

## 19. Office of the Ombudsman – Te Mato Akamoeau

### 19.1 Background

The Ombudsman is an independent and impartial Officer of and responsible to the Parliament of the Cook Islands. The Ombudsman's Office is mandated to investigate complaints of general maladministration against Government Ministries under the Ombudsman Act 1984. It is further tasked to investigate complaints under the Disability Act 2008, Official Information Act 2008 and the Police Act 2012.

#### Vision

- To promote fairness for all.

#### Significant Achievements and Milestones

1. The former Ombudsman Bill 2019 now the Ombudsman Bill 2020 is in the process of being tabled to Parliament at its sitting in June 2020.
2. The Office has re-connected its working relationship with the New Zealand Ombudsman's Office which had been assisting the Office on capacity building, providing legal and policy advice and other support areas.
3. The Office has also connected with the New Zealand Independent Police Complaint Authority who will assist the Office in setting up its complaint process and assist with training Police.
4. The Ombudsman's first Annual Report for over 10 years was tabled in Parliament in December 2019.

## 19.2 Outputs and Key Deliverables

OUTPUT	01	Output Title:	Investigations and Review				
<b>Strategic Goal 1: Investigations</b> <ul style="list-style-type: none"><li>Quality Investigations</li><li>Quality Customer Service</li><li>Quality Systemic Reviews</li></ul>							
NSDP Goal	NSDP Indicator ID# (If Relevant)	Agency Strategic Plan Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Complaint response times	1. 75% of complaints or enquiries acknowledged in 2 business days 2. 75% complaints/enquiries responded to in 10 business days	1. 85% of complaints or enquiries acknowledged in 2 business days 2. 85% complaints/enquiries responded to in 10 business days	1. 95% of complaints or enquiries acknowledged in 2 business days 2. 95% complaints/enquiries responded to in 10 business days	1. At least 95% of complaints or enquiries acknowledged in 2 business days 2. At least 95% complaints/enquiries responded to in 10 business days
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Records Management	1. Review current records management processes and policies. 2. Report on current records management created. 3. Create phased approach for implementation	Implement Phase 1 and create report	Implement Phase 2 and create report	Implement Phase 3 and create report
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Service Level Improvements	Feedback gathering from complainants initiated and baseline data received	Feedback from complainants shows improvement of 10% in level of service provided from previous year	Feedback from complainants shows improvement of 20% in level of service provided from previous year	Feedback from complainants shows improvement of 30% in level of service provided from previous year
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Quality Assurance and Compliance (QAC)	1. Quality Assurance and Compliance framework created. 2. Based on QAC framework all complaints to have a Quality Score of 75%.	1. Quality Assurance and Compliance framework reviewed. 2. Based on QAC framework all complaints to have a Quality Score of 85%.	1. Quality Assurance and Compliance framework reviewed. 2. Based on QAC framework all complaints to have a Quality Score of 95%.	1. Quality Assurance and Compliance framework reviewed 2. Based on QAC framework all complaints to have a Quality Score of at least 95%.

NSDP Goal	NSDP Indicator ID# (If Relevant)	Agency Strategic Plan Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Staff Legislative Training	Annual Staff refresher training on legislative requirements relevant to complaints.	Half yearly Staff refresher training legislative requirements relevant to complaints.	Half yearly Staff refresher training legislative requirements relevant to complaints.	Half yearly Staff refresher training legislative requirements relevant to complaints.
16. Governance	16.5	<b>Strategic Goal 1:</b> To conduct <b>responsive, independent</b> and <b>impartial</b> investigations of complaints.	Annual Report Submission to Parliament	Annual Report submitted to Parliament.	Annual Report submitted to Parliament.	Annual Report submitted to Parliament.	Annual Report submitted to Parliament.

<b>OUTPUT 1: Investigations and Review Funding Appropriation</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Budget 2023-24</b>
Personnel	111,801	114,809	114,809	114,809
Operating	36,791	36,791	36,791	36,791
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
<b>Gross Operating Appropriation</b>	<b>150,592</b>	<b>153,599</b>	<b>153,599</b>	<b>153,599</b>
Trading Revenue	0	0	0	0
<b>Net Operating Appropriation</b>	<b>150,592</b>	<b>153,599</b>	<b>153,599</b>	<b>153,599</b>

<b>OUTPUT</b>	<b>02</b>	<b>Output Title:</b>	<b>Public Awareness and Training</b>
<b>Strategic Goal 2.1 - Public Awareness</b> <ul style="list-style-type: none"> <li>Media communication</li> <li>Pa Enua Workshops</li> <li>Public Workshops and Clinics</li> <li>Public survey results</li> <li>Identify resource needs and potential sources to develop a more robust Ombudsman outreach programme</li> </ul> <b>Strategic Goal 2.2 - Training</b> <ul style="list-style-type: none"> <li>Presentations or workshops to Agencies, Ministers and HoMs</li> <li>Penalty system introduced</li> </ul>			

