

2025/26 RISK REGISTER																																
Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service and infrastructure	Impact (1-5)	Likelihood (Low/Medium/High)	Exposure (Low/Medium/High)	Investment (Low/Medium/High)	Tolerance in the risk register	Existing controls (What Controls / Measures are already in place)	Control Strength	Control effectiveness (1-5)	Control strength (Low/Medium/High)	Risk level (Low/Medium/High)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to prevent it?)	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No			
To promote integrated human settlement planning	BSD 1	Development of an alternative energy plan for the District submitted to the Municipal Manager by 30 June	Development of an alternative energy plan for the District submitted to the Municipal Manager by 30 June	Alternative energy plan not submitted Failure to plan and be proactive for relevant infrastructure development	Inadequate staff commitment and capacity Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Planning for improved energy supply would be severely restricted Diversification of the district economy will not be promoted Inability to adapt to changing environmental conditions Inability to embrace opportunities presented by alternative energy	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	District One Plan Integrated Infrastructure Plan Spatial Development Framework IGR Forums	Moderate	3	0.75	Low	9	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Research into alternative energy solutions Engagements with possible key stakeholders (e.g. Dept of Energy) Engagements with knowledgeable community members	Management to intervene Consequences management to be introduced	HS	Accounting Officer Local municipalities STTOP Unit BTO Dept of Energy NT & PT OTP Costa	Annually			Yes	
To promote integrated human settlement planning	BSD 2	Annual progress report on the implementation of the alternative energy plan submitted to the Municipal Manager by 30 June	Annual progress report on the implementation of the alternative energy plan submitted to the Municipal Manager by 30 June	Implementation of alternative energy solutions not monitored	Alternative Energy Plan not complied Inadequate staff commitment and capacity Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Inability to monitor implementation and to timely adjust planning, as well as influence decision-making at the appropriate times	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Existing Reports	Strong	2	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	HS	Accounting Officer Local municipalities STTOP Unit BTO Dept of Energy NT & PT OTP Costa	Annually			Yes	
To promote integrated human settlement planning	BSD 3	Number of quarterly progress reports on the eradication of mud houses submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the eradication of mud houses submitted to the Municipal Manager by 30 June	Progress in respect of the eradication of mud houses not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Human settlement objectives not reached Quality of life of residents not improved Civil disobedience	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Spatial Development Frameworks Spatial Development Plan Human settlement sector plans Human Settlement Accreditation Business Plan	Moderate	3	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	HS	COOHSITA Rural Development Local Municipalities	Quarterly			Yes	
To promote integrated human settlement planning	BSD 4	Number of quarterly progress reports on the development of a Regional Hospital submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the development of a Regional Hospital submitted to the Municipal Manager by 30 June	Progress i.r.o. the development of a regional hospital not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Access to health facilities not improved Health facilities not geared to provide adequate health services Increased mortality rates Inability of health system to deal with disease outbreaks Failure to diversify the economy	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Infrastructure Forum District One Plan Spatial Development Framework Integrated Infrastructure Plan	Weak	4	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	HS	Department of Health Local Municipalities Provincial Legislature Council	Quarterly			Yes	
To promote integrated human settlement planning	BSD 5	Number of quarterly progress reports on the planning of the construction of a satellite university and mining college submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the planning of the construction of a satellite university and mining college submitted to the Municipal Manager by 30 June	Progress i.r.o. the construction of a satellite university and mining college not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Higher education and skills development not promoted Local economic development not promoted	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Infrastructure Forum District One Plan Spatial Development Framework Integrated Infrastructure Plan	Weak	4	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	HS	Department of Higher Education Sol Plaatje University Provincial Legislature Council	Quarterly			Yes	
To provide roads and transport services	BSD 25	Number of quarterly progress reports on the Extension of the Hottel – Port Elizabeth railway line submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the Extension of the Hottel – Port Elizabeth railway line submitted to the Municipal Manager by 30 June	Progress i.r.o. the extension of the Hottelzi to Port Elizabeth railway line not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Development objectives not reached Deteriorating road network Carbon footprint not reduced Local economic development not sustainable	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Infrastructure Forum District One Plan Spatial Development Framework Integrated Infrastructure Plan	Weak	4	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	EPWP	Department of Transport Snoekmoed Council and Provincial Legislature	Quarterly			Yes	
To promote integrated human settlement planning	BSD 6	Number of quarterly progress reports on the improved school infrastructure submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the improved school infrastructure submitted to the Municipal Manager by 30 June	Progress i.r.o. the improvement of school infrastructure not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Inadequate school infrastructure to accommodate learners School infrastructure not safe Basic education levels not promoted	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Infrastructure Forum District One Plan Spatial Development Framework Integrated Infrastructure Plan	Weak	4	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	EPWP	Department of Education Provincial Legislature Council Office of the Premier	Quarterly			Yes	
To provide bulk water and sanitation services	BSD 36	Number of quarterly progress reports on the water service authority Municipal Systems Act section 78 assessment submitted to the Municipal Manager by 30 June	4 quarterly progress reports on the water service authority Municipal Systems Act section 78 assessment submitted to the Municipal Manager by 30 June	Section 78 Assessment may not be concluded Basic Services and Infrastructure Development failure Failure improve revenue for the District	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders, especially from local municipalities Inadequate political will	The District Municipality would not be able to take an informed and coordinated decision. Determination of powers and functions will not be informed. District Municipality will not be able to generate revenue through bulk water services. District not able to take charge of constitutional functions	Basic Services and Infrastructure Development	Strategic: Medium to Long Term & Compliance	Major	4	A - Almost Certain (frequent)	5	Extreme	20	Unacceptable	Prior assessment efforts Integrated Infrastructure Forum	Weak	4	1.75	Extreme	35	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Strengthen and maintain existing controls Rally stakeholder and political support	Management to intervene Consequences management to be introduced	PMU	Accounting Officer BTO COOHSITA Dept of Water and Sanitation Local Municipalities BTO	Quarterly			Yes	
To promote integrated human settlement planning	BSD 7	Number of quarterly human settlements accreditation implementation progress reports submitted to CoGHSTA by 30 June	4 quarterly human settlements accreditation implementation progress reports submitted to CoGHSTA by 30 June	Progress i.r.o. human settlements accreditation implementation not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Non-compliance with accreditation requirements Grant funding not received Accreditation status reduced	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Spatial Development Frameworks Rural Development Plan Human settlement sector plans Human Settlement Accreditation Business Plan District One Plan	Moderate	3	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	HS	Senior Management BTO COOHSITA Local Municipalities	Quarterly			Yes	
To provide bulk water and sanitation services	BSD 37	Number of biannual progress reports on the Vaal Gamagara water pipe outlet for neighbouring villages submitted to the Municipal Manager by 30 June	2 biannual progress reports on the Vaal Gamagara water pipe outlet for neighbouring villages submitted to the Municipal Manager by 30 June	Progress i.r.o. the Vaal Gamagara water pipe outlet to neighbouring villages not monitored	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	General access to water not improved Civil disobedience Disease outbreaks Development objectives not reached	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Spatial Development Frameworks Rural Development Plan Human settlement sector plans Human Settlement Accreditation Business Plan Infrastructure Forum	Weak	4	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls Progress reports	Management to intervene Consequences management to be introduced	EPWP	Department of Water and Sanitation COOHSITA Local Municipalities Provincial Legislature Rural Development Office of the Premier	Bi-annually			Yes	
To provide roads and transport services	BSD 28	Number of monthly RRAMS expenditure reports submitted to Department of Transport by 30 June	12 monthly RRAMS expenditure reports submitted to Department of Transport by 30 June	Failure to submit monthly RRAMS expenditure reports Loss of revenue, grant being withheld	Inadequate staff commitment Inadequate oversight Inadequate resources Inadequate access to information Inadequate cooperation from stakeholders	Failure to account Non-compliance with grant requirements Loss of revenue	Basic Services and Infrastructure Development	Operational & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Monthly RRAMS expenditure reports	Strong	2	0.75	Low	6	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	GC	CFO Senior Management PMU Service provider Local municipalities Department of Transport Department of Roads and Public Works	Monthly			Yes	
To provide roads and transport services	BSD 26	Annual RRAMS Business Plan submitted to Department of Transport by 31 May	Annual RRAMS Business Plan submitted to Department of Transport by 31 May	Inability to access funding for RRAMS	Poor planning Non-submission of annual business plan Lack of staff commitment Lack of management oversight Lack of cooperation and inputs from stakeholders Lack of capacity to meet targets in terms of data collection Lack of resources Inadequate change management procedures Inability to continue with existing database systems Lack of available skills base externally	Non-compliance with DORA taking Grant funding withdrawn Outdated database Inability to raise or source funding for road asset maintenance Loss of job opportunities Inability to honour commitments Harm to reputation Inadequate change management procedures Claims against the Municipality	Basic Services and Infrastructure Development	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Division of Revenue Act IDP/Budget Framework Inclusion in IDP and SDBP Service provider contract Existing business plans Monthly and quarterly reports Annual evaluation report Project/Grant Steering Committee	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	GC	CFO Senior Management PMU Service provider Local municipalities Department of Transport Department of Roads and Public Works Professional Councils	31 May 2026			Yes	
To provide roads and transport services	BSD 27	Service Provider appointed to provide support with the updating of the RRAMS by 30 June	Service Provider appointed to provide support with the updating of the RRAMS by 30 June	Competent service provider not appointed in time	Ambiguity in terms of the Terms of Reference. Scope of Works not clear Supply Chain processes being compromised Poor planning Lack of staff commitment Lack of management oversight Lack of resources Inadequate change management procedures Lack of communication Delays in appointment and hand over by previous service provider	Misuse of funds resulting in wasteful expenditure in terms of MFMA. Targets and deliverables not attained. Failure to support local municipalities in terms of the Municipal Systems Act	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	RRAMS Guidelines, Terms of Reference, MFMA, Service Level Agreement Annual Business Plan DORA SCM processes	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities Department of Transport BTO	Not applicable to 2025/26			Yes	
To provide roads and transport services	BSD 29	Number of quarterly RRAMS progress reports submitted to Department of Transport by 30 June	4 quarterly RRAMS progress reports submitted to Department of Transport by 30 June	Failure to submit quarterly RRAMS progress reports Loss of revenue, grant being withheld	Lack of inputs from stakeholders Non-adherence to targets set in terms of SDBP Lack of resources Failure to submit monthly and quarterly reports on time Non-compliance with DORA and grant requirements Poor planning Lack of staff commitment Lack of management oversight Inadequate change management procedures Lack of communication Delays in receiving expenditure reports from BTO	Harm to reputation due to lack of accountability Loss of revenue Loss of jobs Outdated database Non-compliance with grant requirements and legislation	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Grant conditions Prior reports Database Regular data collection Service provider Financial system Contracted employees	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities Department of Transport BTO	Quarterly			Yes	
To enhance the skills capacity of young professionals in the built environment	BSD 40	Annual ISDG Business Plan submitted to National Treasury by 31 August	Annual ISDG Business Plan submitted to National Treasury by 31 August	Inability to improve professional capacity in the built environment in the District Loss of revenue, grant will be withheld	Poor planning Non-submission of annual business plan Lack of staff commitment Lack of management oversight Lack of cooperation and inputs from stakeholders Lack of resources Mentors not appointed Inadequate skills development and practical exposure Inability to retain skills	Non-compliance with DORA taking Grant funding withdrawn Loss of job opportunities Inability to honour commitments Harm to reputation Inability to improve the District skills base Poor service delivery resulting from inadequate skills capacity Loss of revenue	Basic Services and Infrastructure Development	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Service level agreement Business Plan Planning and Budgeting ISDG Guidelines DORA grant conditions Project/Grant Steering Committee National workshops Monthly mentoring assessment sessions Skills retention strategy	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Draft business plan to be completed at the end of July	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities BTO National Treasury	31 August 2026			Yes	
To enhance the skills capacity of young professionals in the built environment	BSD 41	Number of monthly ISDG Grant implementation reports submitted to National Treasury by 30 June	12 monthly ISDG Grant implementation reports submitted to National Treasury by 30 June	Inability to improve professional capacity in the built environment in the District Loss of revenue, grant will be withheld Failure to report	Lack of inputs from stakeholders Non-adherence to targets set in terms of SDBP Lack of resources Failure to submit monthly and quarterly reports on time Non-compliance with DORA and grant requirements Poor planning Lack of staff commitment Lack of management oversight Lack of communication Delays in receiving expenditure reports from BTO	Harm to reputation due to lack of accountability Loss of revenue, grant will be withheld Loss of jobs Non-compliance with grant requirements and legislation	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Service level agreement Business Plan Planning and Budgeting ISDG Guidelines DORA grant conditions Project/Grant Steering Committee National workshops Monthly mentoring assessment sessions Skills retention strategy	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls Implement skills retention strategy	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities BTO National Treasury	Monthly			Yes	
To enhance the skills capacity of young professionals in the built environment	BSD 42	Number of quarterly ISDG Grant implementation reports submitted to National Treasury by 30 June	4 quarterly ISDG Grant implementation reports submitted to National Treasury by 30 June	Inability to improve professional capacity in the built environment in the District Loss of revenue, grant will be withheld Failure to report	Lack of inputs from stakeholders Non-adherence to targets set in terms of SDBP Lack of resources Failure to submit monthly and quarterly reports on time Non-compliance with DORA and grant requirements Poor planning Lack of staff commitment Lack of management oversight Lack of communication Delays in receiving expenditure reports from BTO	Harm to reputation due to lack of accountability Loss of revenue, grant will be withheld Loss of jobs Non-compliance with grant requirements and legislation	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Service level agreement Business Plan Planning and Budgeting ISDG Guidelines DORA grant conditions Project/Grant Steering Committee National workshops Monthly mentoring assessment sessions Skills retention strategy	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls Implement skills retention strategy	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities BTO National Treasury	Quarterly			Yes	
To provide roads and transport services	BSD 28	Integrated Transport Plan Stakeholder engagement annually completed by 31 March	Integrated Transport Plan Stakeholder engagement annually completed by 31 March	Failure to engage and/or consult stakeholders ITP not supported by key stakeholders	Poor planning Lack of staff commitment Lack of management oversight Lack of stakeholder cooperation	Failure to achieve planned target Inability to plan and to update plans with the latest available information Poor service delivery Civil disobedience Stakeholders failing to take ownership of the ITP	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	ITP Spatial Development Framework IDP RRAMS System ITPN project NLTA	Weak	4	0.75	Low	9	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Arrange stakeholder engagements	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development	31 March 2026			Yes	
To provide roads and transport services	BSD 29	Final updated Integrated Transport Plan annually submitted to the Department of Transport, Safety and Liaison by 30 June	Final updated Integrated Transport Plan annually submitted to the Department of Transport, Safety and Liaison by 30 June	Failure to plan for transport Failure to respond to community needs proactively	ITP not updated Lack of cooperation and inputs from Stakeholders. Poor planning Lack of staff commitment Lack of management oversight Lack of resources Inadequate change management procedures Lack of communication ITP data outdated	Lack of integration and alignment in terms of other strategic planning documents. Non-credibility of the ITP as a planning tool Transport systems not meeting demands Transport systems not promoting development Civil disobedience Harm to reputation	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	NLTA, Municipal Systems Act Inclusion in the IDP and SDBP Existing database Current ITP Integrated public transport network (ITPN) project	Weak	4	0.75	Low	9	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls Infrastructure Forum to be replaced by an annual indaba	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development	30 June 2026			Yes	

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Strategic Objective	Key Performance Indicator Title	Target (Output)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service and delivery	Impact (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Existing controls (What Controls / Measures are already in place)	Control Strength	Control Effectiveness	Control Weight	Residual risk (Likelihood)	Residual risk (Impact)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk if it occurs?)	Response to Risk Materialising (If the risk becomes a reality, what will be the response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No
To provide roads and transport services	BSD 30 District Transport Authority established by 30 June	District Transport Authority established by 30 June	Failure to regulate District Transport System	Transport Authority not established Lack of inputs from stakeholders Non-adherence to targets set in terms of SOBP ITP not updated Lack of cooperation and inputs from Stakeholders. Poor planning Lack of staff commitment Lack of management oversight Inadequate change management procedures Lack of communication ITP data outdated Non-implementation of Section 78 Assessment process in terms of MSA Competing interests	Inability to regulate District Transport System Inability to integrate planning Inability to sustain current systems and/or functions related to the Authority Inability to promote development through District initiatives Inability to raise revenue	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	A - Almost Certain (frequent)	5	Extreme	25	Unacceptable	ITP Spatial Development Framework IDP RRAMS System ITPN project NLTA	Weak	4	0.75	High	18.8	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls District Transport Indaba	Management to intervene Consequences management to be introduced	PMU	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development	30 June 2026			Yes
To provide roads and transport services	BSD 33 Number of quarterly internal road monitoring reports for Joe Monitoring Local Municipality submitted to the Municipal Manager by June 30	4 quarterly internal road monitoring reports for Joe Monitoring Local Municipality submitted to the Municipal Manager by June 30	Failure to submit reports on time	Lack of resources Lack of support from stakeholders. Lack of information Poor communication Poor staff commitment Lack of management oversight Poor planning	Failure to provide services to the community of JTG. Harm to reputation Inability to account Loss of funding due to non-compliance Civil disobedience Unreliable and/or outdated information	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Funding requirements Previous reports Existing information and information gathering processes	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	EPWP	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	Quarterly			Yes
