

Risk Item	Strategic Objective	Goal
R2	Good Governance, Community Development & Public Participation	Adding value added Internal Audit services
R3	Good Governance, Community Development & Public Participation	Compile up to date IA plan based on risk assessment
R7	Good Governance, Community Development & Public Participation	Effective management of contracts
R8	Good Governance, Community Development & Public Participation	Minimise legal costs and fees
R16	Improve and sustain basic service delivery and infrastructure development	Providing quality and timely basic services to the community
R19	To facilitate social cohesion, safe and healthy communities	Minimization of damages incurred due to disasters
R21	Improve and sustain basic service delivery and infrastructure development	Compliance with laws and regulations
R22	Improve and sustain basic service delivery and infrastructure development	Providing continuous and safe services to the community
R23	Improve and sustain basic service delivery and infrastructure development	Providing continuous and safe services to the community
R24	Good Governance, Community Development & Public Participation	Secured, safe and accessible information

R26	Improve and sustain basic service delivery and infrastructure development	Implementation of GIS system to provide quality services
R29	Financial viability and economically sustainability	Implementation of effective strategies and process to provide timely services to the community
R30	Financial viability and economically sustainability	Improve the collection rate of income
R31	Financial viability and economically sustainability	Enhance revenue stream by limiting/decreasing losses of income
R33	Financial viability and economically sustainability	Good standing account with Eskom
R34	Financial viability and economically sustainability	Complying to SCM regulations
R35	Financial viability and economically sustainability	Complying to SCM regulations
R37	Financial viability and economically sustainability	Safety and security of assets
R39	Financial viability and economically sustainability	Effective management of council assets
R47	Good Governance, Community Development & Public Participation	Information communicated in a timely manner to enhance service delivery
R49	Good Governance, Community Development & Public Participation	Records Management Secured, safe and accessible information
R55	Good Governance, Community Development & Public Participation	Compliance with laws and regulations

R56	Good Governance, Community Development & Public Participation	Maintain a competent and enthusiastic staff complement
R59	Good Governance, Community Development & Public Participation	Effective use of council resources to limit costs
R69	To facilitate social cohesion, safe and healthy communities	Limit and prevent injuries and possible loss of life of the community during the occurrence of disasters
R71	To facilitate social cohesion, safe and healthy communities	Effective delivery of services to community
R73	Financial viability and economically sustainability	Ensure that all streams of revenue are received
R74	To facilitate social cohesion, safe and healthy communities	Effective delivery of services to community
R76	To facilitate social cohesion, safe and healthy communities	Prevent the occurrence of injuries and/or the loss of life
R77	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Improve on the economic development in the area
R78	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Improve on the economic development in the area

R79	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Prevent the occurrence of injuries and/or the loss of life
R80	Facilitate, expand and nurture sustainable economic growth and eradicate poverty	Improve on the economic development in the area
R81	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Improve on the economic development in the area
R82	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Prevent the occurrence of injuries and/or the loss of life
R83	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Providing the region with efficient delivery of services
R84	Enable a resilient, sustainable, quality and inclusive living environment and human settlements i.e. Housing development and informal settlement upgrade	Providing the region with efficient delivery of services
R98	Good Governance, Community Development & Public Participation	All information to be treated as confidential
R99	Improve and sustain basic service delivery and infrastructure development	Better service delivery

R100	Improve and sustain basic service delivery and infrastructure development	Positions filled with the right people with the right skills at the right time
R101	Financial viability and economically sustainability	Compliance to the Systems act
R102	Improve and sustain basic service delivery and infrastructure development	Provide sufficient service delivery
R103	Improve and sustain basic service delivery and infrastructure development	That the extension for the continuation of the landfill sites be granted
R104	Improve and sustain basic service delivery and infrastructure development	Better service delivery
R106	Improve and sustain basic service delivery and infrastructure development	Protection of employees and public

Overall Summary of Results

B	Completed Before Deadline Date	3
G	Completed On Deadline Date	0
O	Completed After Deadline	3
R	Not Completed And Overdue	25
N/A	Not Completed And Not Overdue	13
N/A	No Action Deadline	1
Total:		45

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Risk Area	Risk Type
Internal Audit	Operational Risk
Internal Audit	Operational Risk
Contract Management	Operational Risk
Legislative Compliance	Operational Risk
Infrastructure	Operational Risk
Disaster Management	Operational Risk
Waste Management	Operational Risk
Electricity	Operational Risk
Electricity	Operational Risk
Governance	Operational Risk

