikely that axisting employee entitlements will be used by employees and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Accounting Policy - Annual Leave

Under the Queensland Government's Annual Leave Central Scheme a levy is made on the Office to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears

Accounting Policy - Long Service Leave

Under the Queensland Government's Long Service Leave Scheme, a levy is made on the Office to cover the cost of employees' long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. OAO certified statements Page 14 of 35

Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

Accounting Policy - Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable.

The Office's obligation is limited to its contribution to QSuper. The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Key management personnel and remuneration disclosures are detailed in Note F1.

B2-2 Supplies and Services

	2016	2015	
	000.\$	000.\$	
Consultants and contractors	372	190	
Computer support	230	204	
Electricity	H	16	
Legal expenses	10	12	
Matar vehicle expenses	18	18	
Office maintenance	59	38	
Operating lease payments	536	628	
Payments to employment agencies	26	53	
Printing	2	5	
Stores and stationery	20	24	
Telephones/communication	72	78	
Travel	38	35	
Training expenses	20	11	
General supplies and services	156	153	
Total	1,696	1,525	

Accounting Policy - Operating Lease Rentals

assets and are expensed in the periods in which they are incurred. Incentives received on entering into operating leases for accommodation are recognised as ilabilities. Lease payments Operating lease payments are representative of the pattern of benefits derived from the leased are allocated between rental expense and reduction of the liability

Disclosure - Operating Leases

A financial commitment has been made to the Department of Housing and Public Works to ease accommodation until February 2022 CAO certified statements

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	icial Position and the Statement of Cash Flows, cash ot banked at 30 June as well as imprest overnment set-off arrangement with the on surplus funds.	2016 2015 ent loss 5 14 6 5 0 5 14 6 6 0 6 6 0 7 8 31 8 108 88 6 108 88 6 108 88 7 108 88 6 109 88 6 109 88 7 108 88 7 109 127 7 159 127 7 159 127 7 159 127 7 159 127 7 159 127 7 159 127 7 212 168 7 212 168 7 212 168 7 212 168 8 159 127 8 159 127 8 159 128 7 168 168 8 169 168 8 169 168 8 169 168 8 169 <th>OAO certified statioments</th>	OAO certified statioments
Office of the Gueenstand Onbucksnan Notes to the Financial Statements 2015-16	Section 3 Notes About Our Financial Position C1 Cash and Cash Equivalents For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets includes all cash and cheques receipted but not banked at 30 June as well as imprest amounts. Office bank accounts grouped within the whole-of-Government set-off arrangement with the Queensland Transury Corporation do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balance accrues to the Consolidated Fund.	C2 Receivables 2016 2015 Trade debtors 5 14 Less: allowance for impairment loss 6 14 Total 6 6 14 Cist 1 6 14 Cist 6 6 14 Cist 6 6 14 Cist 701 6 8 GST payable 101 8 101 GST payable 101 101 127 Cotal 101 101 127 127 Cotal 101 159 127 127 Total 101 159 127 127 Total 101 159 127 127 Accounting Policy - Receivables 159 127 127 Total 101 159 127 128 Cotal 103 159 127 128 Total 101 159 127 128 Accounting Policy - Receivables 150 127 128 Actal <t< th=""><th></th></t<>	
	2015 \$000 30 5 5 130 182 365 365	16 financial included in out on level d by State	CAO certified statements
/	2016 \$*000 19 5 14 5 14 5 24 0 0 136 638	ig to the 2015- audit services lerim audit fees in cost of the fit archives srvices provide	V
Notes to the Financial Statements 2015-16	B2-3 Other Expenses External audit fees Insurance premiums - QGIF Sundry expenses Loss on disposal of assets Loss on disposal of assets Deferred appropriation payable Storage services received free of charge from Queensland State Archives Total	Disclosures Relating to Other Expenses Audit Fees Audit Fees Total external audit fees paid to the Queensland Audit Office relating to the 2015-16 financial year are quoted to be \$19,000 (2015: \$19,000). There are no non-audit services included in this amount. The 2015 amount included 2014 audit fees and 2015 inlerim audit fees. Loss on Disposal of assets results from the write-off of the written down cost of the fitout on level 19 and 17 of 53 Albert Street of 554,000. Storage Services Received Free of Comprehensive Income. The corresponding income recognised for the archival storage services provided by State Archives is shown in the Statement of Comprehensive Income.	

