



*'n Unieke en sorgsame vallei van uitmuntende diens, geleenthede en groei.
Intlambo ekhethekileyo nenkathalo, egqwesayo kuniko-zinkonzo, ivulela
amathuba kwaye iphuhlise.
A unique and caring valley of service excellence, opportunity and growth.*



STRATEGIC RISK MANAGEMENT REPORT – 2019-2020

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Preface by the Executive Mayor

I am pleased to present the Strategic Risk Management Report of the Breede Valley Municipality for the period 2019-2020.

This report is an analysis of the Breede Valley Municipality's progress in reducing strategic risks to ensure that the Council's core public service values, vision, objectives and service delivery expectations of the public as stipulated in section 152 the Constitution of the Republic of South Africa, the Municipal Finance Management Act (MFMA) and various other pieces of legislation applicable to local government are achieved.



Many organisations struggle with the development and implementation of an enterprise risk management program, due to limited resources. Reducing poverty and inequality is the overriding concern of South Africa's development policies and programs, from the onset of our democracy in 1994. Also, in terms of the 2019 Human Development Report, they will focus on understanding the dimensions of inequality and most important to people's wellbeing, and what is behind them.

It is very important that before you start with any type of risk assessment exercise, you need to define what the business are. In the municipality's case, you need to link the different requirements together, such as Community expectations, Constitutional objectives and areas of Legislative competence, together with our own Municipal Objectives.

As the Executive Mayor, I believe that this report should guide Council and Senior Management to act beyond just identifying and reporting risks but talk actions and making decisions that impact on changing the lives of our communities by ensure good governance, compliance and improved service delivery.

Alderman, Cllr Antoinette Steyn
Executive Mayor
Breede Valley Municipality

Insight by the Municipal Manager

As the Accounting officer, it is my responsibility to ensure that the Municipality has and maintains effective, efficient and transparent systems, of financial and risk management and internal control as required in terms of the Local Government: Municipal Finance Management Act, 56 of 2003.

Risk Management is an approach to align strategy, processes and decision making, to create an environment that curtail uncertainties and losses; and to capitalise on business opportunities.



According to the draft Local Government Risk Management Framework, “the primary reason for risk management is to empower municipalities to achieve service delivery objectives, thereby creating value to the recipients of services. The municipal context can be incorporated successfully if, among others, risk management activities are transparent, inclusive and are an integral part of municipal processes. There is an expectation that municipalities should create value for the citizenry.”

Considering, the abovementioned, Management is responsible to establish an appropriate risk and control environment. Good risk management is key to accomplish business success and therefore must be aligned to the municipal objectives. This report captures the strategic risks as identified and assessed for the period 2019-2020 financial year from professionals within their respective Directorates. It further includes information on the linkage between Objectives; the King IV Code on Corporate Governance, the 2019 South Africa Risk Relationship and Risk Casual Relationship Analysis, Top 10 Risks in South Africa; as well as the Global Risk Report’s top five risks for both Likelihood and Impact.

Great appreciation to all the Directorates for their professional services and contribution towards the fulfilment of Management responsibilities.

David McThomas
Municipal Manager
Breede Valley Municipality

King IV Code on Corporate Governance

1. Leadership:

“Principle- The governing body (Council) should set the tone and lead ethically and effectively.

1. Members of the governing body should individually and collectively cultivate the following characteristics and exhibit them in their conduct:

c) Responsibility-

ii. Members of the governing body should exercise courage in taking risks and capturing opportunities, but do so in a responsible manner and in the best interests of the organization”

2. Organisational Ethics:

“Principle 2 - The governing body (Council) should govern the ethics of the organization in a way that supports the establishment of an ethical culture.

6. The governing body should ensure that codes of conduct and ethics policies:

b. addresses the key ethical risk of the organization.

3. Strategy and performance

“Principle 4 - The Council should appreciate that the municipality’s core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

3. The organisation's short, medium and long-term strategy as formulated and developed by management should be approved by the governing body. When considering the proposed strategy for approval, the governing body should challenge it constructively with reference to, among others, the following:

b. The risks, opportunities and other significant matters connected to the triple context in which the organization operates.

4. Composition of the governing body (Composition)

- **Nomination, election and appointment of members to the governing body**

“Principle 7 - The governing body (Council) should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.

24. A programme of professional development and regular briefings on legal and corporate governance developments, and risks and changes in the external environment of the organization, should be provided for members of the governing body.

- **Chair of the governing body**

36. When determining which of its committees the chair of the governing body serve on, either as member or chair, the governing body should consider how this affects the overall concentration and balance of power of the governing body. Generally, the following should apply:

d. The chair may be a member of the committee responsible for the risk governance and may also be its chair.

- **Audit committee**

53. If the governing body delegates risk governance to the audit committee, the audit committee should satisfy itself that it dedicates sufficient time to this responsibility.

54. Whether or not the governance of risk is delegated to the audit committee, the audit committee should oversee the management of financial and other risks that affect the integrity of external reports issued by the organization.

59. In addition to required statutory disclosure and the disclosures recommended in paragraph 50 of the King IV Code, the following should also be disclosed in relation to the audit committee:

iv. significant changes in the management of the organization during the external audit firm's tenure which may mitigate the attendant risk of familiarity between the external auditor and management.

- **Committee responsible for risk governance**

62. The governing body should consider allocating the oversight of risk governance to a dedicated committee or adding it to the responsibilities of another committee as is appropriate for the organization.

63. If the committees for audit and risk are separate, the governing body should consider for one or more members to have joint membership of both committees for more effective functioning.

64. The committee for risk governance should have executive and non-executive members, with a majority being non-executive members of the governing body.

Refer to paragraph 50 of the King IV Code for the recommended disclosures in relation to the committee responsible for nominations.

5. Risk governance

Principle 11 - The governing body (Council) should govern risk in a way that supports the municipality in setting and achieving its strategic objectives.

1. The governing body should assume responsibility for the governance of risk by setting the direction for how risk should be approached and addressed in the organization. Risk governance should encompass both:
 - a. the opportunities and associated risks to be considered when developing strategy; and
 - b. the potential positive and negative effects of the same risks on the achievement of organisational objectives.
2. The governing body should treat risk as integral to the way it makes decisions and executes its duties.
3. The governing body should approve policy that articulates and gives effect to its set direction on risk.
 4. The governing body should evaluate and agree the nature and extent of the risks that the organization should be willing to take in pursuit of its strategic objectives. It should approve in particular:
 - a. the organisation's risk appetite, namely its propensity to take appropriate levels of risk; and
 - b. the limit of the potential loss that the organization has the capacity to tolerate.
5. The governing body should delegate to management the responsibility to implement and execute effective risk management.
6. The governing body should exercise ongoing oversight of risk management and, in particular, oversee that it results in the following:
 - a. An assessment of risks and opportunities emanating from the triple context in which the organization operates and the capitals that the organization uses and affects.
 - b. An assessment of the potential upside, or opportunity, presented by risks with potentially negative effects on achieving organisational objectives.
 - c. An assessment of the organisation's dependence on resources and relationships as represented by the various forms of capital.
 - d. The design and implementation of appropriate risk responses.
 - e. The establishment and implementation of business continuity arrangements that allow the organization to operate under conditions of volatility, and to withstand and recover from acute shocks.
 - f. The integration and embedding of risk management in the business activities and culture of the organization.
7. The governing body should consider the need to receive periodic independent assurance on the effectiveness of risk management.
8. The nature and extent of the risks and opportunities the organization is willing to take should be disclosed without compromising sensitive information.
9. In addition, the following should be disclosed in relation to risk:

- a. An overview of the arrangements for governing and managing risk.
- b. Key areas of focus during the reporting period, including objectives, the key risks that the organization faces, as well as undue, unexpected or unusual risks and risks taken outside of risk tolerance levels.
- c. Actions taken to monitor the effectiveness of risk management and how the outcomes were addressed.
- d. Planned areas of future focus.