Information and Communication Technology	Operational Risk
Financial Viability/Sustainability	Operational Risk
Supply Chain Management	Operational Risk
Supply Chain Management	Operational Risk
Asset Management	Operational Risk
Asset Management	Operational Risk
Governance	Operational Risk
Safety and Security	Operational Risk
Human Resources	Operational Risk

Human Resources	Operational Risk
Financial Viability/Sustainability	Operational Risk
Disaster Management	Operational Risk
Traffic Services	Operational Risk
Traffic Services	Operational Risk
Community safety	Operational Risk
Legislative Compliance	Operational Risk
Local Economic Development	Operational Risk
Local Economic Development	Operational Risk

Local Economic Development	Operational Risk
Local Economic Development	Operational Risk
Human Settlements	Operational Risk
Financial Viability/Sustainability	Operational Risk
Human Resources	Operational Risk

Human Resources	Operational Risk
Property Management	Operational Risk
Property Management	Operational Risk
Waste Management	Operational Risk
Waste Management	Operational Risk
Occupational Health and Safety	Operational Risk

Risk Description	Risk Background
Legislative requirement may not be met due to audits not completed	<ol style="list-style-type: none"> 1. Can not complete the audit plan due to staff shortage within the unit 2. Inadequate Audit software programs
Internal audit plan not comprehensive and do not cover the entire scope of the Municipality	Risk register outdated / not in place
Unforeseen costs wrt contract management (expired contracts)	<ol style="list-style-type: none"> 1 Contract management not dedicated to one person 2. System not utilised which monitors the costs
Unbudgeted financial costs due to litigations against the Municipality which could not be attended in time	1 No staff in place to manage the volume of cases lodged against the Municipality
Poor quality and lack of continuous supply of basic services rendered by the engineering services department	<ol style="list-style-type: none"> 1. Lack of bulk infrastructure - water, sanitation and electricity 2. Insufficient funding for the upgrade of bulk infrastructure 3. Inability to supply potable water to the community 4. Do not have competent process controllers in place
Flooding & Flood Damage (Citrusdal)	<ol style="list-style-type: none"> 1. Roads and stormwater drainage not in place 2. High risk area within the town of Citrusdal
Legal costs involved with compliance to NEMA Act (Landfill Site)	<ol style="list-style-type: none"> 1. Pollution (Inability to effectively dispose of Solid Waste) 2. Licenses being retraced from individual municipalities
Risk of power failures and possible safety concerns due to the overloading of the network	<ol style="list-style-type: none"> 1. Illegal electricity connections 2. Insufficient staff component to monitor 3. Establishment of illegal housing of the grid 4. Supplying houses with electricity outside own plot
Inability to deliver an effective and efficient Electrical Service	Shortage of staff to perform the function
Loss of information (buildings plans)	No fireproof door in place to ensure compliance to the requirements

GIS system not in place to effectively manage the planning function and to provide a effective service	<ol style="list-style-type: none"> 1. High cost relating to the outsourcing of specialized services (Planning) 2. Information can not be obtained from the service providers 3. Long delays in intellectual property
Delayed delivery of services to the community and excessive costs incurred	<ol style="list-style-type: none"> 1. Proactive planning not done in advance 2. Documentation provided to SCM not correct 3. Inadequate Sourcing of Goods & Services
Loss of Income (Bad Debt & Recovery of Debt)	<ol style="list-style-type: none"> 1. Bulk of municipalities households are indigent users 2. Non-enforcement of Credit Control Policy
Loss of Income (Valuations of properties and services)	<ol style="list-style-type: none"> 1. Valuations not correct on the financial system 2. Loss of electricity and water 3. Theft / Fraud (Illegal connections)
Delays in payment to Eskom	<ol style="list-style-type: none"> 1. Poor income from cash flow 2. Poor debt income
Non compliance to SCM regulations	<ol style="list-style-type: none"> 1. Reasoning for deviations not acceptable standard
Splitting of procurement process leading to non compliance to SCM regulations	Poor planning
loss of assets leading to increased insurance premiums	People not held accountable for their assets
Excessive costs incurred from fleet	<ol style="list-style-type: none"> 1. Misuse of municipal fleet vehicles 2. Private use of vehicle
Agendas not provided to Council 6 days prior to Council meeting leading to meetings being cancelled and items to stand over	Late submission of information to Administration Section
Loss of / damages to records documentation and information	<ol style="list-style-type: none"> 1. Shelving inadequate 2. No smoking detectors 3. Layout of archives not conducive for ideal archives and records management 4. Inadequate Document Management - Personnel File, etc.
Non compliance with Collective agreement re conditions of service	<ol style="list-style-type: none"> 1. Ineffective Leave Administration 2. Users do not make use of the ESS system 3. Leave registers not completed (technical services)

