

Strategic Risk Register 2026/2027

* 1= Internal, 2=External

Ref	Risk Nr	Risk Type*	Risk Category	Risk Name	Risk Description	Risk Background	Cause of Risk	Consequences	Risk Impact	Risk Impact Rating	Risk Likelihood	Risk Likelihood Rating	Inherent Risk Exposure	Inherent Risk Exposure Rating	Risk Current Controls	Perceived Control Effectiveness	Perceived Control Effectiveness Rating	Residual Risk exposure	Residual Risk Exposure Rating	Directorate	Risk Owner
RR226	R31	2	Compliance Regulatory	Waste diversion	Inability to meet the National Diversion target at Karwyderskraal.	ODM does not own waste but it receives waste from B Municipalities. The Provincial target for 2027 is 100% according to legislative requirement which is not realistic. Current running average is 46.8%	1. Legislative Requirement. 2. Waste Act 2008 3. Permit Condition - Karwyderskraal 4. Unaffordability of current diversion technologies. Current cost to construct OWDP is estimated to be R42 Mil. (to divert 14-21% of organics from GHW). 5. B-Municipalities do not implement effective organic waste diversion at source.	1. Non-compliance to permit conditions and legislation 2. Airspace consumption. 3. Contribute to climate change emissions. 4. Generation of leachate with cost.	Marginal	2	Possible	3	Low	6	1. Regional Waste Forum. 2. Provincial Waste Forum. 3. Current Diversion - Garden fruit waste composting. 4.SLA with user Municipalities to review costs and set tariffs. 5. Waste diversion plan. 6. Monthly assessment and reporting of organic waste diversion (IPWIS) 7. Bi- annual wasted characterizing of collected waste at B-Municipalities. 8. Costing and technical design for and development of tender specs.	Moderately effective	0.75	Low	4.5	Community Services - Director: Community Services	Eben Phillips
RR191	R34	1	Service delivery	Cell 5 Landfill site	Expansion of landfill capacity (Cell 5) Karwyderskraal	Compliance of Waste Act and provision of basic service to the three user municipalities in the Overberg	1. Legislative Requirement. 2. Waste Act 2008 Permit Condition	1. Failure to provide landfill airspace to user municipalities and the general public. 2. Failure to comply with conditions set in the SLA between ODM and local municipalities. 3. Loss of income	Marginal	2	Possible	3	Low	6	1. Appointment of Consulting engineer to support technical process 2. Annual tariff discussions with user municipalities to ensure buy in and agreed tariffs to cover all expenses 3.Project plan in place	Effective	0.4	Low	2.4	Community Services - Director: Community Services	Eben Phillips
RR192	R51	2	Economic Environment	Electricity Outages	Unplanned electricity outages	The main electricity provider, Eskom cannot provide constant electricity for South Africans. The District municipality must provide assistance to e.g. local municipalities and hospital, when they experience problems during extended power interruption, by means of mobile generators.	Lack of maintenance of infrastructure by Eskom or storm damages.	1. Limited operational ability for the municipality. 2. Deteriorating economy. 3. Compromise ODM ability to ensure oversight of food safety at food premisses. 4. Oversight - water and sewerage quality. 5. Clogging and flooding at sewage pumping stations and sewage treatment works at Uilenkraalsmond. 6. Impact on the availability of water. 7. Total black-out due to the collapse of the grid. 8. Impact on fuel Budget. 9. Community safety food at risk 10. Cellphone towers go down which prevent communication.	Moderate	3	Possible	3	Medium	9	1. Install generators at selective ODM sites. 2.Member of provincial energy and water Council 3. Provincial energy intervention. 4. Business Continuity Framework and Plan - Electricity Blackout Tactical Plan. 5. Overberg District Municipality Eskom Emergency Strategic Plan. 6. Budget for fuel 7. Provide assistance to B Municipalities - generators 8. Assist B Municipalities with water tankers 9. Backup generator connection point at head office	Effective	0.4	Low	3.6	Office of the Municipal Manager - Municipal Manager	Richard Bosman