Appendix 103

Carrying amount at 30 June 611 666 Carrying amount at 30 June 611 666 Carrying amount at 30 June 611 3 C3-2 Recognition and Acquisition Accounting Policy - Recognition Thresholds 0 Office equipment 3 Accounting Policy - Recognition and Acquisition. Accounting Policy - Recognised as property plant and equipment for financial reporting purposes in the year of acquisition. Office equipment 3 Discretions Office fit out 6 - 10 3 New of acquisition. Accounting Policy - Recognised as property plant and equipment for financial reporting purposes in the year of acquisition. Office fit out 6 - 10 New of acquisition. Accounting Policy - Cost of Acquisition Accounting Policy - Cost of Acquisition 3	All non-current physical assets are assessed for indicators of impairment on an annual basis, with any impairment loss recognised immediately in the Statement of Comprehensive Income.
All assets are initially recorded at their parchade at their fair value All assets are initially recorded at their processary for it to be able to operate as a intended. Assets aquired at no or for nominal cost are recognised at their fair value at date of acquisition. C3-3 Measurement using Historical Cost Accounting Policy Plant and equipment, (that is not classified as major plant and equipment) is measured at cost in accounting belicy Plant and equided by AXSB 13 Fair Value Measurement.	rded during the year.
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Notes to the Financial Statements 2015-15	
C4 Intangibles and Amortisation Expense	

Intar 5

C4-1 Closing Balances and Reconciliation of Carrying Amount

	2016	2046
	\$100	2107
Software purchased		
At cost	471	471
Less: Accumulated amortisation	(471)	(471)
Software - work in progress		
At cost	117	48
Carrying Amount at 30 June	117	48
Represented by movements in carrying amount.		
Software - work in progress		
Carrying amount at 1 July	48	1
Acquisitions	69	48
Carrying Amount at 30 June	117	48

C4-2 Recognition and Measurement

Accounting Policy

Intangible assets of the Office comprise purchased software including business systems.

recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred. There is no active market for any of the Office's intrangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are

C4-3 Amortisation Expense

Accounting Policy

All intangible assets of the Office have finite useful lives and are amortised on a straight line basis over their estimated useful lives to the Office.

Useful Life

Key estimate: For each class of intangible asset the following amortisation rates are used:

purchased	6

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Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

Other Disclosures

The Office has a complaints management system with an original cost of \$471,000, which has been fully amortised, but is still being used in the provision of services.

C4-4 Impairment of Intangibles

Accounting Policy

All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the Office determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as impairment loss.

Payables SO

	2016	2015
	000.\$	\$,000
editors	68	149
ation payable	0	130
e received in advance	0	8
creditors	0	4
chenses	12	14
	80	305

Accounting Policy - Payables

Trade creditors are recognised upon receipt of the goods or services ordered at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured.

C6 Accrued Employee Benefits

2016 2015 \$'000 \$'000	108	150 151	32	300 233
reart	iges outstanding	nual leave levy payable	ng service leave levy payable	fotal

Accounting Policy – Accrued Employee Benefits

No provision for annual leave or long service leave is recognised in the Office's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to ASB 1049 Whole of Government and General Government Educin Financial Reporting.



Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16	Office of the Oveensland Ombudsman Notes to the Financial Statements 2015-16			
Other Liabilities	Section 4 Notes About Risk and Other Accounting Uncertainties	Section 4 Other Accounting	Uncertainties	
2016 2015 \$'000 \$'000	D1 Financial Risk Disclosures			
Current Llabilities 0 110 Lease incentive 0 110 Total 0 110	D1-1 Financial Instrument Categories Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Office becomes party to the contractual provisions of the financial instrument. The	ecognised in the Sta actual provisions of th	itement of Financ	ial Position ment. The
urrent liabilities incentive 0	Office has the following categories of financial	assets and financial	liabilities	
Total 0 328 Other Disclosures	Category	Notes	2016 \$'000	2015
Other current and non-current liabilities comprise the owner's incentive recognised upon Other current and non-current liabilities comprise the owner's incentive recognised upon retering into the accommodation lease for the Office in 2009 for areas on level 17 of 53 Albert Street. This incentive was written off when the Office relocated on 28 February 2016. (Also refer Note B1-4 and B2-3.)	Financial Assets Total cash and cash equivalents Receivables Total Financial Assets	53	740 212 952	883 168 1,051
	Financial Liabilities	a c		1
	rayables Total Financial Liabilities	3	80	305
	 D1-2 Financial Risk Management (a) Risk Measurement and Management Strategies (bue to the nature of the Office's activities exposure to credit risk, liquidity risk or market risk is limited. Financial risk management is implemented pursuant to Government and Office policy. All payables are due within twelve months. 	ategles osure to credit risk, I nited pursuant to Gow	iquidity risk or ma errment and Office	irket risk is e policy.
	D2 Contingencies			
	D2-1 Litigation in Progress No litigation involving the Office was in progress at 30 June 2016.	s at 30 June 2016.		
	D2-2 Financial Guarantees The Office was not committed to any guarantees or undertakings at 30 June 2016.	es or undertakings at	30 June 2016.	
Contified statements			0	OAO certified statements