Poor retention of staff to deliver effective services	<ol style="list-style-type: none"> 1. Skills levels 2. Employees leave organization due to salary levels 3. Career Development and personal development lacking 4. Low levels of staff morale
Loss of Income (Telephone)	Misuse of telephone system
Damages, loss of lives, injuries and loss of income due do the occurrence of disasters in the region	<ol style="list-style-type: none"> 1. Inability to provide Proper Disaster Management Service 2. Outdated Disaster Management Plan 3. No reports submitted on the status of the function to the portfolio committee
Inability of law enforcement to enforce safety in the area	<ol style="list-style-type: none"> 1. Outdated bylaws 2. Lack of resources to provide effective services - vehicles and skilled personnel 3. Law enforcement officers not suitably geared to provide a effective service and management
Loss of income to the Municipality due to insufficient staff	Absence of backup ENATIS clerk
Damages to public and private property wrt stray animals	<ol style="list-style-type: none"> 1. Inability to deal with stray animals 2. Do not have a impound facility to hold the animals 3. Do not have resources to obtain a impound and comply with all legislative requirements
Events not complying with safety regulations which could lead to litigation against the Municipality	1. Lack of capacity to enforce compliance with the events policy and SOP
Limited growth in Local economic development due to lack of integrated action	1. Lack of understanding of Roles and Responsibilities regarding LED across various departments
Lack of growth in tourism development	<ol style="list-style-type: none"> 1. Do not get the support from departments to enhance the functions of tourism and growth 2. Tourism associations do not use funds for tourism development

<p>Culture clashes in terms of sport activities (Rugby vs Soccer)</p>	<ol style="list-style-type: none"> 1. Do not have a established unit for the development of sport grounds and youth development 2. There is a lack of administration of sport codes in the region 3. The process is managed reactively and not proactively 4. Ineffective Administration of Sport Fields
<p>Low levels of attraction and investments to Cederberg Municipal Area</p>	<p>Not enough exposure to the community wrt municipal website Poor marketing of activities within the organization Municipality does not exploit its competitive advantages</p>
<p>Loss of possible revenue due to informal settlements having a negative impact on investors in the towns</p>	<ol style="list-style-type: none"> 1. Expectation of employment 2. Perception that a lot of work in the agricultural sector 3. Uncontrolled expansion of informal settlements
<p>Loss of revenue / lives and injuries for the municipality due to damages to properties, areas and cases of Xenophobia</p>	<ol style="list-style-type: none"> 1. Influx of cultural groups into the region 2. Clashes between different cultural groups 3. Possibility of job opportunities in the region 4. Farmers importing workers because of "cheap labor" 5. Lack of trust between people in the informal settlements
<p>No basic services provided to rural areas which can have a political backlash on current regime</p>	<p>Services not rendered to rural areas</p>
<p>Lack of basic services delivered to emerging farmers in the region</p>	<ol style="list-style-type: none"> 1. Lack of rural development expertise 2. Restructuring of organogram affects the implementation and filling of positions
<p>Privacy of Municipal information</p>	<p>Leakage of salary/ personal debtors accounts</p>
<p>Shortage of admin staff at Building Control</p>	<ol style="list-style-type: none"> 1. Customer interface and administrative role

Vacancies not filled at the right time	<ol style="list-style-type: none"> 1. Poor budgeting 2. Poor planning 3. High vacancy rate 4. Number of people acting in vacant positions 5. Contravention of COS re acting
Issued Clearances do not comply to Section 118	<ol style="list-style-type: none"> 1. Interferences by officials 2. Clearances not paid according to Finance system
Insufficient office space for Property Management	<ol style="list-style-type: none"> 1. Safety of Senior Valuations and Clearance Clerk
Closure/decommissioning of landfill sites (Clanwilliam,Lamberstbay,Graafwater)	<ol style="list-style-type: none"> 1. Life cycle to be extended 2. Capacity of landfill sites
Unscheduled Refuse removal	<ol style="list-style-type: none"> 1. Insufficient budget 2. Availability of reliable fleet 3. Unplanned overtime 4. Population growth
Store doors at Graafwater and Lambertsbay poses the risk of collapsing	<ol style="list-style-type: none"> 1. Budgetary constraints 2. Non compliance to OHSact

