## Contents

Acknowledgements	4
Parliamentary and Health Service Ombudsman's Executive Summary	5
Foreword by the President of the International Ombudsman Institute	13
List of contributing organisations by country	15
Introduction	17
Chapter one: The Ombudsman world in the early 21st century	18
Chapter two: Dealing with the COVID-19 pandemic	28
Chapter three: Ombudsman challenges	41
Chapter four: Organisational values, personal skills and attributes	58
Chapter five: Leadership styles and management development	79
Chapter six: Conclusion – towards the Manchester Memorandum	89
End-word by the European Ombudsman	95