



**OFFICE OF THE OMBUD FOR FINANCIAL SERVICES  
PROVIDERS**

**ANNUAL PERFORMANCE PLAN  
FOR THE FISCAL YEAR  
01 APRIL 2019 – 31 MARCH 2020**

**Reviewed and Approved by EXCO in August 2018**

# FOREWORD

The Financial Advisory and Intermediary Services Act 37 of 2002 (FAIS Act) which establishes the Office of the Ombud for Financial Services Providers (FAIS Ombud), came into existence in 2002, with the objective of protecting the consumer against the mis-selling of financial products and misleading advice. The FAIS Ombud, therefore, plays a cardinal role in our society by providing an impartial, independent, convenient and free service to all consumers who feel they have been unfairly treated by financial services providers.

The FAIS Ombud's Credo states: "We will engage all concerned to help both consumers and financial services providers understand their respective rights and responsibilities. Our aim is to reduce the level of complaints and improve confidence in the financial services industry."

This approach has been pivotal in garnering the industry and community's trust. The FAIS Ombud must be able to discharge its responsibility without any fear and bias. Indeed, even-handedness is the guiding basis for the work of this Office.

**Hon. Min. Tito Mboweni**  
**Minister of Finance**

## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the executive management of the Office of the Ombud for Financial Services Providers (FAIS Ombud) under the guidance of the Board of the FSB;
- Considers all the relevant policies, legislation and other mandates for which the FAIS Ombud is responsible;
- Accurately reflects the strategic outcome oriented goals and objectives which the FAIS Ombud will endeavour to achieve over the relevant period, as reflected in the FAIS Ombud's Strategic Plan for the Fiscal years 1 April 2019 – 31 March 2020.

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Chief Financial Officer

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**Abel Sithole**  
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**Hon. Min Tito Mboweni**  
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# **PART A: STRATEGIC OVERVIEW**

## **1 Introduction**

The FAIS Ombud is established in terms of section 20 of the Financial Advisory and Intermediary Services Act, (Act 37 of 2002) (“FAIS Act”). The FAIS Ombud is a schedule 3A entity in terms of the Public Finance Management Act (Act 1 of 1999 as amended by Act 29 of 1999) (“PFMA”) and reports to the FAIS Ombud Board I (“the Board”) and National Treasury.

From time to time, the FAIS Ombud reports to the Minister of Finance and the Select Committee on Finance and Public Service, by invitation. The report to this committee includes reporting on its work and financial performance. The FAIS Ombud also submits its annual report to the National Assembly in terms of the PFMA.

Since the official launch of the FAIS Ombud on 23 September 2004, strong presence has been maintained through well-reasoned and consistent determinations that have positively contributed to the credibility of the financial services industry in South Africa. As a result of these determinations, the FAIS Ombud is recognised as independent and fair by both the industry and the general public.

Due to the dynamic nature of the environment that the FAIS Ombud operates within, as well as the needs and requirements of the various stakeholders, a review of the strategy is undertaken regularly to remain effective and relevant. This is a review of the original strategy that was adopted in May 2005 by the FAIS Ombud. Subsequent reviews of the strategy have taken place in January 2009, March 2010, September 2011, August 2012, August 2013, August 2014, July 2015, July 2016 , July 2017 and August 2018.

In this plan, the FAIS Ombud demonstrates its continued alignment in respect of its activities with the underlying principles of the National Development Plan. One of the key standing features in Government’s initiatives to transform society and the economy of South Africa is the building of a capable and developmental state. Responsibility is placed on the public sector to deliver efficient service while contributing to the development of skills of its people and the enhancement of experience and expertise.

## 1.1. FAIS Act

The main objective of the FAIS Ombud is to investigate and resolve complaints in terms of the FAIS Act and the Rules promulgated thereunder. A complaint could arise where, in the rendering of a financial service by a Financial Service Provider or their representative, it is alleged that the financial services provider:

- has contravened the provisions of the FAIS Act and that the complainant has or is likely to suffer financial prejudice or damage;
- has acted wilfully or negligently in rendering the financial service and has caused or is likely to cause prejudice or damage to the complainant;
- has treated the complainant unfairly.

In resolving complaints in terms of the FAIS Act and Rules, the FAIS Ombud acts independently and must be impartial. The FAIS Ombud would normally resolve the complaints through mediation or conciliation and if these methods are not successful in resolving the complaint, then the Ombud will issue a determination. The determination is binding and is enforceable like a judgment of a Court of Law. There is an appeal process for aggrieved parties.

## 1.2 FSOS Act

A further function of the FAIS Ombud is to resolve complaints in terms of the Financial Services Ombud Schemes Act, (Act No. 37 of 2004) (FSOS Act), which are not covered by any of the other voluntary Ombud schemes or where there is uncertainty over jurisdiction. In terms of the FSOS Act a complaint means:

“a complaint by a client relating to any agreement with, or a financial service or product of, a financial institution, and in which it is alleged that the client has suffered or is likely to suffer financial prejudice or damage as a result of the financial institution-

- (a) having contravened or failed to comply with a provision of any agreement or the law or of a code of conduct subscribed to by the financial institution;
- (b) having wilfully or negligently supplied, or failed to supply, a financial service or a product to the client;
- (c) having treated the client unreasonably or inequitably; or

(d) having mal-administered the implementation of an agreement with, or the supply of a financial service or a product to, the client;”

## **2 Updated Situational Analysis**

### **2.1 Background**

The financial services sector plays a crucial role in the South African economy. The savings/investment process in capitalist economies is organised around financial intermediation, thus making them a central institution of economic growth to support the National Development Plan initiatives as follows:

- Building a capable and developmental state
- Transforming society and uniting the country
- Faster and more inclusive economic growth
- Leadership and responsibility throughout society

The environment within which the FAIS Ombud operates has changed fundamentally due largely to changes in critical elements in the industry at a global level, such as:

- Downward projection of global growth, especially in emerging markets and developing economies;
- In advanced economies, a modest and uneven recovery is expected to continue. The picture for emerging market and developing economies is diverse but in many cases challenging.

The International Monetary Fund (“IMF”) in their “World Economic Outlook” of April 2017 hold the view that although the global economy will experience year-on-year growth, there remains a need for measured risk taking particularly in emerging markets which are harder impacted by fluctuations in market dynamics. The South African financial sector is in a constant state of flux such that it is difficult for ordinary citizens to comprehend such factors and keep pace with economic developments and their every-day implications. The resultant effect of these changes may present a change in behaviour patterns of consumers who may opt for products that present unacceptable risk levels with potentially severe consequences.

Financial markets knowledge by its nature is specialised, but the pool of potential investors is not restricted by such principles and it therefore goes that risks of product selection and performance thereof are inherent. As such, a significant portion of the public turns to the financial services industry for advice when it comes to financial and investment decisions. It is possible that in the process of rendering services, misleading information may be given out to unsuspecting clients thus causing or having the potential to cause damage to the clients and their view of the integrity of the financial services industry.

The impact of all these market dynamics and changes is a corresponding rise in the volume and complexity of complaints received by the FAIS Ombud.

## **2.2 Performance environment**

The following key drivers determine the direction and performance pressures of the FAIS Ombud. These drivers are:

- The increasing demand for the services of the FAIS Ombud;
- The evolution of complex complaints, and
- The risks posed to the office by the increasing demand and complexity of complaints.

