

Annual Performance Plan **2025-2026**

Ombud Council

Ensuring an accessible and trusted
financial sector ombud system

ANNUAL
PERFORMANCE PLAN
2025-26



EXECUTIVE AUTHORITY STATEMENT BY THE **MINISTER OF FINANCE**

I am pleased to acknowledge the Annual Performance Plan (APP) of the Ombud Council for the 2025/26 financial year. The Ombud Council is mandated by the Financial Sector Regulation Act, 2017, to help ensure an accessible, effective, independent, and fair ombud system for financial customers.

This APP addresses the first phase of the Ombud Council's five-year Strategic Plan for 2025 to 2030 which, in summary, comprises three priorities: Leveraging the broader financial education framework to promote awareness of the financial sector ombud system and enable financial customers to understand and assert their rights to fair treatment; using the Council's legislative toolkit to coordinate, streamline, and reform the ombud system; and maintaining a well-governed end effective entity that delivers on its mandate. The Strategic Plan sets a distinct programme of work for each of these priorities, and the APP breaks these programmes down into three corresponding sets of outputs to be achieved in the 2025/26 financial year.

The Administration programme seeks to consolidate the admirable work done in 2024/25 to capacitate the Ombud Council, develop key policies and processes, and achieve financial and operational autonomy. It focusses on maintaining good governance and effective operations, to be assured through enhanced risk and compliance frameworks, and corroborated through positive internal and external audits.

The Consumer Awareness and Education programme targets increasing consumer awareness of ombud schemes and their services, which is one of the Ombud Council's key statutory functions. This is to be achieved by developing consumer awareness materials and carrying out awareness activities, in collaboration with other stakeholders. A consumer awareness baseline measure is planned, to enable the Council to monitor the effectiveness of these awareness initiatives over the strategic planning period. In this regard, I appreciate the Ombud Council's participation in and contributions to the evolving financial consumer education policy framework being led by the National Treasury.

The third programme of work focuses on Ombud System Reform. Since its inception in 2021, the Ombud Council has been called on to perform its functions against a background of far-reaching policy reforms of financial sector conduct regulation, including but not limited to reform of the ombud system. The National Treasury's February 2024 policy statement "*A simpler, stronger financial sector ombud system*", which the Ombud Council proactively contributed to, confirms the shape and scope of the future enhanced ombud system. Outputs under this programme aim to support, help shape, and implement these reforms, while in the interim targeting improved alignment of ombud scheme complaint handling processes, and use of ombud complaint data to identify and mitigate financial sector conduct risks, in the current system.

Under this Ombud System Reform programme, the task of streamlining ombud scheme processes has been made significantly easier by the Ombud Council's recognition of the new consolidated industry ombud scheme, the National Financial Ombud Scheme, in March 2024, after facilitating the voluntary amalgamation of four previous industry schemes. The ombud schemes involved and the Ombud Council are to be congratulated on this achievement. I also welcome the Ombud Council's plans to provide me, the National Treasury and relevant financial sector regulators with regular reports analysing ombud scheme complaints data and identifying conduct risks, and to engage with the Treasury and regulators on potential policy or regulatory responses to those risks.

I confirm my support to the Ombud Council and its Board as they implement this APP. I look forward to observing the Ombud Council's ongoing progress toward its stated vision of a known, trusted and easily accessible ombud system for all in the financial sector.

Hon. Enoch Godongwana
Minister of Finance



REMARKS FROM THE **CHAIRPERSON OF THE BOARD** (ACCOUNTING AUTHORITY)

It is with great pleasure that we present the Ombud Council's Annual Performance Plan for 2025/26, setting out our commitments for the first year of the five-year Strategic Plan for 2025-2030.

Since its inception in 2021, the Ombud Council has been tasked to deliver its mandate of ensuring an accessible, affordable, effective, independent and fair financial sector ombud system against a backdrop of policy and legislative reform. Clarity of purpose and policy direction has now been confirmed through the bedding down of key National Treasury policies like 'A Simpler, Stronger Financial Sector Ombud System' (February 2024) and 'An Inclusive Financial Sector for All' (November 2023). This has assisted the Council to review its institutional programmes and its programme budget structure and redesign it accordingly:

Programme 1: Administration, where we implement effective financial, performance reporting, compliance, and risk management systems and controls to achieve effective governance and oversight.

Programme 2: Consumer Awareness and Education, focused on our mandate to promote consumer awareness of the ombud system, through collaboration with financial consumer education stakeholders and including the development of a baseline measure for consumer awareness and usage of the ombud system.

Programme 3: Ombud System Reform, where we will exercise our regulatory and supervisory functions using our legislative toolkit to facilitate the implementation of ombud system policy reforms. This includes using complaint data to identify and respond to systemic risks of unfair customer outcomes, and streamlining of complaint handling processes across ombud schemes. This Programme also continues the Ombud Council's proactive support to legislative reforms through collaborative engagements with stakeholders such as the National Treasury, the World Bank Group through its Financial Sector Development Reform Programme, and FSCA technical teams working on new legislative frameworks.

These programmes are in turn aligned to the strategic priorities set out in our first five-year Strategic Plan:

- To maintain a well-governed and effective Ombud Council that delivers on its mandate, aligned to ombud system reforms.
- Leverage the broader financial sector education framework and collaborate to promote awareness of the ombud system and enable financial customers to understand and assert their rights to fair treatment and redress.
- Leverage our legislative toolkit to coordinate the streamlining, reform, and future direction of the financial ombud system.

We reiterate the Ombud Council's operating principles, which underpin our approach to implementing institutional programmes by embedding ways of doing business that are pragmatic and cost-efficient; flexible and scalable; risk-based; consultative and collaborative; and future focused. These principles have guided the Ombud Council through the fledgling stage of its development and will stand it in good stead as a compass for the future.

The Ombud Council is mindful of the need to perform our current regulatory and supervisory functions using our existing powers, while also using this legislative toolkit to facilitate the implementation of policy reforms, as the consolidation of the ombud system continues over the planning period. We are also acutely conscious of the need to ensure much greater consumer awareness and understanding of the ombud system and how to access it in a phase of low economic growth and high rates of unemployment that is seeing more and more consumers facing financial hardship.

I wish to thank the Board of the Ombud Council for providing direction and the executive team for its hard work in addressing the detail set out in this Performance Plan. I have every confidence that the implementation of this Plan will make this year a successful one, enabling the Ombud Council to move demonstrably closer to the policy goal of a simpler, stronger financial sector ombud system for all South Africans.

Ms. Eileen Meyer

Chairperson: Ombud Council

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Ombud Council under the guidance of the Minister of Finance;
- Considers all the relevant policies, legislation, and other mandates for which the Ombud Council is responsible, as well as pending regulatory reforms;
- Accurately reflects the impact, outcomes, and outputs which the Ombud Council will endeavour to achieve over the period 2025/26.



Mr. Siphwe Dube

Head: Operations



Ms. Avitha Nofal

Head: Regulation and Oversight



Ms. Devrani Moonsamy


Head: Finance



Ms. Leanne Jackson

Chief Ombud

Approved by:



Ms. Eileen Meyer

Chairperson of the Board and Accounting
Authority

Contents

EXECUTIVE AUTHORITY STATEMENT BY THE MINISTER OF FINANCE	ii
REMARKS FROM THE CHAIRPERSON OF THE BOARD (ACCOUNTING AUTHORITY)	iii
OFFICIAL Sign Off	iv
GLOSSARY OF TERMS AND ABBREVIATIONS	vi
PART A OUR MANDATE	1
1. RELEVANT LEGISLATIVE AND POLICY MANDATES	2
2. INSTITUTIONAL POLICIES AND STRATEGIES	3
3. RELEVANT COURT RULINGS	4
PART B STRATEGIC FOCUS.....	5
4. SITUATIONAL ANALYSIS.....	6
4.1. EXTERNAL ENVIRONMENT ANALYSIS	6
4.2. INTERNAL ENVIRONMENT	8
PART C MEASURING OUR PERFORMANCE	11
5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION T AND EXPLANATION OF PLANNED PERFORMANCE.....	12
PROGRAMME 1: ADMINISTRATION	12
PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION	15
PROGRAMME 3: OMBUD SYSTEM REFORM	16
6. PROGRAMME RESOURCE CONSIDERATIONS.....	19
7. UPDATED KEY RISKS	21
8. INFRASTRUCTURE PROJECTS.....	21
9. PUBLIC PRIVATE PARTNERSHIPS.....	21
PART D TECHNICAL INDICATOR DESCRIPTIONS.....	22
PROGRAMME 1: ADMINISTRATION	23
PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION	25
PROGRAMME 3: OMBUD SYSTEM REFORM	26
PART E ANNEXURES	30
SUMMARY OF OMBUD COUNCIL FINANCIAL PERFORMANCE SUBMISSION FOR ESTIMATED NATIONAL EXPENDITURE PROCESS (ENE)	31

GLOSSARY OF TERMS **AND ABBREVIATIONS**

Board The Board of the Ombud Council, established by s.179 of the FSR Act.

COFI Bill Conduct of Financial Institutions Bill, expected to be tabled in Parliament during 2025.

Council; or Ombud Council The Ombud Council, established by s.175 of the FSR Act.

FSCA Financial Sector Conduct Authority.

FSR Act Financial Sector Regulation Act, 2017.

Levies Acts The Financial Sector and Deposit Insurance Levies Act, 2022; and the Financial Sector and Deposit Insurance (Administration) and Deposit Insurance Premiums Act, 2022.