To provide roads and transport services	BSD 34 Number of quarterly internal road monitoring reports for Ga-Mogonyana Local Municipality submitted to the Municipal Manager by June 30	4 quarterly internal road monitoring reports for Ga-Mogonyana Local Municipality submitted to the Municipal Manager by June 30	Failure to submit reports on time	Lack of resources Lack of support from stakeholders. Lack of information Poor communication Poor staff commitment Lack of management oversight Poor planning	Failure to provide services to the community of JTG. Harm to reputation Inability to account Loss of funding due to non-compliance Civil disobedience Unreliable and/or outdated information	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Funding requirements Previous reports Existing information and information gathering processes	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	EPWP	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	Quarterly			Yes
To provide roads and transport services	BSD 35 Number of quarterly internal road monitoring reports for Ga-Segonyana Local Municipality submitted to the Municipal Manager by June 30	4 quarterly internal road monitoring reports for Ga-Segonyana Local Municipality submitted to the Municipal Manager by June 30	Failure to submit reports on time	Lack of resources Lack of support from stakeholders. Lack of information Poor communication Poor staff commitment Lack of management oversight Poor planning	Failure to provide services to the community of JTG. Harm to reputation Inability to account Loss of funding due to non-compliance Civil disobedience Unreliable and/or outdated information	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Funding requirements Previous reports Existing information and information gathering processes	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	EPWP	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	Quarterly			Yes
To provide roads and transport services	BSD 33 Number of quarterly progress reports regarding engagements with key stakeholders for the establishment of the Regional Airport to be submitted to the Municipal Manager by 30 June	4 quarterly progress reports regarding engagements with key stakeholders for the establishment of the Regional Airport to be submitted to the Municipal Manager by 30 June	Inability to promote economic development through air transport	Lack of cooperation and inputs from Stakeholders. Competing interests Lack of resources Lack of information Lack of staff commitment Lack of championship	Failure to embrace possible economic development opportunities Failure to diversify the district economy Inability to reduce poverty Inability to position the District as a global player	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	A - Almost Certain (frequent)	5	Extreme	20	Unacceptable	Spatial Development Framework Previous reports ITP Status Quo Report Infrastructure Forum	No controls	5	1	Extreme	20	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Political champion to be assigned Accounting Officer to intervene Feasibility study to be done and funded	Management to intervene Consequences management to be introduced	PMU	Council Executive Mayor IGP Senior Management Department of Transport Provincial Government: Department of Transport, Safety and Liaison Local Municipalities Private sector	Quarterly			Yes
To develop community facilities	BSD 9 Brickmaking Business Plan annually submitted to potential funders to access funding by 31 October	Brickmaking Business Plan annually submitted to potential funders to access funding by 31 October	Failure to create jobs through brickmaking	Lack of resources (budget and capacity) Financial loss due to grant conditions Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning Identification of locations Inadequate information and documentation Political interference Unrealistic community expectations and/or demands Conflicting and/or vested interests	Failure to stimulate economic growth and job creation Financial loss due to grant conditions Community dissatisfaction and concomitant possible disobedience Inability to complete planned projects Harm to reputation	Basic Services and Infrastructure Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Government policy (EPWP) System descriptions Frameworks Business plans Equipment	Strong	2	0.25	Low	1	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Source funds for the project Engage and employ only the community members of where the cemetery is situated	Political intervention will be requested	EPWP	Senior Management Political Leadership Department of Roads and Public Works Local municipalities Internal Departments and Units Traditional leaders Communities concerned	31-Oct-25			Yes
To develop community facilities	BSD 8 Number of quarterly progress reports on brickmaking submitted to Public Works by 30 June	4 quarterly progress reports on brickmaking to Public Works by 30 June	Failure to create jobs through brickmaking Stopping of grant if not spent	Failure to submit reports Lack of commitment of grant participants Poor planning Lack of cooperation from stakeholders Delay in supply chain processes Inadequate resources, specially internet connectivity and IT equipment	Failure to stimulate economic growth and job creation Financial loss due to grant conditions Community dissatisfaction and possible disobedience Inability to complete planned projects Harm to reputation Loss of income and job opportunities Failure to upgrade community infrastructure Non compliance with grant conditions	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	B - Likely (probable)	4	High	16	Unacceptable	Legislation Policies and procedures	Weak	4	0.75	Medium	12	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Ensure that the draft plan to be available at the end of quarter 2	Request assistance from the National Treasury	PMU	Senior Management Service provider Department of Transport Sector Departments BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	Quarterly			Yes
To provide bulk water and sanitation services	BSD 39 Water Resource Management Strategy developed by 30 June	Water Resource Management Strategy developed by 30 June	Inability to develop Water Resource Management Strategy	Lack of capacity Inability to provide clean water according to household number Non compliance	Poor service delivery Inability to provide clean water according to household number Non compliance	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Legislation	Moderate	3	0.5	Medium	10	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Ensure that the draft strategy to be available at the end of quarter 3	Request assistance from the National or Provincial Department of Human Settlements	PMU	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	Not applicable to 2025/26			Yes
To promote integrated human settlement planning	BSD 21 Integrated Infrastructure plan developed by 31 May	Integrated Infrastructure plan developed by 31 May	Failure to provide services	Lack of capacity Lack of resources Poor planning Lack of staff commitment Lack of management oversight Lack of communication Lack of cooperation from stakeholders, especially local municipalities Lack of championship Lack of information Gaps in planning and information related to water, sanitation, energy and telecommunications infrastructure and demands Competing interests	Poor service delivery Inability to provide adequate services Inability to source funding for development Inability to promote economic development and job creation Inability to be proactive in planning and development Inability to respond to the demand for services Inefficient use of resources due to mismanagement of planning	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Human settlement sector plans Spatial Development Framework's ITP ITPN IDP RDP Road and storm water master plans	Weak	4	0.75	High	15	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls Political champion to be assigned Accounting Officer to intervene Available planning to be collated into a draft infrastructure plan. Gaps to be identified and provided for in subsequent planning initiatives	Request assistance from the National or Provincial Department of Human Settlements	EPWP	Senior Management Local Municipalities MSA Engineering Council Sector Departments (e.g. Department of Public Works, Department	31-May-26			Yes
To provide roads and transport services	BSD 34 3 revised Internal Roads Paving EPWP Business Plans submitted to the Provincial Department by 31 October	3 revised Internal Roads Paving EPWP Business Plans submitted to the Provincial Department by 31 October	Inability to access funding to create jobs	Failure to submit business plans on time Lack of inputs from stakeholders Lack of capacity to meet targets in terms of data collection. Lack of prioritisation and identification of roads by Local Municipalities Uncertainty of funding allocations due to non-gazetting of funding Lack of staff commitment Lack of management oversight	Non-compliance in terms of legislation. Failure to provide service delivery to the JTG community Inability to improve and/or maintain roads infrastructure Inability to create jobs Inability to access available funding Civil disobedience Harm to reputation Inability to cooperate with and support local municipalities	Basic Services and Infrastructure Development	Strategic: Short Term	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Current business plans Gathering of information RRAMS database Funding requirements	Strong	2	0.25	Low	1.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain current controls Accounting Officer to engage funding Department and potential donors to avail funding information during the IDP review process	Management to intervene Consequences management to be introduced	EPWP	Senior Management PMU Service provider Local municipalities Department of Transport Sector Departments Department of Planning and Development BTO Department of Roads and Public Works Private Sector (e.g. mining industry and big business)	31-Oct-25			Yes
To develop community facilities	BSD 35 Number of monthly EPWP Integrated Grant expenditure reports submitted to the Department of Public Works by 30 June	12 monthly EPWP Integrated Grant expenditure reports submitted to the Department of Public Works by 30 June	EPWP Grant withheld	Failure to submit reports Lack of staff commitment Poor planning Lack of cooperation from stakeholders Lack of management oversight Inadequate resources, specially internet connectivity and IT equipment Inadequate staff	Loss of revenue Loss of job opportunities Failure to upgrade community infrastructure Non-compliance with grant conditions Harm to reputation	Basic Services and Infrastructure Development	Operational & Compliance	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Monthly and quarterly reports Project list Grant register and expenditure report Conditional grant reports	Strong	2	0.25	Low	1.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	EPWP	Local Municipalities Councilors Community members Traditional leaders Senior Management Department of Roads and Public Works	Monthly			Yes
To provide adequate housing to residents of the District	BSD 10 Number of quarterly Human Settlement Sector Plan update progress reports submitted to the Municipal Manager by 30 June	4 quarterly Human Settlement Sector Plan update progress reports submitted to the Municipal Manager by 30 June	Failure to report progress i.r.a. Human Settlement Sector Plans progress not monitored	Lack of capacity Lack of staff commitment Lack of management oversight Poor planning	Failure to account Failure to monitor progress and to adjust planning and performance if necessary Failure to update Human Settlement Sector Plans	Basic Services and Infrastructure Development	Operational & Compliance	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Human Settlement Sector Plans ITP IDP SDP District One Plan	Moderate	3	0.5	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Human Settlement Sector Plan update progress reports	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership Traditional Leaders Local Municipalities Sector Departments Mining Sector Private Sector	Quarterly			Yes
To provide adequate housing to residents of the District	BSD 22 Human Settlements Sector Plan annually reviewed by 31 May	Human Settlements Sector Plan annually reviewed by 31 May	Failure to adequately respond to the housing and human settlement needs of residents in the District	Failure to update human settlement sector plans Lack of cooperation from local municipalities Lack of cooperation from sector departments and private sector Lack of information Lack of resources Inadequate demand information Lack of capacity Lack of cooperation from traditional leaders Lack of staff commitment Lack of management oversight Lack of programme, project and contract management Lack of standard operating procedures Non-availability of land Poor planning Lack of integration with other plans Lack or process plan Inadequate Spatial Planning	Poor service delivery Inability to provide adequate shelter to residents Inability to account Civil disobedience Poor infrastructure Inadequate time management and waste of time, as well as resources Non-compliance with legislation and policy of Government Non-alignment of sector plans, as well as poor planning Failure to stimulate economic growth Harm to reputation Inability to access funding Increased levels of poverty Increased vulnerability of communities to disasters and disease Lack of security in communities Lack of job creation Inability to manage the human settlement and housing	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Legislation Policies and procedures Current Human Settlement Plans Accreditation Business Plan National Housing Needs Register District and Local Spatial Development Frameworks	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls Development of a business plan to raise funding for housing and human settlement development Approach HDA for support Development of a process plan	Request assistance from the National or Provincial Department of Human Settlements	HS	Senior Management Political Leadership Traditional Leaders Local Municipalities Sector Departments Mining Sector Private Sector ITP/CDP Unit	31 May 2026			Yes
To provide adequate housing to residents of the District	BSD 24 Final reviewed Human Settlements Accreditation Business Plan annually submitted to COGHSTA by 30 September	Final reviewed Human Settlements Accreditation Business Plan annually submitted to COGHSTA by 30 September	Inadequate operational capacity to provide a human settlements service Loss of revenue, grant will not be accessible	Human Settlement Accreditation Business Plan not annual Review and submission Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning Lack of resources	Poor service delivery Inability to provide adequate shelter to residents Lack of accountability Civil disobedience Failure to take advantage of funding opportunities Inability to manage and provide for the daily operation and maintenance of the human settlements service. Poor planning Lack of resources	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Legislation Policies and procedures Current Accreditation Business Plan Equitable Share Grant	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Request assistance from the National or Provincial Department of Human Settlements	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	30-Sep-25			Yes

2025/26 RISK REGISTER																																
Strategic Objective	Key Performance Indicator Title	Target (Output)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or exacerbates the response strategy?)	Consequences of risk (What will happen if this risk materialise?)	Risk category	Risk Type	Impact (1-5)	Impact (1-5)	Likelihood (1-5)	Likelihood (1-5)	Inherent risk (1-20)	Tolerance level	Existing controls (What Controls / Measures are already in place)	Control Strength	Control Effectiveness (1-5)	Control Reliability (1-5)	Risk score (1-100)	Risk level	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to manage it?)	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No			
To provide adequate housing to residents of the District	BSD 11 Number of monthly human settlement progress reports submitted to the COGHSTA by 30 June	12 monthly human settlement progress reports submitted to the COGHSTA by 30 June	Failure to submit human settlement progress reports Loss of revenue, grant will be withheld	Lack of staff commitment Lack of management oversight Lack of cooperation from stakeholders Poor planning	Inability to account Inability to monitor progress and to adjust planning/performance if necessary. Grant will be withheld	Basic Services and Infrastructure Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Human Settlements Business Plan Housing needs register	Strong	2	0.25	Low	1	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	Monthly			Yes			
To provide adequate housing to residents of the District	BSD 12 Number of quarterly human settlement progress reports submitted to the Municipal Manager by 30 June	4 quarterly human settlement progress reports submitted to the Municipal Manager by 30 June	Failure to submit human settlement progress reports	Lack of staff commitment Lack of management oversight Lack of cooperation from stakeholders Poor planning	Inability to account Inability to monitor progress and to adjust planning/performance if necessary.	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Human Settlements Business Plan Housing needs register	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	Quarterly			Yes			
To provide adequate housing to residents of the District	BSD 23 Draft reviewed Human Settlements Accreditation Business Plan annually submitted to Council by 31 May	Draft reviewed Human Settlements Accreditation Business Plan annually submitted to Council by 31 May	Failure to review Human Settlements Accreditation Business Plan	Lack of staff commitment Lack of management oversight Lack of cooperation from stakeholders Poor planning	Inability to do forward planning Inability to access potential revenue sources Inability to provide services Civil disobedience Harm to reputation Inability to meet funding requirements	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Current business plans Gathering of information Funding requirements	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	31 May 2026			Yes			
To provide adequate housing to residents of the District	BSD 13 Human Settlements Register annually updated report by 30 June	Human Settlements Register annually updated report by 30 June	Failure to adequately respond to the housing and human settlement needs of residents in the District	National Housing Needs Register not updated Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning Lack of resources HSS inaccessible	Outdated register Poor service delivery Inability to respond to housing demand Lack of accountability Inability to provide adequate shelter to residents Inability to account Civil disobedience Poor infrastructure Non-compliance with legislation and policy of Government	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Current Register Temporary staff Allow walk ins Consumer education HSS System	Strong	2	0.25	Low	2	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls Lobby for funding	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	30 June 2026			Yes			
To provide adequate housing to residents of the District	BSD 14 Number of bi-annual Mandela House construction progress reports submitted to the Municipal Manager by 30 June	2 bi-annual Mandela House construction progress reports submitted to the Municipal Manager by 30 June	Failure to submit Mandela House construction progress reports	Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning	Inability to account Inability to monitor progress and to adjust planning/performance if necessary.	Basic Services and Infrastructure Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	IDP SDBIP Reports	Strong	2	0.25	Low	1	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Mandela House construction progress reports	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	Bi-annually			Yes			
To provide adequate housing to residents of the District	BSD 15 Mandela Day House annually constructed by 30 June	Mandela Day House annually constructed by 30 June	Mandela Day House not completed on time	Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning Lack of resources	Poor service delivery Failure to assist the poor Harm to reputation	Basic Services and Infrastructure Development	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Legislation Policies and procedures Project monitoring tool Budget provision	Moderate	3	0.5	Low	4.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls Improve financial planning Improve cash flow planning	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	30-Jun-26			Yes			
To provide adequate housing to residents of the District	BSD 16 Business Plans annually submitted to the Provincial Department to access human settlement funding by 31 October	Business Plans annually submitted to the Provincial Department to access human settlement funding by 31 October	Failure to access human settlement funding	Failure to submit business plan Failure to update human settlement sector plans Lack of cooperation from local municipalities Lack of cooperation from sector departments and private sector Lack of community involvement Lack of resources Inadequate demand information	Poor service delivery Inability to provide adequate shelter to residents Inability to account Inability to monitor progress and to adjust planning/performance if necessary.	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Legislation Policies and procedures Current Human Settlement Plans Accreditation Business Plan National Housing Needs Register Political and Local Services	Moderate	3	0.5	Low	4	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments Ward Committee Members	31-Oct-25			Yes			
To provide adequate housing to residents of the District	BSD 17 Number of bi-annual Special Interest Groups housing construction progress reports submitted to the Municipal Manager by 30 June	Number of bi-annual Special Interest Groups housing construction progress reports submitted to the Municipal Manager by 30 June	Failure to submit progress reports i.e. the construction of the special interest groups house	Lack of capacity Lack of staff commitment Lack of management oversight Lack of cooperation from stakeholders Poor planning Lack of resources	Inability to account Inability to monitor progress and to adjust planning/performance if necessary.	Basic Services and Infrastructure Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	IDP SDBIP	Strong	2	0.25	Low	1	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Bi-annual House for Special Interest Groups construction progress reports	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	Bi-annually			Yes			