Since inception, complaints received and the demand for services continues to increase exponentially resulting in a continuous need for the increase of resources. Whilst this demand cannot be accurately forecasted, the following are linked to it:

- Industry behaviour in relation to legislation and rules;
- Changes in industry legislation;
- Increasing awareness about the FAIS Ombud; and
- Determinations that affect a prevalent industry practice.

The core risk pillars that are being managed on an ongoing basis include:

- Complaints management;
- Stakeholder management;
- Information and communications technology governance;
- Human resources management;
- Financial governance.
- Supply chain management

This plan aims to ensure that the increasing demand on the FAIS Ombud is met and that key risks that may impact achievement of strategic goals are appropriately managed and monitored to minimize the associated impact on performance and sustainability.

## **2.3 SWOT Analysis**

A SWOT analysis was conducted to determine the key drivers of performance and those factors that should be managed to assure performance. The outcomes thereof are listed below:

### **2.3.1 Strengths**

#### **General**

- Legislative establishment gives the FAIS Ombud its existence, power and independence;
- Determinations by the office have wider impact on the market and related business practices;
- The FAIS Ombud is seen as independent by the industry and other stakeholders as the office is not reliant on industry subscriptions for funding;
- Relationship with National Treasury and Finance Sector;
- Good relationship with legislative stakeholders;
- Clean audit; and
- Strong appeals process.

#### **People**

- Highly productive staff committed to delivering on the Office's mandate, dedicated and passionate about what they do;
- There is an employee wellness programme in place for staff members; and
- Staff members have direct access to the Ombud where required.

#### **Infrastructure/Resources**

- Legislative support boosts the Office's credibility;
- Good research tools are available for all technical staff;
- Effective disaster recovery planning;
- Conducive office environment;
- Hardware and software are up to date; and
- Comfortable office space.

#### **Marketing/ Communication**

- An approved communications plan is in place;
- Willingness of staff to achieve activities in the plan and to reach out to stakeholders;
- At all contact sessions with stakeholders, staff endeavour to empower stakeholders about what the FAIS Ombud does;
- The Office is accessible to all key stakeholders;
- The graduate trainee programme is a marketing tool; and
- Determinations are public (uploaded on the website).

## **Operations**

- Orientation to public service; and
- The Office receives a sizeable number of complaints that are not within the mandate which places unnecessary constraints on available resources;

## **Finance**

- Sound financial management processes;
- Sound internal control environment;
- Adherence to PFMA and National Treasury Regulations;
- Effective payment processing; and
- Safekeeping of assets.

## **Leadership and Oversight**

- Good relations with statutory stakeholders; and
- Supportive and engaged oversight structures.

### **2.3.2 Weaknesses**

#### **General**

- Consumers are not clear about the kind of service the FAIS Ombud is legally able to offer due to, amongst other aspects, failure by industry to share information relating to the services of the FAIS Ombud, inadequate customer awareness etc.
- Unpredictable and inconsistent workload can affect the turnaround times of complaints handling, with the possibility of harming the FAIS Ombud's reputation;
- Inadequate role specific induction and training
- Lack of consumer education programme; and
- Lack of awareness of the office and its mandate.

#### **Systems/Infrastructure**

- Lack of training on the utilisation of the case management system and its full features;
- Inadequate utilisation of research tools available;
- Outdated CRM system;
- Manual based complaints handling system and process;
- Lack of business process automation;
- Inadequate and inefficient system support;
- Inconsistent document archive and management culture;
- Poor document management processes; and
- Manual document handling systems.

#### **People**

- High vacancy rate;
- Lack of succession planning for key positions
- Lack of expertise;
- High staff turnover rate and resultant decrease in staff morale;

- Remuneration packages may be inadequate to attract and retain high performing technical staff due to competition with private sector;
- Misalignment of individual with public service values;
- No knowledge sharing and management opportunities; and
- Lack of ownership and accountability for performance linked to risk management.

### **Marketing/ Communication**

- The limitations of the Office in terms of consumer outreach;
- Insufficient knowledge of the capabilities of the office with respect to consumer education;
- Lack of appropriate structures and implementation initiatives for marketing and communication; and
- Inadequate marketing of the FAIS Ombud's role and services to stakeholders.

### **Finance**

- Limited number of adequately skilled financial resources; and
- Use of an outdated financial management system.

### **2.3.3 Opportunities**

#### **General**

- Improved visibility and accessibility to consumer base;
- Enhanced media engagement;
- Possible legislative and regulatory amendments may affect the scope of the Office, which could be to the consumer's benefit;
- Increase of the jurisdictional limit above R800 000;
- One clustered Ombud system;
- Possible legislative and regulatory amendments may affect the scope of the Office, which could be to the consumer's detriment;
- The Office receives a sizeable number of complaints that are not within the mandate which places unnecessary constraints on available resources; and
- The Office is not protected against forum shopping.

#### **Operations**

- There is an opportunity to publish more profound determinations that are specific and relevant to protect the consumers and enhance the integrity of financial services;
- Increase utilisation of membership subscriptions within libraries i.e. Lexus Nexus
- Institution is not protected against forum shopping.
- Review and update set of policies in place which guide the FAIS Ombud's operations;
- Review of the governance framework is in place; and
- There is transparency in operations, as evidenced by the open reporting approach adopted by the Office.

#### **Systems and Infrastructure**

- Establish an on-line platform for internal and external knowledge sharing with other public entities, consumer base and financial industry;
- Bolster knowledge management function within the FAIS Ombud;
- Real-time updating of the complaints management system; and
- Improvements to the website during website upgrade to make it more interactive.

## People

- Expand the graduate trainee programme to reach out to the broader academic community – engage with Deans of faculties and other functional disciplines (HR, Finance, Supply chain, IT, etc.), if necessary;
- Training of technical and non-technical staff to keep abreast of industry developments; and
- Continuous development of people in various positions;

### 2.3.4 Threats

## Operations

- Increase in outliers and complex cases over-stretch resources; and
- Consumer frustration with the complaints handling process and outcome may damage the Office's reputation.

## People

- Ongoing high mobility of young staff complement.

## General

- Growth of the entity in terms of resources and complaints versus the available funding;
- Emergency of Fintech; and
- International developments that may result in unregulated products.

## Infrastructure systems

- Increase in frequency and complexity of cyber-crime.

## 2.4 PESTEL Analysis

The PESTEL analysis was conducted based on external factors that impact the FAIS Ombud in terms of the following areas:

### 2.4.1 Political environment

- There is growing uncertainty regarding governance and support structures due to legislative changes. The Twin Peaks model will have an impact on the governance structures of the FAIS Ombud, and is expected to be implemented during the 2018/19 financial year. The FAIS Ombud Board of the will, when the Twin Peaks model is implemented, not be the Accounting Authority of the FAIS Ombud anymore. National Treasury proposes the one Ombud system for all.
- Ombud is now appointed by the Minister of Finance.
- Change of Finance Minister's.

### 2.4.2 Economic environment

- Inadequate deterrents to prevent or limit the influx of unscrupulous financial services and financial service providers.

