

## Head 114 — OFFICE OF THE OMBUDSMAN

**Controlling officer:** The Ombudsman will account for expenditure under this Head.

Estimate 2016–17 ..... **\$110.8m**

### Controlling Officer's Report

#### Programme

##### Complaints Administration

This programme contributes to Policy Area 30: Complaints Against Maladministration (The Ombudsman).

#### Detail

|                           | 2014–15<br>(Actual) | 2015–16<br>(Original) | 2015–16<br>(Revised) | <b>2016–17<br/>(Estimate)</b>     |
|---------------------------|---------------------|-----------------------|----------------------|-----------------------------------|
| Financial provision (\$m) | 107.2               | 107.1                 | 112.2<br>(+4.8%)     | <b>110.8</b><br>(–1.2%)           |
|                           |                     |                       |                      | (or +3.5% on<br>2015–16 Original) |

#### Aim

2 The aim is to redress grievances and address issues arising from maladministration in the public sector and to bring about improvement in the quality and standard of and promote fairness in the public administration, through independent and impartial investigation.

#### Brief Description

3 The Ombudsman is directly responsible to the Chief Executive for resolving complaints of maladministration lodged by the public with her through inquiries, investigations, mediation and other forms of assistance. The Ombudsman may, of her own volition, initiate direct investigation into areas of suspected maladministration. The Office generally met its objectives and targets in 2015.

4 The key performance measures in respect of complaints administration are:

##### Targets

The performance of the Office of The Ombudsman can be measured by the extent of public awareness and acceptance of the Office, the thoroughness of investigations, the efficiency with which complaints are resolved, and the degree of acceptance and recognition of the effectiveness of recommendations made for the redress of grievances.

##### Indicators

Key indicators of performance are the number of complaint cases and enquiries received; the number of complaint cases investigated or resolved through inquiries and mediation; the number of direct investigations completed; and the number of recommendations accepted by government departments/public bodies either directly or after discussion in the legislature. The reporting year of the Office ends on 31 March. The performance figures for the last three reporting years are:

|   | <i>Reporting Year</i> |                     |                             |
|---|-----------------------|---------------------|-----------------------------|
|   | 2012–13<br>(Actual)   | 2013–14<br>(Actual) | <b>2014–15<br/>(Actual)</b> |
| enquiries received.....   | 12 255                | 12 767              | <b>12 940</b>               |
| complaints received.....  | 5 501                 | 5 624               | <b>5 339</b>                |
| complaints carried forward from the previous reporting year .....   | 848                   | 948                 | <b>902</b>                  |
| total no. of complaints for processing.....                         | 6 349                 | 6 572               | <b>6 241</b>                |
| complaints concluded by full investigation.....                     | 169                   | 321                 | <b>314</b>                  |
| complaints concluded by inquiry#.....                               | 2 383                 | 2 605               | <b>2 573</b>                |
| complaints concluded by mediation.....                              | 22                    | 38                  | <b>138</b>                  |
| complaints assessed and closedΩ.....                                | 2 827                 | 2 706               | <b>2 348</b>                |
| total no. of complaints completed@.....                             |                       |                     |                             |
| complaints.....   | 5 401                 | 5 670               | <b>5 373</b>                |
| percentage over the total no. of complaints for processing (%)..... | 85                    | 86                  | <b>86</b>                   |

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|   | <i>Reporting Year</i> |                     |                             |
|---|-----------------------|---------------------|-----------------------------|
|   | 2012–13<br>(Actual)   | 2013–14<br>(Actual) | <b>2014–15<br/>(Actual)</b> |
| complaints carried forward to the next reporting year ..... | 948                   | 902                 | <b>868</b>                  |
| no. of direct investigations completed .....                | 6                     | 6                   | <b>7</b>                    |
| no. of recommendations made .....                           | 217                   | 283                 | <b>218</b>                  |
| no. of recommendations accepted .....                       | 192                   | 248                 | <b>186</b>                  |

# Statistics including those for past years modified following a review of the classification of complaints in 2014–15.

Ω This indicator replaced the previous indicator “complaints non-pursuable” following a review of the classification of complaints in 2014–15.

@ Revised description of the previous indicator “total no. of complaints processed” following a review of the classification of complaints in 2014–15.

### ***Matters Requiring Special Attention in 2016–17***

5 During 2016–17, the Office will continue to:

- monitor the administrative actions of the public sector and institute direct investigations,
- encourage the use of mediation to settle complaints involving no or minor maladministration,
- develop strategic programmes to arouse public awareness and understanding of the work of the Office,
- enhance professionalism and the quality of complaint management in the Office and the public sector, and
- strengthen relationship with other ombudsman jurisdictions and related institutions through liaison and exchange programmes.

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### ANALYSIS OF FINANCIAL PROVISION

| <b>Programme</b>                | 2014-15<br>(Actual)<br>(\$m) | 2015-16<br>(Original)<br>(\$m) | 2015-16<br>(Revised)<br>(\$m) | 2016-17<br>(Estimate)<br>(\$m)            |
|---------------------------------|------------------------------|--------------------------------|-------------------------------|---|
| Complaints Administration ..... | 107.2                        | 107.1                          | 112.2<br>(+4.8%)              | <b>110.8</b><br>(-1.2%)                   |
|                                 |                              |                                |                               | <b>(or +3.5% on<br/>2015-16 Original)</b> |

### Analysis of Financial and Staffing Provision

Provision for 2016-17 is \$1.4 million (1.2%) lower than the revised estimate for 2015-16. This is mainly due to the reduction of provision in operating expenses.

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| Sub-head<br>(Code)       | Actual<br>expenditure<br>2014–15 | Approved<br>estimate<br>2015–16 | Revised<br>estimate<br>2015–16 | <b>Estimate<br/>2016–17</b> |                       |
|--------------------------|----------------------------------|---------------------------------|--------------------------------|-----------------------------|-----------------------|
|                          | \$'000                           | \$'000                          | \$'000                         | <b>\$'000</b>               |                       |
| <b>Operating Account</b> |                                  |                                 |                                |                             |                       |
| Recurrent                |                                  |                                 |                                |                             |                       |
| 000                      | Operational expenses .....       | 107,071                         | 107,071                        | 112,174                     | <b>110,820</b>        |
|                          | Total, Recurrent.....            | <u>107,071</u>                  | <u>107,071</u>                 | <u>112,174</u>              | <u><b>110,820</b></u> |
| Non-Recurrent            |                                  |                                 |                                |                             |                       |
|                          | General non-recurrent .....      | 100                             | 75                             | 75                          | —                     |
|                          | Total, Non-Recurrent.....        | <u>100</u>                      | <u>75</u>                      | <u>75</u>                   | <u>—</u>              |
|                          | Total, Operating Account .....   | 107,171                         | 107,146                        | 112,249                     | <b>110,820</b>        |
| <hr/>                    |                                  |                                 |                                |                             |                       |
|                          | Total Expenditure .....          | <u>107,171</u>                  | <u>107,146</u>                 | <u>112,249</u>              | <u><b>110,820</b></u> |

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### Details of Expenditure by Subhead

The estimate of the amount required in 2016–17 for the salaries and expenses of the Office of The Ombudsman is \$110,820,000. This represents a decrease of \$1,429,000 against the revised estimate for 2015–16 and an increase of \$3,649,000 over the actual expenditure in 2014–15.

#### *Operating Account*

#### Recurrent

**2** Provision of \$110,820,000 under *Subhead 000 Operational expenses* is for the payment of subvention to the Office of The Ombudsman to cover its salaries, allowances and other operating expenses.