To provide adequate housing to residents of the District	BSD 18 House for Special Interest Groups annually completed by 30 June	House for Special Interest Groups annually completed by 30 June	House for special interest groups not completed on time	Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from stakeholders Poor planning Lack of resources Changes in environmental conditions Price increases Availability of materials Theft of materials Delivery cost of materials Non-performance and poor workmanship of contractors Poor contract management Slow and unreliable internal processes Beneficiary identification not completed in time	Poor service delivery Failure to assist the poor Harm to reputation	Basic Services and Infrastructure Development	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Legislation Policies and procedures Project monitoring tool Budget provision	Moderate	3	0.5	Low	4.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls Improve financial planning Improve cash flow planning	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	30-Jun-26			Yes			
To provide adequate housing to residents of the District	BSD 19 Number of quarterly human settlements projects monitoring reports submitted to COGHSTA by 30 June	4 quarterly human settlements projects monitoring reports submitted to COGHSTA by 30 June	Human Settlement projects progress not monitored Grant will be withheld	Inadequate staff commitment Inadequate management oversight Lack of resources Lack of information	Inability to account Harm to reputation Non-compliance with grant conditions Loss of revenue	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Human settlement sector plans Human settlement sector reports	Strong	2	0.25	Low	1.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	HS	Senior Management Political Leadership COGHSTA Local municipalities Internal Departments	Quarterly			Yes			
To develop community facilities	BSD 20 Number of quarterly human settlement job creation reports submitted to the Municipal Manager by 30 June	4 quarterly human settlement job creation reports submitted to the Municipal Manager by 30 June	Job creation not monitored	Lack of cooperation by communities Lack of capacity Lack of staff commitment Lack of coordination Lack of management oversight Lack of cooperation from local municipalities Poor planning	Inability to account Inability to monitor progress and to adjust planning/performance if necessary. Inability to stimulate economic growth and job creation	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	IDP SDBIP	Strong	2	0.25	Low	1.5	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Human settlement job creation reports	Management to intervene Consequences management to be introduced	HS	Senior Management BTO COGHSTA Department of Public Works	Quarterly			Yes			
To provide municipal health services to the communities of the District	CDSO 5 Municipal Health Services Strategy reviewed by 30 June	Municipal Health Services Strategy reviewed by 30 June	Increased disease outbreaks Inability to perform MHS functions	Municipal health strategy not implemented Inadequate budget Lack of support and cooperation from stakeholders Lack of human resources, vehicles and equipment Lack of administrative and legal support Lack of information and data Lack of Skills Training Inadequate staff commitment Inadequate Management oversight and commitment Inadequate law enforcement Lack of standard operating procedures Poor planning Ineffective SCM processes	Increased mortality rate Increased pressure to provide curative responses to disease outbreaks Increased pressure on available resources such as health facilities Inability to prevent the spread of diseases Harm to reputation Increased liability for the Municipality and Environmental Health Practitioners Inability to manage municipal health services	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Municipal Health Strategy Standard operating procedures Performance agreements Inclusion in IDP and SDBIP Limited access to vehicles and equipment Skilled EHPs Municipal Health Services Policy Health related legislation Norms and standards	Moderate	3	0.5	Low	5	Director: Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Strategy to be reviewed regularly Increased Management oversight and support Improved relations with and cooperation from internal stakeholders such as BTO (SCM, Budget), Fleet Services, Registry, Legal and Compliance Unit and Human Resources Integrated planning and cooperation between stakeholders in the Municipality Extension of allowances to EHPs Vehicles dedicated to EHPs	Management to intervene Consequences management to be introduced	MHS	Municipal Manager Budget and Treasury Office Human Resources Skills Development Officer Senior Management Fleet Services Planning Registry	Not applicable for 2025/2026			Yes			
To provide municipal health services to the communities of the District	CDSO 6 Municipal health policy annually reviewed as per amendments of National Environmental Health Policy by 30 June	Municipal health policy annually reviewed as per amendments of National Environmental Health Policy by 30 June	Increased disease outbreaks	Municipal health strategy not reviewed Inadequate budget Lack of support and cooperation from stakeholders Lack of human resources, vehicles and equipment Lack of administrative and legal support Lack of information and data Lack of Skills Training Inadequate staff commitment Inadequate Management oversight and commitment Inadequate law enforcement Lack of standard operating procedures Poor planning Ineffective SCM processes	Increased mortality rate Increased pressure to provide curative responses to disease outbreaks Increased pressure on available resources such as health facilities Inability to prevent the spread of diseases Harm to reputation Increased liability for the Municipality and Environmental Health Practitioners Inability to manage municipal health services	Basic Services and Infrastructure Development	Strategic: Short Term	Minor	2	D - Unlikely (uncommon)	2	Low	4	Municipal Health Strategy Standard operating procedures Performance agreements Inclusion in IDP and SDBIP Limited access to vehicles and equipment Skilled EHPs Municipal Health Services Policy Health related legislation Norms and standards	Strong	2	0.25	Low	1	Director: Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	MHS	Municipal Manager Budget and Treasury Office Human Resources Skills Development Officer Senior Management Fleet Services Planning Registry	30-Jun-26			Yes			
To provide municipal health services to the communities of the District	CDSO 7 Reviewed Municipal health tariffs annually submitted to BTO by 31 March	Reviewed Municipal health tariffs annually submitted to BTO by 31 March	Failure to generate revenue to provide municipal health services	Tariff Structure not adopted Tariffs not enforced Inadequate financial management capacity Inadequate billing processes Inadequate records management processes Inadequate communication and information flow between internal stakeholders Inadequate resources such as municipal transport to timely perform inspections and follow-up inspections Inadequate SCM processes By-laws not published	Financial loss Non-compliance with legislation Inability to enforce the law Disease outbreaks Community dissatisfaction and possible civil disobedience Communities not able to rely on service provision Poor planning	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	A - Almost Certain (requent)	5	Extreme	20	MFA Policies and Procedures Documented standard operating procedures Environmental Health Practitioners	Weak	4	0.75	High	15	Director: Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	To finalize the process of gazetting Municipal By-laws as an extreme priority Tariff Structure to be tabled and adopted with annual budget Increased Management oversight and support Improved relations with and cooperation from internal stakeholders such as BTO (SCM, Budget), Fleet Services, Registry, Legal and Compliance Unit and Human Resources Integrated planning and cooperation between stakeholders in the Municipality	Accounting Officer to intervene	MHS	Municipal Manager Budget and Treasury Office Human Resources Skills Development Officer Senior Management Fleet Services Planning Registry	31-Mar-26			Yes			
To provide municipal health services to the communities of the District	CDSO 8 Number of Municipal Health Services Actions performed by 30 June	528 Municipal Health Services Actions performed by 30 June	Increased disease outbreaks	Municipal health strategy not reviewed Inadequate budget Lack of support and cooperation from stakeholders Poor planning Lack of human resources, vehicles and equipment and data management system Lack of administrative and legal support Lack of information and data Lack of Skills Training Inadequate staff commitment Inadequate Management oversight and commitment Inadequate law enforcement Lack of standard operating procedures Poor planning Ineffective SCM procedures	Financial loss Non-compliance with legislation Inability to enforce the law Disease outbreaks Community dissatisfaction and possible civil disobedience Communities not able to rely on service provision Inability to generate revenue Demotivated staff	Basic Services and Infrastructure Development	Operational	Extreme	5	B - Likely (probable)	4	Extreme	20	MFA Policies and Procedures Documented standard operating procedures Environmental Health Practitioners Health related legislation Fleet services IT Services	Weak	4	0.75	High	15	Director: Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	To finalize the process of gazetting Municipal By-laws as an extreme priority Tariff Structure to be tabled and adopted with annual budget Increased Management oversight and support Improved relations with and cooperation from internal stakeholders such as BTO (SCM, Budget), Fleet Services, Registry, Legal and Compliance Unit and Human Resources Integrated planning and cooperation between stakeholders in the Municipality Review of organisational structure Provision of resources	Management to intervene Consequences management to be introduced	MHS	Municipal Manager Budget and Treasury Office Human Resources Skills Development Officer Senior Management Fleet Services Planning Registry	30-Jun-26			Yes			
To provide municipal health services to the communities of the District	CDSO 1 Air Quality Management Plan reviewed by 30 June	Air Quality Management Plan reviewed by 30 June	Increased air pollution and disease outbreaks	Air quality management plan not in place Inadequate budget Lack of support and cooperation from stakeholders Poor planning Lack of human resources, vehicles and equipment Lack of administrative and legal support Lack of information and data Lack of Skills Training Inadequate staff commitment Inadequate Management oversight and commitment Inadequate law enforcement Lack of standard operating procedures Poor planning Ineffective SCM procedures	No performance Lack of accountability Poor Service delivery Increased pollution Increased mortality and morbidity rates Increased disease prevalence Non-compliance with legislation Inability to attract investment Inability to attract tourists Increased unemployment rate Increased disaster hazards Deteriorating animal health in the District Inability to generate revenue Deteriorating food security Global warming Increased development footprint Increased liability	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Legislation Air quality management plan Draft By-law Air quality forum Draft EMF	Strong	2	0.25	Low	2	Director: Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls Gazette By-law Tariff Structure to be developed Draft reviewed plan to be submitted to Council	Management to intervene Consequences management to be introduced	MHS	Senior Management Local Municipalities OFFE DAERL Mining Houses	30-Jun-26			Yes			

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Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialise?)	Risk category	Risk Type	Impact on service and infrastructure (1-5)	Impact (1-5)	Likelihood (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Exposure (Low/Medium/High)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to)	Response to Risk Materialising (If the risk becomes a reality, what will we do to respond)	Action Owner (Who implements this action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Yes/No		
To provide municipal health services to the communities of the District	CDSO 1	Number of quarterly Air Quality Management Plan implementation reports submitted to the Municipal Manager by 30 June	4 quarterly Air Quality Management Plan implementation reports submitted to the Municipal Manager by 30 June	Failure to monitor the implementation of the air quality management plan	Inadequate staff commitment Inadequate management oversight Inadequate resources By law and plan not in place Inability to generate the report Incomplete information Inadequate cooperation of stakeholders Poor planning	No performance Lack of accountability Poor Service delivery Increased pollution Increased mortality and morbidity rates Increased disease prevalence Non-compliance with legislation Inability to attract investment Inability to attract tourists Increased unemployment rate Increased disaster hazards Deteriorating animal health in the District Inability to generate revenue Deteriorating food security Global warming Increased development footprint Increased liability	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Legislation Air quality management plan Air quality forum Previous reports	Strong	2	0.25	Low	1.5	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls Gazette By-law Tariff Structure to be developed Draft reviewed plan to be submitted to Council	Management to intervene Consequences management to be introduced	MHS	Senior Management Local Municipalities OFFE DAERL Mining Houses	Quarterly				Yes
To provide municipal health services to the communities of the District	CDSO 2	Comprehensive Climate Change Strategy reviewed by 30 June	Comprehensive Climate Change Strategy reviewed by 30 June	Failure to respond to the impacts of climate change in the district	Insufficient capacity Inadequate staff commitment Inadequate management oversight Inadequate resources Inability to generate the report Incomplete information Inadequate cooperation of stakeholders Poor planning	Increased disaster vulnerability Increases in mortality and morbidity rates Deteriorating food security Increases in crime rates Loss of property Loss of revenue Increased unemployment Civil disobedience Deteriorating animal health	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	A - Almost Certain (frequent)	5	Extreme	25	Unacceptable	Current climate change strategy Draft EMF Climate change legislation District One Plan	Weak	4	0.75	High	18.8	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	MHS	Senior Management Local Municipalities OFFE DAERL Mining Houses	30-Jun-26				Yes
To provide municipal health services to the communities of the District	CDSO 3	Number of quarterly Comprehensive Climate Change Strategy implementation reports submitted to the Municipal Manager by 30 June	4 quarterly Comprehensive Climate Change Strategy implementation reports submitted to the Municipal Manager by 30 June	Failure to monitor progress in respect of the implementation of the Climate change Strategy	Inadequate staff commitment Inadequate management oversight Inadequate resources By law not in place Inability to generate the report Incomplete information Inadequate cooperation of stakeholders Poor planning	No performance Lack of accountability Poor Service delivery Increased pollution Increased mortality and morbidity rates Increased disease prevalence Non-compliance with legislation Inability to attract investment Inability to attract tourists Increased unemployment rate Increased disaster hazards Deteriorating animal health in the District Inability to generate revenue Deteriorating food security Global warming Increased development footprint Increased liability	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Outdated Comprehensive Climate Change Strategy Legislation Prior reports	Strong	2	0.25	Low	1.5	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls	Accounting Officer to intervene	MHS	Senior Management Local Municipalities DEA COGHSTA Mining Houses Department Agriculture	Quarterly				Yes
To provide municipal health services to the communities of the District	CDSO 4	Annual report on business plans submitted for funding of Environmental Management projects by 30 June	Annual report on business plans submitted for funding of Environmental Management projects by 30 June	Inability to access environmental management funding	Business plans not submitted and/or approved Inadequate staff commitment Inadequate management oversight Inadequate resources Inadequate information	Inability to generate revenue Inability to provide services Environmental degradation and pollution Increased disease outbreaks Food security threatened	Basic Services and Infrastructure Development	Strategic: Short Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Business Plans	Moderate	3	0.5	Low	6	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Reviewed business plans to be submitted	Management to intervene Consequences management to be introduced	MHS	Senior Management DEA	30-Jun-26				Yes
To provide Disaster Management Services	CDSO 9	Number of quarterly disaster statistical reports submitted to the Municipal Manager by 30 June	4 quarterly disaster statistical reports submitted to the Municipal Manager by 30 June	Inability to produce quarterly disaster statistical reports	Inability to get the statistical information Incomplete information Incidents not reported to the Disaster Centre Lack of resources (Budget and capacity) Inadequate staff commitment Inadequate management oversight Inadequate resources Poor planning	No performance Lack of accountability Poor Service delivery Increased pollution Increased mortality and morbidity rates Increased disease prevalence Non-compliance with legislation Inability to attract investment Inability to attract tourists Increased unemployment rate Increased disaster hazards Deteriorating animal health in the District Inability to generate revenue Deteriorating food security Global warming Increased development footprint Increased liability	Basic Services and Infrastructure Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Disaster Management Framework and strategy Incident forms Occurrence Book	Strong	2	0.25	Low	1	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	DM	Senior Management Local Municipalities Emergency Services Promotional and local traffic SAPS Private Sector Traditional Leaders Ward Councilors and Committees of Local Municipalities	Quarterly				Yes
To provide Disaster Management Services	CDSO 17	Number of quarterly Disaster Management Advisory Forum meetings held by 30 June	4 quarterly Disaster Management Advisory Forum meetings held by 30 June	Inadequate disaster management coordination	Non-submission of reports from Local Municipalities and unavailable ICT environment Non-attendance of stakeholders Lack of stakeholder commitment Poor communication Poor planning Inadequate reporting from various stakeholders	Uninformed communities Unrealistic expectations by communities and stakeholders Inability to respond to disasters Civil disobedience Harm to reputation Poor service delivery	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Disaster Management Framework and strategy	Moderate	3	0.5	Low	3	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Establishment of linearity for the forum Senior Management and Political intervention Promotional cooperation and participation	Management to intervene Consequences management to be introduced	DM	Senior Management Members of the IGR COGHSTA All local municipalities All Sector Departments Private Sector	Quarterly				Yes
To provide Disaster Management Services	CDSO 10	Annual District Disaster Management Report submitted to Northern Cape Province by 30 June	Annual District Disaster Management Report submitted to Northern Cape Province by 30 June	Failure to submit the Annual District Disaster Management Report on time	Non-submission of reports from Local Municipalities Unreliable IT infrastructure, equipment and services Non-compliance with legislation Poor communication and information flow between role players Poor cooperation between stakeholders Poor planning	Harm to reputation Undue pressure on resources due to poor planning and reporting Non-compliance with legislation Inadequate risk assessment with concomitant possibility of loss and damage to property, as well as injury to and death of people and livestock Inability to raise revenue for disaster management purposes	Basic Services and Infrastructure Development	Operational & Compliance	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Disaster Management Framework and strategy Disaster Management Act Prior year annual reports Disaster Advisory Forums Contingency Plans	Strong	2	0.25	Low	1.5	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	DM	Senior Management and Political Promotion of cooperation and participation of stakeholders	30-Jun-26				Yes
To provide Disaster Management Services	CDSO 11	Number of Disaster Management Contingency Plans reviewed by 30 June	4 Disaster Management Contingency Plans reviewed by 30 June	Inability to effectively respond to disasters	Disaster Management Framework, Plan and Contingency Plans not reviewed Inadequate response and cooperation from local municipalities Poor planning Lack of resources Lack of management oversight Inadequate staff and stakeholder commitment	Local municipalities not ready to act as first responders when disasters occur Increased pressure on the District Municipality to provide resources as second responder Increased vulnerability to damages to or loss of property and injury or death Increased liability to the municipality Civil disobedience and community dissatisfaction Inability to assist accordingly during disaster incidents Poor service delivery Local municipalities not ready to respond to	Basic Services and Infrastructure Development	Operational	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Disaster Management Framework and strategy Current Disaster center Contingency plans Standard operating procedures Disaster Management Plan District Disaster Center District Advisory Forum	Strong	2	0.25	Low	2.5	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls Senior Management and Political intervention Promotion of cooperation and participation of stakeholders Local municipalities to take charge of their responsibility as first responders Efforts to raise revenue for disaster management services Disaster awareness sessions with stakeholders	management to intervene Consequences management to be introduced	DM	Senior Management and Political Intervention Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	Quarterly				Yes