### 2.4.3 Social environment

- Continued high levels of unemployment, financial literacy and low economic confidence, etc. has resulted in a decrease in investment activity, which will impact on the number of complaints received. This may be offset by people being attracted to investment/investment vehicles with perceived “high” or unrealistic rates of return;
- A general reluctance, lack of knowledge and confidence by the public to invest in formal structures has resulted in a greater preference for informal investments e.g. stokvels, which remains largely excluded from formal resolution structures; and
- Cheaper distribution channels for financial services providers;

#### **2.4.4 Technology environment**

- The impact of new legislation remains to be unravelled and fully implemented within the broader industry as well as at the FAIS Ombud;
- Growth of online platforms to service financial services may affect the number of complaints;
- Limitation of telecommunications infrastructure – availability of data, poor connectivity, overloaded networks and increased costs may impact on the FAIS Ombud’s ability to meet its mandate;
- Illegal access to the FAIS Ombud’s network and domain may result in unauthorized access to confidential consumer information which may have a detrimental impact on the reputation of the FAIS Ombud;
- The impact of the introduction of “robo advisors” into the industry as well as consumer base; and
- A general increase in cyber-crime and computer viruses.

#### **2.4.5 Environmental impact**

- Increase in natural disasters and events may result in an increase in consumer complaints against FSP’s in instances where consumers believed that they had benefits or cover.

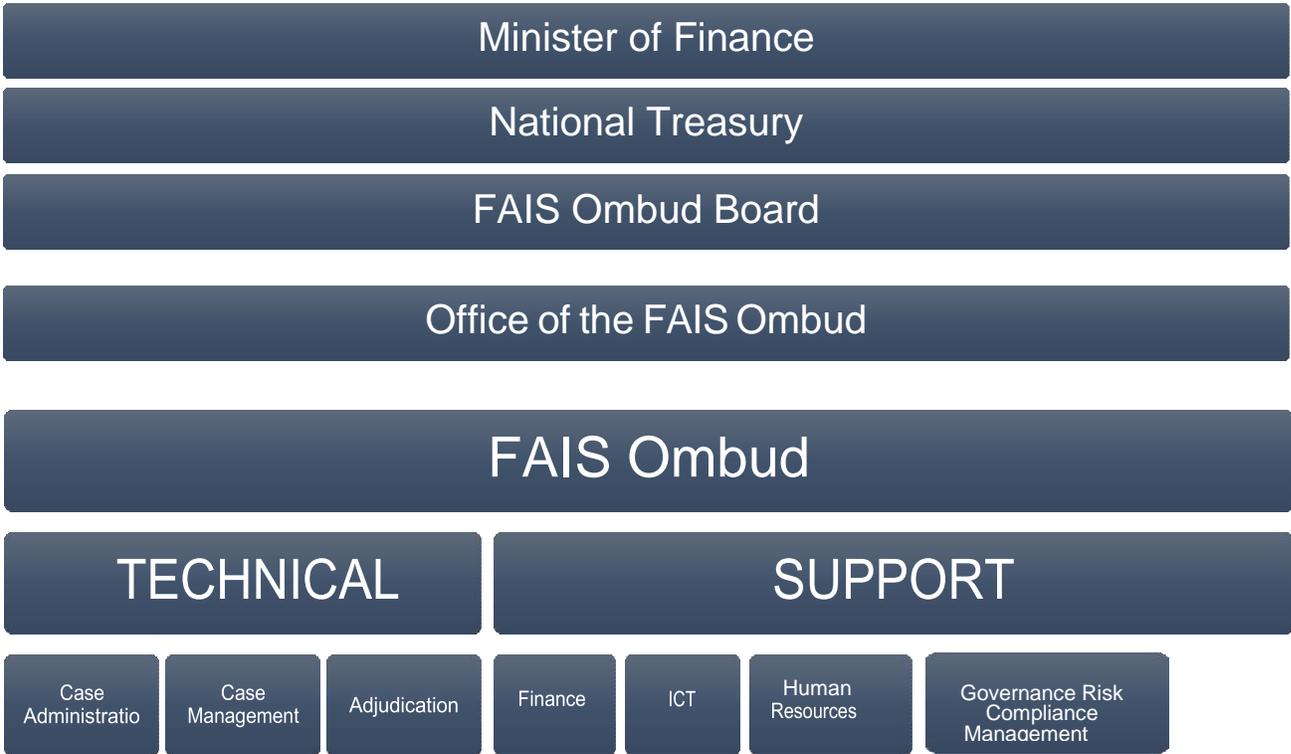
#### **2.4.6 Legislative environment**

- Potential amendments to the FAIS Act may affect the way the FAIS Ombud operates; and
- Impact of legislative, regulatory and policy changes by National Treasury and DPSA e.g. Treasury Regulations (cost containment), supply chain management, ICT environment, FAIS Act.
- FAIS Reports to FAC Committee.

### **2.5 Organisational environment**

The FAIS Ombud is presided over by an Executive Officer or Accounting Officer who is also the Ombud. The FAIS Ombud reports to the FAIS Ombud Board for financial matters in terms of the Public Finance Management Act.

### **2.6 Operational structure**



The Act allows for one or more Deputy Ombuds to be appointed. Both the Ombud and the Deputy are appointed by the FAIS Ombud Board. Other staff members are appointed by the FAIS Ombud. The FAIS Ombud is organised in two departments, namely, Support (housing the Finance, IT, HR, and Governance Risk and Compliance management function) and the Technical Department, housing the complaints handling function organised into Case Administration, Case Management and Adjudication.

**2.7 Description of the annual performance planning process**

The strategic planning and annual performance planning process commences during July and August each year and includes the following:

- An internal review that consists of revising the strength, weaknesses, opportunities and threats (SWOT) grid, whilst updating the departmental stakeholder database.
- An external review that consists of scanning the political, economic, social, technological and physical environment within which the FAIS Ombud operates.
- If there is a dramatic change in the external environment, the FAIS Ombud’s mandate could change.

Once the review is completed, the FAIS Ombud decides on its strategic focus for the next five years.

- The tangible result from the strategy session is a draft strategic plan, outlining the strategic objectives of the FAIS Ombud with targets for each of the five years.
- The draft strategic plan, communicating what the FAIS Ombud aims to achieve over a five-year period and consequently informs the budgeting process.

- Once the mandate of the FAIS Ombud has been confirmed or revised and the key priorities determined, the FAIS Ombud determines its Annual Performance Plan for the ensuing financial year.

## **2.8 Legislative and Other Mandates**

There have been no significant changes to the Office's legislative and other mandates described in the first paragraph of the introduction. However, as indicated in the PESTEL analysis, the FAIS Ombud will continue to study impending legislative changes to ensure that the organisation remains aligned with legislative changes and is capable of re-organising its activities in order to align with legislation whilst optimising performance.

In this plan, the FAIS Ombud demonstrates its continued alignment in respect of its activities with the underlying principles of the National Development Plan. One of the key standing features in Government's initiatives to transform the society and economy of South Africa is the building of a capable and developmental state. An onus is placed on the public sector to deliver efficient service while contributing to the development of skills of its people and the enhancement of experience and expertise.