MTDP Medium-Term Development Plan 2024-2029

NDP National Development Plan:

OCR Ombud Council Rules

Ombud Schemes Industry ombud schemes and statutory ombud schemes, as defined in the FSR Act.

PFMA Public Finance Management Act, 1999.

SWOT Strengths, Weaknesses, Opportunities and Threats

PART A **OUR MANDATE**



1. RELEVANT LEGISLATIVE AND POLICY MANDATES

The Ombud Council is created by, and derives its mandate from, the Financial Sector Regulation Act 9 of 2017 (FSR Act). The statutory objective of the Council, per section 176 of the FSR Act, is to assist in ensuring that financial customers have access to, and are able to use, affordable, effective, independent, and fair alternative dispute resolution processes for complaints about financial institutions in relation to financial products, financial services, and services provided by market infrastructures. Chapter 14 of the FSR Act establishes the Council and its oversight, enforcement, and regulatory powers over financial sector statutory and industry ombud schemes. Section 1 of the FSR Act defines the Council as a financial sector body and sections 180 and 188 provide for its Board of Directors and Chief Ombud respectively to be appointed by the Minister of Finance.

The Council takes cognisance of the larger body of financial sector laws within which ombud schemes and the financial institutions falling within their scope operate. As required by section 175(3) of the FSR Act, the Council has been listed as a Schedule 3A national public entity for purposes of the Public Finance Management Act 1 of 1999 (PFMA) and has been required to comply with Treasury Regulations made under that Act as from the 2023/24 financial year. Also as from the 2023/2024 financial year, the Council is funded in terms of the Financial Sector and Deposit Insurance Levies Act 11 of 2022 and the Financial Sector and Deposit Insurance (Administration) and Deposit Insurance Premiums Act 12 of 2022 (Levies Acts).



2. INSTITUTIONAL POLICIES AND STRATEGIES

This is the third Annual Performance Plan for the Ombud Council since its listing as a public entity under Schedule 3A to the PFMA. It is the performance framework for the implementation of the first year of the Council's Five-year Strategic Plan for 2025/26 – 2029/30.

To deliver on its statutory mandate, the Ombud Council uses its regulatory and supervisory toolkit under the FSR Act in line with the following strategic priorities discussed in its Strategic Plan:

Table 1: Ombud Council strategic priorities for 2025 – 2030

1. Maintain a well-governed and effective Ombud Council that delivers on its mandate, aligned to financial ombud system reforms.
2. Leverage the broader financial sector education framework and collaborate to promote awareness of the ombud system and enable financial customers to understand and assert their rights to fair treatment and redress.
3. Leverage legislative toolkit to coordinate the streamlining, reform, and future direction of the financial ombud system.

The Ombud Council's strategy supports the Medium-Term Development Plan 2024-2029 (MTDP) of the 7th Administration of the Government of South Africa, as informed by the Government of National Unity's Statement of Intent and Minimum Strategic Priorities as well as the National Development Plan: Vision 2030 (NDP). This is achieved by focusing on the Ombud Council's three strategic priorities, each of which is defined as the basis of a dedicated programme of work over the five-year planning period.

National priorities in relation to the interests of women, youth and people with disabilities will be supported primarily through the Ombud Council's strategic priority 2, which focuses on education about and awareness of the ombud system, to enable financial customers to assert their rights to fair treatment by financial institutions. Education campaigns will, where appropriate, include a focus on the needs of women and young people as financial customers; and a focus on ensuring effective access to the system for vulnerable financial customers, including people with disabilities. In addition, the Ombud Council's procurement policy includes preference for women-owned businesses.

The table below illustrates the linkage between the MTDP strategic priorities and those of the Ombud Council.

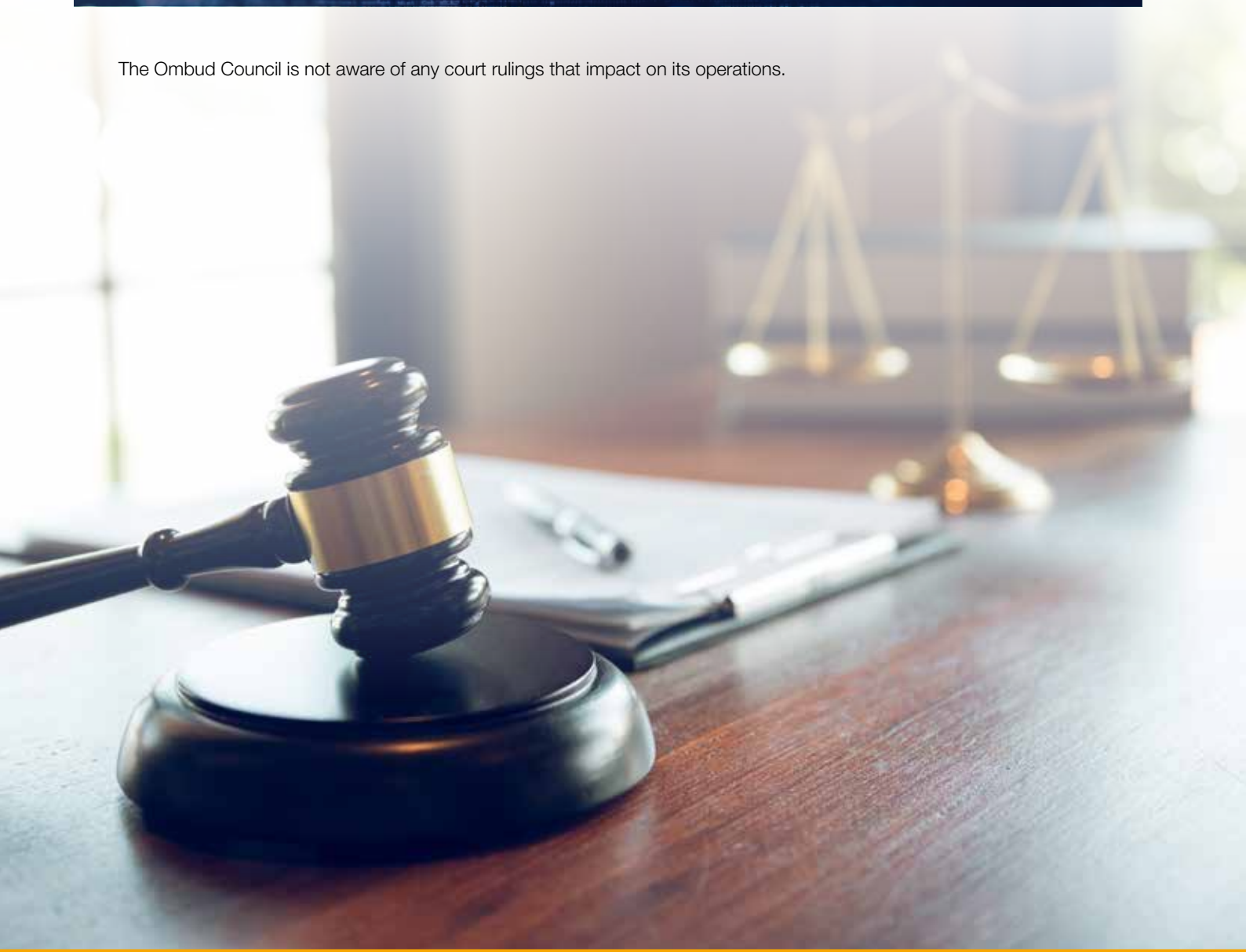
Table 2: Institutional Performance in Support of National Goals and Policies

GNU SOI	GNU PRIORITY	NDP GOAL	MTDP 2024-29 STRATEGIC PRIORITY	MTDP 2024-29 OUTCOME	OMBUD COUNCIL STRATEGIC PRIORITY	OMBUD COUNCIL TARGET OUTCOMES
Integrity and good governance	Rebuild the capability of the state and create a professional public service	Build a capable and developmental state	Build a capable, ethical, and developmental state	Improved governance and performance of public entities (Reviewed public entities with rationalised, streamlined, and implemented shared services models)	Programme 1: Maintain a well-governed and effective Ombud Council that delivers on its mandate, aligned to ombud system reform.	Outcome 1: Good governance and operational efficiency underpinned by effective systems and controls is embedded.
					Programme 2: Leverage the broader financial sector education framework and collaborate to promote awareness of the ombud system and Tenable financia customers to understand and assert their rights to fair treatment and redress	Outcome 2: Increased consumer awareness and usage of ombud schemes and their services.
Promote social justice, redress, and equity, and alleviate poverty.	Reduce poverty and tackle the high cost of living. Rapid, inclusive and sustainable economic growth and job creation	Economy and employment	Inclusive growth and job creation. Economy and employment Reduce poverty and tackle the high cost of living	Supportive and sustainable economic policy environment. Optimised social protection and coverage.	Programme 3: Leverage legislative toolkit to coordinate the streamlining, reform, and future direction of the financial ombud system	Outcome 3: Conduct risks identified through analysis [of reported ombud data and shared with relevant stakeholders to enable mitigation through policy or regulatory responses.