Impact	Impact Rating	Likelihood	Likelihood Rating	Inherent risk Rating
Moderate	3	Certain (90%)	5	Within risk appetite
Minor	2	Certain (90%)	5	Within risk appetite
Severe/Major	4	Potential (50%)	3	Within risk appetite
Severe/Major	4	Probable (70%)	4	Unacceptable
Critical	5	Probable (70%)	4	Unacceptable
Critical	5	Probable (70%)	4	Unacceptable
Critical	5	Probable (70%)	4	Unacceptable
Severe/Major	4	Certain (90%)	5	Unacceptable
Severe/Major	4	Probable (70%)	4	Unacceptable
Moderate	3	Certain (90%)	5	Within risk appetite

Moderate	3	Probable (70%)	4	Within risk appetite
Moderate	3	Probable (70%)	4	Within risk appetite
Severe/Major	4	Certain (90%)	5	Unacceptable
Moderate	3	Potential (50%)	3	Below risk appetite
Severe/Major	4	Potential (50%)	3	Within risk appetite
Moderate	3	Probable (70%)	4	Within risk appetite
Moderate	3	Probable (70%)	4	Within risk appetite
Moderate	3	Certain (90%)	5	Within risk appetite
Moderate	3	Certain (90%)	5	Within risk appetite
Moderate	3	Potential (50%)	3	Below risk appetite
Severe/Major	4	Probable (70%)	4	Unacceptable
Moderate	3	Certain (90%)	5	Within risk appetite

Moderate	3	Occasional (40%)	2	Below risk appetite
Moderate	3	Potential (50%)	3	Below risk appetite
Critical	5	Certain (90%)	5	Unacceptable
Moderate	3	Potential (50%)	3	Below risk appetite
Moderate	3	Certain (90%)	5	Within risk appetite
Moderate	3	Probable (70%)	4	Within risk appetite
Critical	5	Potential (50%)	3	Within risk appetite
Moderate	3	Potential (50%)	3	Below risk appetite
Moderate	3	Probable (70%)	4	Within risk appetite

Critical	5	Probable (70%)	4	Unacceptable
Moderate	3	Potential (50%)	3	Below risk appetite
Severe/Major	4	Certain (90%)	5	Unacceptable
Severe/Major	4	Certain (90%)	5	Unacceptable
Critical	5	Probable (70%)	4	Unacceptable
Moderate	3	Certain (90%)	5	Within risk appetite
Severe/Major	4	Occasional (40%)	2	Below risk appetite
Moderate	3	Potential (50%)	3	Below risk appetite

Moderate	3	Probable (70%)	4	Within risk appetite
Severe/Major	4	Probable (70%)	4	Unacceptable
Severe/Major	4	Potential (50%)	3	Within risk appetite
Severe/Major	4	Potential (50%)	3	Within risk appetite
Moderate	3	Occasional (40%)	2	Below risk appetite
Severe/Major	4	Potential (50%)	3	Within risk appetite

Cederberg Municipality

Risk Assist: Report

Inherent risk Exposure	Current Controls
15	Assistance from external Service Provider
10	Implementing of RBAP
12	Quality management system__
16	None__
20	Application of funding resources
20	Master plans put in place_Received funds MIG to implement the water and stormwater pipes
20	Established Internal municipal cooperation forum_MOA designed between the municipalities in the district
20	Audit conducted on the Electricity_Use of PLC prepaid meters
16	No controls in place
15	No current controls

12	No current controls
12	Completion and monitoring of virments_
20	Revenue Enhancement Strategy_Long Term Financial Strategy_Credit control measures
9	Municipal Property Rates Act_ Policies and By-laws(Property)
12	Payment arrangement made with Eskom
12	New deviation forms designed_SOP
12	Excel spreadsheet which is updated daily
15	Annual Asset Count and the Installation of Security Systems (Alarms, Cameras, etc.)
15	Budget for tracking software in 2019/2020 financial year
9	Email to department to provide information by a certain date
16	No controls in place
15	Supervision_Completion of leave forms_Attendance register_ESS leave system

6	Skills Development Policy implemented_Advertisement of positions_Task Job evaluation system implemented
9	Telephone control register and communicated to responsible people to pay their amounts
25	Reports submitted to Portfolio Committees_WCDM Advisory committee_Fire fighting teams Citrusdal/ Fire engine_Mop-up team Clanwilliam who maintain and service fire hydrants
9	Law enforcement officers bind to performance contracts_Daily parades/ tasking of officers_Budget on staff compliment and equipment
15	Appointment and training of ENATIS clerks_Budgeted posts to be filled_Appointment of Relief clerk_Planned training of additional staff
12	Emerging and commercial farmers meetings_Reactive response to complaints
15	Events Management Policy
9	Development and Investment desk recommended by MAYCO
12	Quarterly meetings with regional tourism organization_Monthly meetings with local tourism organizations