6. Technology and information governance

Principle 12 - The governing body (Council) should govern technology and information in a way that supports the municipality setting and achieving its strategic objectives.

13. The governing body should exercise ongoing oversight of technology and information management and, in particular, oversee that it results in the following:

- b. Integration of technology and information risks into organization-wide risk management.
- e. Management of the performance of, and the risks pertaining to, third-party and outsourced service providers.

15. The governing body should exercise ongoing oversight of the management of technology and, in particular, oversee that it results in the following:

- b. The management of the risks pertaining to the sourcing of technology.

7. Remuneration governance (Remuneration policy)

Principle 14 - The governing body (Council) should ensure that the municipality remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.

28. The remuneration policy should be designed to achieve the following objectives:

To attract, motivate, reward and retain human capital.

- b. To promote the achievement of strategic objectives within the organisation's risk appetite.

8. Assurance (Combined assurance)

Principle 15 - The governing body (Council) should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the municipality's external report.

42. The governing body should oversee that the combined assurance model is designed and implemented to cover effectively the organisation's significant risks and material matters through a combination of the following assurance service providers and functions as is appropriate for the organization:

- a. The organisation's line function that own and manage risks.
- b. The organisation's specialist functions that facilitate and oversee risk management and compliance.

- **Assurance (Internal audit)**

48. The governing body should assume responsibility for internal audit by setting the direction for the internal audit arrangements needed to provide objective and relevant assurance that contributes to the effectiveness of governance, risk management and control processes. The governing body should delegate oversight of internal audit to the audit committee, if in place.

50. The governing body should ensure that the arrangements for internal audit provide for the necessary skills and resources to address the complexity and volume of risk faced by the organization, and that internal audit is supplemented as required by specialist services such as those provided by forensic fraud examiners and auditors, safety and process assessors, and statutory actuaries.

58. The governing body should monitor on an ongoing basis that internal audit:

- a. follows an approved risk-based internal audit plan; and
- b. reviews the organisational risk profile regularly, and proposed adaptations to the internal audit plan accordingly.

59. The governing body should ensure that internal audit provides an overall statement annually as to the effectiveness of the organisation's governance, risk management and control processes.

9. Stakeholders (Stakeholder relationships)

Principle 16 - In the execution of its governance role and responsibilities, the governing body (Council) should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the municipality over time.

4. The governing body should exercise ongoing oversight of stakeholder relationship management and, in particular, oversee that it results in the following:

- c. Management of stakeholder risk as an integral part of organization-wide risk management.

Summary of the linkage between Objectives

Section 62(1)(c)(i) and 95(c)(i) of the MFMA state that: “... The accounting officer of the Municipality and municipal entity is responsible for managing the financial administration of the Municipality and must for this purpose take all reasonable steps to ensure that the Municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.”

Section 3.2.1 of the Treasury Regulations states the following:

“The accounting officer must ensure that a risk assessment is conducted regularly so as to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct the internal audit effort and priority ...”

Source: Enterprise Risk Management Policy – Breede Valley Municipality

Section 24 of the Municipal Systems Act states:

“(1) The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.

“(2) Municipalities must participate in national and provincial development programmes as required in Section 153 (b) of the Constitution.”

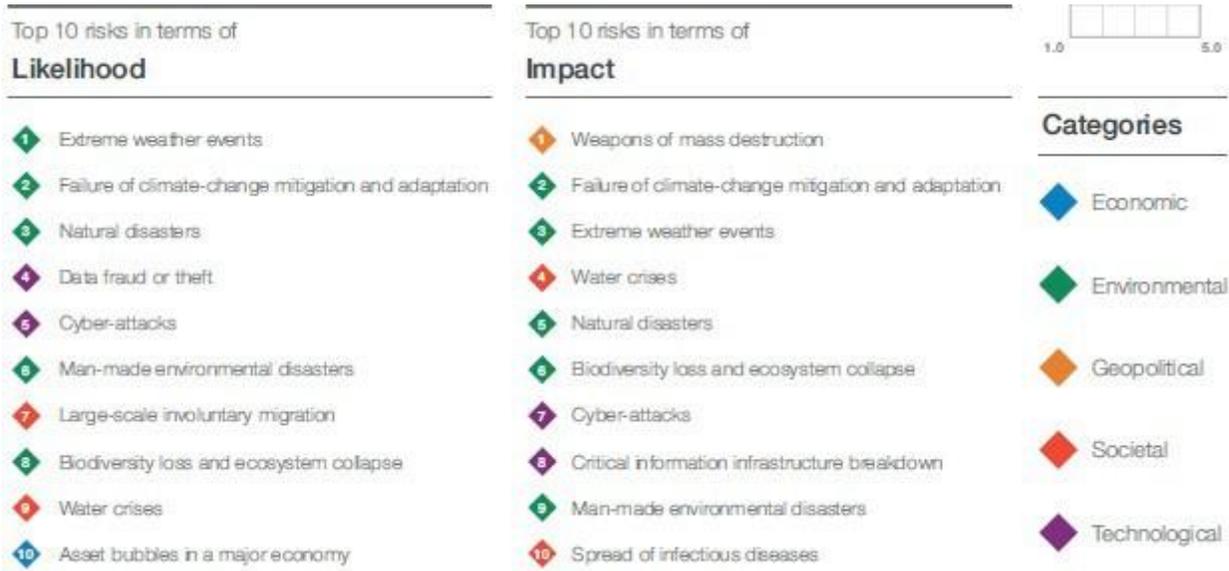
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Unit Title	Type			S	C	IOP
Breede Valley Municipality	Strategic					
Linked Risks	Parent Objective	Objective Type	Objective Title			
Linked risks	To provide democratic and accountable government for local communities. Significance: 5.0 Certainty: 1.0	Regional Objective	To assure a sustainable future through sound financial management, continuous revenue growth, corporate governance and risk management practices	5	1	5
Linked risks	To promote social and economic development. Significance: 4.0 Certainty: 2.0	Regional Objective	To create an enabling environment for employment and poverty eradication through proactive economic development and tourism.	4	2	8
Linked risks	To ensure the provision of services to communities in a sustainable manner. Significance: 5.0 Certainty: 1.0	Regional Objective	To ensure a healthy and productive workforce and an effective and efficient work environment.	5	1	5
Linked risks	To promote a safe and healthy environment. Significance: 4.0 Certainty: 3.0	Regional Objective	To ensure a safe, healthy, clean and sustainable external environment for all Breede Valley's people.	4	3	12
Linked risks	To encourage the involvement of communities and community organisations in the matters of local government. Significance: 5.0 Certainty: 1.0	Regional Objective	To provide democratic, accountable government for local communities and encourage involvement of communities and community organizations in the matters of local government.	5	1	5
Linked risks	To ensure the provision of services to communities in a sustainable manner. Significance: 4.0 Certainty: 2.0	Regional Objective	To provide, maintain and assure basic services and social upliftment for the Breede Valley community.	4	2	8