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Commitments 23

D3-1 Non-Cancellable Operating Lease Commitments

Commitments under operating leases at reporting date (inclusive of non-recoverable GST input tax credits) are payable.

2016 2015		3,114 0	515 0	4,326 404
	Not later than one year	Later than one year and not later than five years	Greater than five years	Total

The Office has a financial commitment to the Department of Housing and Public Works for accommodation rental in respect of the Office's premises until February 2022.

Events after the Balance Date 4

There were no material occurrences after 30 June 2016.

Future Impact of Accounting Standards Not Yet Effective 50

The Office is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from Queensland Treasury. The Office applies standards and interpretations in accordance with their respective commencement dates

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future commencement dates are set out below:

AASB 124 - Related Party Disclosures

From reporting periods beginning on or after 1 July 2016, the Office will need to comply with the requirements of AASB 124 Related Party Disclosures. That accounting standard requires a related parties/entities, and relationships between parent and controlled entities. The Office already discloses information about the remuneration expenses for key management personnel (refer to Note F1) in compliance with requirements from Queensland Treasury. Therefore, the most significant implications of AASB 124 for the Office's financial statements will be the disclosures to be made about transactions with related parties, including transactions with key range of disclosures about the remuneration of key management personnel, transactions with management personnel or close members of their families.

Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

AASB 16 Leases

This Standard will become effective for reporting periods beginning on or after 1 January 2019. When applied, the standard supersedes AASB 117 Leases, AASB Interpretation 4 Determining whether an Arrangement contains a Lease, AASB Interpretation 115 Operating Leases – Incentives and AASB Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

mpact for Lessees

Unlike AABS 117 Leases. AASB 16 introduces a single lease accounting model for lessees. Lessees will be required to recognise a right-of-use asset (representing rights to use the underlying leased asset) and a liability (representing the obligation to make lease payments) for all leases with a term of more than 12 months, unless the underlying assets are of low value.

in effect, the majority of operating leases (as defined by the current AASB 117) will be reported on the statement of financial position under AASB 16.

The impact on the reported assets and liabilities would be largely in proportion to the scale of the There will be a significant increase in assets and liabilities for agencies that lease assets. agency's leasing activities.

associated lease liability, plus any lease payments made to the lessor at or before the commencement date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee. The right-of-use asset will give rise to a The right-of-use asset will be initially recognised at cost, consisting of the initial amount of the depreciation expense

lease payments during the lease term that are not yet paid. Current operating lease rental payments will no longer be expensed in the Statement of Comprehensive Income. They will be The lease liability will be initially recognised at an amount equal to the present value of the apportioned between a reduction in the recognised lease liability and the implicit finance charge (the effective rate of interest) in the lease. The finance cost will also be recognised as an expense

is recognised as an adjustment to the opening balance of accumulated surplus (or other component of equity, as appropriate) at the date of initial application. The Office will await further guidance from Queensland Treasury on the transitional accounting method to be AASB 16 allows a 'cumulative approach' rather than full retrospective application to recognising existing operating leases. If a lessee chooses to apply the 'cumulative approach' it does not need to restate comparative information. Instead, the cumulative effect of applying the standard applied.

The Office has not yet quantified the impact on the Statement of Comprehensive Income or the Statement of Financial Position of applying AASB 16 to its current operating leases, including the extent of additional disclosure required.