The table below sets out the strategic risks of the office, as well as the mitigating controls:

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
FS1	Ineffective and inefficient complaints handling resulting in reputation damage and failure to meet legislative mandate	<p>Delays in handling of complaints</p> <p>Inadequate human resources (skills and capacity)</p> <p>Inconsistent decisions on cases</p> <p>Poor application (understanding and interpretation) of law and regulations</p> <p>Ineffective ICT systems (Customer Relationship Management)</p> <p>Lack of understanding of financial services industry</p> <p>Insufficient contact with and feedback to consumers</p> <p>Lack of awareness and understanding of consumers about the Ombud's mandate</p> <p>Insufficient financial resources</p> <p>Unexpected influx in terms of complexity and volume of complaints.</p> <p>Lack of a user-friendly infrastructure (official languages and disability friendly facilities)</p> <p>Poor performance / poor productivity.</p>	20	<p>Quality Control and performance management measurement:</p> <p>Use of a quality control policy</p> <p>Activity Journals used a quality control measure and performance monitoring tool.</p> <p>Audit of closed complaints or cases.</p> <p>Central repository of preceding determinations ("stored and accessible on the public drive and website")</p> <p>Use of a Complaints procedure manual including turnaround timeframe standards.</p> <p>CRM system utilised for complaints administration, reporting, statistics and performance management.</p> <p>Ad hoc engagements with Senior Management to ensure consistency in determination.</p> <p>Basic knowledge centre ("text books, legislation, and law reports")</p> <p>Training for officials on customer service feedback.</p> <p>SMS update sent to complainants on the progress of their complaints.</p> <p>CSFs issued for assessment of closed cases and respondents.</p> <p>Customer service register (for recording of complaints against FAIS Ombud service)</p> <p>Consequence management for poor performance.</p>	15	<p>Improve recruitment criteria/process (HR Generalist)</p> <p>Appointment of the HR Generalist Manager (Ombud)</p> <p>Skills audit to be performed and defining the solutions to close the gaps (HR Generalist)</p> <p>Review, update and alignment of job descriptions and performance contracts/ job compacts to align with the APP (HR Generalist)</p> <p>Continuously measure performance in terms of pre-defined criteria (HR Generalist)</p> <p>Consistent communication of the Ombud values i.e. staff meetings, induction etc. (AO-GRC)</p> <p>Implementation of the of Annual Plan for the approved ICT Strategy (ICT Manager)</p> <p>Formal adhoc technical circulars (Ombud)</p> <p>Update and approve the Quality Control Procedure for implementation (TRM)</p> <p>Update and approve the Complaints Procedure Manual (TRM)</p>

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
FS2	Cyber Security	<p>Inadequate IT Security which could compromise the reputation of the FAIS Ombud from unauthorised access to infrastructure and information.</p> <p>Ignorance and / malicious human acts</p> <p>Security software not updated regularly</p> <p>Ineffective monitoring of systems</p> <p>Inadequate restrictions on the user rights of the system.</p>	25	<p>Approved Code of Conduct;</p> <p>Approved ICT Security Policy,</p> <p>Approved IT Acceptable Usage Policy,</p> <p>Active Directory Authentication,</p> <p>Makes use of Usernames and Password to protect controls to the system ;</p> <p>Data stored Offsite (MetroFile).</p> <p>Up to date Anti-virus program installed,</p> <p>Licensed Firewall,</p> <p>Secured Wi-Fi access,</p> <p>Password policy in place,</p> <p>Computers lock automatically,</p> <p>IT awareness,</p> <p>MOU with FSB</p> <p>Annual vulnerability assessments</p> <p>Monitoring tool for ICT system activities.</p> <p>IT Steering Committee</p>	15	<p>Collaboration with FSCA's IT department,</p> <p>Personal development of certain personnel on IT governance matters (Ombud)</p> <p>Ongoing IT steering committee,</p> <p>Annual independent security assessment (ICT Manager)</p> <p>Investigate the use of Mobile device management tools for additional security (ICT Manager)</p> <p>Live storage (ICT Manager)</p> <p>Ongoing cyber security awareness (ICT Manager)</p>
FS3	'Inefficient human resource management	<p>Ineffective recruitment and selection</p> <p>Ineffective performance management</p> <p>Actions of staff adversely affecting the employer (e.g. social media)</p> <p>Misalignment of individual with organisational values</p> <p>Low staff morale/ wellness</p> <p>Inadequate remuneration (reward and recognition)</p> <p>High staff turnover</p> <p>Lack of succession</p>	25	<p>Recruitment and selection policy aligned to the Basic Condition of Employment Equity and EE Act.</p> <p>Recruitment and selection strategy</p> <p>Anti-fraud framework</p> <p>Probation policy</p> <p>Performance management plan</p> <p>Management committee oversight</p> <p>Code of ethics</p> <p>Approved and implemented value statements</p> <p>Approved Code of</p>	20	<p>Review recruitment and selection process to include risk indicators (HR Generalist)</p> <p>Modification of instruments used to test technical competencies of candidates (HR Generalist)</p> <p>Evaluations during the probation period (Line Managers)</p> <p>Implement and enforce performance management remedies/ consequence management (HR Generalist)</p> <p>Develop and implement social media policy (HR Generalist)</p> <p>Awareness on organisational values (AO-GRC)</p> <p>Enforcement of compliance with organisational values (AO-GRC)</p>

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
		planning Lack of skills rotation and skills transfer to ensure continuity High vacancy rate within all departments Inadequate capacitation in the HR office Inadequate talent management and retention Nepotism and favouritism Collusion		Conduct for Managers FAIS Ombud Credos Retention and rewards strategy Wellness programme Annual Climate survey Annual staff events Retention and rewards strategy Development programmes Exit interviews conducted and reported to MANCO Career path framework is in place Psychometric assessments during recruitment process Pre-screening interviews Fraud Hotline (Whistle Blowing Policy)		Implementation of the Succession Plan Framework (HR-Generalist) Implementation of the exit interview and Climate Survey action plans (HR Generalist)
FS4	Inadequate stakeholder management	Ineffective ICT planning Inadequate ICT funding Ineffective contingency and continuity management Network vulnerabilities as a result of human behaviour Obsolescence of ICT hardware and software Ineffective ICT security policies and practices Lack of live replication of server Ineffective contract management Lack of alignment between ICT Strategy and Governance Strategy Inadequate capacity in the ICT division. Non-recognition of the ICT division within the organisation	16	ICT strategy Approved code of conduct Approved ICT security policy Approved ICT acceptable usage policy Active directory authentication Makes use of usernames and password to protect controls to the system Backup data stored offsite Anti-virus systems Firewall systems Secured Wi-Fi access Password policy Computers lock automatically ICT awareness MOU with FSCA Supply Chain working	9	Automation of the business processes (ICT Manager) Annual review of ICT Policies (ICT Manager) Procurement of the encryption software (ICT Manager) Live replication of the server (ICT Manager) Ongoing ICT awareness (ICT Manager)

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
				<p>group monitoring projects or service providers</p> <p>Quality assurance document signed before payment of the invoice</p> <p>Hardware encryption (Laptops)</p> <p>Review of the IT Strategy by the ICT Committee.</p> <p>Implementation of network vulnerability assessment findings</p>		
FS5	'Information and communications technology	<p>Ineffective ICT planning</p> <p>Inadequate ICT funding</p> <p>Ineffective contingency and continuity management</p> <p>Network vulnerabilities as a result of human behaviour</p> <p>Obsolescence of ICT hardware and software</p> <p>Ineffective ICT security policies and practices</p> <p>Lack of live replication of server</p> <p>Ineffective contract management</p> <p>Lack of alignment between ICT Strategy and Governance Strategy</p> <p>Inadequate capacity in the ICT division.</p> <p>Non-recognition of the ICT division within the organisation</p>	20	<p>ICT strategy</p> <p>Approved code of conduct</p> <p>Approved ICT security policy</p> <p>Approved ICT acceptable usage policy</p> <p>Active directory authentication</p> <p>Makes use of usernames and password to protect controls to the system</p> <p>Backup data stored offsite</p> <p>Anti-virus systems</p> <p>Firewall systems</p> <p>Secured Wi-Fi access</p> <p>Password policy</p> <p>Computers lock automatically</p> <p>ICT awareness</p> <p>MOU with FSCA</p> <p>Supply Chain working group monitoring projects or service providers</p> <p>Quality assurance document signed before payment of the invoice</p> <p>Hardware encryption (Laptops)</p> <p>Review of the IT Strategy by the ICT Committee.</p> <p>Implementation of network vulnerability assessment findings</p>	16	<p>Automation of the business processes (ICT Manager)</p> <p>Annual review of ICT Policies (ICT Manager)</p> <p>Procurement of the encryption software (ICT Manager)</p> <p>Live replication of the server (ICT Manager)</p> <p>Ongoing ICT awareness (ICT Manager)</p>