Risk Title	II	IL	IR	RI	RL	RR
Dysfunctional vehicle and plant fleet.	4	5	20	4	4	16
Housing demand exceeding housing supply.	4	5	20	3	5	15
Inability to create an enabling environment for faster economic growth.	4	5	20	3	3	9
Inability to provide a safe and reliable road network.	4	5	20	4	4	16
Inadequate community liaison/participation.	4	5	20	3	3	9
Inadequate Disaster Risk Management.	5	5	25	4	4	16
Inadequate ICT Network Infrastructure.	4	5	20	3	3	9
Inadequate long term financial sustainability.	4	5	20	4	3	12
Inadequate revenue enhancement.	4	5	20	3	3	9
Inadequate sanitation services.	5	4	20	3	3	9
Inappropriate organisation design to maximise organisation performance.	4	4	16	3	3	9
Ineffective promotion of Social Cohesion.	4	5	20	3	4	12
Ineffective supply chain management system	4	5	20	3	3	9
Insufficient airspace / disposal capacity for solid waste.	5	5	25	4	4	16
Insufficient supply of electricity.	4	5	20	4	3	12
Insufficient water services.	4	5	20	4	3	12
Spatial Planning Framework not enabling economic environment.	4	4	16	3	3	9

Global risk landscape 2019



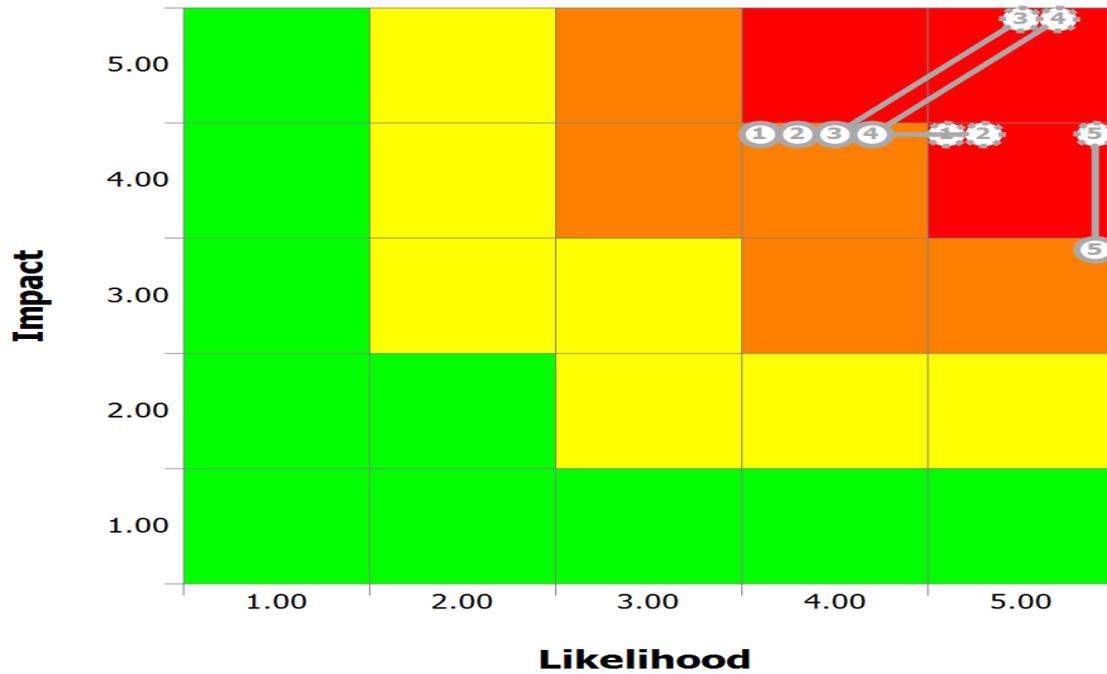
Source: The Global Risks Report 2019 14th Edition



Top 20 South African Risks ranked on impact and likelihood as per the IRMSA Report

No.	Description
1.	Structurally high unemployment.
2.	Growing income disparity and inequality.
3.	Failure of governance - public.
4.	Unmanageable fraud and corruption.
5.	Inadequate and/or sub-standard education and skills development.
6.	Energy price shock.
7.	Labour unrest and strike action.
8.	National political uncertainty/instability.
9.	Cyber-attacks (ransom, algorithm shutdown of the internet of things).
10.	Macro-economic developments.
11.	Skills shortage including the ability to attract and retain top talent.
12.	Lack of leadership.
13.	Breakdown of critical infrastructure & networks (e.g. transport, information, roads).
14.	Government policy, legislative and regulatory changes and uncertainty.
15.	Failure of State, a State crisis or a State collapse.
16.	Global political uncertainty/disruption.
17.	Capital availability/credit risk.
18.	Insufficient supply of electricity.
19.	Failure of governance - private.
20.	Business interruptions (e.g. production, supply chain).

Top 5 Strategic Risks IR vs RR Chart



Number	Title	IR	RR
1	Dysfunctional vehicle and plant fleet.	20.0	16.0
2	Inability to provide a safe and reliable road network.	20.0	16.0
3	Inadequate Disaster Risk Management.	25.0	16.0
4	Insufficient airspace / disposal capacity for solid waste.	25.0	16.0
5	Housing demand exceeding housing supply.	20.0	15.0

Risks identification and assessment by the Executive Management

The implementation of the Risk Management system is prescribed by legislation which the municipality must comply with.

Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. The ERM in Breede Valley Municipality provides the framework for Risk Management, which typically involves identifying particular events or circumstances relevant to the municipality's objectives (risks and contributing factors), assessing them in terms of likelihood and impact, determining a response strategy (action plans), and monitoring progress.

The management response strategy for the specific risks identified and analysed, fall within the following four categories as well as the appetite of 9 as approved by Council:

- **Avoid** – Action is taken to exit the activities giving rise to risk. Risk avoidance may involve exiting a product line, declining expansion to a new geographical market, or selling a division.
- **Reduce** – Action is taken to reduce the risk likelihood or impact, or both. This may involve any of a myriad of everyday business decisions.
- **Share** – Action is taken to reduce risk likelihood or impact by transferring or otherwise sharing a portion of the risk. Common risk sharing techniques include purchasing insurance products, pooling risks, engaging in hedging transactions, or outsourcing an activity.
- **Accept** – No action is taken to affect likelihood or impact.