To provide Disaster Management Services	CDSO 12	Disaster Management Framework reviewed by 30 June	Disaster Management Framework reviewed by 30 June	Inability to prevent and/or respond to disasters	Disaster Management Framework, Plan and Contingency Plans not reviewed Inadequate response and cooperation from local municipalities Poor planning Lack of resources Lack of management oversight Inadequate staff and stakeholder commitment	Local municipalities not ready to act as first responders when disasters occur Increased pressure on the District Municipality to provide resources as second responder Increased vulnerability to damages to or loss of property and injury or death Increased liability to the municipality Civil disobedience and community dissatisfaction Inability to assist accordingly during disaster incidents Poor service delivery Local municipalities not ready to respond to	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Disaster Management Framework and strategy Current Disaster center Contingency plans Standard operating procedures Disaster Management Plan District Disaster Center District Advisory Forum	Strong	2	0.25	Low	2	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain existing controls and Senior Management and Political intervention Promotion of cooperation and participation of stakeholders Disaster Management Plan Local municipalities to take charge of their responsibility as first responders Efforts to raise revenue for disaster management services Disaster awareness sessions with stakeholders	Management to intervene Consequences management to be introduced	DM	Senior Management and Political Intervention Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	30-Jun-26				Yes
To provide Disaster Management Services	CDSO 13	Disaster Management Plan reviewed by 30 June	Disaster Management Plan reviewed by 30 June	Inability to prevent and/or respond to disasters	Disaster Management Framework, Plan and Contingency Plans not reviewed Inadequate response and cooperation from local municipalities Poor planning Lack of resources Lack of management oversight Inadequate staff and stakeholder commitment	Local municipalities not ready to act as first responders when disasters occur Increased pressure on the District Municipality to provide resources as second responder Increased vulnerability to damages to or loss of property and injury or death Increased liability to the municipality Civil disobedience and community dissatisfaction Inability to assist accordingly during disaster incidents Poor service delivery Local municipalities not ready to respond to	Basic Services and Infrastructure Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Disaster Management Framework and strategy Current Disaster center Contingency plans Standard operating procedures Disaster Management Plan District Disaster Center District Advisory Forum	Strong	2	0.25	Low	2	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls Senior Management and Political intervention Promotion of cooperation and participation of stakeholders Local municipalities to take charge of their responsibility as first responders Efforts to raise revenue for disaster management services Disaster awareness sessions with stakeholders and communities	Management to intervene Consequences management to be introduced	DM	Senior Management and Political Intervention BTO (Budget and SCM) Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	30-Jun-26				Yes
To provide Disaster Management Services	CDSO 14	Percentage of Disaster Management Volunteers trained by 30 June	100% Disaster Management Volunteers trained by 30 June	Inadequate community capacity to respond to disasters Volunteers not trained	Inadequate response and cooperation from local municipalities Inadequate resources Poor commitment of stakeholders Inadequate management oversight	Communities not having basic skills when disasters occur Inadequate availability of volunteers to assist during and/or to prevent disasters Undue increases in damages and destruction of property, as well as injury and death of people Increased pressure on government resources Community dissatisfaction and civil disobedience	Basic Services and Infrastructure Development	Operational	Moderate	3	A - Almost Certain (frequent)	5	High	15	Unacceptable	Disaster Management Framework and strategy Provision for training in the planning of the District Municipality Prior year training programmes Annual Budget	Weak	4	0.75	Medium	11.3	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Senior Management and Political intervention Promotion of cooperation and participation of stakeholders Local municipalities to take charge of their responsibility as first responders Efforts to raise revenue for disaster management services Disaster awareness sessions with stakeholders and communities	Management to intervene Consequences management to be introduced	DM	Senior Management and Political Intervention Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA Local Municipalities	30-Jun-26				Yes
To provide Disaster Management Services	CDSO 15	Number of quarterly disaster response and recovery inventory replenishment reports submitted to the Municipal Manager by 30 June	4 quarterly disaster response and recovery inventory replenishment reports submitted to the Municipal Manager by 30 June	Inadequate inventory to provide assistance to victims of disasters	Inventory not replenished regularly Slow and frustrating SCM processes Inventory not utilised for the purposes it was intended for Inaccurate/incomplete information Failure to report Lack of budget and other resources Inadequate disaster awareness internally and externally Lengthy and cumbersome business processes of different stakeholders Misappropriation of funding and maladministration by other stakeholders	Non-performance Lack of accountability Inability to measure performance Inability to plan properly Inability to perform oversight functions Community dissatisfaction and civil disobedience Unrealistic community expectations	Basic Services and Infrastructure Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Disaster Management Framework and strategy Monthly and quarterly performance reports Inventory reports Disaster Center	Strong	2	0.25	Low	1.5	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Maintain the existing controls Senior Management and Political intervention Promotion of cooperation and participation of stakeholders Local municipalities to take charge of their responsibility as first responders Efforts to raise revenue for disaster management services Disaster awareness sessions with stakeholders and communities	Accounting Officer to intervene	DM	Senior Management and Political Intervention BTO (Budget and SCM) Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	Quarterly				Yes
To provide Disaster Management Services	CDSO 16	Annual progress report on the development of a fully-fledged Disaster Management Centre and functional satellite centre submitted to the Municipal Manager by 30 June	Annual progress reports on the development of a fully-fledged Disaster Management Centre and functional satellite centre submitted to the Municipal Manager by 30 June	Inadequate disaster management infrastructure	Inadequate resources Inadequate management and political disaster awareness and commitment Inadequate coordination Inadequate stakeholder involvement and commitment	Harm to reputation Poor service delivery Disaster management services restricted Inability to contain disasters Inability to coordinate resources and stakeholders Increased liability Community dissatisfaction and civil disobedience	Basic Services and Infrastructure Development	Strategic: Medium to Long Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Disaster Management Framework, plan and strategy Current Disaster center Contingency plans Business plan	Weak	4	0.75	High	15	Director Community services	COMMUNITY DEVELOPMENT SERVICES DEPARTMENT	Update business plan for the Disaster Center Introduce a phased multi-year approach to establish center Senior Management and Political intervention Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	Request assistance from Provincial Treasury	DM	Senior Management and Political Intervention BTO (Budget and SCM) Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	30-Jun-26				Yes
To provide resources for the daily operations and maintenance of the Municipality	MMO 1	Council approved budget for the daily operations and maintenance of the Municipality by 31 May	Council approved budget for the daily operations and maintenance of the Municipality by 31 May	Resources for the daily operations and maintenance of the Municipality not allocated	Poor planning Lack of accountability Inadequate resources Inadequate staff commitment Inadequate management oversight Failure to comply with legislation and directives Inadequate political oversight	Poor performance for the institution Poor service delivery Failure to meet financial obligations Civil disobedience Employee dissatisfaction	Municipal Fiscal Viability and Management	Strategic: Short Term & Compliance	Moderate	3	E - Rare (Remote)	1	Low	3	Acceptable	Approved Budget Regulation	Strong	2	0.25	Low	0.75	CFO	BUDGET & TREASURY OFFICE	Maintain current controls	Request assistance from National Treasury and PT Accounting Officer	B&R	Senior Management All internal departments and Units National and Provincial Treasuries Executive Mayor Accounting Officer	31 May 2026				Yes

2025/26 RISK REGISTER																															
Strategic Objective	Key Performance Indicator Title	Target (Output)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service and delivery	Impact (1-5)	Likelihood (Low/Medium/High)	Exposure (1-5)	Strategic risk (1-5)	Operational risk (1-5)	Tolerance (1-5)	Existing controls (What Controls / Measures are already in place)	Control Strength	Control Effectiveness (1-5)	Control Reliability (1-5)	Risk level (LOW/MED/HIGH)	Risk level (LOW/MED/HIGH)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk if current actions are not sufficient?)	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No	
To provide auxiliary services	CSD 23 Number of quarterly auxiliary services reports submitted to the Municipal Manager by 30 June	4 quarterly auxiliary services reports submitted to the Municipal Manager by 30 June	Failure to monitor progress in respect of auxiliary services, e.g. building maintenance, cleaning services, maintaining hand sanitizers, fleet services and security services.	Inadequate staff capacity Inability to retrieve information from the electronic and manual systems in place Lack of cooperation from stakeholders Lack of staff commitment Lack of management oversight Lack of resources Non-compliance with policies	Inability to manage the resources e.g. budget Lack of accountability Assets not maintained and thus depreciating Fleetless and wasteful expenditure Health and well-being of employees, councillors and clients threatened Inability to provide services and to reach performance targets	Good Governance and Public Participation	Operational	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Financial system invoices Services Provider report Fleet reports Asset management policy Fleet management policy SLA with service providers	Moderate	3	0.5	Low	6	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain the existing controls Vehicles and building to be service and maintained regularly Automatic sanitizer and soap dispensers to be maintained and refilled regularly Hand towels to be refilled regularly in bathrooms Disposable masks to be provided	Management to intervene Consequences management to be introduced	Admin	BTO, especially SCM Senior Management All Departments	Quarterly			Yes	
To govern municipal affairs	CSD 24 Number of quarterly ordinary Council meetings held by 30 June	4 quarterly ordinary Council meetings held by 30 June	Council meetings failed to take place	Lack of resources Political instability Non-availability of stakeholders Inadequate management oversight Agendas not distributed timely	Non-compliance Poor Service Delivery Inability to govern Governance failure Lack of accountability and oversight Civil disobedience	Good Governance and Public Participation	Strategic: Short Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Municipal Structures Act 117. Council Itinerary	Moderate	3	0.5	Low	6	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	MM to request the speaker to enforce compliance	MM to request the assistance of the MEC	Admin	Senior Management All internal departments and Units Speaker's Office Accounting Officer BTO (SCM) IT	Quarterly			Yes	
To govern municipal affairs	MMO 2 Number of monthly Senior Management meetings held by 30 June	12 monthly Senior Management meetings held by 30 June	Monthly Senior Management meetings not held	Lack of commitment by members	Non-performance Poor planning	Good Governance and Public Participation	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Unacceptable	Corporate Calendar and Public Participation	Strong	2	0.25	Low	2	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Intervention of the Municipal Manager	MMO	Senior Management	Monthly			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 24 Annual Audit Action Plan submitted to the Municipal Manager by 31 January	Annual Audit Action Plan submitted to the Municipal Manager by 31 January	Non-submission of the audit action plan to Council Failure to monitor and implement the plan. Council may not approve the audit action plan.	Inadequate planning Non-compliance MFMA	Non-compliance with the Act. Repetitive audit findings resulting into negative audit opinions	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Management ARPC Prior audit action plans	Moderate	3	0.5	Low	6	CFO	BUDGET & TREASURY OFFICE	Maintain the existing controls	MEC of Finance to be informed of non-compliance Accounting Officer to intervene	BTO	Senior Management All internal departments and units Accounting Officer Council	31-Jan-26			Yes	
To promote good intergovernmental-relation in the District	MMO 3 Number of quarterly District IGR and DOM Forum meetings held by 30 June	4 quarterly District IGR and DOM Forum meetings held by 30 June	Ineffectiveness of IGR meetings Failure of IGR to constitute Poor intergovernmental relations	Late submission of reports Availability of stakeholders Participation of stakeholders Lack of commitment by stakeholders Terms of reference not guiding meetings Meeting schedule not in place	Operational target not being reached Mayor will not be able to report to Provincial IGR on the activities of the District.	Good Governance and Public Participation	Strategic: Short Term	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Consultation with the Mayors and support staff Annual Itinerary aligned with Corporate calendar Terms of reference	Strong	2	0.25	Low	1	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Review the Terms of reference and meeting schedule Constant reminders from the District Mayor's Office for attendance	Management to intervene Consequences management to be introduced	MO	Senior Management Local Municipalities Sector Departments	Quarterly			Yes	
To promote good intergovernmental-relation in the District	MMO 4 Number of quarterly MM's Forum meetings held by 30 June	4 quarterly MM's Forum meetings held by 30 June	MM's Forum meetings not being held	Unavailability of members Lack of Commitment by members	No performance Inability to benchmark with other municipalities	Good Governance and Public Participation	Strategic: Short Term	Major	4	A - Almost Certain (requent)	5	Extreme	20	Unacceptable	MFMA IGR legislation	Moderate	3	0.5	Medium	10	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Establishment of Itinerary and include to corporate calendar	Seek Advice from the office of the premier	MMO	Local MLAs Local Municipalities	Quarterly			Yes	
To promote good intergovernmental-relation in the District	BTO 27 Number of quarterly District Financial Viability Forum meetings held by 30 June	4 quarterly District Financial Viability Forum meetings held by 30 June	District Financial Viability Forum meetings not being held	Unavailability of members Lack of Commitment by members Poor planning	No performance Inability to benchmark with other municipalities Financial loss due to unresolved debt	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	MFMA IGR legislation	Moderate	3	0.5	Low	4.5	CFO	BUDGET & TREASURY OFFICE	Establishment of Itinerary and include to corporate calendar	Request assistance from National and/or Provincial Treasury IGR intervention COGHSTA	BTO	Local municipalities Provincial Treasury COGHSTA	Quarterly			Yes	
To promote good intergovernmental-relation in the District	PADD 33 Number of quarterly District Planning and Performance Forum meetings held by 30 June	4 quarterly District Planning and Performance Forum meetings held by 30 June	Ineffectiveness of District Planning and Performance Forum meetings	Poor attendance of members Lack of Commitment by members Covid 19 Containment measures	Poor service delivery Uncoordinated planning Inability to account	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	IP Framework Current meetings	Moderate	3	0.5	Low	6	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing control	Request assistance from National and/or Provincial Treasury	STROP	Senior Management Local Municipalities Sector Departments	Quarterly			Yes	
To promote good intergovernmental-relation in the District	MMO 41 Number of quarterly District Health Council meetings held by 30 June	4 quarterly District Health Council meetings held by 30 June	Ineffectiveness of District Health Council Embarrassment of political principals	Poor attendance of members Lack of Commitment by members Disaster Advisory Forums not established at local municipalities and not aligned with District initiatives Lack of communication between stakeholders at the local municipalities Inadequate management oversight at all municipalities District Health Office not performing their functions	Poor service delivery Inefficient and ineffective coordination across spheres of responsibility. Duplication of effort and increased pressure on district resources Inability to pool resources during disasters Poor disaster response efforts by different spheres of responsibility Increased community vulnerability to the occurrence and impact of disasters Inability to properly contain disasters Unlikely increases in destruction of property, loss of life and injuries Increases in diseases	Good Governance and Public Participation	Strategic: Short Term	Major	4	A - Almost Certain (requent)	5	Extreme	20	Unacceptable	District advisory forum and at Ga-Sengonyana Disaster Management Framework, plan and strategy Current Disaster center Contingency plans	Weak	4	0.75	High	15	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing control Intervention by Executive Mayor and Accounting Officer	Request assistance from the HOD of the Dept of Health and/or Provincial DG	MO	Senior Management and Political intervention BTO (Budget and SCM) Promotion of cooperation and participation of stakeholders COGHSTA Members of the IGR SALGA	Quarterly			Yes	
To promote good intergovernmental-relation in the District	BSID 43 Number of quarterly Integrated Infrastructure Forum meetings held by 30 June	4 quarterly Integrated Infrastructure Forum meetings held by 30 June	Ineffectiveness of Integrated Infrastructure meetings	Poor attendance of members, especially local municipalities Lack of Commitment by members	Poor service delivery Non-compliance Planning not integrated	Good Governance and Public Participation	Strategic: Short Term	Major	4	B - Likely (probable)	4	High	16	Unacceptable	IP SIBIP	Moderate	3	0.5	Low	8	Director: Basic Services & Infrastructure	BASIC SERVICES & INFRASTRUCTURE DEVELOPMENT DEPARTMENT	Maintain the existing control	Request assistance from National and/or Provincial Treasury	PMU	Local Municipalities Sector Departments	Quarterly			Yes	
To promote good intergovernmental-relation in the District	CSD 22 Number of bi-annual Institutional Transformation and Development Forum meetings held by 30 June	2 bi-annual Institutional Transformation and Development Forum meetings held by 30 June	Good inter-governmental relations in respect of corporate services functions not fostered	Lack of commitment and cooperation by members Lack of staff commitment Lack of management oversight	Poor Service Delivery Harm to reputation Institutional development and transformation not taking place	Good Governance and Public Participation	Strategic: Short Term	Minor	2	A - Almost Certain (requent)	5	Medium	10	Unacceptable	None	No controls	5	1	Medium	10	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Meeting schedule to be developed Matter to be raised to IGR level	Management to intervene Consequences management to be introduced	HR	Local municipalities Senior management	Quarterly			Yes	
To promote the interests and rights of targeted groups – women, children, youth, disabled, elderly	MMO 33 Number of bi-annual District AIDS Council meetings held by 30 June	2 bi-annual District AIDS Council meetings held by 30 June	Awareness of HIV and AIDS and TB not coordinated effectively and efficiently. Policy making not influenced by stakeholders	Poor attendance of members Lack of Commitment by members Lack of commitment by the Department Health	Uninformed communities Non-achievement of the targets Poor service delivery Disease prevention and combating efforts are ineffective	Good Governance and Public Participation	Operational	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Terms of reference	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls Mayoral Intervention, as well as Municipal Manager	Request assistance from the HOD of the Dept of Health and/or Provincial DG	MO	Accounting Officer Senior Management Sector Departments BTO Department of Health Civil society OTP	Bi-annually			Yes	
To ensure legal compliance	MMO 5 Number of monthly compliance monitoring reports submitted to the Municipal Manager by 30 June	12 monthly compliance monitoring reports submitted to the Municipal Manager by 30 June	Compliance not monitored	Inadequate staff commitment Inadequate management oversight No compliance checklist	Non-compliance with legislation Harm to reputation Withholding of grants	Good Governance and Public Participation	Operational & Compliance	Extreme	5	C - Possible (occasional)	3	High	16	Unacceptable	Policies and Procedures Legislation Compliance checklists	Moderate	3	0.5	Low	8	CFO	BUDGET & TREASURY OFFICE	Maintain existing controls	Accounting Officer to intervene	BTO	Senior Management All internal departments policy units	Monthly			Yes	
To promote oversight and public accountability	MMO 6 Number of monthly consolidated Audit Action Plan progress updates submitted to the Municipal Manager by 30 June	12 monthly consolidated Audit Action Plan progress updates submitted to the Municipal Manager by 30 June	Failure to consolidate the monthly Audit Action Plan progress updates for all departments	Lack of commitment by managers Late submission of progress to date	Non-compliance Unfavourable Audit Opinion	Good Governance and Public Participation	Strategic: Short Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	National Treasury guidelines Prior year audit action plans and reports	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Managers to be held accountable by the MM	Consequence management will be introduced	BTO	Senior Management All internal departments policy units	Monthly			Yes	