GNU SOI	GNU PRIORITY	NDP GOAL	MTDP 2024-29 STRATEGIC PRIORITY	MTDP 2024-29 OUTCOME	OMBUD COUNCIL STRATEGIC PRIORITY	OMBUD COUNCIL TARGET OUTCOMES
Promote social justice, redress, and equity, and alleviate poverty.	Reduce poverty and tackle the high cost of living. Rapid, inclusive and sustainable economic growth and job creation	Economy and employment	Inclusive growth and job creation. Economy and employment Reduce poverty and tackle the high cost of living	Supportive and sustainable economic policy environment. Optimised social protection and coverage.	Programme 3: Leverage legislative toolkit to coordinate the streamlining, reform, and future direction of the financial ombud system	Outcome 4: Implementation of reforms in National Treasury policy paper (A Simpler, Stronger, Financial Sector Ombud System, Feb 2024) supported. Outcome 5: Improved alignment and co-ordination of ombud scheme complaint handling processes.

3. RELEVANT COURT RULINGS

The Ombud Council is not aware of any court rulings that impact on its operations.



PART B STRATEGIC FOCUS



4. SITUATIONAL ANALYSIS

4.1. EXTERNAL ENVIRONMENT ANALYSIS

External factors, although not always directly impacting the Ombud Council, impact financial customers and institutions. This in turn influences the volume, incidence, and types of customer complaints that the ombud system must deal with. The Council therefore keeps abreast of the developments as reflected in the table below to ensure that the ombud system remains relevant and fit for purpose.

Table 3: Summary of PESTEL analysis.

<p>POLITICS POLITICAL STABILITY AND POLICY CERTAINTY</p> <p>The Council's immediate political environment, under the policy direction of the Minister of Finance and the National Treasury, is stable. Notwithstanding regulatory reforms, the overall policy goals and priorities for the financial sector (particularly in relation to the financial customer protection sphere of which the Council forms a part) are clear and have not to date been impacted by the political shift to a Government of National Unity.</p>	<p>ECONOMY ECONOMIC HARDSHIP AND FINANCIAL EXCLUSION</p> <p>Low economic growth, inequality, unemployment, and poverty, cause financial hardship for many. These factors exacerbate financial exclusion and cause over-indebtedness for many individuals and small businesses participating in the formal financial sector, hindering them from fully benefiting from the financial products and services that they pay for. Protecting them against unfair treatment by financial institutions by ensuring accessible, affordable, and effective dispute resolution structures is a key component of the customer protection framework.</p>
<p>SOCIETY SOCIETAL VULNERABILITY, DRIVEN BY ECONOMIC HARDSHIP, CRIME, AND TECHNOLOGY DEVELOPMENTS.</p> <p>The social consequences of economic hardship (e.g. unrest and crime) particularly affect lower income and unsophisticated financial customers. Increasingly sophisticated fraud affects financial customers, institutions, and ombud schemes. This requires impartial application of equity principles by ombud schemes, to balance financial institutions' duty to protect their customers while limiting their own exposure to criminal activity. Supported by media scrutiny and the use of social media to voice dissatisfaction, customers are more aware and assertive of their rights to fair treatment by financial institutions, exposing systemic sector conduct risks. A well-functioning ombud system (accessible, suitable, and empathetic) enables customer education, proper identification, investigation, and resolution of legitimate complaints, with impartial assessment of underlying causes. Conversely, ineffective handling of cases causes reputational risks for the ombud system and the Council.</p>	<p>TECHNOLOGY INCREASING TECHNOLOGY INNOVATION WITH NEW TYPES OF PRODUCTS, SERVICES, RISKS, AND COMPLAINTS</p> <p>Technological "FinTech" developments, including the growing prevalence of Artificial Intelligence tools, mean ongoing innovation in financial product and service design. The regulatory framework must evolve to effectively regulate these products and services, while recognising their utility. The ombud system must evolve to deal with resultant new ways of doing business and new types of complaints. This impacts the scope of the jurisdiction of schemes and the Ombud Council's jurisdictional rulemaking and designation powers. The current ombud system is not fully equipped to deal with these types of complaints, and the Council must promote appropriate enhancements. Technological advancement also gives rise to new customer risks, with increasing prevalence of "scams", particularly through digital banking and payment transaction tools, as well as relating to crypto assets, online foreign exchange dealing platforms, "phishing", AI-enhanced fraud, and other cyber-crime activities.</p>

ENVIRONMENT

INCREASING EXTREME WEATHER DAMAGE AND BUSINESS INTERRUPTION INSURANCE CLAIMS

Extreme weather events stemming from climate change lead to increases in insurance claims. National or local water and energy supply challenges lead to equipment damage and business interruption claims, both causing higher complaint volumes and dispute resolution activity.

LEGAL

SIGNIFICANT PENDING REGULATORY REFORM

The ombud system faces far-reaching regulatory reforms, which will directly impact ombud schemes' roles and processes, and thus the Council's strategy, particularly relating to the pending implementation of the COFI Bill aimed at fully realising the benefits of the Twin Peaks regulatory framework for financial customers. (See further details immediately below.)

As discussed in more detail in our Strategic Plan, the Ombud Council has since its inception operated against a background of legislative and structural reform of the financial sector ombud system, and the broader financial sector regulatory framework as a whole. It is therefore imperative for the Ombud Council's strategy to be informed by and support the implementation of these reforms.

The draft Conduct of Financial Institutions (COFI) Bill, first published for comment in 2020, is expected to be tabled in Parliament in early 2025. It will create an overarching legislative framework governing the market conduct of financial institutions, introducing several reforms which will impact the Ombud Council's activities. These include amending Chapter 14 of the FSR Act to move the provisions establishing the Ombud for Financial Services Providers (FAIS Ombud) and the Pension Funds Adjudicator (PFA), from their founding statutes, being the Financial Advisory and Intermediary Services Act 37 of 2002 and the Pension Funds Act 24 of 1956, respectively, to the FSR Act; as well as amendments to the jurisdiction and governance processes of the two schemes, aimed at greater alignment between them.

The National Treasury's policy statement 'A simpler, stronger financial sector ombud system (February 2024)' confirms that the final form of the new ombud system will be based on a combination of existing legislation, including the existing rule-making powers of the Ombud Council, together with new primary and subordinate legislation. This new legislation is expected to include the COFI Bill,

together with consequential amendments to the Financial Sector Regulation Act (FSR Act); followed by additional new primary legislation that will further amend the FSR Act, COFI Bill provisions, and/or other laws; and future Conduct Standards and Ombud Council Rules made under them.

Although the Ombud Council has and will continue to work closely with the National Treasury to shape the detailed provisions of these instruments, the policy statement confirms a future streamlined structure for the ombud system.

A new, overarching National Financial Ombud ("NFO 2") will be established, with an appropriate statutory underpin that will ensure its independence from industry and government. One of the current statutory schemes, the Ombud for Financial Services Providers (FAIS Ombud), will be included in the new NFO, as and when the necessary legislative changes have been concluded. The NFO's ambit will include and expand on the combined jurisdiction of the current amalgamated industry ombud scheme ("NFO1") that was established and recognised by the Ombud Council in March 2024 as an amalgamation of four former industry ombud schemes. The current statutory Pension Funds Adjudicator will remain a separate statutory scheme in the medium-term and be renamed the Retirement Fund Ombud (RFO), with jurisdiction over retirement fund related complaints, until such time that it is integrated into NFO2 in the longer term. Over time, the intended reform of the financial ombud system will therefore progress as follows:

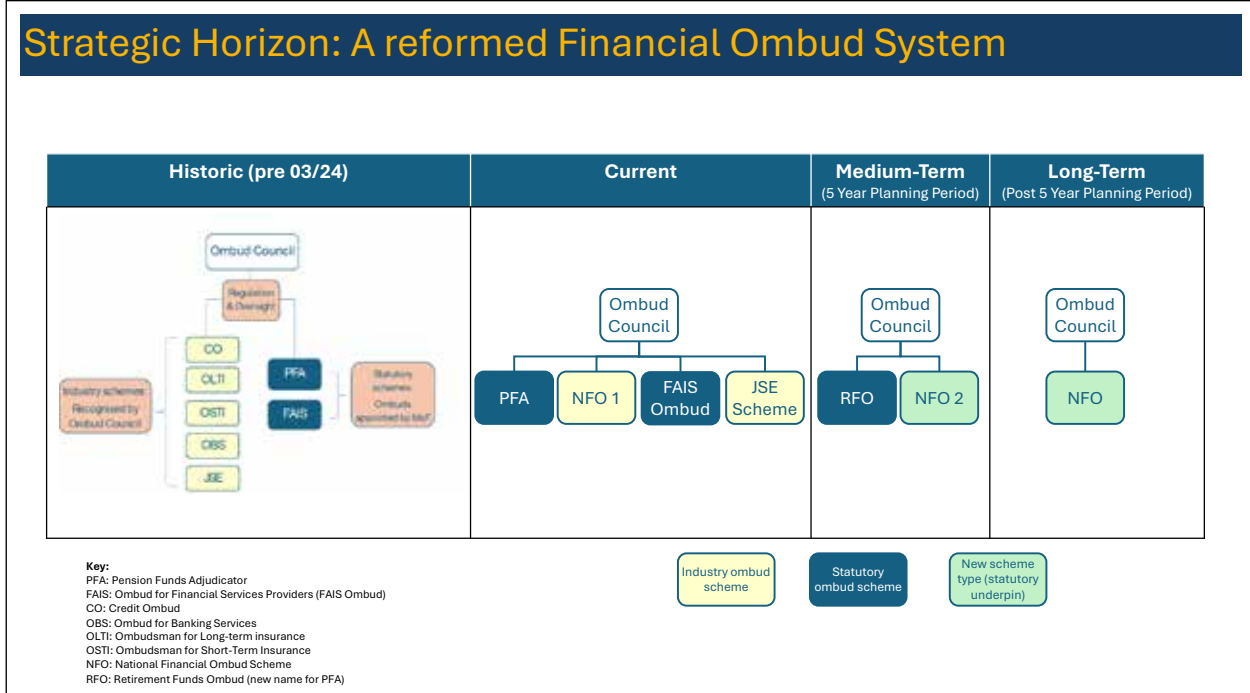


Figure 1: Progression to future structure of the financial ombud system

The Ombud Council will be given appropriate powers to recognise, oversee and ensure the future NFO2 scheme's accountability, in addition to its oversight powers over the RFO.