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 Offere of the Consentiated Ontbactement E2-1 Explanation of Major Variances – Comprehensive Income E2-1 Explanation of Major Variances – Comprehensive Income U1 Actual appropriation is lower than budget due to a deferral was a result of staff variant appropriation is lower than budget due to an increase in demand for the Office's training courses. U2 The Instancial Operation and respectations of the tom training. U3 The instance and higher than and to the provision of free training courses. U3 The officient provident and expenditure recognised in relation to the provision of free training courses. U3 The instruction of the variance of the Archives are not provided for in the budget and have not infinancial effect on the operations of the Office. U4 Other revenue and expenditure recognised in relation to the provision of free archive fair value, and 50.365 million from the withing-off of the level 19 from that have no net financial effect on the operations of the office fit out lease incerted biole wiching arrangements. U5 Employee express verice biolow fair value. U4 Diter expenses verice biolow fair value. U4 Diter expenses verice biolow fair value. U4 Diter expenses verice biolow fair value. U2 Employee expenses verice flout value in the archiver environe of the erricle flout lease include 50.355 million from the tervice of the provision of free grame archives below fair value. U3 Depreciation on the new office flout value in expected due to vacancies arising from staff turnover and faileble working arrangements. U4 Depreciation on the new office flout value. U4 Depreciation on the new office flout value exceeding the loss on disposal of a seeks exclose below fair value. U4 Depreciation are towarded use to the provision of nee order and services below fair value exceeding the loss on disposal of aseeks. U5 Depreciation are seeks foreword bel
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Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

E3 Budget to Actual Comparison – Statement of Financial Position

Statement of Financial Position	ion Variance Notes	Original Budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance % of Budget
Current assets					
Cash and cash equivalents		823	740	(83)	-10%
Receivables		180	212	32	18%
Other current assets		64	45	(19)	-30%
Total current assets		1,067	997	(10)	-7%
Non-current assets					
Intangible assets		125	117	(8)	
Plant and equipment	V10	461	611	150	33%
Total non-current assets		586	728	142	24%
Total assets		1,653	1,725	72	4%
Current liabilities					
Payables	117	480	80	400	83%
Accrued employee benefits	LIV		300	(300)	
Other current liabilities	V12	110	0	110	100%
Total current liabilities		690	380	210	36%
Non-current liabilities Other non-current liabilities	212	210	C	310	10002
Total non-current liabilities		219	0	219	100%
Total liabilities		809	380	429	53%
Net assets		844	1,345	501	69%
Equity Contributed equity		880	880	C	%0
Accumulated surplus/(deficit)	V13	-36	465	501	-1392%
Total equity		844	1,345	501	265%

E3-1 Explanation of Major Variances – Statement of Financial Position

- V10. The increase in property plant and equipment includes the net impact of writing off the previous office fit out of \$0.524 million and writing on the level 18 fit out for \$0.648 million.
- V11. Accrued employee expenses were included in Payables in the budget. The Office had substantially lower payables for contractors and auditors in 2016 than forecast in 2015.
- V12. The reduction in other current liabilities and non-current liabilities reflects the write-off of the building owner's incentive in relation to the former Office fit out.
- V13. The large increase in accumulated surplus primarily results from revenue recognised from the take-on of the level 18 office fitout.

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Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

E4 Budget to Actual Comparison – Statement of Cash Flows

Variance Notes	Cash flows from operating activities Inflows:	Appropriation receipts V14	User charges and fees V15	GST input tax credits from Australian Tax Office	GST collected from customers	Other	Employee expenses V16	Supplies and services	GST remitted to Australian	Taxation Office Other	Net cash provided by operating activities	Cash flows from investing activities	Payments for non-financial assets	Net cash (used in) investing activities	Net increase (decrease) in V17 cash and cash equivalents	Cash and cash equivalents at beginning of financial year	Cash and cash equivalents
Budget 2016 \$'000		8,322	354			165	(6,931)	(1,655)		(134)	121		(80)	(80)	41	782	823
Actual 2016 \$*000		7,905	520	54	183	11	(6,603)	(1,847)	(202)	(66)	(14)		(69)	(69)	(143)	883	740
Variance \$'000		(417)	166	54	183	(154)	328	(192)	(202)	56	(195)		t	Ŧ	(184)	101	(83)
Variance % of Budget		-5%	47%		ľ	-93%	-5%	12%	•	-71%	-161%		-14%	-14%	449%	13%	-10%

Office of the Queensland Ombudaman Notes to the Financial Statements 2015-16

E4-1 Explanation of Major Variances - Statement of Cash Flows

V14. Actual appropriation is lower than budget due to the deferral of expenditure to later financial years and the lapsed appropriation of \$0.130 million from 2014-15 being refunded in 2015-16.