20	Town Managers intervenes when incidents occurred
9	Investment and Incentives Policy_Development and Investment desk
20	Relocation of informal settlements_ Identification of lands to facilitate the project_ Funds received from Department of Human Settlements
20	Committees established to maintain the peace in the settlements_ Squatter control policy and SOP developed for the control within informal settlements_ Registering of users in the informal settlement
20	High mast lighting provided 2017/2018 financial year _ Technical services in process with ABS plan_ Request for NGO's province to assist with informal settlements_ Updated registry of occupants in the informal settlement
15	No Controls in place
8	Employment contracts
9	No controls

12	Budget for vacancies_Recruitment policy_Skills Development program
16	Section 118 of MFMA_By-laws
12	No control
12	Extension letters to Province_Application for operation of the license
6	Compactor trucks from neighbouring towns
12	Inspections by safety officials/ reps

Quality

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Perceived Control Effectiveness	Residual Risk	Risk appetite rating
Weak	Within risk appetite	13.5
Weak	Below risk appetite	9
Weak	Within risk appetite	10.8
None	Exceeds risk tolerance level	16
Average	Within risk appetite	15
Average	Within risk appetite	15
Average	Within risk appetite	15
Weak	Exceeds risk tolerance level	18
None	Exceeds risk tolerance level	16
None	Within risk appetite	15

None	Within risk appetite	12
Weak	Within risk appetite	10.8
Weak	Exceeds risk tolerance level	18
Average	Below risk appetite	6.75
Good	Below risk appetite	4.8
None	Within risk appetite	12
Weak	Within risk appetite	10.8
Weak	Within risk appetite	13.5
Average	Within risk appetite	11.25
Good	Below risk appetite	3.6
None	Exceeds risk tolerance level	16
Weak	Within risk appetite	13.5

Average	Below risk appetite	4.5
Good	Below risk appetite	3.6
Average	Exceeds risk tolerance level	18.75
Average	Below risk appetite	6.75
Good	Below risk appetite	6
Average	Below risk appetite	9
Weak	Within risk appetite	13.5
Average	Below risk appetite	6.75
Average	Below risk appetite	9

Weak	Exceeds risk tolerance level	18
Average	Below risk appetite	6.75
Good	Below risk appetite	8
Average	Within risk appetite	15
Average	Within risk appetite	15
None	Within risk appetite	15
Average	Below risk appetite	6
Weak	Below risk appetite	8.1

Average	Below risk appetite	9
Good	Below risk appetite	6.4
Weak	Within risk appetite	10.8
Good	Below risk appetite	4.8
Average	Below risk appetite	4.5
Weak	Within risk appetite	10.8

Actual Financial Exposure	Perceived Financial Exposure	Action Progress	Control Rating
0	High	100.00%	0.90
0	High	80.00%	0.90
0	High	66.67%	0.90
0	High	50.00%	1
0	High	41.67%	0.75
0	High	35.00%	0.75
0	High	80.00%	0.75
0	High	75.00%	0.90
0	High	50.00%	1
0	High	30.00%	1

0	High	83.33%	1
0	High	100.00%	0.90
0	High	95.00%	0.90
0	High	100.00%	0.75
0	High	100.00%	0.40
0	High	90.00%	1
0	High	90.00%	0.90
0	High	90.00%	0.90
0	High	75.00%	0.75
0	Low	90.00%	0.40
0	High	83.33%	1
0	High	95.00%	0.90

0	High	74.83%	0.75
0	High	25.00%	0.40
0	High	50.00%	0.75
0	High	0.00%	0.75
0	High	100.00%	0.40
0	High	50.00%	0.75
0	High	50.00%	0.90
0	High	70.00%	0.75
0	High	59.80%	0.75

0 High	25.00%	0.90
0 High	50.00%	0.75
0 High	0.00%	0.40
0 High	30.00%	0.75
0 High	50.00%	0.75
0 High	0.00%	1
0 Low	0.00%	0.75
0 High	0.00%	0.90