To promote oversight and public accountability	MMO 7 Number of quarterly MPAC meetings held by 30 June	4 quarterly MPAC meetings held by 30 June	Oversight functions not performed	Unavailability of Councilors Lack of commitment by members Inadequate staff commitment	Non-compliance Unfavourable Audit Opinion	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Legislation MFMA MPAC Coordinator	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Seek alternatives ways to gather the councillors	The matter to be referred to Council	BTO	Accounting Officer	Quarterly			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 25 Number of quarterly internal audit reports issued by 30 June	Number of quarterly internal audit reports issued by 30 June	Non-adherence to deadlines by Auditors. Non-adherence to deadlines by Management, when providing responses to issues raised. Non-adherence to deadlines by Management, when responding to RfTs.	Failure by auditees to understand the importance and mandate of internal audit and consequently failure to reply and/or submit reports/information timely. Redundant resources (old/broken, outdated and slow functioning laptops). Non implementation of Internal Auditors recommendations Overriding of controls when management address issues raised. delay tactics by management when providing requested information	Repeat audit findings Non-compliance with the annual audit plans Internal Audit is rendered ineffective Risk Management is rendered ineffective Control deficiencies detected may not be addressed, compromising the operations of the municipality. The team gets demoralized because of lack of cooperation from management. Responses from management is defeating the internal audit purpose statement. Not achieving the strategic objective.	Good Governance and Public Participation	Operational & Compliance	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Communication of deadlines for responses in reports Internal Audit plans Monthly plans	Weak	4	0.75	High	15	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls HODs and managers to discuss reports. Exit meetings to discuss management letters Quarterly meetings with Senior Management Quarterly departmental meetings with Municipal Manager	Management to intervene Consequences management to be introduced Elevate to ARPC	IA	Accounting Officer Senior Management ARPC Risk and Performance Committee Risk Management Steering Committee Local municipalities All internal departments and units	Quarterly			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 26 Annual Internal Audit Methodology approved by Council by 30 June	Annual Internal Audit Methodology approved by Council by 30 June	Inconsistent Audit practice by Internal Auditors	Staff discipline commitment to the profession influence of others (copy and paste)	Non-compliance with the Methodology Non-conformance with GAS	Good Governance and Public Participation	Strategic: Short Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Monthly unit meetings Monthly briefing sessions Individual audit assessments Quality assurance review on each completed project	Moderate	3	0.5	Medium	10	IA	MUNICIPAL MANAGER'S DEPARTMENT	Internal audit knowledge sharing session (Each one teach one) Ongoing self-reviews	Management to intervene Consequences management to be introduced	IA	Accounting Officer Senior Management ARPC Internal Auditors	Quarterly			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 27 Annual Internal Audit Charter approved by Audit, Risk and Performance Committee by 30 June	Annual Internal Audit Charter approved by Audit, Risk and Performance Committee by 30 June	Management not adhering to the conditions of the Internal Audit Charter	Inadequate Management commitment	Management do not take ownership of the charter Limitation on Internal Auditors executing their mandate	Good Governance and Public Participation	Operational & Compliance	Extreme	5	C - Possible (occasional)	3	High	15	Unacceptable	Review of the Internal Audit Charter and consultation with management and ARPC by 30 June	Moderate	3	0.5	Low	7.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Ongoing awareness Information sharing sessions	ARPC to intervene Consequences management to be introduced	IA	Accounting Officer Senior Management ARPC	30-Jun-26			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 28 One-year Internal Audit plan approved by Audit, Risk and Performance Committee by 30 June	One-year Internal Audit plan approved by Audit, Risk and Performance Committee by 30 June	Plans not approved before commencement of the new financial year. Plans not being risk based. Plans may not be achieved by year end.	risk assessment not finalised on time Lack of cooperation from stakeholders Inadequate resources i.e. audit priorities Enterprise risk Management processes not implemented	Non-conformance with GAS Internal Audit reporting/advise not relevant to current matters/issues Management not aware of the level of exposure to potential risk	Good Governance and Public Participation	Strategic: Medium to Long Term & Compliance	Extreme	5	C - Possible (occasional)	3	High	15	Unacceptable	Compiling plans, based on resources available. Maintaining risk universe. Utilising risk assessments Quarterly reporting to ARPC	Moderate	3	0.5	Low	7.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Re-establish the relationship between Risk unit and IAF	ARPC to intervene	IA	Accounting Officer Senior Management ARPC Risk Management unit	30-Jun-26			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 29 Three-year Internal Audit Strategy approved by Audit, Risk and Performance Committee by 30 June	Three-year Internal Audit Strategy approved by Audit, Risk and Performance Committee by 30 June	No budget to implement the strategy initiatives	not prioritising internal audit operational needs	Tools of trade not working increased down time low productivity increased frustrations	Good Governance and Public Participation	Strategic: Medium to Long Term & Compliance	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Providing inputs to the budget	Weak	4	0.75	High	15	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Approval and the implementation of the three years Internal Audit Strategy	PT and ARPC to intervene	MMO	Accounting Officer Senior Management ARPC PT	30-Jun-26			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 30 4 quarterly Audit, Risk and Performance Committee Oversight Reports submitted to Council by 30 June	4 quarterly Audit, Risk and Performance Committee Oversight Reports submitted to Council by 30 June	ARPC not reporting to Council after the facts, reporting reactively	Late/non-submission of reports by management Corporate calendar not aligned to ARPC work schedule	Non-compliance with the charter The committee will not be able to perform the oversight responsibility Council making decisions without considering ARPC oversight report	Good Governance and Public Participation	Strategic: Short Term	Extreme	5	C - Possible (occasional)	3	High	15	Unacceptable	Annual meeting schedule/work programme developed and distributed. Confirmation of attendance to meetings in advance	Weak	4	0.75	Medium	11.3	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	The alignment with the Council Administration and Internal Audit	Municipal Manager to intervene	IA	Accounting Officer Senior Management ARPC Council	Quarterly			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 31 Annual Council Approved Audit, Risk and Performance Committee Charter by 30 June	Annual Council Approved Audit, Risk and Performance Committee Charter by 30 June	Charter not approved by Council. Failure to obtain buy-in from local municipalities Inability to assess ARPC performance	Lack of commitment by management	Noncompliance with the MFMA circular 65 Non-conformance with GAS	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Consultation of the charter with management and ARPC Annual review charter	Strong	2	0.25	Low	2.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Chairperson to implement corrective measures	Sir Man	Accounting Officer Senior Management ARPC Council	30-Jun-26			Yes	
To promote achievement of a clean annual audit outcome for all the Municipalities in the District	MMO 32 Annual Internal Audit Awareness Campaign held by 31 May	Annual Internal Audit Awareness Campaign held by 31 May	Stakeholders do not fully understand the value added by and/or the necessity of internal audit in the combined assurance domain.	Cultural change/behaviour being promoted Failure of stakeholders to acknowledge and support the role and necessity of internal audit Failure to institute proper control measures Failure to provide and contribute to combined assurance	Harm to reputation both internal audit and the organisation Recurring Audit findings	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Consultation of the charter with management and ARPC Annual awareness sessions	Moderate	3	0.5	Medium	10	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Awareness campaign Back to basics trainings	Conformance with GAS by IAF	IA	Accounting Officer Senior Management Audit Committee Council	31 May 26			Yes	
To promote good intergovernmental-relation in the District	MMO 8 Number of bi-annual Mayor's Forum meetings held by 30 June	2 bi-annual Mayor's Forum meetings held by 30 June	Ineffectiveness of Mayoral Forum	Poor attendance of members Lack of Commitment by members Stakeholders prioritise other events	Uncoordinated plans for the different portfolios. Operational targets not being reached Good inter-governmental relations not maintained.	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	Consultation with the Mayor	Moderate	3	0.5	Low	4.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing control	Municipal Manager Intervention	MO	Local Mayors Local Municipalities Accounting Officer	Bi-annually			Yes	
To promote good intergovernmental-relation in the District	MMO 9 Number of bi-annual Speaker's Forum meetings held by 30 June	2 bi-annual Speaker's Forum meetings held by 3																													

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Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service and impact (1-5)	Impact (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Timeframe to take action (1-5)	Existing controls (What Controls / Measures are already in place?)	Control Strength	Control Effectiveness Rating	Control Weight	Residual (LW/WH)	Residual (LW/WH)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will we go in to to prevent it?)	Response to Risk Materialising (If the risk becomes a reality, what will we do to recover?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No
To improve public participation	CSO 26	Number of quarterly external newsletters published by 30 June	4 quarterly external newsletters published by 30 June	Uninformed and non-participative communities	Lack of capacity and resources Equipment not suitable to handle printing of the newsletters internally Lack of suitable technology Quarterly external newsletters not printed Inadequate management oversight	Non-performance Uninformed communities Community protest	Good Governance and Public Participation	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	4.5	Director Corporate Services	CORPORATE SERVICES DEPARTMENT	Request assistance from the Management should consider allocation of resources to enable communication operations	Request Assistance from GCS, OTP and CoGHSTA	HR	Senior Management All internal departments and Units BTO (SCM) IT	Quarterly				Yes
To improve public participation	CSO 27	Number of bi-annually internal newsletters published on the intranet by 30 June	2 bi-annually internal newsletters published on the intranet by 30 June	Quarterly Internal newsletter not published Staff not informed	Lack of capacity and resources Equipment not suitable to handle printing of the newsletters internally Lack of suitable technology	Non-performance Uninformed employees Low staff morale	Good Governance and Public Participation	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	4	Director Corporate Services	CORPORATE SERVICES DEPARTMENT	Request assistance from the Management should consider allocation of resources to enable communication operations	Management to intervene Consequences management to be introduced	HR	Senior Management All internal departments and Units IT	Bi-annually				Yes
To improve public participation	CSO 28	Stakeholder register annually updated by 31 July	Stakeholder register annually updated by 31 July	Failure to identify the stakeholders of the Municipality	Lack of capacity Lack of cooperation from stakeholders Changes in stakeholders are not communicated to the district	Outdated information Failure to know new stakeholders Failure to promote cooperation and collaboration in the district	Good Governance and Public Participation	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Stakeholder register	Moderate	3	0.5	Low	4	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Request Assistance from Provincial Communication Department	HR	All internal Departments and Units Sector Departments	31-Jul-25				Yes
To improve public participation	CSO 29	Local Municipalities supported to develop and/or review the respective LM Communication Strategies by 30 June	Local Municipalities supported to develop and/or review the respective LM Communication Strategies by 30 June	Inability to support LMs in assisting them to complete their communication strategies	Lack of resources (Budget and capacity) Lack of cooperation from stakeholders	Absence of Communication strategy In Local Municipalities Improper planning for the whole District	Good Governance and Public Participation	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	MFMA MSA District Public Participation and communication strategy Communications Policy	Moderate	3	0.5	Low	4	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	To ensure that the reviewed draft Strategy is available before the end of quarter 3	Request Assistance from Provincial Communication Department	MO	Local Municipalities Accounting Officer	30-Jun-26				Yes
To improve public participation	MMO 34	Public Participation Strategy annually reviewed by 31 March	Public Participation Strategy annually reviewed by 31 March	Public Participation Strategy not reviewed	Lack of resources (Budget and capacity) Lack of cooperation from stakeholders Lack of staff commitment Inadequate management oversight	Non-performance Uninformed communities Community protest Poor service delivery	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	Public Participation and Communication Strategy Communication Policy	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	To ensure that the reviewed draft Strategy is available before the end of quarter 3	Request Assistance from Provincial Communication Department	SO	Senior Management All internal departments GCS SALGA CoGHSTA OTP	31-Mar-26				Yes
To improve public participation	MMO 35	Number of triannual Mayoral engagements with key stakeholders by 30 June	3 triannual Mayoral engagements with key stakeholders by 30 June	Mayoral engagements with key stakeholders meetings not being held	Lack of Commitment by members Poor attendance Unavailability of stakeholders	Non-performance Uninformed communities Community protest Poor service delivery	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	MFMA Public Participation and communication strategy	Strong	2	0.25	Low	1.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Political intervention will be requested	MO	Accounting Officer Executive Mayor	Triannually				Yes
To improve public participation	MMO 36	Number of council outreach programmes to communities by 30 June	2 council outreach programmes to communities by 30 June	Failure to host council outreach programmes to communities	Lack of resources (Budget and capacity) Lack of commitment Other events prioritised	Non-performance Uninformed communities Poor service delivery	Good Governance and Public Participation	Operational	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Library for PP Programme in the Speakers Forum	Speaker's intervention will be requested	SO	Speaker Executive Mayor Accounting Officer Council BTO	Quarterly				Yes
To improve public participation	CSO 30	Communication Strategy annually reviewed by 31 March	Communication Strategy annually reviewed by 31 March	Communication Strategy not revised	Lack of resources (Budget and capacity) Lack of cooperation from stakeholders Lack of staff commitment Inadequate management oversight	Non-performance Uninformed communities Community protest Poor service delivery	Good Governance and Public Participation	Strategic: Short Term	Moderate	3	A - Almost Certain (frequent)	5	High	15	Unacceptable	Public Participation and Communication Policy	Weak	4	0.75	Medium	11.3	Municipal Manager	CORPORATE SERVICES DEPARTMENT	To ensure that the reviewed draft Strategy is available before the end of quarter 3	Request Assistance from Provincial Communication Department	HR	Senior Management All internal departments GCS	31-Mar-26				Yes
To improve public participation	CSO 31	Community satisfaction survey concluded by 30 June	Community satisfaction survey concluded by 30 June	Community satisfaction Survey not conducted	Lack of resources (Budget and capacity) Failure to meet the needs of communities Community protest	Non-performance Uninformed communities Community protest Poor service delivery	Good Governance and Public Participation	Strategic: Medium to Long Term	Major	4	A - Almost Certain (frequent)	5	Extreme	20	Unacceptable	MFMA Public Participation and communication strategy	Weak	4	0.75	High	15	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Political intervention will be requested	SO	Accounting Officer Senior Management BTO	30-Jun-26				Yes
To improve public participation	MMO 37	District Service Delivery Charter annually reviewed by 31 May	District Service Delivery Charter annually reviewed by 31 May	District Service Delivery Charter not drafted and sent to Council for approval	Inaccurate/incomplete data Lack of capacity Charter not signed by stakeholders	Non-performance Uninformed communities Community protest Poor service delivery	Good Governance and Public Participation	Strategic: Medium to Long Term	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	4.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	To ensure that the reviewed draft Charter is available before the end of quarter 3	Request assistance from the Provincial Communication Department	SO	Accounting Officer Senior Management BTO	31-May-26				Yes
To promote the interests and rights of targeted groups – women, children, youth, disabled, elderly	MMO 38	Number of quarterly targeted group forum meetings held by 30 June	4 quarterly targeted group forum meetings held by 30 June	Quarterly targeted group forum meetings not being held Targeted group initiatives not promoted	Inadequate funding Lack of commitment by stakeholders	Failure to meet the needs of communities Unsatisfied community members Marginalised groups not represented adequately	Good Governance and Public Participation	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	4.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Draft Annual library for Special Programmes forums	Political intervention will be requested	MO	Accounting Officer Senior Management Sector Departments Forums BTO	Quarterly				Yes
To promote the interests and rights of targeted groups – women, children, youth, disabled, elderly	MMO 39	Number of quarterly targeted group campaigns conducted by 30 June	4 quarterly targeted group campaigns conducted by 30 June	Inability to conduct quarterly targeted group campaigns Targeted group initiatives not promoted	Inadequate funding Lack of commitment by stakeholders	Failure to meet the needs of communities Unsatisfied community members Marginalised groups not represented adequately	Good Governance and Public Participation	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	MFMA Public Participation and communication strategy	Moderate	3	0.5	Low	4.5	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Draft Annual library for Special Programmes campaigns	Political intervention will be requested	MO	Accounting Officer Senior Management Sector Departments Forums BTO	Quarterly				Yes
To promote the interests and rights of targeted groups – women, children, youth, disabled, elderly	MMO 40	Number of bi-annual District Disability Council meetings held by 30 June	2 bi-annual District Disability Council meetings held by 30 June	Inability to host bi-annual District Disability Council meetings Targeted group initiatives not promoted	Inadequate funding Lack of commitment by stakeholders	Failure to meet the needs of communities Unsatisfied community members Marginalised groups not represented adequately	Good Governance and Public Participation	Operational	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	MFMA Public Participation and communication strategy	Weak	4	0.75	Low	9	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Political intervention will be requested	MO	Accounting Officer Senior Management Sector Departments BTO	Bi-annually				Yes
To manage risks to the Municipality	MMO 18	Number of quarterly Internal Risk Management Committee Meetings held by 30 June	4 quarterly Internal Risk Management Committee Meetings held by 30 June	Internal Risk Management Committee not functional	Lack of staff commitment Lack of member commitment Poor planning Covid 19 containment measures	Risk management ineffective and inefficient Risk management documentation not reviewed by Management	Good Governance and Public Participation	Strategic: Short Term	Minor	2	C - Possible (occasional)	3	Low	6	Acceptable	Risk Management Policy Risk Committee Charter Risk management strategy and implementation plan Risk Management Framework Risk register	Moderate	3	0.5	Low	3	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain existing controls	Intervention of the Municipal Manager	RM	Senior Management Accounting Officer	Quarterly				Yes
To manage risks to the Municipality	MMO 19	Risk assessment annually completed by 30 June	Risk assessment annually completed by 30 June	Failure to manage risks	Inadequate staff commitment Inadequate management oversight Risk Management Committee not functional	Lack of business continuity Poor performance Poor service delivery Unfavourable Audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Risk Management Strategy and Policy Buy in by the Accounting Officer Senior management appointed as RMC members	Moderate	3	0.5	Low	6	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain existing controls	Intervention of the Municipal Manager	RM	Senior Management All internal Departments and Units Local municipalities Risk Management Committee Accounting Officer	30-Jun-26				Yes
To manage risks to the Municipality	MMO 20	Number of quarterly risk register progress reports submitted to the Municipal Manager by 30 June	4 quarterly risk register progress reports submitted to the Municipal Manager by 30 June	Risk management implementation progress not monitored	Inadequate staff commitment Inadequate management oversight Risk Management Committee not functional	Lack of business continuity Poor performance Poor service delivery Unfavourable Audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Risk Management Strategy and Policy Buy in by the Accounting Officer Senior management appointed RMC members	Moderate	3	0.5	Low	4	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain existing controls	Intervention of the Municipal Manager	RM	Senior Management All internal Departments and Units Local municipalities Risk Management Committee Accounting Officer	Quarterly				Yes
To manage risks to the Municipality	MMO 21	Number of quarterly risk strategy/implementation plan progress reports submitted to the Municipal Manager by 30 June	4 quarterly risk strategy/implementation plan progress reports submitted to the Municipal Manager by 30 June	Risk Strategy/Implementation Plan not monitored	Inadequate staff commitment Inadequate management oversight Risk Management Committee not functional	Lack of business continuity Poor performance Poor service delivery Unfavourable Audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Risk Management Strategy and policy Buy in by the Accounting Officer Senior management appointed RMC members	Moderate	3	0.5	Low	2	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain existing controls	Intervention of the Municipal Manager	RM	Senior Management All internal Departments and Units Local municipalities Risk Management Committee Accounting Officer	Quarterly				Yes