Ombud Council's regulatory, oversight and enforcement powers under the FSR Act, supports the National Treasury's reform of the ombud system, and facilitates related change processes. The current staff establishment is deemed sufficient and appropriate in the current context but can be adapted to –

4.2. INTERNAL ENVIRONMENT

HUMAN RESOURCES

A Chief Ombud is in place, supported by a staff complement of seven individuals comprising the Head of Regulation and Oversight, Head of Operations, and Head of Finance and support staff reporting to them. Besides functioning as the Chief Executive Officer, the Chief Ombud is vested with the

- respond to future changes to the mandate and functions of the Council that may be brought about by the regulatory reform of the financial ombud system; and
- align with National Treasury's consideration of shared services support for smaller entities in due course.

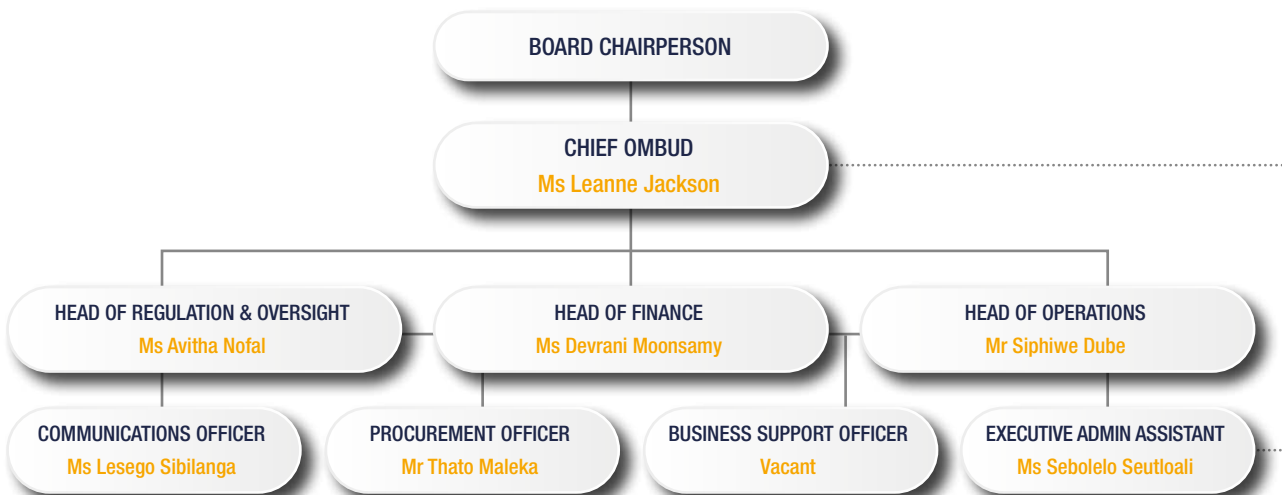


Figure 2: Organisational Structure

GOVERNANCE

A skilled board, appointed by the Minister of Finance, guides the strategic direction of the Council. The Board is supported by an Audit and Risk Committee, and a Remuneration and Human Resources Committee.

OPERATIONAL CAPACITY

The 2025/26 year will be the second year in which the Ombud Council manages its own operations, without the support of the FSCA under a corporate services support agreement that was in place prior to the 2024/25 financial year. The Ombud Council has implemented key internal operational policies (particularly for financial management, supply chain and human resources processes); procured necessary ICT software and support services; and contracted appropriate outsourced service providers for certain functions. The focus during 2025/26 will be on strengthening the operational capabilities implemented in the previous financial year.

TECHNOLOGY AND INFRASTRUCTURE

The Ombud Council leverages appropriate technology to work smart in performing its functions. Considering the small scale of the staff establishment, the hybrid physical and remote working model, and the nature of the Council's operations, a "virtual" ICT model is in place. ICT arrangements will be continually improved, including the implementation of a robust ICT Governance Policy.

TRANSFORMATION AND B-BBEE

The Ombud Council contributes to socio-economic transformation by procuring from suppliers that meet the B-BBEE black and/or black woman ownership or exempt micro-enterprise (EME) and qualifying small enterprise criteria. All valid invoices are paid within 30 days as required by the PFMA to ensure the financial sustainability of its service providers (as provided for in the Council's Social and Ethics policy).

FUNDING

In terms of the FSR Act read with the Levies Acts, the Ombud Council's operations are funded through the imposition of levies payable by financial institutions and collected on its behalf by the FSCA. The Ombud Council is also empowered to charge fees for the performance of specific functions but has not opted to do so to date. Delayed commencement of the Levies Acts resulted in the operationalisation of the Council being funded from a ringfenced component of FSCA funds derived from administrative penalties during the 2021/22 (R10m) and 2022/23 (R10m) financial years, and a transfer from the National Treasury in 2023/24 (R13m). Chapter 16 of the FSR Act which enables the Ombud Council's financial processes, came into operation on 1 April 2024 coinciding with the commencement of the Levies Acts (which was a prerequisite for the Ombud Council to be formally listed as a national public entity under Schedule 3A of the PFMA). This enabled effective budgeting and execution with effect from the 2024/25 financial year onwards.

In terms of the current Schedules to the Levies Acts, the quantum of levies payable to the Ombud Council is set as equal to a fixed percentage (2.5%) of levies payable by financial institutions to the FSCA. Legislation permits the Ombud Council to submit a proposal to the Minister of Finance for an amendment to the applicable Schedule to the Levies Act for subsequent financial years, should it believe an adjustment to its levy formula is appropriate. In the absence of such an amendment to the Schedule, the Levies Act contemplates levy increases linked to the CPI unless the Minister determines a lower increase. A decision regarding the need for any levy formula adjustment will be taken as part of standard future budget review processes, but no such adjustment is proposed for the 2025/26 financial year.

SWOT

Considering the analyses of the internal and external environment set out above, the Ombud Council has assessed its Strengths, Weaknesses, Opportunities and Threats (SWOT) as follows:

STRENGTHS

- Breadth, depth and diversity of skills and experience of Board and senior management.
- Reciprocal trust relationship with stakeholders who enable the Council's mandate.
- Demonstrable commitment to good governance and performance.
- Aspirational, realistic team culture that enables delivery of mandate in an agile, responsive manner.
- Robust legislative toolkit to drive the mandate.

WEAKNESSES

- Limited staff complement (intentional, by design) resulting in key person risk, for which crisis succession / continuity planning is being developed.
- Inherent outsourcing risks need to be managed for dynamic future scenarios (including potential National Treasury shared services model and possible longer term mandate changes).
- Lack of relevant data sets to enable the Ombud Council's decisions.

OPPORTUNITIES

- Leverage consolidation of ombud schemes to continuously align mandate and ways of working to be future-fit and relevant.
- Strengthen collaborative operating model and leverage broader financial education framework to deliver own consumer awareness mandate.
- Explore data gathering/ analysis/ interpretation opportunities and leverage legislative toolkit to achieve better data results.

THREATS

- Difficulty in attracting and retaining experienced skill combinations to deliver the mandate over the strategic period.
- Five-year contracts of senior staff are misaligned to the strategic planning period (continuity options to be explored).
- Unexpected mandate changes over longer term in light of ombud system reforms.

PART C

MEASURING OUR PERFORMANCE



5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION T **AND EXPLANATION OF PLANNED PERFORMANCE**

The performance of the Ombud Council for the 2025/26 financial year will be managed through three programmes: Administration; Consumer Education and Awareness; and Ombud System Reform. The respective purpose of each of these programmes is the achievement of the Ombud Council’s three strategic priorities, and their intended outcomes, as set out in our Strategic Plan:

Table 4: Purpose of Ombud Council Institutional Programmes

NO.	PROGRAMME	PURPOSE (STRATEGIC PRIORITY TO BE ACHIEVED)
1.	Administration	To maintain a well-governed and effective Ombud Council that delivers on its mandate, aligned to ombud system reforms.
2.	Consumer Awareness and Education	Leverage the broader financial sector education framework and collaborate to promote awareness of the ombud system and enable financial customers to understand and assert their rights to fair treatment and redress.
3.	Ombud System Reform	Leverage legislative toolkit to coordinate the streamlining, reform, and future direction of the financial ombud system.

As illustrated in Table 2 under Paragraph 2 of this Plan, these Strategic Priorities and their intended outcomes support delivery of identified Government national priorities in terms of the MTDP.

PROGRAMME 1: ADMINISTRATION

In addition to the purpose of supporting Strategic Priority 1, the Administration programme enables the Ombud Council to meet its overall governance objective as per section 178 of the FSR Act. The intended Strategic Plan outcome of embedding good governance and operational efficiency, underpinned by effective systems and controls, will be addressed through the targeted APP output of implementing effective financial, performance reporting, compliance, and risk management systems and controls.