0	High	0.00%	0.75
0	High	0.00%	0.40
0	Medium	100.00%	0.90
0	High	75.00%	0.40
0	High	0.00%	0.75
0	Medium	5.00%	0.90

KPI Ref	Risk Status	Directorate	Financial Year	RBAP Ref
	New	Office of the Municipal Manager - Internal Audit	2019/20	
	New	Office of the Municipal Manager - Internal Audit	2019/20	
	New	Office of the Municipal Manager - Risk, Compliance and Legal Management	2019/20	
	New	Office of the Municipal Manager - Risk, Compliance and Legal Management	2019/20	
	New	Technical Services - Director: Technical Services	2019/20	
	In Progress	Technical Services - Water and Sewerage	2019/20	
	New	Technical Services - Director: Technical Services	2019/20	
	In Progress	Technical Services - Electricity	2019/20	
	In Progress	Technical Services - Electricity	2019/20	
	New	Integrated Development Services - Town planning	2019/20	

	New	Integrated Development Services - Town planning	2019/20	
	New	Financial Administrative Services - Supply Chain Management	2019/20	
	New	Financial Administrative Services - Chief Financial Officer	2019/20	
	In Progress	Financial Administrative Services - Treasury	2019/20	
	In Progress	Financial Administrative Services - Treasury	2019/20	
	In Progress	Financial Administrative Services - Supply Chain Management	2019/20	
	In Progress	Financial Administrative Services - Supply Chain Management	2019/20	
	New	Financial Administrative Services - Treasury	2019/20	
	In Progress	Financial Administrative Services - Treasury	2019/20	
	New	Office of the Municipal Manager - Municipal Manager	2019/20	
	New	Financial Administrative Services - Admin/ Public Participation and IGR	2019/20	
	New	Financial Administrative Services - Human Resources	2019/20	

	In Progress	Financial Administrative Services - Human Resources	2019/20	
	New	Financial Administrative Services - Information Technology	2019/20	
	In Progress	Integrated Development Services - Protection Services	2019/20	
	In Progress	Integrated Development Services - Protection Services	2019/20	
	In Progress	Integrated Development Services - Protection Services	2019/20	
	New	Integrated Development Services - Protection Services	2019/20	
	New	Office of the Municipal Manager - LED	2019/20	
	In Progress	Office of the Municipal Manager - LED	2019/20	
	In Progress	Office of the Municipal Manager - LED	2019/20	

	New	Integrated Development Services - Community Services	2019/20	
	In Progress	Office of the Municipal Manager - LED	2019/20	
	New	Office of the Municipal Manager - LED	2019/20	
	In Progress	Integrated Development Services - Human Settlements	2019/20	
	In Progress	Integrated Development Services - Human Settlements	2019/20	
	New	Office of the Municipal Manager - LED	2019/20	
	New	Financial Administrative Services - Chief Financial Officer	2019/20	
	New	Integrated Development Services - Town planning	2019/20	

	New	Financial Administrative Services - Human Resources	2019/20	
	In Progress	Financial Administrative Services - Chief Financial Officer	2019/20	
	In Progress	Financial Administrative Services - Chief Financial Officer	2019/20	
	New	Technical Services - Waste management	2019/20	
	New	Technical Services - Waste management	2019/20	
	New	Technical Services - Director: Technical Services	2019/20	

Reasoning for mitigation	Response	Action Completed Date	
		08-Jul-19	O
			R
			N/A
			N/A
			R
			R
			R
			N/A
			N/A
			R

			R
			N/A
			R
			N/A
		11-Nov-19	B
			R
			R
			R
			R

			N/A
			R
			N/A
			R
			R
			N/A
Municipal Confidentiality			N/A
			N/A

			N/A
			N/A
		13-Nov-19	B
			N/A
			R
			R

Result By Action Progress
Completed After Deadline
Not Completed And Overdue
Not Completed And Not Overdue
Not Completed And Not Overdue
Not Completed And Overdue
Not Completed And Overdue
Not Completed And Overdue
Not Completed And Not Overdue
Not Completed And Not Overdue
Not Completed And Overdue

Not Completed And Overdue

Completed After Deadline

Not Completed And Overdue

Completed After Deadline

Completed Before Deadline Date

Not Completed And Overdue

Not Completed And Not Overdue

Not Completed And Overdue

No Action Deadline

Completed Before Deadline Date

Not Completed And Overdue

Not Completed And Overdue

Not Completed And Overdue

Not Completed And Overdue

Not Completed And Not Overdue
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Not Completed And Not Overdue
Completed Before Deadline Date
Not Completed And Not Overdue
Not Completed And Overdue
Not Completed And Overdue