To manage risks to the Municipality	MMO 22	Risk management policy annually reviewed by 31 May	Risk management policy annually reviewed by 31 May	Risk policy environment not in place	Inadequate staff commitment Inadequate management oversight Risk Management Committee not functional	Lack of business continuity Poor performance Poor service delivery Unfavourable Audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Risk Management Strategy and policy Buy in by the Accounting Officer Senior management appointed RMC members	Moderate	3	0.5	Low	4	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain existing controls	Intervention of the Municipal Manager	RM	Senior Management All internal Departments and Units Local municipalities Risk Management Committee Accounting Officer	31-May-26				Yes
To promote ethical behaviour	MMO 23	Fraud Prevention Policy Annually reviewed by 31 May	Fraud Prevention Policy Annually reviewed by 31 May	Fraud Prevention Policy outdated	Inadequate staff commitment Inadequate management oversight Risk Management Committee not functional	Lack of business continuity Poor performance Poor service delivery Unfavourable Audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Fraud Prevention Policy Code of Conduct Municipal Systems Act 2	Moderate	3	0.5	Low	4	Municipal Manager	MUNICIPAL MANAGER'S DEPARTMENT	Maintain the existing controls	Intervention of the Municipal Manager	RM	Senior Management All internal Departments and Units Local municipalities Risk Management Committee Accounting Officer	31-May-26				Yes
To ensure effective strategic integrated sustainable development planning in the District	PADO 1	Annual Council approved IDP Framework by 31 August	Annual Council approved IDP Framework by 31 August	IDP, Budget and OPs Framework not adopted by Council 10 months before the start of the financial year	Poor planning, Unresponsiveness to input and recommendation requests Inadequate staff commitment Inadequate management oversight	IDP and Budget not approved IDP and Budget processes not managed	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Prior year Framework and process plan IDP SDBP Performance agreements	Moderate	3	0.5	Low	6	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	The use of Universal Risk Register	STROP	Senior Management Council BTO (Budget & Reporting and SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	31 August 2025				Yes
To ensure effective strategic integrated sustainable development planning in the District	PADO 2	Draft IDP annually adopted by Council by 31 March	Draft IDP annually adopted by Council by 31 March	Draft IDP not approved by 31 March	Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership Lack of staff commitment Lack of resources Lack of information	IDP and Budget may not be approved prior to the start of the financial year Non-compliance with legislation Qualified audit outcome	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current Framework and process plan Planning and Performance Management Forum Framework and Process Plan provided for in IDP and SDBP annually Current IDP, SDBP and Budget Compliance checklist	Moderate	3	0.5	Low	5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	STROP	Senior Management Council BTO (SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	31 March 2026				Yes
To ensure effective strategic integrated sustainable development planning in the District	MMO 11	Draft Top-layer SDBP annually submitted to Council with Draft IDP by 31 March	Draft Top-layer SDBP annually submitted to Council with Draft IDP by 31 March	Draft SDBP not approved by 31 March	Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership Non-compliance with legislation Lack of staff commitment Lack of resources Lack of information	Budget and SDBP cannot be approved. Municipality will be dysfunctional Non-compliance Harm to reputation	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current Framework and process plan Planning and Performance Management Forum Framework Current IDP Council meeting schedule Current IDP Current SDBP Compliance checklist	Moderate	3	0.5	Low	5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Senior Management Council BTO (Budget & Reporting SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	31 March 2026				Yes
To ensure effective strategic integrated sustainable development planning in the District	PADO 3	IDP Legokga annually held by 30 June	IDP Legokga annually held by 30 June	IDP Legokga fails to take place	Lack of cooperation from stakeholders Non-compliance with legislation Lack of commitment from stakeholders Lack of leadership Lack of resources SCM processes not unfolding as required	Services cannot be provided Non-compliance with legislation Draft IDP not approved Draft Budget not approved	Good Governance and Public Participation	Strategic: Short Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Current Framework and process plan Planning and Performance Management Forum Framework Current IDP Council meeting schedule Current IDP Current SDBP Compliance checklist	Moderate	3	0.5	Medium	10	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	STROP	Senior Management Council BTO (Budget & Reporting SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	30 June 2026				Yes
To ensure effective strategic integrated sustainable development planning in the District	PADO 4	Number of IDP and Budget Roadshows annually held by 31 May	3 IDP and Budget Roadshows annually held by 31 May	Roadshows fail to take place	Stakeholders not available Changes in dates Inadequate funding Inadequate Management Commitment and leadership Supply chain processes not unfolding properly and on time Inadequate staff commitment National Elections Political Office fails to coordinate and arrange roadshows	IDP not credible Civil Disobedience Lack of community inputs IDP and Budget not consulted	Good Governance and Public Participation	Strategic: Short Term	Major	4	C - Possible (occasional)	3	Medium	12	Unacceptable	Procurement Plan IDP Framework Corporate calendar	Moderate	3	0.5	Low	6	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	STROP	Political Office to arrange Senior Management Political Leadership Local Municipalities Sector Departments Traditional Leaders BTO (SCM and Budget)	31 May 2026				Yes
To ensure effective strategic integrated sustainable development planning in the District	PADO 5	Final IDP annually adopted by Council by 31 May	Final IDP annually adopted by Council by 31 May	Final IDP not approved by 31 May	Political Office fails to coordinate and arrange roadshows Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership Non-compliance with legislation Lack of staff commitment Lack of resources Lack of information	Non-compliance with legislation Harm to reputation Inability to provide services Inability to allocate resources to planning IDP Framework and Process Plan Withholding of grants Civil disobedience Demoralised staff	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Roadshows provided for in IDP & SDBP Budget Steering Committee IDP & SDBP Framework and Process Plan Current IDP, SDBP, Budget and performance management systems Management and staff commitment	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	STROP	Senior Management Council BTO (Budget & Reporting SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	31 May 2026				Yes

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Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service delivery	Impact (1-5)	Likelihood (Low/Medium/High)	Exposure (Low/Medium/High)	Strategic Risk (Low/Medium/High)	Thematic Risk (Low/Medium/High)	Existing controls (What Controls / Measures are already in place?)	Control Strength	Control Effectiveness (1-5)	Control Resilience (1-5)	Risk Rating (Low/Medium/High)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to respond?)	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No		
To ensure effective strategic integrated sustainable development planning in the District	MMO 12	Final Draft Top-layer SDBP annually submitted to Council with Draft IDP by 31 May	Final Draft Top-layer SDBP annually submitted to Council with Draft IDP by 31 May	SDBP not approved by Executive Mayor	Non-compliance with legislation Lack of cooperation from internal and external stakeholders Council failing to meet Lack of oversight Lack of staff commitment Budgeting processes not progressing as planned Inadequate resources	Non-compliance with legislation Harm to reputation Inability to provide services Inability to allocate resources to planning Withdrawal of grants Civil disobedience Demoralised staff	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current Framework and process plan Planning and Performance Management Forum Framework and Process Plan provided for in IDP and SDBP annually Inability to management and monitor performance Resources not allocated Withdrawal of grants	Moderate	3	0.5	Low	5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Senior Management Council BTO (Budget & Reporting SCM) All internal departments and units Budget Steering Committee Local Municipalities Sector Departments	31 May 2028			Yes
To review and report IDP implementation progress against predetermined objectives	MMO 13	Annually reviewed Organizational Performance Management Framework approved by Council by 31 May	Annually reviewed Organizational Performance Management Framework approved by Council by 31 May	OPMS Framework not approved	Lack of cooperation from stakeholders Changes in dates Inadequate funding Inadequate Management Commitment Supply chain processes frustrating consultation Inadequate staff commitment Non-responsive communities	Non-compliance with legislation Performance management systems not in place as legislated Inability to monitor and assess performance Inability to manage implementation of planning	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Current Framework and process plan Planning and Performance Management Forum Framework Current IDP Council meeting schedule Current SDBP	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Senior Management Council BTO (Budget & Reporting SCM) All internal departments and units Budget Steering Committee	31 May 2028			Yes
To review and report IDP implementation progress against predetermined objectives	MMO 14	1st Quarter Performance Review Report annually submitted to Council by 30 November	1st Quarter Performance Review Report annually submitted to Council by 30 November	Q1 Performance Report not submitted to Council	Non-compliance with legislation Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership	Harm to reputation	Good Governance and Public Participation	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Current OPMS Framework IDP/Budget/OPMS Framework Inclusion in IDP and SDBP	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Council Senior Management Internal Audit Corporate Services BTO	30 November 2025			Yes
To review and report IDP implementation progress against predetermined objectives	MMO 15	Mid-year performance review report annually submitted to Council by 31 January	Mid-year performance review report annually submitted to Council by 31 January	Mid-year Performance Report not submitted to Council	Non-compliance with legislation Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership	Harm to reputation	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current OPMS Framework IDP/Budget/OPMS Framework Inclusion in IDP and SDBP	Moderate	3	0.5	Low	5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Council Senior Management Internal Audit Corporate Services BTO	25 January 2026			Yes
To review and report IDP implementation progress against predetermined objectives	MMO 16	3rd Quarter Performance Review Report annually submitted to Council by 31 May	3rd Quarter Performance Review Report annually submitted to Council by 31 May	Q3 Performance Report not submitted to Council	Non-compliance with legislation Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership	Harm to reputation	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current OPMS Framework IDP/Budget/OPMS Framework Inclusion in IDP and SDBP	Weak	4	0.75	Low	7.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Council Senior Management Internal Audit Corporate Services BTO	31 May 2028			Yes
To review and report IDP implementation progress against predetermined objectives	MMO 17	Annual report submitted to Auditor General by 31 August	Annual report submitted to Auditor General by 31 August	Annual and Performance Report not submitted to Auditor General	Non-compliance with legislation Lack of cooperation from internal and external stakeholders Council failing to meet Lack of leadership	Harm to reputation	Good Governance and Public Participation	Strategic: Short Term & Compliance	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Current OPMS Framework IDP/Budget/OPMS Framework Inclusion in IDP and SDBP	Weak	4	0.75	Low	7.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Political intervention will be requested	MMO	Council Senior Management Internal Audit Corporate Services BTO	31 August 2025			Yes
To implement the Spatial Planning and Land Use Management Act (SPLUMA)	PADO 8	Spatial Development Framework reviewed by 30 June	Spatial Development Framework reviewed by 30 June	SDF review process not concluded	Non-agreement between various municipalities	Local Municipalities will need to either establish individual MPTs or establish a joint MPT	Good Governance and Public Participation	Strategic: Medium to Long Term & Compliance	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	DMPT Agreement Quarterly Reports to Local Municipalities District Planning and Performance Management Forum	Weak	4	0.75	Low	4.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Assist local municipalities to implement the decision taken	STROP	Senior Management Local Municipalities Sector Departments State owned enterprises Parastatals	Not applicable to 2024/25			Yes
To promote good intergovernmental relation in the District	PADO 6	District Development Model One Plan annually reviewed by 30 June	District Development Model One Plan annually reviewed by 30 June	District Development Model One Plan is not annually reviewed.	Non-compliance with the Regulations. Non-commitment of stakeholders Inadequate oversight	Harm to reputation. Non-compliance with IGR legislation and Regulations. Non-integrated planning in the district. Duplication of effort. Ineffective and inefficient application of resources and provision of services.	Good Governance and Public Participation	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	District One Plan District One Plan Regulations and guidelines Quarterly DDM/IGR meetings Workstreams	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain current controls	Accounting Officer to intervene	STROP	Senior Management Local Municipalities Sector Departments Private Sector Civil society	30 June 2026			Yes
To promote local economic development	PADO 10	DGDS triennially reviewed by 30 June	DGDS triennially reviewed by 30 June	Poor economic growth DGDS not reviewed	Poor planning Lack of capacity Lack of staff commitment Inadequate Management Oversight Lack of cooperation from stakeholders Lack of resources	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities	Local Economic Development	Strategic: Short Term	Moderate	3	E - Rare (Remote)	1	Low	3	Acceptable	Legislation Policies, Guidelines and procedures Current DGDS Quarterly implementation monitoring reports National Development Plan National Spatial Development Framework	Weak	4	0.75	Low	2.25	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	To ensure that the reviewed draft strategy is available before the end of quarter 3 Process plan to be developed	Request assistance from National and/or Provincial Department of LED Management to intervene	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum Council	30-Jun-26			Yes
To promote local economic development	PADO 11	Number of quarterly DGDS implementation monitoring reports submitted to the Municipal Manager by 30 June	4 quarterly DGDS implementation monitoring reports submitted to the Municipal Manager by 30 June	Poor economic growth Failure to implement DGDS Failure to account Poor audit outcome and harm to reputation	Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management Oversight Lack of cooperation from stakeholders Lack of resources DGDS not reviewed	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities Failure to monitor and manage economic development	Local Economic Development	Operational	Moderate	3	E - Rare (Remote)	1	Low	3	Acceptable	Legislation Policies, Guidelines and procedures Current DGDS Quarterly implementation monitoring reports National Development Plan National Spatial Development Framework	Strong	2	0.25	Low	0.75	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing control	Request assistance from National and/or Provincial Department of LED Management to intervene	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum Council	Quarterly			Yes
To promote local economic development	PADO 12	LED Strategy triennially reviewed by 31 May	LED Strategy triennially reviewed by 31 May	Poor economic growth Failure to implement DGDS Failure to account Poor audit outcome and harm to reputation	Lack of capacity Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management Oversight Lack of cooperation from stakeholders Lack of resources DGDS not reviewed LED Strategy not reviewed	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities Failure to monitor and manage economic development	Local Economic Development	Strategic: Short Term	Moderate	3	E - Rare (Remote)	1	Low	3	Acceptable	Legislation Policies, Guidelines and procedures Current DGDS Quarterly implementation monitoring reports National Development Plan National Spatial Development Framework LED Strategy	Strong	2	0.25	Low	0.75	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls	Request assistance from National and/or Provincial Department of LED Management intervention	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum Council	31-May-28			Yes
To promote local economic development	PADO 13	SMME Strategy triennially reviewed by 30 June	SMME Strategy triennially reviewed by 30 June	Poor economic growth SMMEs not adequately supported Failure to promote job creation	Lack of capacity Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management oversight Lack of cooperation from stakeholders Lack of resources DGDS not reviewed SMME Strategy not in place	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities Failure to monitor and manage economic development SMMEs not supported SMMEs unable to take advantage of possible opportunities SMMEs unable to influence policy	Local Economic Development	Strategic: Medium to Long Term	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	Existing strategy LED Forum	Moderate	3	0.5	Low	4.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls District Indaba	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum SEDA SEFA	30-Jun-26			Yes
To promote local economic development	PADO 14	SLP Strategy triennially reviewed by 30 June	SLP Strategy triennially reviewed by 30 June	Failure to take advantage of opportunities arising from mining activities Failure to coordinate development initiatives in the district Infrastructure development may not take place.	Lack of capacity Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management Oversight Lack of cooperation from stakeholders Lack of resources (Budget) DGDS not reviewed LED Strategy not reviewed SMME Strategy not reviewed Unrealistic expectations from stakeholders Stakeholders competing for the same space	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities Failure to monitor and manage economic development SMMEs not supported SMMEs unable to take advantage of possible opportunities SMMEs unable to influence policy	Local Economic Development	Strategic: Medium to Long Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Draft terms of reference Spatial Development Framework	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls and implement the strategy	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum Council SEDA SEFA	30-Jun-26			Yes
To promote local economic development	PADO 15	Manufacturing Strategy triennially reviewed by 31 May	Manufacturing Strategy triennially reviewed by 31 May	Poor economic growth Failure to stimulate and coordinate the development of manufacturing in the district Failure to embrace and take advantage of current economic realities Failure to reduce poverty Failure to diversify the economy and thus leaving the district vulnerable to the fluctuations of the commodities market. Failure to attract investment in the district.	Lack of capacity Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management oversight Lack of cooperation from stakeholders Lack of resources DGDS not reviewed SMME Strategy not in place Manufacturing Strategy not in place Lack of shared vision	Non-performance Non-compliance with legislation Inability to enhance local economic development Community dissatisfaction Increased levels of poverty Decreasing food security Increases in diseases Increased pressure on limited government resources Increased crime rates Losses in job opportunities Failure to monitor and manage economic development SMMEs not supported SMMEs unable to take advantage of possible opportunities SMMEs unable to influence policy Investors not able to identify investment opportunities	Local Economic Development	Strategic: Medium to Long Term	Extreme	5	C - Possible (occasional)	3	High	15	Unacceptable	Legislation Policies, Guidelines and procedures Spatial Development Framework	Moderate	3	0.5	Low	7.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls Implement and promote the strategy	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum Council DEDAT DTI Dept. of Small Business Development SEDA SEFA	31-May-28			Yes
To promote local economic development	PADO 16	Number of quarterly LED Strategy implementation monitoring reports submitted by 30 June	4 quarterly LED Strategy implementation monitoring reports submitted by 30 June	Inability to submit quarterly LED Strategy implementation monitoring reports Failure to monitor implementation of the strategy	Incomplete/inaccurate information Poor planning Lack of capacity Lack of staff commitment Inadequate Management oversight Lack of cooperation from stakeholders	Non-performance Poor local economic growth Inability to account Inability to monitor and track progress	Local Economic Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Current LED Strategy Monthly monitoring reports Previous quarterly reports	Strong	2	0.25	Low	1.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	LED	None	Quarterly			Yes
To promote local economic development	PADO 17	Number of quarterly LED Forum meetings held by 30 June	4 quarterly LED Forum meetings held by 30 June	Fragmented economic development	Lack of commitment by stakeholders Poor planning Lack of staff commitment Lack of management oversight Lack of resources	Non-performance Inability to enhance local development Poor local economic growth Inability to promote employment growth Inability to address poverty and quality of life in the district	Local Economic Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	LED Forum Terms of reference for the Forum Schedule of meetings	Moderate	3	0.5	Low	3	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls	Request assistance from National and/or Provincial Department of LED	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum DEDAT DTI Dept. of Small Business Development	Quarterly			Yes