- V15. The increase in User charges and fees is due to an increase in demand for the Office's training courses.
- V16. Employee expenses were lower than expected due to unanticipated vacancies arising from staff turnover and increased flexible working arrangements.
 - V17. Net cash decrease reflects reduced payables and employee benefit year-end balances, and a higher than expected opening cash position.

Office of the Queensland Ombudsman Notes to the Financial Statements 2015-16

Section 6

Other Information

F1 Key Management Personnel (KMP) Disclosures

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the Office during 2015-16 and 2014-15. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

Ombudsman

The Ombudsman directs the overall efficient, effective and economical administration of the Office.

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Phillip Clarke #	CEO / s.62 of Ombudsman Act 2001	10/01/2011	÷
Andrew Brown	Temporary relieving	07/12/15 24/02/16 04/04/16	24/12/15 01/03/16 08/04/16

Phillip Clarke was reappointed as Ombudsman on 10 January 2016.

Deputy Ombudsman

This position manages the Intake and Major Projects Unit and the Investigation and Resolution Unit (IRU) in meeting the Office's statutory functions efficiently and effectively.

Incumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Resignation or Cessation
Andrew Brown	SES / s.76 of Ombudsman Act 2001	10/10/2011	

Director Corporate Services Unit

ncumbent	Contract Classification and Appointment Authority	Date of Initial Appointment	Date of Initial Date of Appointment Cessation
		a series and the	

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Office of the Queensland Orrbudsman Notes to the Financial Statements 2015-16

Remuneration Policies

Remuneration policy for the Office's key management personnel is set by the Governor-in-Council in accordance with the provisions of the *Orbubations Act 2001*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts provide for other benefits including motor vehicles.

Remuneration packages for key management personnel comprise the following components:-

- short term employee expenses which include salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position .
- post-employment benefits include amounts expensed in respect of employer long term employee benefits include amounts expensed in respect of long service leave
- superannuation obligations
 - termination benefits are specified within individual contracts of employment. Contracts of employment provide for notice periods, service and separation payments and a repayment clause. No reason needs to be given for a contract termination
- performance bonuses or payments are not paid under the contracts in place

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and nonmonetary benefits, long term employee benefits and post-employment benefits

KMP Remuneration Expense

The following disclosures focus on the expenses incurred by the Office that is attributable to key management positions during the respective reporting periods. Therefore, the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income.

Office of the Queensland Ombudsman Financial Statements for year ended 30 June 2016

1 July 2015 - 30 June 2016

	Short Employee	Short Term Employee Expenses	Term Employee Expenses	Post- Employment Expenses	Termination Benefits	Total Expenses
Position	Monetary Expenses \$'000	Non- Monetary Benefits \$'000	000.\$	000.5	000.\$	000.\$
Ombudsman	291	0	30	32	0	354
Deputy Ombudsman *	226	0	9	22	0	254
Director, Corporate Services Unit	130	0	3	16	0	149

1 July 2014 - 30 June 2015

	Short Ter Employee Exp	Short Term nployee Expenses	Term Employee Expenses	Expenses	Termination Benefits	Total Expenses
LOBION	Monetary Expenses \$'000	Non- Monetary Benefits \$'000	000,\$	000.\$	000,5	000.5
Ombudsman	281	0	10	32	0	323
eputy Ombudsman *	192	0	5	22	0	219
irector, Corporate ervices Unit	129	0	3	16	0	148

* includes relieving allowance while relieving in the position of Ombudsman

Performance Payments

The remuneration packages for all Key Management Personnel do not provide for any performance or bonus payments.

Taxation F2

The Office is exempt from Commonwealth taxation under the *Income Tax Assessment Act 1936* with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Office.

GST credits receivable from, and GST payable to the Australian Taxation Office, are recognised (refer Note C2).