The following tables provide the risk ratings:

Potential Impact / Consequence

Rating	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Achievement of objectives
Catastrophic (5)	Risk event will result in widespread and lengthy reduction in continuity of service delivery to customers for a period greater than 48 hours	Major environmental damage. Serious injury (permanent disability) or death of personnel or members of the Public. Major negative media coverage.	Use of unproven technology for critical systems / project components. High level of Technical Interdependencies between system components.	Disaster with potential to lead to collapse of business and is fundamental to the achievement of objectives.	Negative outcomes or missed opportunities that are of critical importance to the achievement of objectives
Major (4)	Reduction in service delivery or disruption for a period ranging between 24 & 48 hours over a significant area	Significant injury of personnel or public. Significant environmental damage. Significant negative media coverage	Use of new technology not previously utilised by the organisation for critical systems / project components	Critical event which can be endured but which may have a prolonged negative impact and extensive consequences	Negative outcomes or missed opportunities that are likely to have a relatively substantial impact on the ability to meet objectives
Moderate (3)	Reduction in service delivery or disruption for a period between 8 & 24 hours over a significant area	Lower level of environmental, safety or health impacts. Negative media coverage	Use of unproven or emerging technology for critical systems / project components.	Major events, which can be managed but requires additional resources and management effort.	Negative outcomes or missed opportunities that are likely to have a relatively moderate impact on the ability to meet objectives
Minor (2)	Brief local inconvenience (work around possible). Loss of an asset with minor impact on operations	Little environmental, safety or health impacts. Limited negative media coverage	Use of unproven or emerging technology for systems / project components	Event, which can be managed under normal operating conditions	Negative outcomes or missed opportunities that are likely to have a relatively low impact on the ability to meet objectives
Insignificant (1)	No or minimal impact on business or core systems	No environmental, safety or health impacts and/or negative media coverage	Use of unproven or emerging technology for non-critical systems / project components	Consequences can be readily absorbed under normal operating conditions.	Negative outcomes or missed opportunities that are likely to have a relatively negligible impact on the ability to meet objectives



Likelihood/Probability of occurrence

Rating	Level	Description
5	Almost certain	The risk is already occurring, or is likely to occur more than once within the next 12 months
4	Likely	The risk will easily occur, and is likely to occur at least once during the next 12 months.
3	Moderate	There is an above average chance of the risk occurring more than once during the next 3 years
2	Unlikely	The risk has a low likelihood of occurring during the next 3 years
1	Rare/Remote	The risk is unlikely to occur during the next 3 years

Control Effectiveness

Rating	Level	Description
5	Excellent	Could not be more effectively implemented to mitigate the risk.
4	Good	Most risks are effectively controlled and mitigated.
3	Average	There is room for some improvement in the control system.
2	Unsatisfactory	Some risks appear to be controlled but there are major deficiencies.
1	Poor	The control system is ineffective.



Significance rating on the Objectives to determine the Impact on Performance

Rating	Level
5	Almost high significance
4	High significance
3	Moderate significance
2	Low significance
1	Very low significance

Certainty rating on the Objectives to determine the Impact on Performance

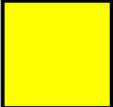
Rating	Description
1	90% - 100 certainty
2	80% - 90% certainty
3	70% - 80% certainty
4	60% - 70% certainty
5	50% - 60% certainty
6	40% - 50% certainty
7	30% - 40% certainty
8	20% - 30% certainty
9	10% - 20% certainty
10	1% - 10% certainty

Both the inherent and residual risks shall be measured as Low, Medium, High and Extreme.

This can be illustrated in the Heat Map, below:

LIKELIHOOD	5	LOW	MEDIUM	HIGH	EXTREME	EXTREME
	4	LOW	MEDIUM	HIGH	HIGH	EXTREME
	3	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	2	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
	1	LOW	LOW	LOW	LOW	LOW
	Risk Matrix		1	2	3	4
		IMPACT/ CONSEQUENCE				

Figure 2: Heat Map

 Risk Appetite Level
3 X 3 = 9 Level



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Dysfunctional vehicle and plant fleet.	4	5	20	4	4	16	Reduce	3	3	3	4	Poor Service Delivery
Risk Owner Title	Owner Type											
Jaco Steyn	Accountable											
Contributing Factor Title	Priority											
Lack of vehicle policy.	2.00 - Moderate - Medium impact on risk											
Limited tracking device systems in vehicles.	2.00 - Moderate - Medium impact on risk											
Aged vehicles/equipments.	High impact on risk											
Misuse of fleet.	High impact on risk											
Shortage of Fleet Manager.	High impact on risk											
Lack of fleet replacement financial model.	High impact on risk											
Lack of fleet replacement policy.	High impact on risk											
Inadequate Fleet Management.	High impact on risk											
Inadequate maintenance.	High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Facilities Manager position responsible for Fleet Management.	Partially adequate	Ineffective										
Fleet Maintenance System.	Adequate	Partially Effective										
Hiring vehicle and plant fleet.	Partially adequate	Partially Effective										
Own workshop for maintenance.	Adequate	Partially Effective										
Tracking device systems in vehicles.	Partially adequate	Partially Effective										
Action Plan Title	Type	Start Date	Due Date	Status								
Development of a vehicle usage policy.	Risk	10-May-18	31-Dec-19	In Progress 50%								
	Action Plan Owner Title	Owner Type										
	Jaco Steyn	Responsible										
Action Plan Title	Type	Start Date	Due Date	Status								
Appointment of a Fleet Manager.	Risk	10-May-18	31-Dec-19	Not Started								
	Action Plan Owner Title	Owner Type										
	Jaco Steyn	Responsible										



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Housing demand exceeding housing supply.	4	5	20	3	5	15	Reduce	4	4	3	4	unrest, increased
Risk Owner Title	Owner Type											
Seon Swartz	Responsible											
Ravol Baadjies	Informed											
Simphiwe Mayeki	Responsible											
Neville Fourie	Informed											
Connie Kweleta	Informed											
Contributing Factor Title	Priority											
Migration/Urbanization.	High impact on risk											
Growth in informal settlements and backyard dwelling.	3.00 - Major - High impact on risk											
Lack of available land for housing.	High impact on risk											
Ineffective interdepartmental communication.	3.00 - Major - High impact on risk											
Dependency on Provincial and National Government funding.	3.00 - Major - High impact on risk											
Non-alignment of bulk infrastructure with housing pipeline.	3.00 - Major - High impact on risk											
Insufficient budget	High impact on risk											
Project delays.	High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Bulk infrastructure plan.	Adequate	Partially Effective										
Cleaning/Updating of the demand waiting list.	Adequate	Partially Effective										
Dora Allocation / MIG 5% Allocation.	Partially adequate	Effective										
Regulations.	Adequate	Effective										
Housing Consumer Education programmes.	Adequate	Partially Effective										
Housing pipeline.	Adequate	Partially Effective										
Housing Policy.	Adequate	Effective										
meetings.	Adequate	Effective										
National Housing Code.	Adequate	Effective										
Spatial Development Framework.	Adequate	Partially Effective										
Transfer of title deeds as per Council resolution and Housing Code.	Adequate	Partially Effective										
Western Cape Housing Demand Database.	Adequate	Partially Effective										