Achievement of this output will be indicated by ensuring that a compliance framework and regular risk and compliance reporting is in place, under the oversight of our Audit & Risk Committee, and further evidenced by clean external and internal audit reports. This programme will be underpinned by appropriate operational plans and documented business processes.

ANNUAL PERFORMANCE PLAN

PERFORMANCE OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS: PROGRAMME 1

OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGETS				
			AUDITED/ACTUAL PERFORMANCE	ESTIMATED PERFORMANCE	MTEF		
			2023/24	2024/25	2025/26	2026/27	2027/28
PROGRAMME 1: ADMINISTRATION							
PURPOSE - TO SUPPORT STRATEGIC PRIORITY 1: MAINTAIN A WELL-GOVERNED AND EFFECTIVE COUNCIL THAT DELIVERS ON ITS MANDATE, ALIGNED TO THE REFORM OF THE OMBUD SYSTEM.							
1. Good governance and operational efficiency underpinned by effective systems and controls is embedded.	1.1 Effective financial, performance reporting, compliance, and risk management systems and controls implemented.	1.1.1 External audit report confirming unqualified audit opinion.	Achieved. Unqualified external audit opinion confirmed.	Unqualified external audit opinion	Unqualified external audit opinion	Unqualified external audit opinion	Unqualified external audit opinion
		1.1.2 Internal audit report confirming no material findings.	One material internal audit finding. (Not in APP, new indicator)	N/A. New indicator.	No material internal audit findings	No material internal audit findings	No material internal audit findings
		1.1.3 Date on which compliance framework is noted by Audit & Risk Committee.	N/A. New indicator.	N/A. New indicator.	Framework noted by A&R in Q1 Committee meeting	Reviewed framework noted by A&R in Q1 Committee meeting	Reviewed framework noted by A&R in Q1 Committee
		1.1.4 Dates on which quarterly risk reports noted by Audit & Risk Committee.	N/A. New indicator.	N/A. New indicator.	Quarterly	Quarterly	Quarterly
		1.1.5 Dates on which quarterly compliance reports noted by Audit & Risk Committee.	N/A. New indicator.	N/A. New indicator.	Quarterly from Q2 A&R Committee meeting onwards	Quarterly	Quarterly
		1.1.6 Percentage achievement of EE Plan targets.	Target: 51% Female 49% Male 2% Disability 92% Black representation 8% White representation Actual: 75% Female 25% Male 75% Black 25% White 0% Disability	Target: 51% Female 49% Male 2% Disability 92% Black representation 8% White representation Estimated actual: 63% Female 37% Male 0% Disability 87% Black representation 13% White representation	As per EE Plan targets	As per EE Plan targets	As per EE Plan targets

PERFORMANCE INDICATORS: ANNUAL AND QUARTERLY TARGETS 2025-26 PROGRAMME 1

OUTPUT INDICATOR	ANNUAL TARGETS				
	2025/26	Q1 APR – JUN	Q2 JULY - SEPT	Q3 OCT - DEC	Q4 JAN – MAR
PROGRAMME 1: ADMINISTRATION					
PURPOSE - TO SUPPORT STRATEGIC PRIORITY 1: MAINTAIN A WELL-GOVERNED AND EFFECTIVE COUNCIL THAT DELIVERS ON ITS MANDATE, ALIGNED TO THE REFORM OF THE OMBUD SYSTEM.					
1.1.1 External audit report confirming unqualified external audit opinion	Unqualified external audit opinion.	N/A	External audit report confirming unqualified external audit opinion for 2024/25 financial year.	N/A	N/A
1.1.2. Internal audit report confirming no material findings	No material internal audit findings.	No material internal audit findings.	No material internal audit findings.	No material internal audit findings.	No material internal audit findings.
1.1.3 Date on which compliance framework is noted by Audit & Risk Committee.	Framework noted by A&R in Q1 Committee meeting.	Compliance framework noted by A&R Committee.	N/A	N/A	N/A
1.1.4 Dates on which quarterly risk reports noted by Audit & Risk Committee.	Quarterly.	Risk report noted by A&R Committee.	Risk report noted by Audit & Risk Committee.	Risk report noted by Audit & Risk Committee.	Risk report noted by Audit & Risk Committee.
1.1.5 Dates on which quarterly compliance reports noted by Audit & Risk Committee.	Quarterly from Q2 A&R Committee meeting onwards.	N/A	Compliance report noted by Audit & Risk Committee.	Compliance report noted by Audit & Risk Committee.	Compliance report noted by Audit & Risk Committee.
1.1.6 Percentage achievement of EE Plan targets	As per EE Plan targets.	As per EE Plan targets.	As per EE Plan targets.	As per EE Plan targets.	As per EE Plan targets.

PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION

The purpose of this programme is to support Priority 2, primarily by collaborating with stakeholders in the broader financial education framework to promote consumer awareness and usage of the ombud system and, in so doing, to support financial inclusion, in line with the Ombud Council's statutory responsibility to support these goals¹.

The programme will focus on achieving our Strategic Plan outcome of increased consumer awareness and usage of ombud schemes and their services, through two targeted outputs: The development of a baseline measure of the extent of consumer awareness and usage of the ombud system, which can be re-run toward the end of the five-year planning period to assess whether awareness and usage has improved; and the ongoing delivery of appropriate consumer education materials and awareness activities, in collaboration with consumer education stakeholders.

ANNUAL PERFORMANCE PLAN

PERFORMANCE OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS: PROGRAMME 2

OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGETS				
			AUDITED/ACTUAL PERFORMANCE	ESTIMATED PERFORMANCE	MTEF		
			2023/24	2024/25	2025/26	2026/27	2027/28
PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION							
PURPOSE – TO SUPPORT STRATEGIC PRIORITY 2: LEVERAGE THE BROADER FINANCIAL SECTOR EDUCATION FRAMEWORK AND COLLABORATE TO PROMOTE AWARENESS OF THE OMBUD SYSTEM AND ENABLE FINANCIAL CUSTOMERS TO UNDERSTAND AND ASSERT THEIR RIGHTS TO FAIR TREATMENT AND REDRESS.							
2. Increased consumer awareness of ombud schemes and their services	2.1 Consumer awareness baseline measure developed.	2.1.1 Date of publication of initial baseline measure.	N/A. New indicator.	N/A. New indicator.	Initial baseline measure published.	N/A	N/A
	2.2 Consumer awareness materials developed, and awareness activities carried out, by Ombud Council or in collaboration with stakeholders.	2.2.1 Number of consumer awareness materials published.	N/A. New indicator.	N/A. New indicator.	24	24	24
		2.2.2 Number of awareness activities carried out.	N/A. New indicator.	N/A. New indicator.	8	8	8

PERFORMANCE INDICATORS: ANNUAL AND QUARTERLY TARGETS 2025-26 PROGRAMME 2

OUTPUT INDICATOR	ANNUAL TARGETS				
	2025/26	Q1 APR – JUN	Q2 JULY - SEPT	Q3 OCT - DEC	Q4 JAN – MAR
PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION					
PURPOSE – TO SUPPORT STRATEGIC PRIORITY 2: LEVERAGE THE BROADER FINANCIAL SECTOR EDUCATION FRAMEWORK AND COLLABORATE TO PROMOTE AWARENESS OF THE OMBUD SYSTEM AND ENABLE FINANCIAL CUSTOMERS TO UNDERSTAND AND ASSERT THEIR RIGHTS TO FAIR TREATMENT AND REDRESS.					
2.1.1 Date of publication of initial baseline measure (non-cumulative).	Initial baseline measure published.	N/A	N/A	Baseline measure published.	N/A
2.2.1 Number of consumer awareness materials published (cumulative YTD).	24	6	12	18	24
2.2.2 Number of awareness activities carried out (cumulative YTD).	8	2	4	6	8

¹ See section 177(1)(d)(f) and (i) of the FSR Act.

PROGRAMME 3: OMBUD SYSTEM REFORM

In supporting Priority 3, this programme aims to ensure that the Ombud Council performs its regulatory and supervisory functions and uses its legislative toolkit in a manner that will proactively facilitate the ombud system reforms proposed in National Treasury's policy paper "A simpler, stronger financial sector ombud system" (February 2024). The programme's outputs are therefore aimed at achieving three Strategic Plan Outcomes – in summary:

IDENTIFYING AND SHARING CONDUCT RISKS TO ENABLE THEIR MITIGATION:

The Ombud Council accesses valuable complaints data from the Ombud system, which can be leveraged and shared to enable policymakers and financial sector conduct regulators to identify and proactively respond to emerging financial sector conduct risks. These conduct risk insights can enable appropriate risk-based supervisory frameworks and evidence-based regulatory and policy interventions to make the financial system work better for customers.

As per the FSR Act, the Board of the Ombud Council is required to keep the Minister of Finance informed of ombud scheme complaint trends and how they are being dealt with, and to keep both the Minister and financial sector regulators informed of the conduct of financial institutions giving rise to complaints. The Ombud Council has developed a consistent reporting framework setting out the types and structure of complaint related information to be reported to the Ombud Council by ombud schemes.

Outputs to achieve this outcome therefore entail reporting analyses of ombud scheme complaints data and identified conduct risks to the Minister of Finance, the National Treasury, FSCA, and National Credit Regulator; and ongoing recorded engagements with the National Treasury and regulators in relation to conduct risk mitigation efforts.