RR193	R52	2	Social environment	Social Ills	Escalating Social Ills within the District.	1. Socio-economic issues which involves drugs, alcohol, poverty, teen pregnancy, poaching, abuse etc. 2. Both affecting ODM internally as well as externally. 3. Indirect and direct impact on service delivery. 4. Extortions occur.	1. Lack of incumbent or organisation in the district to address the need for social issues. 2. Lack of work opportunities in the region. 3. Reliant on partnerships to implement programs.	1. Continuing cycle of poverty and unemployment. 2. Increase in crime as a result of substance abuse. 3. Put pressure on the social development function of the ODM. 4. Social crises force emergency spending outside of budgeted targets.	Moderate	3	Possible	3	Medium	9	1. LED initiatives - create jobs and opportunities to mitigate unemployment through LED programs. 2. Similar government initiatives aimed at job creation. 3. Employee Assistance programs (Internal). 4. Coordinating forums established to promote partnerships and co-planning and budgeting. 5. SLA between Dept. of Social Development and ODM. 6. WOSA grant. (Training to public) 7. CDW - Swellendam. 8. District Safety Forum. 9. ODM Social Committee for staff.	Moderately effective	0.75	Low	6.75	Community Services - Director: Community Services	Eben Phillips
RR194	R53	2	Economic Environment	Roads function	Loss of Roads Agency function.	The ODM delivers the roads function on behave of Department of Infrastructures (WC). Should the function of Roads be transferred back to the Provincial Department the municipality will then have a catastrophic financial viability concern.	Non-alignment between spheres of government.	1. Loss of income that is currently used to fund other services. 2. Reduction of back-offices support may be required.	Critical	5	Probable	4	High	20	1. Annual renewable SLA with Provincial Government. 2. Good relationship with Provincial Government. 3. Correspondence was directed to the MEC's Office to maintain the function and conclude multi-year agreement.	Effective	0.4	Medium	8	Office of the Municipal Manager - Municipal Manager	Richard Bosman
RR195	R54	2	Political environment	Community unrest	Community unrest	1. Riots occur due to unsatisfied delivery of services to community. 2. Possible Politically driven unrest, especially near Local Government elections in . 3. Load shedding.	1. Dissatisfied community due to lack of service delivery. 2. Intimidation of community members by certain factions 3.Groups blaming immigrants for high unemployment.	1. Influence the operations of a municipality. 2. Damage to infrastructure. 3. Decrease in economic activity due to decreased tourism. 4. Expenses could increase due to logistical deviations. 5. Loss of life/injuries. 6. Fire and Municipal Health staff lives at Risk.	Moderate	3	Probable	4	Medium	12	1. Disaster management plan. 2. Safety plan for the district. 3. Intervention of POCS and SAPS. 4. Appoint a Mediator. 5. Quarterly safety forum. 6. Reporting to DCF. 7. Insurance (SASRIA). 8. Disaster Management SOP.	Moderately effective	0.75	Medium	9	Community Services - Director: Community Services	Eben Phillips

RR197	R50	2	Natural environment	Climate Change	Extreme weather conditions.	Strategic oversight role of the district municipality to assist administratively and politically in mitigating the extreme weather conditions. Climate change will impact on all sector and all departments will be effected.	Climate Change and extreme weather conditions. Flash floods & Dry Season can occur.	1.Negative impact on natural resources and socio economic dynamics. 2. Serviced delivery delays in the event of disaster. 3. Increase in cost of service delivery. 4. Loss of income and damage to assets 5. Coastal erosion (rising sea levels). 6. Predicted increase in temperature/ heat days resulting in 8% in evaporation which will impact negative on water security. 7. Lost of revenue. 8. Increase in alien vegetation impacting water quantity and quantity, increase the fire risk, flooding and erosion. 9. Staff not able to go to office due to flooded roads.	Major	4	Probable	4	High	16	1. Disaster Risk Management Plan. 2. Climate Change Response Framework. 3. Spatial Development Framework. 4. Winter and summer readiness plans. 5. Monthly coastal and catchment monitoring. 6. Organic waste diversion at Karwyderskraal Landfill site (reduce greenhouse gas emissions). 7. Overberg Climate and Biodiversity Forum. 8. Coastal Management Programme. 9. Alien invasive species monitoring, control, and eradication plan. 10. Land Owner involvement. 11. Environmental Management - impacted management - inclusion of climate change consideration. 12. Municipal Coastal	Moderately effective	0.75	Medium	12	Community Services - Director: Community Services	Eben Phillips
RR198	R56	1	Compliance Regulatory	Financial Sustainability	Compromise Long-term Financial Sustainability of the municipality.	The financial sustainability performance factor of the municipality is being threatened by an outdated national funding model, rising expenditure and costs, narrowing revenue base, ageing infrastructure and the possible withdrawal of the road agency function.	1. Insufficient equitable share allocation to fund allocated functions due to an outdated national funding model for the ODM. 2. The increase in expenditure is higher than the increase in revenue/grants.	1. Limited ability to address the institutional capacity demands of the organisation and more specifically staff, fleet and equipment related requirements 2. Inability to meet its financial obligations. 3. Inability to address the sustainability, reliability, functionality, and capacity of infrastructure 4. Placing the health and safety of its community at risk 5. Poor service delivery 6. Non compliance of Norms and Standards to service delivery. 7. Lack of maintenance on infrastructures.	Critical	5	Probable	4	High	20	1. Cost containment Measures. 2. Strict budget controls. 3. Realistic budget. 4. Apply for conditional grants. 5. Long term financial plan. 6. Form partnerships. 7. In-year monitoring. 8. Submission to FFC, SALGA, PT and NT to propose for a funding model to sustain service levels. 9. DORA 10. Approved Tariffs	Moderately effective	0.75	High	15	Finance - Chief Financial Officer	Shaun Stanley