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
FS6	'Ineffective resource utilisation	<p>Ineffective procurement processes</p> <p>Inadequate procurement planning</p> <p>Non-compliance with legislation and SCM Policies</p> <p>Inadequate skills and capacity in the SCM division.</p> <p>Fraud and corruption</p> <p>Lack of understanding of government planning cycle</p> <p>Ineffective contract management</p> <p>Lack of communication with stakeholders (both internal and external).</p> <p>Undue influence / overriding controls</p> <p>Inadequate financial planning</p> <p>Ineffective financial monitoring, evaluating and reporting</p>	20	<p>Supply chain management policy</p> <p>Supply chain management working group</p> <p>Code of ethics</p> <p>Annual budgeting</p> <p>Quarterly reports to Treasury and Audit Committee</p> <p>Delegation of authority</p> <p>Approved fraud prevention plan and whistle-blower policy</p> <p>Management Accounts are discussed by the Reporting EXCO</p> <p>Annual declaration by all staff.</p> <p>Annual declaration by SCM Officials.</p> <p>Various forms of communication with stakeholders.</p> <p>Finance procedure manual</p> <p>Monthly management accounts</p>	16	<p>Implement contract management for all contracts (SCM Manager)</p> <p>Develop and monitor service provider performance matrix (SCM Manager)</p>
FS7	'Ineffective succession management	<p>'Lack of a formal succession planning</p> <p>Poor talent management (leadership development / monitoring)</p> <p>Poor culture</p>	16	<p>'Career path framework</p> <p>Succession Framework in place</p> <p>Development programmes</p>	16	<p>'Finalise the appointment of the HR Generalist Manager (Ombud)</p> <p>-Implement succession guidelines (HR Generalist)</p> <p>-Implement development programmes (HR Generalist)</p>
FS8	Fraud, corruption and unethical behaviour	<p>Greed, Dishonesty</p> <p>Ineffective conflict of interest management process</p> <p>Misalignment of individual and organisational values</p> <p>Deliberate undermining of the FAIS Ombud.</p> <p>Inadequate information/ IT security</p> <p>Absence of leadership role modelling</p> <p>Poor control environment</p>	20	<p>Approved fraud prevention plan and whistle-blower policy</p> <p>Fraud hotline with monthly reports from fraud hotline service provider</p> <p>Appropriate vetting of employees (civil, criminal and academic checks, as well as fingerprint testing)</p> <p>Fraud and ethics topics are standing items at the Risk and Compliance Sub-committee meetings</p> <p>Annual disclosure of</p>	16	<p>To conduct monthly ethics awareness</p> <p>To conduct Induction programme addressing fraud topics</p> <p>Awareness of organisational values</p> <p>Induction programmes addressing fraud topics</p> <p>Enforcement of compliance with organisational values</p> <p>Role modelling</p>

Ref	High level definition	Source(s) of Risk	Inherent Risk	Control description	Residual risk	Initiatives or planned strategies to enhance control adequacy
		<p>Non-compliance to policies and legislation.</p> <p>Misaligned authority and capacity in relation to responsibility</p>		<p>interest form</p> <p>Segregation of duties</p> <p>Disciplinary processes for transgressors</p> <p>Code of ethics</p> <p>Approved and implemented value statements</p> <p>Code of Conduct for managers</p> <p>Segregation of duties</p> <p>Disciplinary processes for transgressors</p> <p>IT security policy and related controls</p> <p>Internal Audit</p>		
FS9	'Ineffective financial management	<p>Inadequate capacity in the Finance division.</p> <p>Inadequate financial planning</p> <p>Ineffective financial monitoring, evaluating and reporting</p> <p>Misalignment of individual organisational values</p> <p>Non-compliance with policy and legislation.</p> <p>Poor budgeting process</p> <p>Inadequate financial management skills</p> <p>Lack of understanding of government planning cycle</p> <p>Unwillingness to set the tone for financial management discipline.</p> <p>Inability to perform duties to the satisfaction of stakeholders.</p> <p>Lack of awareness of new legislation.</p>	<b>25</b>	<p>Finance Policy and Procedure Manual</p> <p>Code of Ethics</p> <p>Quarterly management accounts to Reporting EXCO, Audit Committee, Board and National Treasury.</p> <p>Internal Audit of financial processes.</p> <p>Disciplinary code and Treasury Guidelines for consequence management</p> <p>Delegation of Authority in place.</p>	<b>12</b>	<p>Appointment of a Finance Manager.</p> <p>Review of continuity plans in relation to finance division.</p>

## **2.9 Vision**

Our vision is “to be respected by stakeholders as a preferred employer, and responsive dispute resolution forum that builds trust and confidence in the financial services industry through accessible and equitable justice.”

This vision statement presents an image of what success will look like for the organisation. It projects a future that is beyond the daily turmoil and distils the bigger picture. It is intended to represent a mental model of a future state of what the organisation is striving to achieve as it conducts its work.

## **2.10 Mission**

The mission of the FAIS Ombud is “to promote consumer protection and contribute to the integrity of the financial services industry by resolving complaints in a manner that is impartial, expeditious, economic, accessible and at all times, equitable.”

## 2.11 Values

The values of FAIS Ombud which shall be respected and observed by the organisation, its officials and are also expected in all interactions within FAIS Ombud are signified as follows:

1. We should always demonstrate **care** for our customers, stakeholders, and staff members.
2. We should **empower** our customers, stakeholders and our staff members to sustain the impact and reach of our work.
3. We must act and conduct ourselves in a manner that is **credible** and builds credibility.
4. **Respect** is expected in all interactions within and outside the organisation.
5. We should be **accountable** for our actions and build an environment that promotes accountability.
6. We strive for **performance excellence**
7. We promote a culture of proactive **communication** driven by the desire to inform and positively impact our performance and customer experience.

## 2.12 Our credo

The FAIS Ombud's credo states:

We believe our first responsibility is to the Constitution of the Republic of South Africa and to the statutory mandate which created our organisation. We are completely independent and deal with all disputes fairly and impartially.

Our service is for people from all backgrounds. We will look at the facts of each complaint, not at how well the case is presented. No one should need any special expertise or professional help in order to bring their complaint to us.

We aim to give clear, sound and logical reasons for our decisions - any fair-minded person should understand why we reached a particular conclusion.

We are not bound by formal and rigid procedures to resolve complaints and we aim to be flexible in our approach.

We will engage all concerned to help both consumers and financial services providers understand their respective rights and responsibilities. Our ultimate aim is to reduce the level of complaints and improve confidence in the financial services industry.