IMPLEMENTING THE REFORM PROPOSALS IN THE NATIONAL TREASURY'S POLICY STATEMENT:

As discussed in more detail in paragraph 4.1 of this Plan and our Strategic Plan, several aspects of the reform implementation process outlined by the National Treasury will require new primary legislation, new subordinate legislation (including possible Ombud Council Rules), and related technical inputs and engagements with the National Treasury and other affected stakeholders. During 2025/26, providing technical inputs into the legislative proposals to create the statutory underpin for the new, consolidated ombud system will be a key focus area, through the Ombud Council's participation in a National Treasury, World Bank, FSCA and Ombud Council legislative working group that is drafting these proposals. To ensure ongoing proactive contribution to these reforms, the related output entails recordal of the Ombud Council's technical and regulatory inputs on an ongoing basis.

IMPROVING ALIGNMENT AND CO-ORDINATION OF OMBUD SCHEME COMPLAINT HANDLING PROCESSES:

Alongside contributing to new legislative frameworks for the ombud system, the Ombud Council also has the opportunity to use our existing legislative toolkit to improve alignment and co-ordination across the complaint handling processes of the existing ombud schemes. This is necessary to ensure readiness and minimal disruption of existing dispute resolution services when the new structures come into operation.

The associated output is the development of a co-ordination plan agreed between the Ombud Council and the existing ombud schemes, setting out planned scheme process changes aimed at alignment and co-ordination between schemes, with progress against the plan to be tracked.

In addition, the Ombud Council will use its FSR Act subordinate legislative powers to make Ombud Council Rules for complaint handling processes for the Pension Funds Adjudicator. The Rules will support process consistency across ombud schemes by ensuring that they align, to the extent appropriate, with Ombud Council Rules previously made for the FAIS Ombud and with updated processes expected to be provided for in the pending COFI Bill.

ANNUAL PERFORMANCE PLAN

PERFORMANCE OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS: PROGRAMME 3

OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGETS				
			AUDITED/ACTUAL PERFORMANCE	ESTIMATED PERFORMANCE	MTEF		
			2023/24	2024/25	2025/26	2026/27	2027/28
PROGRAMME 3: OMBUD SYSTEM REFORM							
PURPOSE – TO SUPPORT STRATEGIC PRIORITY 3: LEVERAGE LEGISLATIVE TOOLKIT TO COORDINATE THE STREAMLINING, REFORM, AND FUTURE DIRECTION OF THE FINANCIAL OMBUD SYSTEM.							
3. Conduct risks identified through analysis of reported ombud data and shared with relevant stakeholders to enable mitigation through policy or regulatory responses.	3.1. Quarterly reports containing analysis of ombud scheme complaints data and identified conduct risks to Minister of Finance, NT, FSCA, and NCR.	3.1.1 Dates of submission of reports.	N/A.	Reporting methodology finalised.	4 Quarterly reports, each submitted to MoF, NT, FSCA, NCR	4 Quarterly reports, each submitted to MoF, NT, FSCA, NCR	4 Quarterly reports, each submitted to MoF, NT, FSCA, NCR
	3.2 Register of engagements with NT and regulators reflecting consideration of identified conduct risks and proposed policy or regulatory responses, updated quarterly.	3.2.1 Dates register updated.	N/A. New indicator	N/A. New indicator	4 Quarterly register updates.	4 Quarterly register updates	4 Quarterly register updates
		3.2.2 Number of documented proposals to respond to identified conduct risks.	N/A. New indicator	N/A. New indicator	3 proposals	3 proposals	3 proposals
4. Implementation of reforms in National Treasury policy paper (A simpler, stronger financial sector ombud system, Feb 2024) supported.	4.1 Register of technical and regulatory inputs into stakeholder engagements on reform of the ombud system, updated quarterly.	4.1.1 Dates register updated.	Target of 100% response to requested technical and regulatory inputs related to reform process achieved. Culminated in publication of NT policy response paper and recognition of amalgamated NFO scheme effective 1 March 2024.	Target of 100% response to requested technical and regulatory inputs related to reform process.	4 Quarterly register updates	4 Quarterly register updates	4 Quarterly register updates
		4.1.2. Inputs into draft new ombud schemes legislation, as per register, including dates of input request and input provided.	N/A. New indicator.	N/A. New indicator.	All requested inputs provided within request deadline.	All requested inputs provided within request deadline.	All requested inputs provided within request deadline.

OUTCOME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGETS				
			AUDITED/ACTUAL PERFORMANCE	ESTIMATED PERFORMANCE	MTEF		
			2023/24	2024/25	2025/26	2026/27	2027/28
PROGRAMME 3: OMBUD SYSTEM REFORM							
PURPOSE – TO SUPPORT STRATEGIC PRIORITY 3: LEVERAGE LEGISLATIVE TOOLKIT TO COORDINATE THE STREAMLINING, REFORM, AND FUTURE DIRECTION OF THE FINANCIAL OMBUD SYSTEM.							
5. Improved alignment and co-ordination of ombud scheme complaint handling processes.	5.1. Co-ordination plan agreed between OC, NFO, FAIS Ombud and OPFA setting out planned scheme process changes aimed at alignment and co-ordination between schemes.	5.1.1 Percentage of achievement of annual targets in co-ordination plan.	N/A. New indicator.	N/A. New indicator.	80% of annual targets achieved.	Co-ordination plan revised and 80% of annual targets achieved.	Co-ordination plan revised and 80% of annual targets achieved.
	5.2. Finalised Ombud Council Rules (OCRs) for the Pension Funds Adjudicator.	5.2.1. Finalised OCRs published on Ombud Council website.	Target was to finalise OCRs for the Pension Funds Adjudicator. Not achieved.	Target was to submit proposed OCRs for the Pension Funds Adjudicator to Parliament. Not achieved.	Finalised OCRs for the Pension Funds Adjudicator.	N/A	N/A

PERFORMANCE INDICATORS: ANNUAL AND QUARTERLY TARGETS 2025-26 PROGRAMME 3

OUTPUT INDICATOR		ANNUAL TARGETS				
		2025/26	Q1 APR – JUN	Q2 JULY - SEPT	Q3 OCT - DEC	Q4 JAN – MAR
PROGRAMME 3: OMBUD SYSTEM REFORM						
PURPOSE – TO SUPPORT STRATEGIC PRIORITY 3: LEVERAGE LEGISLATIVE TOOLKIT TO COORDINATE THE STREAMLINING, REFORM, AND FUTURE DIRECTION OF THE FINANCIAL OMBUD SYSTEM.						
3.1.1 Dates of submission of reports.	4 Quarterly reports, each submitted to MoF, NT, FSCA, NCR	1 report	1 report	1 report	1 report	1 report
3.2.1 Dates register updated.	4 Quarterly register updates.	Updated register	Updated register	Updated register	Updated register	Updated register
3.2.2 Number of documented proposals to respond to identified conduct risks. (YTD cumulative)	3 proposals.	N/A	1	2	3	
4.1.1 Dates register updated.	4 Quarterly register updates.	Updated register	Updated register	Updated register	Updated register	Updated register
4.1.2. Inputs into draft new ombud schemes legislation, as per register, including dates of input request and input provided.	All requested inputs (100%) provided within request deadline.	100%	100%	100%	100%	100%
5.1.1 Percentage of achievement of annual targets in co-ordination plan.	80% of annual targets achieved.	80%	80%	80%	80%	80%
5.2.1. Finalised OCRs published on Ombud Council website.	Finalised OCRs published on Ombud Council website.	N/A	N/A	Proposed OCRs submitted to Parliament.	Finalised OCRs published on Ombud Council website.	

6. PROGRAMME RESOURCE CONSIDERATIONS

In terms of the FSR Act read with the Levies Acts, the Council's operations are primarily funded through the imposition of levies payable by financial institutions. Please see paragraph 4.2 above ("Internal environment analysis") for more detail on the Council's funding position.

The entity has budgeted to receive R26.66 million from levies and interest for the 2025/2026 financial year which is 1% lower than the prior year estimate, as per the final budget submission of the Ombud Council as part of the December 2024 Estimate of National Expenditure (ENE) budget process. Please refer to the ENE summary in Annexure A. The reason for the slight drop in levies from the prior year, is because special levies received in prior years cease to be payable from 2025/26.

Table 5: Annual budget for the year

ACCOUNT DESCRIPTION	2025/26
REVENUE	
Levies	-25,356,618
Interest income	-1,307,451
	-26, 664,069
EXPENDITURE	
Employee cost	12,723,417
Consumer education and awareness	5,715,114
Board and Committee remuneration	438,525
Audit fees	1,297,349
Professional and consulting fees	1,168,297
Office lease expense	949,882
IT services	1,696,280
Other operating expense	2,478,771
Depreciation	194,333
Finance costs	2,100
	26,664,069
SURPLUS/DEFICIT	-

The Annual budget set out above is based on the budget and levy proposals published for comment by the Ombud Council in October 2024, as required by the FSR Act, and as submitted to the National Treasury during the December 2024 ENE budget process.

ANNUAL EXPENDITURE PER PROGRAMME

The annual expenditure budget for the year is R26.66 million whereby 59% will be spent on Programme 1, 33% on Programme 2, and 8% on Programme 3. The table below shows the detailed annual budgeted expenditure by programme for the year.

Table 6: Annual expenditure budget by programme

PROGRAMME	2025/26	PERCENTAGE
Programme 1	15,613,073	59%
Programme 2	8,813,595	33%
Programme 3	2,237,400	8%
	26,664,069	100%

COMPENSATION OF EMPLOYEES

The compensation of employees' budget for the 2025/26 financial year is R12.72 million and includes the funding of eight positions on the budgeted organisational structure and is listed in Table 7 below.