To promote local economic development	PADO 18	Regional Development Agency (multi-sectoral and multi-stakeholder) established by 30 June	Regional Development Agency (multi-sectoral and multi-stakeholder) established by 30 June	Inefficient and ineffective development investment and/or distribution of resources in the district	Poor Planning Incomplete/inaccurate information Inadequate funding Lack of stakeholder commitment and/or participation Stakeholders competing for the same space and resources Lack of leadership Lack of management oversight Lack of staff commitment Lack of political buy-in	Non-performance Inability to enhance local development Poor local economic growth Fragmented development initiatives Project approach to development Inability to attract and/or take advantage of investment opportunities	Local Economic Development	Strategic: Medium to Long Term	Major	4	A - Almost Certain (frequent)	5	Extreme	20	Unacceptable	Feasibility study	No controls	5	1	Extreme	20	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	IGR intervention/agreement	Accounting Officer to intervene	LED	Political leadership Senior Management Sector Departments Local Municipalities Private Sector DEDAT DTI Dept. of Small Business Development Northern Cape Development Agency	30-Jun-26			Yes

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Strategic Objective	Key Performance Indicator Title	Target (Output)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or escalates the response strategy?)	Consequences of risk (What will happen if this risk materialises?)	Risk category	Risk Type	Impact on service and delivery (1-5)	Impact (1-5)	Likelihood (1-5)	Severity (1-5)	Inherent risk (1-25)	Tolerance (1-25)	Existing controls (What Controls / Measures are already in place?)	Control Strength	Control Effectiveness (1-5)	Control Reliability (1-5)	Risk rank (1-15)	Risk rank (1-15)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to ensure it does not become a reality?)	Response to Risk Materialising (If the risk becomes a reality, what will we do to respond to it?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No			
To promote employment opportunities in the District	PADO 19 Number of quarterly District SMME Database update reports submitted to the Municipal Manager by 30 June	4 quarterly District SMME Database update reports submitted to the Municipal Manager by 30 June	SMME information not current	Lack of capacity Incomplete/inaccurate information Lack of staff commitment Lack of management oversight Inadequate IT support and/or infrastructure reliability Inadequate equipment	Non-performance Inability to enhance local development Poor local economic growth Inability to monitor and track progress Unavailability of reliable information Stakeholders not known SMME development and support not coordinated effectively	Local Economic Development	Strategic: Short Term	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Acceptable	Existing database and reports	Moderate	3	0.5	Low	3	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls Public notices to invite updated SMME information SMME outreach programmes	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities Private Sector LED Forum Mining Forum DEDAT DTI Dept. of Small Business Development SEDA SEFA BTO (SCM) Corporate Services	Quarterly			Yes	
To facilitate increased LED capacity in the District	PADO 20 Number of quarterly Local Municipalities LED support reports submitted to the Municipal Manager by 30 June	4 quarterly Local Municipalities LED support reports submitted to the Municipal Manager by 30 June	Failure to monitor LED support to LMs	Lack of resources Incomplete/inaccurate information Competing interest and lack of cooperation from local municipalities Lack of staff commitment Lack of management oversight	Non-performance Inability to enhance local economic development Fragmented local economic development Poor local economic growth Inability to account	Local Economic Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Acceptable	Previous reports	Strong	2	0.25	Low	1	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities	Quarterly			Yes	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 21 Tourism Marketing Strategy intensively reviewed by 31 May	Tourism Marketing Strategy intensively reviewed by 31 May	Failure to attract tourists to the district	Lack of resources Incomplete/inaccurate information Competing interest and lack of cooperation from local municipalities Lack of staff commitment Lack of management oversight	Non-performance Inability to attract tourists Poor local economic growth District economy not diversified Inability to take charge of economic opportunities through tourism, across the economic sectors.	Local Economic Development	Strategic: Medium to Long Term	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	Acceptable	Legislation Policies Guidelines and procedures Existing strategy Tourism marketing campaigns/exhibitions Known attraction sites	Moderate	3	0.5	Low	3	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	CRDP	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	30-Jun-26			Yes	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 22 Number of quarterly Tourism Marketing Strategy Implementation Reports submitted to the Municipal Manager by 30 June	4 quarterly Tourism Marketing Strategy Implementation Reports submitted to the Municipal Manager by 30 June	Failure to monitor progress in respect of tourism marketing	Lack of resources Incomplete/inaccurate information Lack of staff commitment Lack of management oversight Inadequate IT support and/or infrastructure reliability	Non-performance Inability to attract tourists Poor local economic growth Inability to account Inability to determine efficiency of tourism marketing initiatives	Local Economic Development	Operational	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	Acceptable	Previous reports Existing tourism strategy	Moderate	3	0.5	Low	4.5	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	CRDP	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	Quarterly			Yes	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 23 2 tourism promotion events participated in by 30 June	2 tourism promotion events participated in by 30 June	Failure to promote economic development through tourism marketing	Failure to attend tourism events Poor planning Lack of staff commitment Lack of management oversight Lack of public private partnerships Lack of stakeholder commitment Lack of resources	Non-performance Inability to keep up with latest development Inability to stimulate economic growth Inability to attract investment Inability to generate jobs Inability to diversify the economy of the district	Local Economic Development	Strategic: Short Term	Extreme	5	A - Almost Certain (frequent)	5	Extreme	25	Unacceptable	Unacceptable	Prior event reports	Weak	4	0.75	High	18.8	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing control Source funding Pre-planning to be completed Marketing materials to be adequately stocked Stakeholders to be identified and involved in planning and implementation	Management to intervene Consequences management to be introduced	CRDP	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	30-Jun-26			Yes	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 24 District Tourism Festival Concept Document reviewed by 31 May	District Tourism Festival Concept Document reviewed by 31 May	Failure to promote economic development through tourism promotion	Lack of resources (Capacity and Funds) Inaccurate/incomplete data Failure to implement the tourism marketing strategy Failure to plan Lack of staff commitment Lack of stakeholder commitment Lack of management oversight Inadequate skills	Inability to stimulate economic growth Inability to attract investment Inability to generate jobs Failure to prepare and plan for the event Failure to attract exhibitors and stall owners Failure to attract possible sponsors Failure to market the event	Local Economic Development	Strategic: Medium to Long Term	Extreme	5	A - Almost Certain (frequent)	5	Extreme	25	Unacceptable	Unacceptable	Draft concept document	Weak	4	0.75	High	18.8	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Concept to be reviewed and consulted	Management to intervene Consequences management to be introduced	CRDP	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	31-May-26			Yes	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 25 Completion of a district tourism festival benchmarking analysis by 30 September	Completion of a district tourism festival benchmarking analysis by 30 September	District Tourism Festival fails to take place and/or is not a success	Lack of resources Inability to plan Lack of staff commitment Lack of management oversight Lack of public and private partnerships Lack of consultation Poor communication and marketing Weather conditions Unavailability of venue Inadequate infrastructure Inadequate coordination Inadequate community involvement and awareness	Non-performance Inability to attract tourists Poor local economic growth Harm to reputation of and embarrassment to the District Municipality Failure to embrace opportunities Community dissatisfaction Failure to promote SMME development and job opportunities	Local Economic Development	Strategic: Medium to Long Term	Extreme	5	A - Almost Certain (frequent)	4	Extreme	20	Unacceptable	Unacceptable	Legislation Policies, Guidelines and procedures Draft concept document	Weak	4	0.75	High	15	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Source funding from stakeholders Develop concept document Learn best practices from other events Develop and action/process plan	Management to intervene Consequences management to be introduced	CRDP	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	30-Sep-25			n/a	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 26 Conduct a feasibility study for the development of a special economic zone submitted to the Municipal Manager by 30 June	Conduct a feasibility study for the development of a special economic zone submitted to the Municipal Manager by 30 June	SEZ feasibility study not conducted	Inadequate resources Inadequate skills capacity Lack of cooperation from stakeholders Lack of staff commitment Lack of management oversight	Failure to promote local economic development Failure to attract investors Failure to diversify the economy and implement strategic planning of the district	Local Economic Development	Strategic: Medium to Long Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Unacceptable	SEZ Act	No controls	5	1	Extreme	20	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Business plan's to be compiled to access possible funding Feasibility study to be conducted	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations	30-Jun-26			n/a	
To enhance tourism development and Promote the District as a preferred Tourism Destination	PADO 27 Annual progress report on the implementation of the special economic zone feasibility study submitted to the Municipal Manager by 30 June	Annual progress report on the implementation of the special economic zone feasibility study submitted to the Municipal Manager by 30 June	Implementation of SEZ feasibility study not monitored	Inadequate resources Inadequate skills capacity Lack of cooperation from stakeholders Non-accreditation by DTI Lack of staff commitment Lack of management oversight	Failure to promote local economic development	Local Economic Development	Strategic: Medium to Long Term	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	Unacceptable	SEZ Act	Weak	4	0.75	Low	9	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Business plan's to be compiled to access possible funding Feasibility study to be conducted	Management to intervene Consequences management to be introduced	LED	Senior Management Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations OPT	30-Jun-26			No	
To facilitate availability of land for Economic Development	PADO 28 Commonage terms refurbishment by 30 June	Commonage terms refurbishment by 30 June	Financial and asset loss due to potential damage, theft, or deterioration of infrastructure, equipment, and livestock during the refurbishment process	Lack of funds Failure to maintain and refurbish commonage Inadequate staff commitment and capacity Inadequate management oversight Lack of resources Inability to raise revenue through commonages Lack of public private partnerships Competing interests between stakeholders	Community unrest Lack of accountability Poor living conditions for animals Undue depreciation of assets Stock losses and mortality Inability to raise revenue through commonages Inability to position commonage as a tourism asset Increased risk of disasters such as wild fires and drought Poor stock management and stock conditions Harm to reputation Inability to account	Local Economic Development	Operational & Compliance	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable	Unacceptable	Legislation Policies, Guidelines and procedures Business plan	Weak	4	0.75	High	15	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Source funding from stakeholders Skills development Asset management plan to be developed Excess animals to be disposed	Management to intervene Consequences management to be introduced	CRDP	Senior Management BTO Sector Departments Local Municipalities NCTA DEDAT District and Local Tourism Associations Department of Agriculture and Land Reform Council Roads and Works Private Sector Department of Environmental Affairs and Nature Conservation	30-Jun-26			Yes	
To facilitate availability of land for Economic Development	PADO 29 Commonage Management policy annually reviewed by 31 May	Commonage Management policy annually reviewed by 31 May	Financial and asset loss arising from mismanagement, inadequate maintenance, theft, or damage to infrastructure, livestock, and equipment on commonage land, potentially undermining the sustainability and intended community benefits of the commonage programme	Lack of or inadequate policy to guide management of the commonage Lack of capacity Incomplete/inaccurate information Lack of management oversight Lack of staff commitment Lack of cooperation from stakeholders	Financial and asset loss due to poor or no management Inability to account Harm to reputation Undue asset depreciation	Local Economic Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Acceptable	Existing Policy Legislation	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	To ensure that draft reviewed policy is available before the end of quarter 3	Management to intervene Consequences management to be introduced	CRDP	Senior Management BTO Sector Departments Private sector	31-May-26			Yes	
To facilitate availability of land for Economic Development	PADO 30 Commonage tariff structure annually reviewed by 31 May	Commonage tariff structure annually reviewed by 31 May	Failure to generate revenue	Commonage tariff structure not in place Tariff structure not consulted Due process not followed Failure to implement tariff structure Lack of capacity Incomplete/inaccurate information By-laws not approved Lack of staff commitment Lack of management oversight Lack of consequences management	Financial Loss Non-performance Lack of accountability Inability to utilise assets to raise revenue	Local Economic Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Acceptable	Legislation Policies, Guidelines and procedures Existing tariff structure	Moderate	3	0.5	Low	4	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Draft reviewed tariffs to be provided to BTO Tariffs to be consulted as part of budget processes	Management to intervene Consequences management to be introduced	CRDP	Senior Management BTO Sector Departments	31-May-26			Yes	
To facilitate availability of land for Economic Development	PADO 31 Number of quarterly commonage management implementation reports submitted to the Municipal Manager by 30 June	4 quarterly commonage management implementation reports submitted to the Municipal Manager by 30 June	Failure to monitor progress in respect of commonage management	Lack of capacity Incomplete/inaccurate information By-laws not approved Lack of staff commitment Lack of management oversight Lack of consequences management	Non-performance Lack of accountability Inability to measure performance Harm to reputation Poor commonage management and resultant environmental destruction Financial loss Poor financial management	Local Economic Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Acceptable	Previous reports Commonage management By-law Commonage management Policy Rural Development Plan Spatial Development Framework	Strong	2	0.25	Low	1	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	CRDP	Senior Management BTO Sector Departments	Quarterly			Yes	
To facilitate the co-ordination of CRDP	PADO 32 Number of quarterly agricultural programme reports submitted to the Municipal Manager by 30 June	4 quarterly agricultural programme reports submitted to the Municipal Manager by 30 June	Failure to monitor progress in respect of agricultural development programmes	Lack of capacity Incomplete/inaccurate information Lack of staff commitment Lack of management oversight Lack of consequences management Lack of commitment from stakeholders Inaccessibility of different divisions in DDLR	Non-performance Lack of accountability Inability to measure performance Inability to plan properly Inability to perform oversight functions Community dissatisfaction and civil disobedience	Local Economic Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Acceptable	Rural Development Plan Spatial Development Framework UDGs LED strategy Agricultural Development Programmes District One Plan IDP	Strong	2	0.25	Low	1	Director: Development & Planning	DEVELOPMENT & PLANNING DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	CRDP	Senior Management Political Leadership Sector Departments	Quarterly			Yes	
To promote and enhance the financial viability of the District Municipality	BTO 1 Budget and ISP Steering Committee meetings held by 30 June	4 Budget and ISP Steering Committee meetings held by 30 June	IDP and Budget progress not monitored.	Members not attending meetings. Poor planning Inadequate staff commitment Inadequate Management oversight Reports not submitted	Non-compliance with legislation and budget processes. Harm to reputation IDP and Budget not adopted by Council in time Budget implementation not monitored and managed	Municipal Financial Viability and Management	Strategic: Short Term & Compliance	Moderate	3	A - Almost Certain (frequent)	5	High	15	Unacceptable	Unacceptable	Budget Steering Committee Budget Monitoring Reports (Sec 52.72 & 71) Project-based budget Management Council	Weak	4	0.75	Medium	11.3	CFO	BUDGET & TREASURY OFFICE	Implement the Terms of reference of Budget Steering Committee Implementation of mSCOA regulations/MFMA	Request assistance from National and/or Provincial Treasury Accounting Officer to intervene	B&R	Executive Mayor Accounting Officer Senior Management Strategic Planning Unit	Quarterly			Yes	
To promote and enhance the financial viability of the District Municipality	BTO 13 Number of monthly MFMA Section 71 data strings validation report in the LG Portal within the prescribed timeframe	12 monthly MFMA Section 71 data strings validation report in the LG Portal within the prescribed timeframe	Grant allocations may be withheld.	Lack of capacity Incorrect information used Non-compliance with the MFMA and regulations Inadequate staff commitment Inadequate Management oversight	Negative audit opinion Non-compliance Withholding of grants Inability to provide services Harm to reputation	Municipal Financial Viability and Management	Operational & Compliance	Extreme	5	E - Rare (Remote)	1	Low	5	Acceptable	Acceptable	Budget Steering Committee Budget Monitoring (MFMA Sec 52.72, & 71) Project-based budget Financial system	Strong	2	0.25	Low	1.25	CFO	BUDGET & TREASURY OFFICE	Maintain the existing control	Request assistance from National and/or Provincial Treasury Accounting Officer to intervene	B&R	Executive Mayor Accounting Officer Provincial and National Treasury	Monthly			Yes	
To promote and enhance the financial viability of the District Municipality	BTO 14 Number of monthly MFMA Section 71 reports submitted to the Mayor within the prescribe timeframe	12 monthly MFMA Section 71 reports submitted to the Mayor within the prescribe timeframe	Grant allocations may be withheld.	Lack of capacity Incorrect information used Non-compliance with the MFMA and regulations Inadequate staff commitment Inadequate Management oversight	Negative audit opinion Non-compliance Withholding of grants Inability to provide services Harm to reputation	Municipal Financial Viability and Management	Operational & Compliance	Extreme	5	E - Rare (Remote)	1	Low	5	Acceptable	Acceptable	Budget Steering Committee Budget Monitoring (MFMA Sec 52.72, & 71) Project-based budget Financial system	Strong	2	0.25	Low	1.25	CFO	BUDGET & TREASURY OFFICE	Maintain the existing control	Request assistance from National and/or Provincial Treasury Accounting Officer to intervene	B&R	Executive Mayor Accounting Officer Provincial and National Treasury	Monthly			Yes	
To promote and enhance the financial viability of the District Municipality	BTO 20 Number of quarterly Consolidated Municipal Financial reports (MFMA Section 11, 52 and 66 reports) submitted by 30 June	4 quarterly Consolidated Municipal Financial reports (MFMA Section 11, 52 and 66 reports) submitted by 30 June	Grant allocations may be withheld. Council unable to take informed decisions Management unable to manage finances	Lack of capacity Incorrect information used Non-compliance with the MFMA and regulations Inadequate staff commitment Inadequate Management oversight	Negative audit opinion Non-compliance Withholding of grants Inability to provide services Harm to reputation	Municipal Financial Viability and Management	Strategic: Medium to Long Term & Compliance	Extreme	5	E - Rare (Remote)	1	Low	5	Acceptable	Acceptable	Budget Steering Committee Budget Monitoring (MFMA Sec 52.72, & 71) Project-based budget Financial system	Strong	2	0.25	Low	1.25	CFO	BUDGET & TREASURY OFFICE	Maintain the existing control	Request assistance from National and/or Provincial Treasury Accounting Officer to intervene	B&R	Executive Mayor Accounting Officer Provincial and National Treasury	Quarterly			Yes	
To promote and enhance the financial viability of the District Municipality	BTO 21 Number of quarterly borrowing and investment monitoring data strings uploaded on the LG Portal by 30 June	4 quarterly borrowing and investment monitoring data strings uploaded on the LG Portal by 30 June	Grant allocations may be withheld. Council unable to take informed decisions Management unable to manage finances	Lack of capacity Incorrect information used Non-compliance with the MFMA and regulations Inadequate staff commitment Inadequate Management oversight	Negative audit opinion Non-compliance Withholding of grants Inability to provide services Harm to reputation	Municipal Financial Viability and Management	Operational & Compliance	Extreme	5	E - Rare (Remote)	1	Low	5	Acceptable	Acceptable	Budget Steering Committee Budget Monitoring (MFMA Sec 52.72, & 71) Project-based budget Financial system	Strong	2	0.25	Low	1.25	CFO	BUDGET & TREASURY OFFICE	Maintain the existing control	Request assistance from National and/or Provincial Treasury Accounting Officer to intervene	B&R	Executive Mayor Accounting Officer Provincial and National Treasury	Quarterly			Yes	