We must constantly strive to educate both ourselves and those we serve about our services and make our services easily accessible. We will ensure all parties in a dispute have an opportunity to present their case. In doing so, we will ensure the dignity of those we serve by treating each with utmost respect and courtesy.

We must at all times build a collegiate base that is diverse and equitable and encourage contributions to our core business. We are responsible to ensure that each of our colleagues is regarded as an individual and experiences an affirming and empowering learning environment.

We must be mindful of the ways in which we help our colleagues fulfil their family responsibilities. We must encourage each other to communicate our opinions, feelings and indeed, our grievances in an environment conducive to amicable resolution, not recrimination. We will support each other, to be innovative, to exercise reasonable initiative, and to share our learning.

We are responsible to the communities in which we live and work and to the larger international community. We must be good citizens and support civic initiatives.

We believe our final responsibility is to industry. Business must make a sound profit, underpinned by good corporate governance and moral values. We must explore and suggest fresh approaches to consumer services in the course of our enterprise.

We believe when we operate according to these principles, we will all realise a significant improvement.

## PART B: OVERVIEW OF 2018 to 2019 BUDGET AND MTEF ESTIMATES

### 3 Expenditure Estimates

PROGRAMME	2018/19 APPROVED	2019/2020	2022/2021	2021/2022
	R'000	R'000	R'000	R'000
Technical	26 057	26 523	28 024	29 167
Support	24 730	28 746	30 886	32 146
Stakeholder Management	2 816	2 858	3 025	3 148
<b>Total</b>	<b>53 603</b>	<b>58 127</b>	<b>61 935</b>	<b>64 462</b>
<b>ECONOMIC CLASSIFICATION</b>				
<b>Current payments</b>	<b>53 603</b>	<b>58 127</b>	<b>61 935</b>	<b>64 462</b>
<b>Compensation of employees</b>	<b>34 105</b>	<b>38 186</b>	<b>40 898</b>	<b>42 567</b>
Salaries and wages	33 976	38 052	40 756	42 419
Social contributions	129	134	142	148
<b>Goods and services</b>	<b>18 079</b>	<b>18 803</b>	<b>19 837</b>	<b>20 646</b>
Connection charges and telephone	450	495	522	543
Computer services	313	369	389	405
Consultants	1 900	2 459	2 594	2 700
Contractors	-	-	-	-
Inventory	-	-	-	-
Lease payments	3 251	4 559	4 810	5 006
Repairs and maintenance	1 142	1 138	1 201	1 250
Research and development	-	-	-	-
Training and staff development	596	643	678	706
Travel and subsistence	588	630	665	692
Other	8 727	8 510	8 978	9 344
Depreciation	1 052	1 132	1 194	1 243
Interest	60	6	6	6
<b>Transfers and subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payment for capital assets</b>	<b>1 419</b>	<b>1 507</b>	<b>1 601</b>	<b>1 666</b>
Building and other fixed structures	-	-	-	-
Buildings	-	-	-	-
Furniture and office equipment	617	655	696	724
Other fixed structures	-	-	-	-
Machinery and equipment (computer equipment)	302	321	341	355
Software and other intangible assets	500	531	564	587
<b>Total</b>	<b>53 603</b>	<b>59 634</b>	<b>63 536</b>	<b>66 128</b>

## **4 Relating Expenditure Trends to Strategic Outcome Oriented Goals**

Spending focus over the medium term will be on supporting continuous improvement in

- customer satisfaction;
- operational excellence through strengthening of organisational capacity,
- improvement of the existing business systems and processes; and
- stakeholder relationship management.

Over the MTEF period, total expenditure is expected to increase from R53.6 million to R66.1 million, at an annual average rate of 7.2%. The increases have mainly been kept to inflationary levels, following the guidelines issued by National Treasury. Provision has been made for additional expenditure related to legal matters and capital expenditure as instructed by the Audit and Risk Committees of the FAIS Ombud. In addition the increased expenditure for the 2019/2020 period is as a result of the new alignment of the office under the leadership of the new Ombud. The organisational structure changes have been approved by the Board and will be implemented going forward

## **PART C: PROGRAMME AND SUB-PROGRAMME PLANS**

### **5 Programme and Sub-Programme Plans**

Taken from the strategic analysis, a review of the past years performance, as well as the reviewed strategic intent, the executive team identified the following key programmes with their related measurable objectives.

#### **5.1 Programme: Technical**

The FAIS Ombud continuously improves the processes of case management so that it remains capable of delivering a cost effective and relevant service to its customers. Taking into account the practical experience the FAIS Ombud has, the further implementation and enhancement of complaints-handling processes is a key priority. The improved processes ensure immediate registration of complaints thereby avoiding a backlog of files and providing customers with up-to-date feedback when required. The complaints handling process includes clear, efficient and unambiguous case handling procedures to ensure a smooth flow, consistent performance standards and ultimately greater customer service.

### 5.1.1 Strategic Objectives, programme performance indicators and annual targets for 2019/2020

STRATEGIC GOAL 1: Provide Customer satisfaction through effective complaints resolution.							
STRATEGIC OBJECTIVE		To resolve complaints in a fair, expeditious and informal manner					
PROGRAMME							
OUTPUTS (PORTFOLIO OF EVIDENCE)		Closed complaints files. Customer satisfaction survey forms (CSFs). Implemented Quality control implementation plan					
OUTCOMES		Satisfied customers					
NDP KEY PRIORITY AREA ALIGNMENT		Building a capable state; Transforming society and uniting the country inclusive economic growth Faster and more					
PROGRAMME PERFORMANCE INDICATOR		Performance Targets					
		Baseline	2019/20	2020/21	2021/22	2022/23	2023/24
1.1	% satisfied customers as measured on returned CSFs for all resolved cases	85%	90%	92.5%	95%	98%	98%
1.2	% closed complaints within 9 months of date of receipt of complaint	85%	90%	91%	92%	93%	94%
1.3	% satisfied customers in respect of process and communication as measured by returned CSFs for dismissed, settled and referred cases	85%	95%	95%	95%	95%	95%
1.4	% satisfied customers in respect of ease of access to the office as measured by returned CSFs	85%	90%	90%	90%	95%	95%
1.5	% complaints responded to within 7 days of date of receipt of complaint	90%	90%	100%	100%	100%	100%
1.6	Maximum % active complaints older than 9 months of total active complaints (excluding property syndication complaints)	25%	24%	23%	22%	21%	20%
1.7	Efficiency ratio (% closed complaints of complaints received in the specific financial year)	80%	80%	80%	80%	80%	80%
1.8	% decrease in active property syndicate complaints older than 9 months of total active complaints	100% (1300)	10%	15%	20%	25%	30%

Quarterly Targets for 2019/2020							
INDICATORS		Baseline	Annual Target	Quarterly Targets			
				1st	2nd	3rd	4th
1.1	% satisfied customers as measured on returned CSFs	80%	90%	90%	90%	90%	90%
1.2	% closed complaints within 9 months of date of receipt of complaint	85%	90%	90%	90%	90%	90%
1.3	% satisfied customers in respect of process and communication as measured by returned CSFs for dismissed, settled and referred cases	80%	95%	95%	95%	95%	95%
1.4	% satisfied customers in respect of ease of access to the office as measured by returned CSFs	80%	90%	90%	90%	90%	90%
1.5	% complaints responded to within 7 days of date of receipt of complaint	80%	90%	90%	90%	90%	90%
1.6	Maximum % active complaints older than 9 months of total active complaints	25%	24%	24%	24%	24%	24%
1.7	Efficiency ratio (% closed complaints of complaints received in 2019/20)	80%	80%	80%	80%	80%	80%
1.8	% decrease in active property syndicate complaints older than 9 months of total active complaints	100% (1300)	10%	10%	10%	10%	10%