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OAO certified statement

	These general purpose financial statements have been prepared pursuant to section 62(1) of the Financial Accountability Act 2009 (the Act), section 42 of the Financial and Performance Management Standard 2009 and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:	prescribed requirements for establishing and keeping the accounts have been plied with in all material respects; and	the financial statements have been drawn up to present a true and fair view, in occordance with prescribed accounting standards, of the transactions of the Office of the Oucensland Ombudsman for the financial year ended 30 June 2016 and of the financial position of the Office at the end of that year, and	these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.	pla -	P. N. Clarke	Queensland Ombudsman						Contribution and and and and and and and and and an
Management Certificate	These general purpose financial statements have been prepared the <i>Financial Accountability Act</i> 2009 (the Act), section 42 of the <i>Management Standard</i> 2009 and other prescribed requirements. 62(1)(b) of the Act we certify that in our opinion:	 the prescribed requirements for establi complied with in all material respects; and 	(b) the financial statements have been drawn u accordance with prescribed accounting standard Queensland Ombudsman for the financial year, position of the Office at the end of that year, and	(c) these assertions are based on an app management processes being effective, reporting throughout the reporting period.	D. M. Gundar	D. M. Gunton	Director Corporate Services Unit	flan lengs	G. E. Rawlings CPA	Principal Officer - Finance and Facilities	9 August 2016		

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	Financial Satements for year ended 30 June 2010	
Independent Auditor's Report	Independence	
To the Accountable Officer of the Office of the Queenstand Ombudsman	The Auditor-General Act 2009 promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensiand public sector entities	apendence of the Auditor-General and all ditor of all Queensland public sector entities
Report on the Financial Report	and can be removed only by Parliament.	
I have audited the accompanying financial report of the Office of the Queensland Ombudsman, which comprises the statement of financial position as at 30 June 2016, the statement of proprehensive income statement of changes in equity, and the statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the cardificates given by the Queensland Ombudsman, the Director, Corporate Services and the Principal Officer - Finance and Facilities.	The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.	ay considered appropriate and is not subject ch audit powers are to be exercised. The ng an audit, access to all documents and which in the Auditor-General's opinion are
The Accountable Officer's Responsibility for the Financial Report	In accordance with s.40 of the Auditor-General Act 2009:	600
The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the princial Accountability and 2009 and the Financial and Parformance Management Standard 2009, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is	 (a) I have received all the information and explanations which I have required (b) in my opinion: (i) the prescribed requirements in relation to the establishment accounts have been complied with in all material respects (ii) the financial report presents a true and fair view. In accordance with 	eceived all the information and explanations which I have required printon: the prescribed requirements in relation to the establishment and keeping of accounts have been compiled with in all material respects the financial report presents a true and fair view, in accordance with the prescribed
rree from material misstatement, whether due to fraud of error. Auditor's Responsibility	accounting standards, or the transa Ombudsman for the financial year 1 Ju position as at the end of that year.	accounting standards, or the transactions of the Office of the Queensiand oncoundsman for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.
My responsibility is to express an opinion on the financial report based on the audit. The audit	Other Matters - Electronic Presentation of the Audited Financial Report	lited Financial Report
which incorporate the Australian Auditing Standards. Those standards require compliance with herein and submiting standards. Those standards represent entities and the head and a standards represent entities and the audit is grandards and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.	Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an option on any information which may be hyperinkaed to or from the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed port of the financial from electronic presentation of information.	financial statements should note that audit formation presented electronically and does any be hyperinked to or from the financial s concerned with the inherent risks arising advised to refer to the printed copy of the
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures steled depend on the auditor's judgement, including the assessment of the financial misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial misstatement of the financial report, whether the other streads are purposed and tar view in order to design audit proceedures that are appropriate in the circumstances, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and far view in order to design a udit proceedures that are appropriate in the circumstances. In a udit also includes evaluating the appropriateness of a coounting policies, used and the reasonableness of accounting stimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report financial reporting requirements approved by the Treasurer for application in Queensland.	AM GREAVES FCA FCPA AM GREAVES FCA FCPA AM GREAVES FCA FCPA AM GREAVES FCA FCPA AM GREAVES AM GREAVES FCA FCPA AM GREAVES FCA FCPA AM GREAVES FCA FCPA Brisbane Brisbane	of this electronically presented information.
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