Table 7: Personnel

PERSONNEL INFORMATION	TOTAL	PROGRAMME 1	PROGRAMME 2	PROGRAMME 3	
Top Management	1	0.333	0.333	0.333	The Chief Ombud is responsible for delivery of all three Programmes.
Senior Management	3	2	0.5	0.5	Head of Operations and Head of Finance to take responsibility for Programme 1; Head of Regulation & Oversight to take responsibility for Programmes 2 and 3.
Manager	1	-	1	-	Communications Officer to support the delivery of Programme 2.
Junior	3	3	-	-	An Executive Assistant, Business Support Officer and Procurement Officer will primarily support the delivery of Programme 1.

NOTES:

Since the Ombud Council is a very small organisation, please note the following:

- It is difficult to use the audited 2023/24 financial statements as the baseline budget given that the entity was not fully capacitated throughout the year. In addition, the Ombud Council did not have its own financial management or other internal operational processes in place during 2023/24 as this support was provided by the FSCA under the Memorandum of Agreement, without the cost of this support being charged to the Ombud Council. For 2024/25 the Ombud Council operated independently from the FSCA, but as this was the first year of such independent operation and not all business processes were fully operationalised, it may be too early in the year to use these figures as a reliable baseline.
- Although the above table presents our best estimate of the basis on which resources will be allocated between Programmes 1, 2 and 3, the small scale of the Ombud Council's operation, which requires "multi-tasking" across programmes, and the early stage of development of the Council's processes and infrastructure, makes clear demarcation difficult.

7. UPDATED **KEY RISKS**

In line with the risk management process, the Council has identified, assessed, and put measures in place to reduce the impact and probability of risks to an acceptable level.

Table 8: Overview of Ombud Council strategic risks.

OUTCOME	KEY RISK	RISK MITIGATION
Outcome 1: Good governance and operational efficiency underpinned by effective systems and controls is embedded.	Difficulty attracting and (especially) retaining staff with appropriate skills mix: Key-person risk.	Crisis succession / continuity plan.
	Cyber incident, loss (or compromise) of information.	ICT governance policy and controls.
	Non-compliance with information protection obligations.	POPIA policy and compliance framework developed.
Outcome 2: Increased consumer awareness and usage of ombud schemes and their services.	Sub-optimal usage of alternative dispute resolution mechanisms by financial customers.	Consumer education and awareness initiatives in collaboration with key stakeholders.
Outcome 4: Implementation of reforms in National Treasury policy paper (A simpler, stronger, financial sector ombud system, February 2024) supported.	Unexpected changes in mandate or delivery expectations.	Proactive participation in and monitoring of legislative reform process.

8. INFRASTRUCTURE **PROJECTS**

The Council does not have any infrastructure projects.

9. PUBLIC PRIVATE **PARTNERSHIPS**

The Council does not have any Public Private Partnerships.

PART D

TECHNICAL INDICATOR DESCRIPTIONS



PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1.1. External audit report confirming unqualified external opinion
Definition	Achievement of an unqualified audit opinion
Source of data	External auditor's audit report
Method of calculation / assessment	Review of audit opinion.
Means of verification	Review of external auditor's report opinion
Assumptions	Efficient audit and financial management systems in place
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Unqualified audit opinion for 2024/25 financial year (per external auditor's report to be received during following financial year)
Indicator responsibility	Head of Finance

Indicator Title	1.1.2. Internal audit report confirming no material findings
Definition	Achievement of internal audit reports by appointed outsourced internal auditors with no material findings.
Source of data	Internal Audit reports
Method of calculation / assessment	Simple count of number of material findings
Means of verification	Review of internal Audit report findings
Assumptions	Adequate internal controls
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	No material internal audit findings in any quarter
Indicator responsibility	Head of Finance

Indicator Title	1.1.3. Date on which compliance framework is noted by Audit & Risk Committee.
Definition	The date the compliance framework is tabled at the Audit & Risk Committee for noting
Source of data	Audit & Risk Committee minutes or record of electronic circulation to Committee (depending on method used), as obtained from the Secretariat
Method of calculation / assessment	Review of minutes / records
Means of verification	Confirm date of tabling reflected on minutes or e-mail records
Assumptions	Committee does not raise material concerns when Compliance Framework is tabled for noting, resulting in delays in finalising the framework
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative

Reporting cycle	Annually
Desired performance	Tabled and noted Compliance Framework in Q1
Indicator responsibility	Head of Operations

Indicator Title	1.1.4. Dates on which quarterly risk reports noted by Audit & Risk Committee.
Definition	The dates the quarterly risk reports are tabled at the Audit & Risk Committee for noting
Source of data	Audit & Risk Committee minutes or record of electronic circulation to Committee (depending on method used), as obtained from the Secretariat
Method of calculation / assessment	Confirm dates on minutes / records
Means of verification	Confirm dates of tabling reflected on minutes or e-mail records
Assumptions	Risk register and framework is in place to be reported against.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Tabled and noted risk reports in each quarter
Indicator responsibility	Head of Operations

Indicator Title	1.1.6. Dates on which quarterly compliance reports noted by Audit & Risk Committee
Definition	The dates the quarterly compliance reports are tabled at the Audit & Risk Committee for noting
Source of data	Audit & Risk Committee minutes or record of electronic circulation to Committee (depending on method used), as obtained from the Secretariat
Method of calculation / assessment	Review of minutes / records
Means of verification	Confirm date of tabling reflected on minutes or e-mail records
Assumptions	Compliance framework is in place to be reported against
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Tabled and noted Compliance reports in each quarter, from Q2 onwards
Indicator responsibility	Head of Operations

Indicator Title	1.1.7. Percentage achievement of Employment Equity targets
Definition	The Ombud Council's commitment to Employment Equity is reflected in the targets set out in its Employment Equity Plan.
Source of data	Human Resources records.
Method of calculation / assessment	Simple count of employees per categories in EE Plan, expressed as percentage of total headcount; then compared to % numerical targets in EE Plan.
Means of verification	EE Plan and Quarterly EE reports

Assumptions	(a) Approved EE Plan is in place. (b) Being able to source applicants with the necessary combinations of skills in the applicable demographic. (c) Practical difficulty in achieving specific percentages in light of Ombud Council's small staff complement will be acknowledged.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Numerical targets in EE Plan are met in each quarter.
Indicator responsibility	Chief Ombud

PROGRAMME 2: CONSUMER AWARENESS AND EDUCATION

Indicator Title	2.1.1. Date of publication of initial baseline measure
Definition	The date on which the findings of the baseline study of consumer awareness and usage of the financial ombud system, carried out for the Ombud Council by an appointed service provider, are published on the Ombud Council's website.
Source of data	Published baseline study.
Method of calculation / assessment	Confirm publication date.
Means of verification	Record of publication on Ombud Council website.
Assumptions	No unexpected difficulties in procuring suitable service provider to conduct study. Appointed service provider performs in line with service level agreement.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Baseline measure study published on Ombud Council website in Q3
Indicator responsibility	Head of Regulation and Oversight

Indicator Title	2.2.1. Number of consumer awareness materials published
Definition	The Ombud Council will publish consumer awareness articles through appropriate media and other channels in line with its function to publicise and promote awareness of ombud schemes.
Source of data	Published items (may include publication through any combination of social media channels or websites of the Council or stakeholders; newspapers; magazines; electronic or physical brochures; radio; television; billboards; or other appropriate media).
Method of calculation / assessment	Simple count of number of published items.
Means of verification	Register of physical or electronic records of publications in the above media / channels, with supporting physical or electronic records, including record of relevant dates.
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A

Calculation type	Cumulative YTD
Reporting cycle	Quarterly.
Desired performance	Total of 24 publications broken down as follows (cumulative YTD): Q1: 6 publications Q2: 12 publications Q3: 18 publications Q4: 24 publications
Indicator responsibility	Head of Regulation and Oversight

Indicator Title	2.2.2 Number of consumer awareness activities carried out.
Definition	The Ombud Council will carry out outreach or communication activities in appropriate forums in line with its function to publicise and promote awareness of ombud schemes, on its own or together with stakeholders.
Source of data	Records of attendance at or participation in awareness activities (may include records of presentations, webinars, participation in consumer-facing forums or events, workshops, roadshows).
Method of calculation / assessment	Simple count of number of activities / events.
Means of verification	Register of activities / events with supporting records as per source of data above, including records of relevant dates. Includes electronic records (e-mails) post attendance of events.
Assumptions	Stakeholder co-operation and support for collaborative awareness activities.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative YTD
Reporting cycle	Quarterly
Desired performance	Total of 8 activities broken down as follows (cumulative YTD): Q1: 2 activities Q1: 4 activities Q1: 6 activities Q1: 8 activities
Indicator responsibility	Head of Regulation and Oversight

PROGRAMME 3: OMBUD SYSTEM REFORM

Indicator Title	3.1.1 Dates of submission of reports.
Definition	Quarterly reports containing analysis of ombud scheme complaints data and identified conduct risks to Minister of Finance, NT, FSCA, and NCR.
Source of data	Submitted reports to each of MoF, NT, FSCA, NCR
Method of calculation / assessment	Confirm dates of report submission.
Means of verification	Electronic records (e-mails) of report submissions.
Assumptions	Reporting formats will be agreed with recipients.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative

Reporting cycle	Quarterly.
Desired performance	Report submitted every quarter to each of MoF, NT, FSCA, NCR.
Indicator responsibility	Head of Regulation and Oversight.