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Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialise?)	Risk category	Risk Type	Impact on service and delivery	Impact (1-5)	Likelihood (1-5)	Likelihood (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure (1-5)	Exposure 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Strategic Objective	Key Performance Indicator Title	Target (Output)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialise?)	Risk category	Risk Type	Impact on service delivery	Impact on reputation	Impact on financial performance	Likelihood (1-5)	Exposure (1-5)	Severity (1-5)	Resilience (1-5)	Tolerance (1-5)	Existing controls (What Controls / Measures are already in place?)	Control Strength	Control Effectiveness as a Barrier	Control Resilience	Risk level (L/M/H)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to prevent it?)	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No						
To provide integrated human resource service	CSD 6 Senior Management annual performance assessment panel facilitated by 30 September	Senior Management annual performance assessment panel facilitated by 30 September	Failure to review annual performance of senior management.	Unavailability of assessment panel members Lack of commitment by managers and supporting staff Lack of management oversight Non-compliance with legislation and policies of Council Inadequate resources and poor planning Ineffective performance management systems	Harm to reputation due to lack of accountability Disgruntled employees Inability to monitor performance	Institutional Transformation and Development	Strategic: Short Term & Compliance	Major	4	A - Almost Certain (frequent)	5	Red	20	Unacceptable	OPMS Performance Management Framework and Individual Performance Management Policy MFMA MSA and Regulations	Weak	4	0.75	High	15	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Regulations MSA OPMS Framework	Management to intervene Consequences management to be introduced	HR	Accounting Officer Senior Management Assessment Panel Local municipalities	30-Sep-25				Yes					
To provide integrated human resource service	CSD 7 Number of bi-annual Individual Performance Committee meetings held by 30 June	2 bi-annual Individual Performance Committee meetings held by 30 June	Failure to monitor employee's performance	Non-adhering to reporting timelines Not assessing staff performance Lack of commitment by managers and supporting staff Lack of management oversight Non-compliance with legislation and policies of Council Inadequate resources and poor planning Ineffective performance management systems	Poor staff performance Poor performance not identified and addressed Staff performance not recognised and/or awarded Employee dissatisfaction Employees demotivated Labour unrest Unwillingness of staff to report as required Ineffective/inefficient staff performance awareness	Institutional Transformation and Development	Operational & Compliance	Moderate	3	C - Possible (occasional)	3	Low	9	Acceptable	IPMS Policy OPMS Framework IDP SDBP Performance contracts Performance reports IPMS Committee IPMS Officer WSP	Moderate	3	0.5	Low	4.5	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Quarterly meetings of IPMS Committee and maintaining of existing controls	Management to intervene Consequences management to be introduced	HR	Extended Management All Employees STROP Unit	Bi-annually				Yes					
To provide integrated human resource service	CSD 8 Electronic Performance Management System implemented by 30 June	Electronic Performance Management System implemented by 30 June	EPMS system not functional	Lack of staff commitment Lack of management oversight Non-compliance with legislation Lack of cooperation from stakeholders Lack of standardised operating procedures Lack of resources Staff not trained Lack of change management procedures SCM processes Poor planning	Non-compliance with legislation Inability to monitor and adjust performance if necessary Inability to link planning and performance	Institutional Transformation and Development	Operational & Compliance	Moderate	3	B - Likely (probable)	4	Medium	12	Unacceptable	IPMS Policy OPMS Framework IDP SDBP Performance contracts Performance reports IPMS Committee IPMS Officer WSP	Weak	4	0.75	Low	9	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Change management plan Training Resource allocation Implementation monitoring reports	Senior Management intervention	HR	Extended Management All Employees STROP Unit IT Unit BTO System vendor	30-Jun-26				Yes					
To provide adequate opportunities for the development of employees and councillors	CSD 9 Annually reviewed WSP submitted to LGSETA by 30 April	Annually reviewed WSP submitted to LGSETA by 30 April	Loss of revenue Staff not capacitated	Lack of staff commitment Lack of management oversight Non-compliance with legislation Lack of cooperation from stakeholders Lack of standardised operating procedures	Financial loss Frustrated users Poor performance Poor service delivery Underdeveloped/untrained Staff Low staff morale Harm to reputation	Institutional Transformation and Development	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Current WSP and training report Skills audit forms and personal development plans Training Committee Individual Performance reports	Moderate	3	0.5	Low	4	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	HR	LGSETA Senior Management All internal departments and Units Accounting Officer Training Committee Council	30-Apr-26				Yes					
To provide adequate opportunities for the development of employees and councillors	CSD 10 Annual training report submitted to LGSETA by 30 April	Annual training report submitted to LGSETA by 30 April	Loss of revenue Staff not capacitated	Lack of staff commitment Lack of management oversight Non-compliance with legislation Lack of cooperation from stakeholders Lack of standardised operating procedures	Financial loss Harm to reputation Frustrated users Poor performance Poor service delivery Underdeveloped/untrained Staff Low staff morale Harm to reputation	Institutional Transformation and Development	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	HR Strategy and Policies Current WSP and training report Skills audit forms and personal development plans Training Committee	Moderate	3	0.5	Low	4	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain the existing controls	Management to intervene Consequences management to be introduced	HR	LGSETA Senior Management All internal departments and Units Accounting Officer Training Committee Council	30-Apr-26				Yes					
To provide adequate opportunities for the development of employees and councillors	CSD 11 Number of biannually Training Committee meetings held by 30 June	2 biannually Training Committee meetings held by 30 June	Ineffectiveness of the Training Committee Compliance and progress i.r.o. skills development and employment equity not monitored	Lack of commitment by members Poor attendance Council HR related documents not reviewed and monitored Lack of management oversight Lack of standardised operating procedures	Inability to comply with legislation and policies of Council HR related documents not reviewed and monitored Inability to capacitate staff Loss of revenue	Institutional Transformation and Development	Operational	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	HR Strategy and Policies The Constitution MFMA MSA SEA BCEA Regulations Existing Committee	Moderate	3	0.5	Low	4	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Training Committee to be reviewed. Compliance register and checklist to be developed Standard operating procedures to be developed	Engage COGSTA and NGPT	HR	Senior Management All internal departments and Units Accounting Officer Training Committee	Bi-annually				Yes					
To provide IT services	CSD 13 IT Strategy biennially reviewed by 31 May	IT Strategy biennially reviewed by 31 May	IT Strategy not reviewed IT Services not provided effectively	Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation Inadequate maintenance of assets No asset replacement strategy No standardised operating procedures in place Staff absenteeism Inability to prioritise strategic matters	Inadequate IT systems in place Inadequate maintenance and replacement of equipment Inability to provide services to communities Inability to account Frustrated users Financial Management and reporting compromised Inability to perform Inadequate record keeping with concomitant possible unauthorised, fraudulent and irregular expenditure.	Institutional Transformation and Development	Strategic: Short Term	Extreme	5	C - Possible (occasional)	3	High	15	Unacceptable	IT Policies IT Steering Committee Current IT Strategy	Moderate	3	0.5	Low	7.5	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	IT Steering Committee to be strengthened Consequences management to be introduced Planning for IT related services to be improved and proper provision to be made in future budgets Compliance checklist and register to be developed Standard operating procedures to be developed IT Strategy to be reviewed	Management to intervene Consequences management to be introduced	ICT	Senior Management BTO Council All internal Departments and Units Service Providers	31-May-26				Yes					
To provide IT services	CSD 14 IT Policy annually reviewed by 31 May	IT Policy annually reviewed by 31 May	Failure to review IT Policy	Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments	Non-compliance Harm to reputation Inability to manage the IT environment Inability to account Inability to plan and coordinate IT services Frustrated users	Institutional Transformation and Development	Strategic: Short Term	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	IT Policies IT Steering Committee MSCOA regulations	Moderate	3	0.5	Low	4	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	ICT	Senior Management BTO Council All internal Departments and Units	31-May-26				Yes					
To provide IT services	CSD 15 Number of bi-annual internal IT Steering Committee meetings held by 30 June	2 bi-annual internal IT Steering Committee meetings held by 30 June	Ineffectiveness of the IT Steering Committee	Lack of cooperation from stakeholders Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments	Poor Service delivery Non-compliance Inability to perform management oversight and governance Inability to assign resources Harm to reputation	Institutional Transformation and Development	Strategic: Short Term	Major	4	A - Almost Certain (frequent)	5	Red	20	Unacceptable	IT Policies IT reports	Weak	4	0.75	High	15	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Improve the ICT Governance structure by allowing Quarterly sitting of IT Steering Committee Meeting Schedule to be complied	Utilise the Disaster Recovery Plan	ICT	Senior Management Members of the Steering Committee	Bi-annually				Yes					
To provide IT services	CSD 16 Number of monthly IT Support and IT Services Management reports submitted to the Municipal Manager by 30 June	12 monthly IT Support and IT Services Management reports submitted to the Municipal Manager by 30 June	Failure to submit IT Support and IT Services Management Monthly reports Failure to monitor and track IT services	Poor service Delivery Unavailability of IT Services Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments	Lack of accountability IT Performance Non-compliance with policies of Council	Institutional Transformation and Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	IT Policies Monthly reports Performance Reviews IT Steering Committee	Strong	2	0.25	Low	1	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	ICT	Management Provincial Archival Service SALGA	Monthly				Yes					
To provide IT services	CSD 17 Disaster Recovery and Business Continuity Plan reviewed by 31 May	Disaster Recovery and Business Continuity Plan reviewed by 31 May	Loss of information Business continuity failure	Inability to continue operations after disaster Disaster Recovery and Business Continuity Plan Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments No off-site storage of information No testing environment	Inability to restore IT services Harm to reputation Inability to account Inability to perform Inadequate service delivery Data loss and IT Infrastructure loss	Institutional Transformation and Development	Strategic: Short Term	Extreme	5	B - Likely (probable)	4	Red	20	Unacceptable	IT Policies Draft Disaster Recovery Plan Business Continuity Plan IT Steering Committee Regular reporting	Weak	4	0.75	High	15	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Allocate budget Replacement of outdated equipment	Management to intervene Consequences management to be introduced	ICT	Senior Management BTO Council IT Steering Committee	31-Mar-26				Yes					
To provide IT services	CSD 18 Number of quarterly Disaster Recovery and Business Continuity implementation reports submitted to the Municipal Manager by 30 June	4 quarterly Disaster Recovery and Business Continuity implementation reports submitted to the Municipal Manager by 30 June	Failure to report on disaster recovery and business continuity Failure to monitor and adjust timeliness	Disaster recovery and business continuity plan not in place Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy environment Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments No off-site storage of information	Lack of accountability Poor performance Data loss and IT Infrastructure loss Inability to continue operations after disaster Non-compliance Harm to reputation	Institutional Transformation and Development	Operational	Moderate	3	D - Unlikely (uncommon)	2	Low	6	Acceptable	IT Policies IT Steering Committee Draft Disaster Recovery Plan Regular reporting and standard operating procedures	Moderate	3	0.5	Low	3	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain current controls	Management to intervene Consequences management to be introduced	ICT	Senior Management BTO Council IT Steering Committee	Quarterly				Yes					
To provide IT services	CSD 19 Number of monthly website maintenance reports submitted to the Municipal Manager by 30 June	12 monthly website maintenance reports submitted to the Municipal Manager by 30 June	Failure to report	Insufficient/incomplete information Unreliable internet access Website not paid File sizes too big Poor planning Lack of capacity Limited funds Inadequate staff commitment Inadequate Management oversight Inadequate policy implementation No standardised operating procedures in place Inability to prioritise strategic matters Lack of cooperation between internal departments Web-programming outdated and web structure not keeping up with reality	Lack of accountability Poor performance and service delivery Non-compliance with MFMA & MSA Harm to reputation Lack of transparency and community involvement in the affairs	Institutional Transformation and Development	Strategic: Short Term & Compliance	Major	4	D - Unlikely (uncommon)	2	Low	8	Acceptable	Existing website Monthly website reports Domain host IT Steering Committee	Strong	2	0.25	Low	2	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain existing controls	Management to intervene Consequences management to be introduced	ICT	Senior Management BTO IT Steering Committee All internal departments Service provider	Monthly				Yes					
To provide record management services	CSD 20 Record Management Policy annually reviewed by 30 June	Record Management Policy annually reviewed by 30 June	Municipality is rendered dysfunctional administratively.	Records management policy not reviewed Registry Manual not maintained and implemented Records control schedule not in place Master copy of file plan not updated Amendments and additions to file plan not submitted to Archival services Disposal authorities not in place File retention and transfer not taking place Destruction certificates not issued Pest control not done regularly Inadequate storage space Inadequate environmental control/management Records kept in offices Inadequate management oversight Inadequate staff commitment Daily file not maintained Correspondence register not maintained E-mails not recorded and managed Electronic records not properly backed up and backups not properly stored Unskilled registry staff Inadequate records management process and awareness amongst employees.	The Municipality will be dysfunctional. Inability to account Harm to reputation Non-compliance with records management and all reporting requirements	Institutional Transformation and Development	Operational	Extreme	5	D - Unlikely (uncommon)	2	Medium	10	Unacceptable	Records Management Policy Registry Manual Master copy of file plan Storage space Regularity and registry staff File plan Correspondence registers Regular pest control Control sheets	Moderate	3	0.5	Low	5	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Electronic document management system to be re-introduced Records control sheet Attendance of records forums Registry training Existing controls to be maintained. Records management to be budgeted for.	Management to intervene Consequences management to be introduced	Admin	Records Manager to ensure that controls are in place. All employees to adhere to records management policy and rules Management to ensure that EDMS is in place and that records management rules and policy is adhered to. Provincial archival service SALGA	30-Jun-26				Yes					
To provide record management services	CSD 21 Number of quarterly record management reports submitted to the Municipal Manager by 30 June	4 quarterly record management reports submitted to the Municipal Manager by 30 June	Failure to account in respect of records management	Inadequate management oversight Inadequate staff commitment Filing not up to date Policy not adhered to Inadequate cooperation from stakeholders Inadequate information Inadequate resources	Inability to account Harm to reputation Non-compliance with legislation and policy	Institutional Transformation and Development	Operational	Minor	2	D - Unlikely (uncommon)	2	Low	4	Acceptable	Records Management Policy Registry Manual Master copy of file plan Storage space Regularity and registry staff File plan Correspondence registers Regular pest control Control sheets	Moderate	3	0.5	Low	2	Director: Corporate Services	CORPORATE SERVICES DEPARTMENT	Maintain existing controls Reports to be submitted Staff training Staff awareness	Accounting Officer to intervene	Admin	Management Provincial Archival Service SALGA	Quarterly				Yes					

2025/26 RISK REGISTER																																
Strategic Objective	KPI Number	KEY PERFORMANCE INDICATOR TITLE	TARGET (OUTPUT)	Risk (What is this risk?)	Root cause of the risk (What act or event initiates either the risk occurrence or precipitates the response strategy?)	Consequences of risk (What will happen if this risk materialise?)	Risk category	Risk Type	Impact on service and reputation	Inherent risk (1-25)	Likelihood (1-5)	Likelihood (1-5)	Likelihood (1-5)	Inherent risk (1-25)	Inherent risk (1-25)	Tolerance (1-25)	Existing controls (What Controls / Measures are already in place)	Control Strength	Control Effectiveness Rating	Control Weight	Residual risk (1-15)	Residual risk (1-15)	Risk owner (Who monitors this risk?)	Department	Actions to improve management of the risk (How will we respond to this risk and what actions will you take to including at least:	Response to Risk Materialising (If the risk becomes a reality, what will we do in response?)	Action Owner (Who implements this Action?)	Support and/or Cooperation Required From	Timeframe	Progress	Progress classification	Recurring Risk Yes/No
All objectives	All	All Key Performance Indicators		Total pandemonium and breakdown of all systems	COVID-19 virus infections spreading to the District	Citizen living in fear and chaos created by panic Looting of businesses Increase in disease outbreaks and possible deaths Destruction of property government and public Disruption of service delivery Inability to govern Harm to reputation Inability to position the district as a global player Inability to generate revenue Inability to attract investors and / investors looking of opportunities elsewhere. Food shortages Energy shortages Road closures and travel restrictions District economic meltdown Increased poverty Increased unemployment SMEs forced to close doors Social instability Increased crime rates Xenophobic attacks	Good Governance and Public Participation	Strategic: Short Term	Extreme	5	A - Almost Certain (frequent)	5		25	Unacceptable		Governance structures such as Council, Mayoral Committee, IGR and Management. Disaster Center Disaster Framework Municipal Health Services National Government declaration of National Disaster, as well as measures combating the spread of the disease. Awareness campaigns Screening procedures Protective gear	Moderate	3	0.5	Medium	12.5	Municipal Manager	CORPORATE SERVICES DEPARTMENT	COVID-19 Response strategy including at least: - disaster management contingency plan - internal COVID-19 Management Committee - Availability of disinfectants and regular disinfection of high risk areas in municipal offices - Introduction of safety measures in an attempt to limit the risk of exposure of employees, councillors and visitors - Protective gear for employees with a high risk of exposure (e.g. masks for MHS practitioners and disaster management personnel in the field) - Coordinated communication internally and externally, providing employees and the public with up to date information. - Council and Management decisions in respect of the foreseeable future and daily as the disease continues to spread. - Consideration of alternative measures to drive the performance objectives of the Municipality. - Possible prioritisation of meetings to only those that are critical. - Prioritisation of resources such as fleet to Community Services Department. - Possible review of objectives and budget to avail more resources	Continuous implementation of COVID-19 response strategy	Sir Man	Political Leadership Senior Management Disaster Management Department of Safety and Liaison District Commissioner of Police COOPSTA Department of Social Development Local Municipalities Department of Roads and Public Works Department of Health Department of Economic Development and Tourism Department of Trade and Industry House of traditional leaders Organized agriculture (e.g. Agri Northern Cape and Agri Korumam and emerging farmers) Mining Managers forum Chambers of Commerce Emergency Services Department of Health	Ongoing			Yes
All objectives	All	All Key Performance Indicators		Residents are not and do not feel safe	General increase in perceived crime levels Human trafficking Contact crimes Femicide Domestic violence Increased levels of poverty as a result of Covid 19 pandemic Failure to protect residents Uncontrolled influx of foreigners Corruption Inadequate food security	Harm to reputation Residents losing faith in government Civil disobedience Residents taking the law into their own hands Investors scared away Skilled people migrating to greener pastures Damage to infrastructure and property Loss of life Increased GBV and domestic violence	Good Governance and Public Participation	Strategic: Medium to Long Term	Extreme	5	B - Likely (probable)	4	Extreme	20	Unacceptable		SAPS IGR Department of Justice Courts Rural safety strategy Department of Home Affairs Joint Operations Committee	Weak	4	0.75	High	15	Municipal Manager	CORPORATE SERVICES DEPARTMENT	Community Safety to receive special attention at IGR	IGR to be called	MMO	Council Senior Management Local Municipalities All Sector Departments NGOs CBOs	Immediately			Yes