NSDP Goal	NSDP Indicator ID# (If Relevant)	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
16. Governance	16.5	<b>Strategic Goal 2.1:</b> To create <b>public awareness</b> of the Ombudsman's role	Media Communication Initiatives	At least two media communication initiatives undertaken.	At least three media communication initiatives undertaken.	At least four media communication initiatives undertaken.	At least five media communication initiatives undertaken.
16. Governance	16.5	<b>Strategic Goal 2.1:</b> To create <b>public awareness</b> of the Ombudsman's role	Public Awareness Workshops	Conduct at least one Public Awareness workshop on Rarotonga.	Conduct at least one Public Awareness workshop on Rarotonga.	Conduct at least one Public Awareness workshop on Rarotonga.	Conduct at least one Public Awareness workshop on Rarotonga.
16. Governance	16.5	<b>Strategic Goal 2.1:</b> To create <b>public awareness</b> of the Ombudsman's role	Pa Enua Workshops/Clinics	Conduct at least one workshop/clinic for Pa Enua Executive Officers, Mayor or Island Council Members.	Conduct at least one Public Awareness workshop/clinic in the Pa Enua (North or South).	Conduct at least one workshop/clinic for Pa Enua Executive Officers, Mayor or Island Council Members.	Conduct at least one Public Awareness workshop/clinic in the Pa Enua (North or South).
16. Governance	16.5	<b>Strategic Goal 2.1:</b> To create <b>public awareness</b> of the Ombudsman's role	Public Survey	Survey for public feedback developed.	Survey for public feedback distributed and analysed.	Results of public feedback used to inform next Strategic Plan.	Results of public feedback used to inform next Strategic Plan.
16. Governance	16.5	<b>Strategic Goal 2.2:</b> To develop a collaborative relationship with Government agencies to increase awareness of their rights and responsibilities to minimise public complaints and investigations.	Government Training and Awareness	At least two workshops are conducted for Government and civil society agencies.	At least one presentation made to HoMs.	At least two workshops are conducted for Government and civil society agencies.	At least one presentation made to Parliament.

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16. Governance	16.5	<b>Strategic Goal 2.2:</b> To develop a collaborative relationship with Government agencies to increase awareness of their rights and responsibilities to minimise public complaints and investigations.	Penalty System	1. Research started for Penalty system introduction. 2. Case Study report created. 3. Create Phased implementation plan.	Implement Phase 1 and create report.	Implement Phase 2 and create report.	Implement Phase 3 and create report.

<b>OUTPUT 2: Public Awareness and Training Funding Appropriation</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Budget 2023-24</b>
Personnel	42,763	46,884	46,884	46,884
Operating	7,911	7,911	7,911	7,911
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
<b>Gross Operating Appropriation</b>	<b>52,675</b>	<b>56,795</b>	<b>56,795</b>	<b>56,795</b>
Trading Revenue	0	0	0	0
<b>Net Operating Appropriation</b>	<b>52,675</b>	<b>56,795</b>	<b>56,795</b>	<b>56,795</b>

OUTPUT	03	Output Title:	Corporate Services
<b>Strategic Goal 3: Corporate Services</b> <ul style="list-style-type: none"> <li>Put in place quality reporting mechanisms</li> <li>Effective human resource management</li> <li>Efficient financial management</li> <li>Legislative compliance</li> </ul>			

NSDP Goal	NSDP Indicator ID# (If Relevant)	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
16. Governance	16.6	<b>Strategic Goal 3:</b> To create a <b>sustainable</b> and	Office Effectiveness Review (QER)	1. Quarterly review of office plans, functions and management undertaken.	1. Quarterly review of office plans, functions and management undertaken.	1. Quarterly review of office plans, functions and management undertaken.	1. Quarterly review of office plans, functions and management undertaken.

NSDP Goal	NSDP Indicator ID# (If Relevant)	Agency Goal or Key Policy Outcomes (High-level Summary)	High-level Work Programme Deliverables and expected date of achievement	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
		skilled workforce.		2. OER Reports created each quarter.	2. OER Reports created each quarter	2. OER Reports created each quarter	2. OER Reports created each quarter
16. Governance	16.5	<b>Strategic Goal 3:</b> To create a sustainable and skilled workforce.	Process, Procedure and Policy Review (P3 Project)	1. Identify problem areas and missing processes or procedures or policies. 2. Create Phased Approach for Process or Procedure or Policy Implementation project.	Implement Phase 1 and create report.	Implement Phase 2 and create report.	Implement Phase 3 and create report.
16. Governance	16.6	<b>Strategic Goal 3:</b> To create a sustainable and skilled workforce.	Financial Management Compliance	Monitoring strict compliance of financial management and accountability process in accordance with applicable Acts.	Monitoring strict compliance of financial management and accountability process in accordance with applicable Acts.	Monitoring strict compliance of financial management and accountability process in accordance with applicable Acts.	Monitoring strict compliance of financial management and accountability process in accordance with applicable Acts.
16. Governance	16.5	<b>Strategic Goal 3:</b> To create a sustainable and skilled workforce.	Financial Reporting	All financial reports obligations adhered to as required.	All financial reports obligations adhered to as required.	All financial reports obligations adhered to as required.	All financial reports obligations adhered to as required.
16. Governance	16.5	<b>Strategic Goal 3:</b> To create a sustainable and skilled workforce.	Audit	Unqualified audit maintained.	Unqualified audit maintained.	Unqualified audit maintained.	Unqualified audit maintained.

OUTPUT 3: Corporate Services Funding Appropriation	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Personnel	78,436	71,308	71,308	71,308
Operating	17,298	17,298	17,298	17,298
Administered Funding	0	0	0	0
Depreciation	2,000	2,000	2,000	2,000
<b>Gross Operating Appropriation</b>	<b>97,734</b>	<b>90,606</b>	<b>90,606</b>	<b>90,606</b>
Trading Revenue	0	0	0	0
<b>Net Operating Appropriation</b>	<b>97,734</b>	<b>90,606</b>	<b>90,606</b>	<b>90,606</b>

## Te Mato Akamoeau – Office of the Ombudsman

Organisational Structure - April 2020