## 5.2 Programme: Support

A major component of the overall success of the FAIS Ombud depends on the effective and efficient service of its support functions. The focus for this fiscal year will be on the following:

- *Information Technology*: Effective use and further enhancement of technology to improve the operations of the FAIS Ombud.
- *Finance*: Ensure a sustainable source of revenue to fund operations in accordance with mandate.
- *Supply Chain*: Develop and implement an effective and efficient system for the acquisition of goods and services in compliance with applicable legislations.
- *Human Resources*: Ensure that appropriate talent is recruited, developed, retained and managed to support the execution of the FAIS Ombud's mandate.
- *Stakeholder management*: Develop and maintain stakeholder relationships to enhance performance, accountability and public confidence.
- *Governance, Risk and Compliance management*: Ensure an effective risk and compliance management in order to optimise operational and strategic efficiencies.



### 5.2.1 Strategic objectives, performance indicators and annual targets for 2019/20

STRATEGIC GOAL 2: Operational excellence							
STRATEGIC OBJECTIVE		To optimise internal capacity, business processes and systems.					
PROGRAMME		Support					
OUTPUTS (PORTFOLIO OF EVIDENCE)		Unqualified audit report. Approved Budget. Management accounts. Internship contracts. Revised Training plan. Executed training plan. Reviewed policies. Implemented performance management system. Approved succession plan. Updated Compliance and Risk Management Framework. Implemented IT plan.					
OUTCOMES		Operational excellence. <i>Enhanced internal effectiveness and service delivery. Sufficient funds to deliver on mandate. Motivated staff to achieve FAIS Ombud's objectives. The FAIS Ombud is seen as a compliant entity.</i>					
NDP KEY PRIORITY AREA ALIGNMENT		Building a capable state; Transforming society and uniting the country Faster and more inclusive economic growth Leadership and responsibility throughout society					
PROGRAMME PERFORMANCE INDICATOR		Performance Targets					
		Baseline	2019/20	2020/21	2021/22	2022/23	2023/24
2.1	Type of audit opinion issued by Auditor-General in respect of annual financial statements and performance information	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
2.2	Minimum number of trainee contracts concluded	9	15	15	15	15	15
2.3	% adherence to performance management system as set out in the implementation plan	100%	100%	100%	100%	100%	100%
2.4	% disabled employees of total employees	2%	2%	2%	2%	2%	2%
2.5	% female employees of total employees	51%	51%	51%	51%	51%	51%
2.6	% black employees of total employees	75%	75%	75%	75%	75%	75%
2.7	Payment of invoices within 30 days - % of invoices paid within 30 days of receipt	95%	95%	95%	95%	95%	95%

Quarterly Targets for 2019/20							
INDICATORS		Baseline	Annual Target	Quarterly Targets			
				1st	2nd	3rd	4th
2.1	Type of audit opinion issued by Auditor-General in respect of annual financial statements and performance information	Unqualified	Unqualified	-	-	-	Unqualified
2.2	Minimum number of trainee contracts concluded	9	9	-	-	-	9
2.3	% adherence to performance management system as set out in the implementation plan	100%	100%	-	-	-	100%
2.4	% disabled employees of total employees	2%	2%	-	-	-	2%
2.5	% female employees of total employees	51%	51%	-	-	-	51%
2.6	% black employees of total employees	75%	75%	-	-	-	75%
2.7	Payment of invoices within 30 days - % of invoices paid within 30 days of receipt	95%	95%	95%	95%	95%	95%

### 5.3 Programme: Office of the Ombud’s Stakeholder Management

This programme focuses on managing key stakeholder relationships to improve the effective and efficient functioning of the Office.

#### 5.3.1 Strategic objectives, performance indicators and annual targets for 2018/19

STRATEGIC GOAL 3: Sound and effective stakeholder relations							
STRATEGIC OBJECTIVE		To manage stakeholder relationships					
PROGRAMME		Office of the Ombud					
OUTPUTS (PORTFOLIO OF EVIDENCE)		Website reports/ statistics, Minutes of meetings, Attendance registers, Press releases					
OUTCOMES		Enhanced relationships (improved co-operation with stakeholders)					
NDP KEY PRIORITY AREA ALIGNMENT		Building a capable and developmental state					
PROGRAMME PERFORMANCE INDICATOR		Performance Targets					
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.1	Hits on website	2 500	2 500	2 500	2 500	2 500	2 500
3.2 & 3.4	Numbers of engagements with key stakeholders, including outreach programmes	36	36	36	36	36	36
3.3	Numbers of media related activities	28	28	28	28	28	28
3.4	Number of Industry Engagement		120	130	140	150	160

Quarterly Targets for 2019/2020							
INDICATORS		Baseline	Annual Target	Quarterly Targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
3.1	Hits on website	2 500	2 500	-	-	-	2 500
3.2 & 3.4	Numbers of engagements with key stakeholders, including outreach programmes	26	36	9	9	9	9
3.3	Numbers of media related activities	10	28	7	7	7	7
3.4	Number of Industry engagements		120	30	30	30	30

## **6 Links to Long-Term Infrastructure and Other Capital Plans**

The FAIS Ombud does not have any plans for long- term infrastructure and capital projects.

## Appendix A - Technical Indicator Descriptions

<b>Indicator title</b>	<b>Percentage of satisfied customers (1.1, 1.3, 1.4)</b>
<b>Short definition</b>	Customer survey to indicate that customers are overall satisfied with the manner their complaints are handled.
<b>Purpose/importance</b>	To determine if there is a need for improvement
<b>Source/collection of data</b>	Customer satisfaction survey form (CSFs)
<b>Method of calculation</b>	Scoring system of 1 to 5 on returned survey forms
<b>Data limitations</b>	It is not possible to send out survey forms to both parties in all instances e.g. Where the complaint has been summarily dismissed or referred. Not all customers may respond to the survey
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	85% as measured on returned CSF's
<b>Indicator responsibility</b>	TRMs/SCMs
<b>Indicator title</b>	Customer survey to indicate that customers are overall satisfied with the manner their complaints are handled.