Indicator Title	3.2.1 Dates register updated.
Definition	Register of engagements with NT, FSCA and NCR reflecting consideration of identified conduct risks and proposed policy or regulatory responses, updated quarterly.
Source of data	Updated register of engagements.
Method of calculation / assessment	Confirm dates register updated.
Means of verification	Electronic records of date of updated register.
Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly.
Desired performance	Register updated in each quarter.
Indicator responsibility	Head of Regulation and Oversight.

Indicator Title	3.2.2 Number of documented proposals to respond to identified conduct risks.
Definition	Proposals developed to respond to conduct risks that have been identified through complaint data analysis with appropriate policy or regulatory interventions.
Source of data	Documented records of proposals to NT, FSCA, NCR or other relevant stakeholders.
Method of calculation / assessment	Simple count of documented proposals.
Means of verification	Electronic records of proposals submitted to relevant stakeholder/s.
Assumptions	Stakeholder availability and co-operation.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Cumulative.
Reporting cycle	Quarterly (from Q2 onwards)
Desired performance	Total of 3 proposals broken down as follows (cumulative YTD): Q2: 1 proposal Q3: 2 proposals Q4: 3 proposals.
Indicator responsibility	Chief Ombud

Indicator Title	4.1.1 Dates register updated.
Definition	Register of technical and regulatory inputs into stakeholder engagements on reform of the ombud system, aimed at implementation of NT reform proposals, updated quarterly.
Source of data	Updated register of inputs.
Method of calculation / assessment	Confirm dates register updated.
Means of verification	Electronic records of date of updated register.

Assumptions	N/A
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Register updated in each quarter.
Indicator responsibility	Head of Regulation and Oversight

Indicator Title	4.1.2. Inputs into draft new ombud schemes legislation, as per register, including dates of input request and input provided.
Definition	Ombud Council will provide all requested input into draft new ombud schemes legislation within request deadlines and record inputs and dates in register (see indicator 4.1.1).
Source of data	Register of inputs. Records of requests for input.
Method of calculation / assessment	% of requested inputs responded to within request deadline
Means of verification	Supporting documentation evidencing provision of inputs, with dates, as reflected on register.
Assumptions	NT work on legislative reforms progresses, so that Ombud Council will have opportunity to provide meaningful input.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	100% of requested inputs provided within request deadline.
Indicator responsibility	Chief Ombud

Indicator Title	5.1.1 Percentage of achievement of annual targets in co-ordination plan.
Definition	Co-ordination plan agreed between OC, NFO, FAIS Ombud and OPFA setting out planned scheme process changes aimed at alignment and co-ordination between schemes.
Source of data	Documented co-ordination plan agreed to by OC, NFO, FAIS Ombud, OPFA and approved by Chief Ombud. Records of achievement of targets in co-ordination plan.
Method of calculation / assessment	Number of targets in co-ordination plan achieved, divided by number of targets, expressed as a %
Means of verification	(a) Electronic record of agreement reached with OC, NFO, FAIS Ombud and OPFA on scheme progress changes. May be contained in a single document or separate documents per scheme, or a combination. (b) Electronic records of achievement of targets (e-mail correspondence with relevant schemes).
Assumptions	Co-operation from schemes.
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly.
Desired performance	80% of targets in co-ordination plan achieved in each quarter.
Indicator responsibility	Head of Regulation and Oversight

Indicator Title	5.1.2 Finalised OCRs published on Ombud Council website.
Definition	Ombud Council Rules for the Pension Funds Adjudicator will be finalised and published on the Ombud Council website.
Source of data	Ombud Council website
Method of calculation / assessment	Confirm publication on website.
Means of verification	Published Rules on the Website
Assumptions	Rule-making process is not unduly delayed by stakeholders (for e.g. delayed Parliamentary processes; delays caused by unexpected volumes of stakeholder comment requiring additional rounds of consultation)
Disaggregation of beneficiaries	N/A
Spatial transformation	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Ombud Council Rules submitted to Parliament in Q3 Ombud Council Rules published on website in Q4
Indicator responsibility	Chief Ombud

PART E ANNEXURES



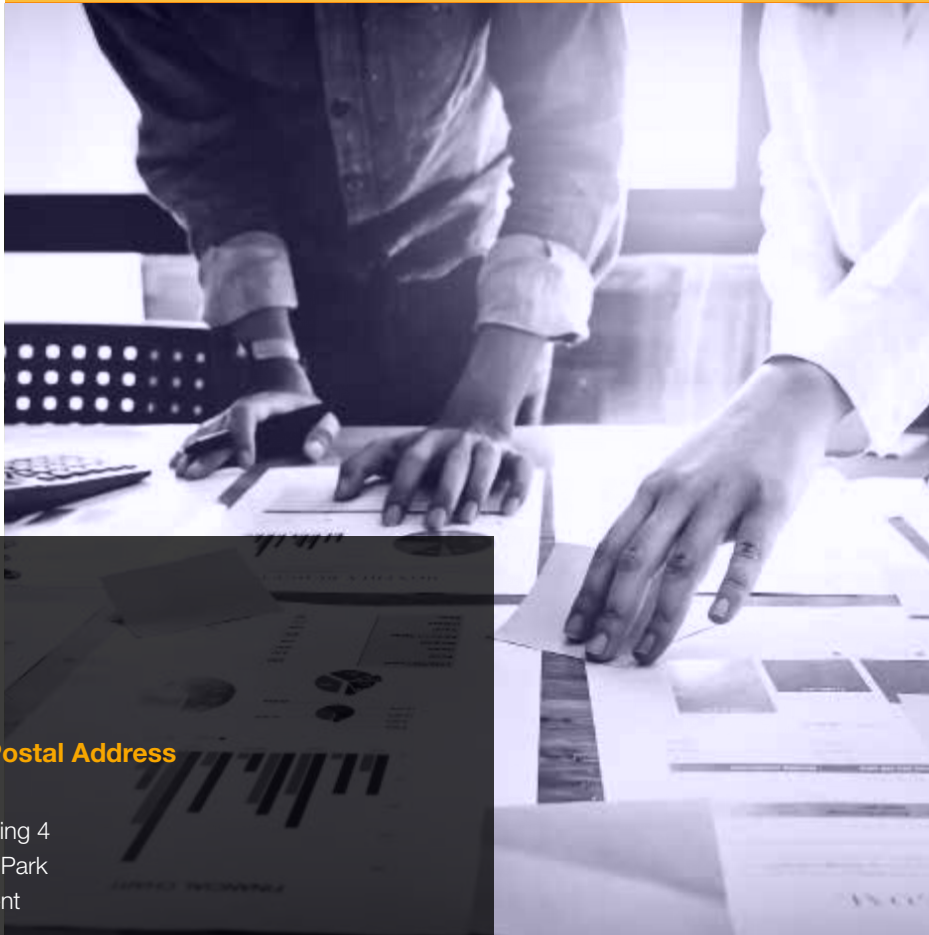
ANNEXURE A

SUMMARY OF OMBUD COUNCIL FINANCIAL PERFORMANCE SUBMISSION FOR ESTIMATED NATIONAL EXPENDITURE PROCESS (ENE)

STATEMENT OF FINANCIAL PERFORMANCE

R'000	Audited Outcome				Approved budget	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2021/22	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
REVENUE												
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	-	-	24 189	26 985	-	43,8%	26 664	28 351	30 120	3,7%	100,0%	
Sale of goods and services other than capital assets	-	-	24 114	25 473	-	42,3%	25 357	26 961	28 643	4,0%	94,9%	
Sales of goods and services produced by entity	-	-	24 114	25 473	-	42,3%	25 357	26 961	28 643	4,0%	94,9%	
of which:												
Administrative fees	-	-	-	-	-	-	-	-	-	-	-	-
Sales by market establishment	-	-	24 114	25 473	-	42,3%	25 357	26 961	28 643	4,0%	94,9%	
Other sales	-	-	-	-	-	-	-	-	-	-	-	-
Sales of scrap, waste, arms and other used current goods	-	-	-	-	-	-	-	-	-	-	-	-
Other non-tax revenue	-	-	75	1 512	-	1,5%	1 307	1 390	1 477	-0,8%	5,1%	
Transfers received	10 000	10 000	8 000	-	-100,0%	56,2%	-	-	-	-	-	-
Total revenue	10 000	10 000	32 189	26 985	39,2%	100,0%	26 664	28 351	30 120	3,7%	100,0%	
EXPENSES												
Current expenses	2 448	6 105	9 872	26 985	122,6%	100,0%	26 664	28 351	30 120	3,7%	100,0%	
Compensation of employees	2 096	3 954	7 042	11 936	78,6%	66,5%	12 723	13 593	14 523	6,8%	47,0%	
Goods and services	352	2 132	2 769	14 858	248,1%	33,1%	13 745	14 426	15 241	0,9%	52,0%	
Depreciation	-	19	58	187	-	0,4%	194	328	354	23,7%	0,9%	
Interest, dividends and rent on land	-	-	3	4	-	-	2	4	2	-20,6%	-	
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	
Total expenses	2 448	6 105	9 872	26 985	122,6%	100,0%	26 664	28 351	30 120	3,7%	100,0%	
Surplus/(Deficit)	7 552	3 895	22 317	-	-100,0%		-	-	-	-		





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