Action Plan Title	Type	Start Date	Due Date	Status
Investigation possibility to acquire private land for housing.	Risk	29-Apr-19	30-Jun-20	Not Started
	Action Plan Owner Title	Owner Type		
	Seon Swartz	Responsible		
	Mayeki	Responsible		
Action Plan Title	Type	Start Date	Due Date	Status
Formalisation of informal settlements.	Risk	29-Apr-19	29-Jun-25	Not Started
	Action Plan Owner Title	Owner Type		
	Seon Swartz	Responsible		
	Mayeki	Responsible		



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inability to create a enabling environment for faster economic growth.	4	5	20	3	3	9	Reduce	2	2	3	4	Poverty / Unemployment
Risk Owner Title	Owner Type											
Collin January	Responsible											
Raymond Esau	Accountable											
Contributing Factor Title	Priority											
Lack of diversified economic development.	2.00 - Moderate - Medium impact on risk											
Limited natural resources.	2.00 - Moderate - Medium impact on risk											
Limited scope for developmental growth within the urban edge allowed for within the Spatial Development Framework.	2.00 - Moderate - Medium impact on risk											
Lack of investor confidence.	2.00 - Moderate - Medium impact on risk											
Inequality relating to education and economic assets.	3.00 - Major - High impact on risk											
resources to finance economic enabling projects.	3.00 - Major - High impact on risk											
such as drug related crime.	High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Available Industrial land	Adequate	Partially Effective										
EPWP Programme	Adequate	Partially Effective										
Infrastructure development programme (Bulk Water Services, Electrical Services).	Partially adequate	Effective										
Municipal land availability for development (SDF).	Adequate	Partially Effective										
Action Plan Title	Type	Start Date	Due Date	Status								
Finalise Uitvlug Alienation of municipal land for industrial development.	Risk	25-May-15	30-Jun-21	In Progress-75%								
	Action Plan Owner Title	Owner Type										
	Potgieter	Responsible										
	Collin January	Accountable										



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision of Service	Continuity Environmental	Safety & Complexity	Technical Financial	Consequence	
Inability to provide a safe and reliable road network.	4	5	20	4	4	16	Reduce	3	4	3	4	Poor service delivery
Risk Owner Title	Owner Type											
Jaco Steyn	Accountable											
Beresford Andrews	Responsible											
Contributing Factor Title	Priority											
Inadequate development and maintenance of Infrastructure.	2.00 - Moderate - Medium impact on risk											
Inadequate development and maintenance of Plant/Equipment.	2.00 - Moderate - Medium impact on risk											
Poor schedule maintenance.	2.00 - Moderate - Medium impact on risk											
Reliant on Service Provider due to expensive resources.	3.00 - Major - High impact on risk											
Limited capital budget.	3.00 - Major - High impact on risk											
Ineffective replacement and rehabilitation program.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy		Control Effectiveness									
Capital reserve.	Adequate		Partially Effective									
Implementation of Capital programme	Adequate		Effective									
Schedule maintenance programme.	Partially adequate		Partially Effective									
Scheduled road refurbishing program.	Partially adequate		Effective									
Action Plan Title	Action Plan Type		Start Date	Due Date	Status							
Updating and Compile a replacement programme for vehicles.	Risk		26-May-15	30-Jun-20	In Progress - 50%							
	Action Plan Owner Title		Owner Type									
	Hendrik Benecke		Responsible									
	Jevon Pekeur		Responsible									
	Jaco Steyn		Responsible									
Action Plan Title	Action Plan Type		Start Date	Due Date	Status							
Compile a replacement programme for electrical infrastructure and equipment.	Risk		01-Jul-17	30-Jun-20	In Progress - 50%							
	Action Plan Owner Title		Owner Type									
	Jaco Steyn		Responsible									
	Hendrik Benecke		Responsible									



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate community liaison/participation.	4	5	20	3	3	9		4	3	1	3	Community unrest
Risk Owner Title	Owner Type											
Anette Radjoo	Responsible											
Contributing Factor Title	Priority											
Ineffective execution of public participation policy.	High impact on risk											
Ineffective communication.	High impact on risk											
Lack of apathy of the community to attend meetings.	3.00 - Major - High impact on risk											
Insufficient budget.	High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Communication Strategy/Policy	Partially adequate	Partially Effective										
Communication Unit.	Partially adequate	Partially Effective										
IDP/Budget public participation.	Adequate	Effective										
Public Participation Policy.	Adequate	Effective										
Ward Committee system.	Adequate	Partially Effective										



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate Disaster Risk Management.	5	5	25	4	4	16	Reduce	4	4	3	4	Financial and severe impact.
Risk Owner Title	Owner Type											
Josephus Pretorius	Responsible											
Seon Swartz	Accountable											
Theodore Botha	Responsible											
Contributing Factor Title	Priority											
Lack of inter-departmental communication.	2.00 - Moderate - Medium impact on risk											
	Control Title	Control Adequacy	Control Effectiveness									
	Mutual Aid Agreement with CWDM.	Adequate	Effective									
	Disaster Management Emergency Task Team	Partially adequate	Partially Effective									
Contributing Factor Title	Priority											
Climate Change.	3.00 - Major - High impact on risk											
Lack of retainer funds for business continuity infrastructure.	3.00 - Major - High impact on risk											
	Control Title	Control Adequacy	Control Effectiveness									
	Insurances on Municipal Infrastructure.	Partially adequate	Partially Effective									
Contributing Factor Title	Priority											
Insufficient maintenance of fire breaks.	3.00 - Major - High impact on risk											
Inadequate IGR between emergency services.	3.00 - Major - High impact on risk											
Shortage of staff.	3.00 - Major - High impact on risk											
Failure of management to apply inherent principles to disaster risk.	3.00 - Major - High impact on risk											
	Control Title	Control Adequacy	Control Effectiveness									
	Cape Winelands Disaster Management Advisory Forum.	Partially adequate	Effective									
	Disaster Management Emergency Task Team	Partially adequate	Partially Effective									



Contributing Factor Title	Priority			
Lack and/or inadequate critical infrastructure plans (Business Continuity plans).	3.00 - Major - High impact on risk			
Insufficient maintenance of storm water infrastructure.	3.00 - Major - High impact on risk			
Establishment of informal settlements within flood lines.	3.00 - Major - High impact on risk			
Public unrest	3.00 - Major - High impact on risk			
Dilapidated buildings.	3.00 - Major - High impact on risk			
Shortage of vehicles / equipments.	3.00 - Major - High impact on risk			
Control Title	Control Adequacy	Control Effectiveness		
By-Law Code on fire safety.	Adequate	Effective		
Clearing of fire breaks.	Adequate	Effective		
Disaster and business continuation plans and procedures	Partially adequate	Partially Effective		
Fire and Rescue Services Collective Agreement.	Adequate	Effective		
Mutual Aid Agreement with CWDM.	Adequate	Effective		
Public educational programmes / awareness programmes regarding fire and disaster services.	Adequate	Effective		
Safety inspections at Buildings and High risk installations.	Adequate	Effective		
Ward Based Disaster Risk Assessment Report	Adequate	Partially Effective		
Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Develop mitigation plans for all risk identified during the 2017-2018 assessment.	Risk	29-Apr-19	30-Jun-20	In Progress - 25%
	Action Plan Owner Title	Owner Type		
	Josephus Pretorius	Responsible		
	Seon Swartz	Responsible		
	Theodore Botha	Responsible		
Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Appointment a disaster management officer.	Risk	29-Apr-19	30-Jun-21	In Progress 25%
	Action Plan Owner Title	Owner Type		
	Seon Swartz	Responsible		
	Theodore Botha	Responsible		
	Liesel Alberts	Informed		

Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate ICT Network Infrastructure.	4	5	20	3	3	9	Reduce	4	3	3	4	Loss of information; Severe financial implications; Failure of network.
Risk Owner Title	Owner Type											
Zanoxolo Solomon	Responsible											
Raymond Esau	Accountable											
Contributing Factor Title	Priority											
Power failure.	2.00 - Moderate - Medium impact on risk											
Fire, flooding or structural failure.	2.00 - Moderate - Medium impact on risk											
Loss of assets.	2.00 - Moderate - Medium impact on risk											
Insufficient ICT budget.	2.00 - Moderate - Medium impact on risk											
Viruses / Hacker / Denial of service.	2.00 - Moderate - Medium impact on risk											
Security breaches (theft, vandalism, etc.).	2.00 - Moderate - Medium impact on risk											
Earthquake	3.00 - Major - High impact on risk											
Ageing of ICT Network infrastructure.	3.00 - Major - High impact on risk											
Insufficient ICT Disaster Recovery of data and voice services.	3.00 - Major - High impact on risk											
Outdated software updates of the network.	3.00 - Major - High impact on risk											



Control Title	Control Adequacy	Control Effectiveness
Anti-virus, intrusion detection and firewalls are implemented.	Adequate	Effective
Battery backups.	Adequate	Effective
Daily ICT system backups.	Adequate	Effective
Deactivating components and systems.	Adequate	Effective
Disaster Recovery Site.	Adequate	Partially Effective
Generator at ICT Department - 70KVA.	Adequate	Effective
ICT Disaster Recovery Plan.	Partially adequate	Partially Effective
Restricted access to computer rooms.	Adequate	Effective
Service contract in place for all telephony equipment.	Partially adequate	Partially Effective
Telephone Management Systems with buffers.	Adequate	Effective
Uninterrupted power supplies (UPS), air-conditioners, smoke detectors.	Adequate	Effective
User Access office and server rooms.	Adequate	Effective
Weekly Offsite backups.	Adequate	Effective

Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate long term financial sustainability.	4	5	20	4	3	12	Reduce	3	3	3	4	Impact on service delivery
Risk Owner Title	Owner Type											
Hendolene Hansen	Responsible											
Roddrick Ontong	Accountable											
Berdine Volschenk	Responsible											
Andre Crotz	Responsible											
Contributing Factor Title	Priority											
Ineffective implementation of long term financial plan.	2.00 - Moderate - Medium impact on risk											
Lack of investor confidence.	2.00 - Moderate - Medium impact on risk											
Inadequate economic development.	3.00 - Major - High impact on risk											
Ineffective use of prioritizing of limited resources.	3.00 - Major - High impact on risk											
Insufficient Capital Reserve Funding.	3.00 - Major - High impact on risk											
Ineffective implementation and institutionalisation of the municipal governance review outlook.	3.00 - Major - High impact on risk											
Limited revenue tax base.	3.00 - Major - High impact on risk											
Social circumstances (crime, poverty).	3.00 - Major - High impact on risk											
Backlog of infrastructure.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Budgetary control procedures.	Adequate	Effective										
Genesis plan.	Adequate	Partially Effective										
Long term financial strategy	Adequate	Partially Effective										
Revenue enhancement plan.	Adequate	Partially Effective										



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate revenue enhancement.	4	5	20	3	3	9	Reduce	3	3	2	4	Impact of financial sustainability
Risk Owner Title	Owner Type											
Roddrick Ontong	Accountable											
Zingisile Maphingana	Responsible											
Mzwakhe Magadla	Responsible											
Contributing Factor Title	Priority											
Poor management of Debtors Control Systems.	3.00 - Major - High impact on risk											
Inadequate utilisation of GIS system	2.00 - Moderate - Medium impact on risk											
Lack of indigent portfolio verification.	2.00 - Moderate - Medium impact on risk											
Culture of Non-payment.	3.00 - Major - High impact on risk											
Incorrect meter readings.	3.00 - Major - High impact on risk											
Non-adherence to credit control policy.	3.00 - Major - High impact on risk											
Ineffective implementation and institutionalisation of the municipal governance review outlook.	3.00 - Major - High impact on risk											
Incorrect client data information.	3.00 - Major - High impact on risk											
Limited revenue tax base.	3.00 - Major - High impact on risk											
Lack of revenue enhancement plan.	3.00 - Major - High impact on risk											
Consumers not receiving accounts on time.	3.00 - Major - High impact on risk											
Unaccounted water losses.	3.00 - Major - High impact on risk											
Lack of Data Integrity.	3.00 - Major - High impact on risk											

Control Title	Control Adequacy	Control Effectiveness
Credit Control Policy.	Adequate	Effective
Data cleansing programme.	Adequate	Effective
Deviation report linked with prepaid system for credit control.	Adequate	Effective
Implementation of Revenue Enhancement Strategy and Action Plans.	Adequate	Partially Effective
Indigent portfolio verification.	Partially adequate	Partially Effective
Jumboree surveys.	Adequate	Effective
Revenue protection programme.	Partially adequate	Partially Effective
Zonal meters.	Adequate	Effective

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Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inadequate sanitation services.	5	4	20	3	3	9	Reduce	4	4	3	3	Unhealthy environment.
Risk Owner Title	Owner Type											
Lionel Liebenberg	Responsible											
Jevon Pekeur	Responsible											
Contributing Factor Title	Priority											
Shortage of vehicles.	3.00 - Major - High impact on risk											
Shortage of chemicals.	3.00 - Major - High impact on risk											
Insufficient Capital Reserve Fund.	3.00 - Major - High impact on risk											
Exceeding capacity of treatment plants.	3.00 - Major - High impact on risk											
Sewerage blockages.	3.00 - Major - High impact on risk											
Vandalism of networks.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy		Control Effectiveness									
1 Jetvec	Adequate		Partially Effective									
Dedicated chemical stock control.	Adequate		Effective									
Service Call Centre.	Adequate		Partially Effective									
Training & Development to process controllers.	Adequate		Effective									
Treatment plants at all towns.	Partially adequate		Effective									
Action Plan Title	Action Plan Type		Start Date	Due Date	Status							
Purchase of new Jetvac in 2020.	Risk		26-Apr-19	30-Jun-20	Not Started							
	Action Plan Owner Title		Owner Type									
	Jevon Pekeur		Responsible									
	Jaco Steyn		Responsible									



Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Purchasing of a new Jetvac.	Risk	11-May-18	30-Jun-19	In Progress 75%
	Action Plan Owner Title	Owner Type		
	Jevon Pekeur	Responsible		
	Jaco Steyn	Responsible		
Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Augmentation of waste water treatment plants at De Doorns, Rawsonville and Touws River.	Risk	11-May-18	30-Jun-23	Not Started
	Action Plan Owner Title	Owner Type		
	Jevon Pekeur	Responsible		



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Inappropriate organisation design to maximise organisation performance.	4	4	16	3	3	9	Reduce	3	2	2	4	Inadequate performance
Risk Owner Title	Owner Type											
Raymond Esau	Accountable											
McNita Nell	Responsible											
Contributing Factor Title	Priority											
Lack of proper work studies.	2.00 - Moderate - Medium impact on risk											
Lack of proper implementation of Equity Plan	2.00 - Moderate - Medium impact on risk											
Outdated/No job descriptions.	2.00 - Moderate - Medium impact on risk											
Delayed Task Implementation.	3.00 - Major - High impact on risk											
Delays in filling of Vacancies.	3.00 - Major - High impact on risk											
Lack of effective performance system.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy		Control Effectiveness									
Approved organogram.	Partially adequate		Partially Effective									
Job description in process to finalise.	Partially adequate		Partially Effective									
Performance agreements for managers compiled.	Partially adequate		Partially Effective									
Review of the staff establishment.	Adequate		Partially Effective									
Staff placement process.	Partially adequate		Partially Effective									
Task agreement with CWDM.	Adequate		Effective									
Action Plan Title	Action Plan Type		Start Date		Due Date		Status					
Work study to be conducted.	Risk		01-Jul-17		30-Jun-19		In Progress 75%					
	Action Plan Owner Title		Owner Type									
	McNita Nell		Responsible									
Action Plan Title	Action Plan Type		Start Date		Due Date		Status					
Review staff establishment.	Risk		10-May-18		30-Jun-19		In Progress 75%					
	Action Plan Owner Title		Owner Type									
	McNita Nell		Responsible									
	Raymond Esau		Responsible									



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Ineffective promotion of Social Cohesion.	4	5	20	3	4	12	Reduce	3	2	3	3	Community unrest
Risk Owner Title	Owner Type											
Neville Fourie	Responsible											
Darvin Maart	Responsible											
Wade Thys	Responsible											
Simphiwe Mayeki	Responsible											
Ravol Baadjies	Responsible											
Denver Pienaar	Responsible											
Connie Kweleta	Responsible											
Seon Swartz	Accountable											
Christine Gerber	Responsible											
Contributing Factor Title	Priority											
Unemployment.	3.00 - Major - High impact on risk											
Lack of recreational facilities.	3.00 - Major - High impact on risk											
Inadequate sport infrastructure development.	3.00 - Major - High impact on risk											
Xenophobia.	3.00 - Major - High impact on risk											
Public unrest.	3.00 - Major - High impact on risk											
Lack of community development.	3.00 - Major - High impact on risk											
Lack of Integrated planning.	3.00 - Major - High impact on risk											
Social circumstances (crime, poverty).	3.00 - Major - High impact on risk											
Inadequate community liaison/participation.	3.00 - Major - High impact on risk											
Inadequate public safety.	3.00 - Major - High impact on risk											



Control Title	Control Adequacy	Control Effectiveness
Community Safety Assessment Report.	Adequate	Partially Effective
Financial support to the Worcester Hope and Reconciliation	Adequate	Partially Effective
IGR Framework.	Adequate	Effective
Integrated Development Plan.	Partially adequate	Partially Effective
Integrated Social Development Plan.	Adequate	Partially Effective
Regional Socio Economic Programme (RSEP).	Partially adequate	Partially Effective

Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Completion on the construction of the Municipal Court.	Risk	29-Apr-19	30-Jun-20	In Progress-25%
	Action Plan Owner Title	Owner Type		
	Darvin Maart	Responsible		
	Seon Swartz	Responsible		



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision of	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Ineffective supply chain management system	4	5	20	3	3	9	Reduce	3	3	2	3	Service delivery failures
Risk Owner Title	Owner Type											
Roddrick Ontong	Accountable											
Katiso Moteetee	Responsible											
Salmon Lakay	Responsible											
Morne Potgieter	Responsible											
Contributing Factor Title	Priority											
Inadequate logistics of office accommodation.	2.00 - Moderate - Medium impact on risk											
Lack of promotion of local economic development.	2.00 - Moderate - Medium impact on risk											
Non-compliance to the requirements for deviations.	2.00 - Moderate - Medium impact on risk											
Ineffective use electronic procurement system.	2.00 - Moderate - Medium impact on risk											
Delays in filling of Vacancies.	3.00 - Major - High impact on risk											
Non adherence to Supply Chain Management Policy and timeframes.	3.00 - Major - High impact on risk											
Lack of procurement plans.	3.00 - Major - High impact on risk											
Ineffective implementation and institutionalisation of the municipal governance review outlook.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Bid Committee structures.	Adequate	Effective										
Organisation structure.	Adequate	Effective										
Supply Chain Management Policy.	Adequate	Effective										
Action Plan Title	Action Plan Type	Start Date	Due Date	Status								
Implementation of an electronic supply chain management system.	Risk	01-Jul-15	30-Jun-21	In Progress - 25%								
	Action Plan Owner Title	Owner Type										
	Salmon Lakay	Responsible										
	Katiso Moteetee	Responsible										



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Insufficient airspace / disposal capacity for solid waste.	5	5	25	4	4	16	Reduce	4	4	3	4	Financial burden and health risk; Loss of Permit.
Risk Owner Title	Owner Type											
Jaco Steyn	Accountable											
Sheldon Visagie	Responsible											
Contributing Factor Title	Priority											
Inadequate equipment due to budget constraints.	3.00 - Major - High impact on risk											
Non-compliance to the permit conditions of landfill sites.	3.00 - Major - High impact on risk											
Litigation against the Regional landfill sites.	3.00 - Major - High impact on risk											
Lack of sufficient capacity to manage landfill sites.	3.00 - Major - High impact on risk											
Insufficient waste minimization practice within BVM.	3.00 - Major - High impact on risk											
Insufficient operational budget to manage landfill sites.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
Application and submission for licence/permit for regional landfill site.	Partially adequate	Ineffective										
Awareness campaigns/notice boards to public on waste management	Adequate	Effective										
Implementation of waste minimization practices to reduce disposal of waste.	Adequate	Effective										
Integrated waste management plan	Adequate	Effective										
Satellite station at De Doorns	Adequate	Effective										
Security services on landfill sites.	Partially adequate	Ineffective										



Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Completion on the process of application for lifting of height restriction at landfill sites.	Risk	01-Jul-17	31-Dec-19	In Progress-25%
	Action Plan Owner Title	Owner Type		
	Sheldon Visagie	Responsible		
Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Completion on the construction of material recovery facility.	Risk	01-Jul-17	30-Jun-20	In Progress-25%
	Action Plan Owner Title	Owner Type		
	Sheldon Visagie	Responsible		
	Jaco Steyn	Responsible		

Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Insufficient supply of electricity.	4	5	20	4	3	12	Reduce	3	3	3	4	Limited development growth.
Risk Owner Title	Owner Type											
Jaco Steyn	Accountable											
Sedwill Hartman	Responsible											
Hendrik Benecke	Responsible											
Contributing Factor Title	Priority											
Unscheduled load shedding.	2.00 - Moderate - Medium impact on risk											
Inadequate communication to consumers with regards power outages.	1.00 - Minor - Low impact on risk											
Development of Trans Hex.	3.00 - Major - High impact on risk											
Inadequate maintenance of municipal grid.	3.00 - Major - High impact on risk											
Insufficient capital funding.	3.00 - Major - High impact on risk											
Industrial development.	3.00 - Major - High impact on risk											
Usage of electricity exceeds the demand.	3.00 - Major - High impact on risk											
Residential and commercial development.	3.00 - Major - High impact on risk											
Damage to supply network.	3.00 - Major - High impact on risk											



Control Title	Control Adequacy	Control Effectiveness
Electricity capacity supply to De Doorns - 3MVA.	Adequate	Effective
Electricity capacity supply to Tows River - 3MVA.	Adequate	Effective
Electricity capacity supply to Worcester - 60MVA.	Partially adequate	Partially Effective
Generator at Electricity Site - 90KVA.	Adequate	Effective
Generator at Fire Station - 75KVA.	Adequate	Effective
Generator at ICT Department - 70KVA.	Adequate	Effective
Generator at WWTW - 500KVA.	Adequate	Effective
Rawsonville is supplied by Eskom.	Adequate	Effective
Schedule maintenance programme.	Partially adequate	Partially Effective
Updated register on generator supply to municipal offices/sites.	Partially adequate	Effective

Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Monitor & Liaise with Eskom on the provision of the 20MVA demand for Trans Hex development.	Risk	01-Jul-17	30-Jun-21	In Progress-75%
	Action Plan Owner Title	Owner Type		
	Hendrik Benecke	Accountable		
	Sedwill Hartman	Responsible		



Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Insufficient water services.	4	5	20	4	3	12	Reduce	3	3	2	3	Loss of public trust.
Risk Owner Title	Owner Type											
Jevon Pekeur	Responsible											
Achmad Kafaar	Responsible											
Mervin Phillips	Informed											
Avril Booyen	Responsible											
Reggie Walters	Informed											
Jaco Steyn	Accountable											
Contributing Factor Title	Priority											
Insufficient water.	3.00 - Major - High impact on risk											
Migration into municipal area.	2.00 - Moderate - Medium impact on risk											
Increase in populations.	2.00 - Moderate - Medium impact on risk											
Climate Change.	3.00 - Major - High impact on risk											
Inadequate reservoir storage capacity.	3.00 - Major - High impact on risk											
Fleet Break-down	3.00 - Major - High impact on risk											
Insufficient Capital Reserve Funding.	3.00 - Major - High impact on risk											
New residential and industrial developments.	3.00 - Major - High impact on risk											
Misuse and/or non-adherence to water usage measures.	3.00 - Major - High impact on risk											



Control Title	Control Adequacy	Control Effectiveness
15000 Mega Litre Water - Stettynskloof Dam	Adequate	Partially Effective
2 Bore-holes for Touws River	Adequate	Partially Effective
4 Bore-holes at De Doorns	Adequate	Partially Effective
516 ML FAIRY GLEN DAM	Adequate	Partially Effective
90 ML BOK RIVIER DAM	Adequate	Partially Effective
Bulk water metering.	Partially adequate	Partially Effective
Calibration of meters.	Partially adequate	Partially Effective
Municipal Water-Bylaw	Adequate	Partially Effective
Three (3) bore-holes (Bok-Rivier, De Wet and Rawsonville)	Partially adequate	Ineffective
Water master plan	Adequate	Partially Effective
Water restriction measures.	Adequate	Partially Effective

Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Augmentation of water reservoir at Langerug.	Risk	10-May-18	30-Sep-19	In Progress 75%
	Action Plan Owner Title	Owner Type		
	Jaco Steyn	Responsible		

Action Plan Title	Action Plan Type	Start Date	Due Date	Status
Augmentation of water reservoir at Pre-Load.	Risk	10-May-18	30-Jun-22	Not Started
	Action Plan Owner Title	Owner Type		
	Carel Posthumus	Responsible		
	Saskia Langner	Responsible		
	Jevon Pekeur	Accountable		

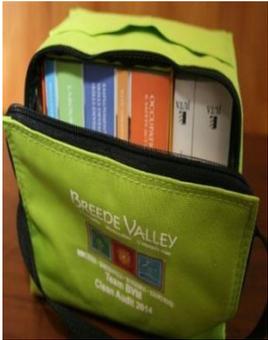


Risk Title	II	IL	IR	RI	RL	RR	Risk Response Decision	Continuity of Service	Safety & Environmental	Technical Complexity	Financial	Consequence
Spatial Planning Framework not enabling economic environment.	4	4	16	3	3	9	Reduce	2	3	2	3	Hampering of Regional and National Development; Non-stimulation of economic development and eradication of poverty.
Risk Owner Title	Owner Type											
Carisa Pieters	Responsible											
Jaco Steyn	Accountable											
Pieter Hartzenberg	Responsible											
Contributing Factor Title	Priority											
Strenuous compliance requirements.	1.00 - Minor - Low impact on risk											
Non-alignment of sector planning.	2.00 - Moderate - Medium impact on risk											
Non-optimal economic usage of urban space.	2.00 - Moderate - Medium impact on risk											
Political directives / decision making and or Political Will.	3.00 - Major - High impact on risk											
Control Title	Control Adequacy	Control Effectiveness										
5 Year Spatial Development Framework.	Adequate	Effective										
Integrated Development Planning	Adequate	Effective										
LUPA / SPLUMA ACT.	Adequate	Effective										
MTREF.	Adequate	Effective										
Public Participation Processes.	Adequate	Effective										
Action Plan Title	Action Plan Type	Start Date	Due Date	Status								
Review and completion of the 5 year SDF.	Risk	10-May-18	30-Jun-19	In Progress 25%								
	Action Plan Owner Title	Owner Type										
	Carisa Pieters	Responsible										
	Jaco Steyn	Responsible										
	Pieter Hartzenberg	Accountable										
Action Plan Title	Action Plan Type	Start Date	Due Date	Status								
Adopting of a single zoning scheme.	Risk	10-May-18	30-Jun-20	In Progress 25%								
	Action Plan Owner Title	Owner Type										
	Pieter Hartzenberg	Accountable										
	Carisa Pieters	Responsible										

Contact Information



EDWARD CLOETE
MANAGER: INTEGRATED
RISK MANAGEMENT
Tel 023 348 2606
Cell 072 951 6579
Fax 086 607 2658
ecloete@bvm.gov.za
www.bvm.gov.za



Enterprise Risk
Management (ERM)

Die Burgersentrum,
Baringstraat,
Privaatsak X3046,
Worcester, 6849,
Suid-Afrika

Civic Centre,
Baring Street,
Private Bag X3046,
Worcester, 6849,
South Africa

Previous Council Resolution: RESOLVED C50/2018