<b>Indicator title</b>	<b>Percentage of complaints closed within 9 months of receipt of complaint (1.2)</b>
<b>Short definition</b>	Percentage of closed complaints
<b>Purpose/importance</b>	To determine whether the FAIS Ombud is complying with the service levels offered to customers
<b>Source/collection of data</b>	CRM frozen printouts/ spreadsheets
<b>Method of calculation</b>	Cases are considered closed when they are reflected as closed on the CRM system. - This will be measured from 1 April 2018. - The date of receipt for all cases received in a month will be last day of that month.
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	85% of closed complaints
<b>Indicator responsibility</b>	TRMs/SCMs

<b>Indicator title</b>	<b>% complaints responded to within 7 days of date of receipt of complaint (1.5)</b>
<b>Short definition</b>	% complaints responded to within 7 days of receipt
<b>Purpose/importance</b>	To determine whether the FAIS Ombud is complying with the service levels offered to customers
<b>Source/collection of data</b>	Case Administration spreadsheets

<b>Method of calculation</b>	The number of complaints responded to within 7 days divided by the total number of complaints received.
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired Performance</b>	90% of received complaints
<b>Indicator responsibility</b>	TRMs/SCMs

<b>Indicator title</b>	<b>Maximum % active complaints older than 9 months of total active complaints (1.6)</b>
<b>Short definition</b>	Maximum % active complaints older than 9 months (excluding property syndication complaints)
<b>Purpose/importance</b>	To determine whether the FAIS Ombud is complying with the service levels offered to customers
<b>Source/collection of data</b>	CRM frozen printouts/ spreadsheets
<b>Method of calculation</b>	Number of active complaints older than 9 months will be divided by total number of active complaints (excluding property syndication complaints)
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired Performance</b>	Maximum 25% of active complaints
<b>Indicator responsibility</b>	TRMs/SCMs

<b>Indicator title</b>	<b>Efficiency ratio (% closed complaints of received complaints) (1.7)</b>
<b>Short definition</b>	% closed complaints for complaints received within a specific financial year.
<b>Purpose/importance</b>	To determine whether the FAIS Ombud is complying with the service levels offered to customers
<b>Source/collection of data</b>	CRM frozen printouts/ spreadsheets
<b>Method of calculation</b>	Number of closed complaints within a financial year will be divided by the number of received complaints in the financial year
<b>Data limitations</b>	N/A
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired Performance</b>	80% of received complaints
<b>Indicator responsibility</b>	TRMs/SCMs

<b>Indicator title</b>	<b>% decrease in active property syndicate complaints older than 9 months of total active complaints (1.8)</b>
<b>Short definition</b>	% decrease in active property syndicate complaints older than 9 months of total active complaints.
<b>Purpose/importance</b>	To determine whether the FAIS Ombud is complying with the service levels offered to customers
<b>Source/collection of data</b>	CRM stats, spreadsheets and determinations
<b>Method of calculation</b>	number of finalised matters divided by pending number
<b>Data limitations</b>	n/a
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired Performance</b>	10% of pending number of property syndication matters
<b>Indicator responsibility</b>	TRM / Assistant Ombud

<b>Indicator title</b>	<b>Type of audit opinion (2.1)</b>
<b>Short definition</b>	Audit opinion express by the Auditor-General on the Financial Statements and the Performance Information
<b>Purpose/importance</b>	Illustrate sound financial management practices
<b>Source/collection of data</b>	Audit Report
<b>Method of calculation</b>	Outcome of the audit
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired Performance</b>	Unqualified Audit Opinion
<b>Indicator responsibility</b>	Finance Manager and Assistant Ombud GRC

<b>Indicator title</b>	<b>Minimum number of trainee contracts concluded</b>
<b>Short definition</b>	Internship contracts
<b>Purpose/importance</b>	Ensure that appropriate talent is recruited, developed, retained and managed to support the execution of the FAIS Ombud's mandate
<b>Source/collection of data</b>	Contract for each trainee
<b>Method of calculation</b>	None
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	None
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired Performance</b>	9

<b>Indicator responsibility</b>	TRMs/SCMs
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<b>Indicator title</b>	<b>Percentage of adherence to performance management system processes and deadlines</b>
<b>Short definition</b>	% of adherence to performance management system processes and deadlines
<b>Purpose/importance</b>	Motivated staff to achieve objectives of FAIS Ombud's mandate
<b>Source/collection of data</b>	Performance pacts
<b>Method of calculation</b>	Refer to performance management policy
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	100% adherence
<b>Indicator responsibility</b>	Ombud

<b>Indicator title</b>	<b>Employment equity targets (2.4, 2.5 and 2.6)</b>
<b>Short definition</b>	Employment equity targets
<b>Purpose/importance</b>	To measure compliance with the Employment Equity Act
<b>Source/collection of data</b>	Employment equity report
<b>Method of calculation</b>	Percentage of the different categories of the total staff complement
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired Performance</b>	Minimum of: 2% disabled employees 51% female employees 75% black employees
<b>Indicator responsibility</b>	Ombud

<b>Indicator title</b>	<b>Payment of invoices within 30 days - % of invoices paid within 30 days of receipt (2.7)</b>
<b>Short definition</b>	Payment of invoice within 30 days of receipt
<b>Purpose/importance</b>	To measure compliance with the Treasury Regulations
<b>Source/collection of data</b>	Order master
<b>Method of calculation</b>	Total number of invoices paid within 30 days of receipt divided by total number of invoices received
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>New indicator</b>	Yes
<b>Desired Performance</b>	95% of invoices received
<b>Indicator responsibility</b>	FM

<b>Indicator title</b>	<b>Hits on website</b>
<b>Short definition</b>	Activity measure on website through measuring hits
<b>Purpose/importance</b>	Website hits as signified by unique “clicks” by visitors are a reflection of interest in the FAIS Ombud and also signify that information on the website is being accessed by website visitors.
<b>Source/collection of data</b>	Website host analytics data
<b>Method of calculation</b>	Count based on provided website report
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	Greater than 2 500 for the fiscal year
<b>Indicator responsibility</b>	ICT Manager

<b>Indicator title</b>	<b>Engagements with key stakeholders, including outreach programmes</b>
<b>Short definition</b>	Measurement of fulfilment of obligation to inform and interact with stakeholders through measurement of levels of interaction with various stakeholder groupings as per stakeholder management plan.
<b>Purpose/importance</b>	Stakeholder interactions measure the extent to which the FAIS Ombud is interacting with its stakeholder groupings in a bid to assure support and optimize effectiveness of the FAIS Ombud’s work.
<b>Source/collection of data</b>	Minutes of meetings, Attendance registers.
<b>Method of calculation</b>	Count based on provided data
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	36 interactions for the fiscal year or more
<b>Indicator responsibility</b>	Ombud / Assistant Ombud GRC

<b>Indicator title</b>	<b>Media related activities</b>
<b>Short definition</b>	Measurement of fulfilment of obligation to inform and interact with stakeholders through measurement of levels through the media.
<b>Purpose/importance</b>	Stakeholder interactions measure the extent to which the FAIS Ombud is interacting with its stakeholder groupings in a bid to assure support and optimize effectiveness of the FAIS Ombud’s work.
<b>Source/collection of data</b>	Press releases and newsletters

<b>Method of calculation</b>	Count based on provided media reports and newsletters issued
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	No
<b>Desired Performance</b>	28 activities for the fiscal year or more
<b>Indicator responsibility</b>	TRM's

<b>Indicator title</b>	<b>Number of Industry Engagements</b>
<b>Short definition</b>	Measurement of fulfilment of obligation to inform and interact with stakeholders through measurement of levels of interaction with various stakeholder groupings as per stakeholder management plan.
<b>Purpose/importance</b>	Stakeholder interactions measure the extent to which the FAIS Ombud is interacting with its stakeholder groupings in a bid to assure support and optimize effectiveness of the FAIS Ombud's work.
<b>Source/collection of data</b>	invitations, seminars, workshops, conferences
<b>Method of calculation</b>	Count based on data provided
<b>Data limitations</b>	None
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>New indicator</b>	Yes
<b>Desired Performance</b>	120 interactions for the fiscal year or more
<b>Indicator responsibility</b>	Ombud, Assistant Ombuds, TRM, SCM