RR199	R57	1	Reputation	Institutional capacity/Deteriorating of assets	Deteriorating and loss of institutional capacity.	1. The replacement of ageing fleet and some critical equipment resulted in the capacity of the Municipality being at risk. 2. Due to the compensation of certain vacancies advertised they are less attractive for competent and qualified job seekers. 3. Staff and management capacity constraints impacted on the institutional capacity of the Municipality.	1. The grading of the municipality (Grade 4) is impacting on the competitiveness of the municipality and its ability to retain its best staff and managers. 2. Two different systems are used to determine the salaries of staff and Section 56 appointees which could lead to the difficulty to fill Senior Managers positions. 3. Current funding model, grading of the Municipality and salary structures do not allow to pay a premium for Employment Equity candidates. 4. Lack of funds to replace, maintain or expand fleet and equipment. 5. Limited internal revenue sources as mostly dependent on Grant funding. 6. Loss of key personnel due to retirement age.	1. Standard of service delivery is compromised. 2. Failure to achieve strategic goals. 3. Failure to achieve Employment Equity targets on Senior Management level. 4. Staff capacity limited and staff is stretched in terms of workload. 5. Loss of key personnel. 6. Possible legal actions and penalties. Deteriorating infrastructure - assets degrade rapidly as a result of poor maintenance.	Moderate	3	Possible	3	Medium	9	1. Grant funding (Provincial and National). 2. Consultants are used when required. 3. Staff recruitment policy and directive. 4. Employment Equity plan. 5. Form strategic Partnerships with stakeholders. E.g. fire stations at Caledon and Grabouw. 6. Draft fleet replacement plan. 7. Staff succession plan. 8. Staff appointments per organisational structure. 9. Commitment of current staff. 10. Critical position identified for filling. 11. Budget for the replacement of fleet. 12. ICT equipment replacement plan. 13. Positive Auditor-General audit outcomes on financial management, and compliance. 14. Building maintenance plan.	Effective	0.4	Low	3.6	Office of the Municipal Manager - Municipal Manager	Richard Bosman
RR200	R58	2	Social environment	Semigration	Unplanned semigration of people to the Overberg seeking opportunities.	People are relocating from other provinces seeking work opportunities, better living standard and infrastructure (Health care, Education, safety and security, roads infrastructure etc.). Pressure on ODM resources e.g. Fire, Municipal Health	Unemployment, Poverty, Bad living conditions, Lack of service delivery in other provinces.	1. Put extra strain on already limited resources, as per norms and standards e.g. Municipal Health, emergency services, road infrastructure, Landfill sites life-span. 2. Financial strain on the municipality. 3. Impact on natural resources (e.g. water) and infrastructure (e.g. schools, clinic). 4. Reputational damage to the municipality if we do not deliver services to the community.	Moderate	3	Probable	4	Medium	12	1. Approved Spatial Development Framework (SDF) 2. IDP (state of the District) 3. 24h shift system for fire services. 4. Partnerships (e.g. Working on Fire and Greater Overberg FRA). 5. Data collection survey for Municipal Health to determine their service capacity requirement. 6. SLA for road maintenance function with Provincial Department of Infrastructure. 7. District Health Forum. 8. District Transport Plan.	Moderately effective	0.75	Medium	9	Community Services - Director: Community Services	Eben Phillips

RR201	R59	2	Economic Environment	Economic environment	Unstable Economic Conditions	Directives received from National and Provincial to create enabling environment for businesses to grow. Based on our legislative mandate of promoting local tourism and economic development in the Region.	1. Limited budget to promote Economic development in the region. 2. Riots in the communities impacts businesses and tourists 3. Limited active Local Tourism Offices. 4. Lingering effect of the loadshedding 5. Influx of residents to the area. 6. Higher cost of living due to fuel cost.	1. Negative impact on service delivery due to increased costs while not being able to recover from the local residents. 2. Climate change can impact on job security in agricultural sector and tourism. 3. Negative impact on income generating streams of ODM. 4. Rapid growth in urban population put strain on existing infrastructure, and service delivery.	Moderate	3	Possible		3	Medium	9	1. Partners with SALGA, WESGRO, NDT, DEDAT, SANRAL. 2. Limited Budget and financial processes. 3. LED & Tourism strategy with implementation plan. 4. Inform listed SMME's of workshops via B Municipalities. 5. Policies are aligned to promote local economic development. 6. Tourism and LED Forum in place. 7. Events calendar. 8. Shared Services Charter in place 9. Additional direct support from PT for joint economic support 10. Recovery Plan 11. EPWP business plan and policy for ODM. 12. CDW Operational plan (Swellendam).	Effective	0.4	Low	3.6	Community Services - Director: Community Services	Eben Phillips
-------	-----	---	----------------------	----------------------	------------------------------	---	---	--	----------	---	----------	--	---	--------	---	--	-----------	-----	-----	-----	---	---------------

Report generated on 06 September 2026 at 21:06.

Approved by Council 28 September 2026