



Executive Report - 20/21

1 Jul 2021 To 30 Jun 2022

Camms.

Print Date: 13-Dec-2021

Directorate Summaries

1 Jul 2021 To 30 Jun 2022

Corporate Strategy
Default Comments
Overall the program has significantly improved in comparison to the previous quarter.
Outcome Comments
Appointments for the divisions for senior managers to start in January. Also, work with local governments will continue.
Budget Comments
All programs are slightly meeting their year to date targets.

Legal & General
Default Comments
Overall the program has been slower than anticipated.
Outcome Comments
A strategy for responding to client requests is to be established and agreed upon to deal with increasing client requests.
Budget Comments
All programs are slightly under expended on the year to date targets. This will be rectified with the project briefs put out tender and contract.

Planning Goal Comments

1 Jul 2021 To 30 Jun 2022

1 Major business growth through focus on new initiatives
Default Comments
Overall the program has been slower than anticipated.
Outcome Comments
A strategy for responding to client requests is to be established and agreed upon to deal with increasing client requests.
Budget Comments
All programs are slightly under expended on the year to date targets. This will be rectified with the project briefs put out tender and contract.

Risk Summary

1 Jul 2021 To 30 Jun 2022

Strategic

Risk Code	Risk Event	Inherent	Residual	Future	Trend
Extreme					
SR3	Efficiency caused by procedural flexibility	Extreme	Extreme	Moderate	↔
Comment: Implementation of our latest control has reduced the chance of occurrence					
High					
SR2	Change in Industry conditions leads to financial loss	Extreme	High	Moderate	↔
Comment: Initial review has been completed based on information provided.					
SR6	Intellectual Property Theft	Extreme	High	Moderate	↔
Comment: Management has endorsed additional mitigating actions to address the gaps identified in this review. There is an expectation that these will be addressed in the next half-year review to ensure that the risk remains below tolerance.					
SR7	Political instability affecting investment returns	Extreme	High	Moderate	↔
Comment: The organization is towards a healthier side.					
Moderate					
SR1	Failure to reduce direct greenhouse gas emissions	Extreme	Moderate	Low	N/A
Comment: In May 2021, The Company made an ASX announcement as to its aspiration to achieve net zero carbon emissions by 2050 as part of its commitment to a low carbon future. Key to these are increasing the use of alternative fuels (to 50% kiln fuel composition in SA), sourcing energy from renewable sources and substituting (increase by 20%) low or no carbon cementitious materials for clinker in the cement manufacturing process. Organisation has also committed to delivering its roadmap towards net zero carbon emissions in 2050 prior to the 2022 AGM. Any re-introduction of a price on carbon is expected to be approximately 3 years away. An Executive Sustainability Committee is in place combining group executives and senior management to advance various project initiatives including participation in research and development partnerships to develop technology solutions in our hard-to-abate sector (process emissions account for 59% of all emissions).					

SR5	Reduced transaction costs due to harmonious working practices	High	Moderate	Low	↔
Comment: Organization risk rating has a reduction in overall performance.					
SR8	Unauthorised release of confidential information	Extreme	Moderate	Low	↔
Comment: Management has endorsed additional mitigating actions to address the gaps identified in this review. There is an expectation that these will be addressed in the next half-year review to ensure that the risk remains below tolerance.					
SR9	Insider Trading	Extreme	Moderate	Low	↔
Comment: There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough with regards to the insider trading. Effort will be made next quarter to address these.					
SR10	Poor results from company and product acquisitions	High	Moderate	Low	↔
Comment: There were two acquisitions last year that have since yielded positive to the company. This may attest to the effectiveness of controls but is not a significant enough sample size to be sure. Staff perceptions of these acquisitions is positive - staff understand the value of acquisitions despite effect of their work and largely confirmed that internal communications were sufficient.					
There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough. Effort will be made next quarter to address these.					
Low					
SR4	Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Moderate	Low	High	↔
Comment: we are looking forward to work with the interested parties.					

Operational

Risk Code	Risk Event	Inherent	Residual	Future	Trend
High					
OR1	Failure of critical Enterprise ICT System(s) and / or Application(s)	High	High	High	↔
Comment: -					
OR3	Unauthorized access to company information	High	High	Moderate	↔
Comment: -					

OR5	Currency fluctuations for parts procurement may result in higher costs and therefore erode margin	Extreme	High	Moderate	↔
Comment: Currency fluctuations is not something the company has control over, but the team has implemented effective actions and controls to overcome problem.					
Moderate					
OR1	Failure to appropriately implement business continuity program/policy	High	Moderate	Moderate	↔
Comment: Progress on track to mitigate risk with quarterly reviews.					
OR4	Compliance breach resulting in high reputational damage	Moderate	Moderate	Moderate	↔
Comment: Progress on track to mitigate risk with quarterly reviews.					
Low					
OR2	Inefficient document control process results in the accidental release of sensitive, confidential data	Extreme	Low	High	↔
Comment: Efficient document control processes have been introduced with actions put in place to reduce risk.					
OR6	An unsafe working environment leading to accidents and possible injury to people and staff	Extreme	Low	Moderate	↔
Comment: Controls and Actions implemented are having a significant impact on a positive direction.					

Project

Risk Code	Risk Event	Inherent	Residual	Future	Trend
Extreme					
PR2	No proper health and safety equipment for the employees	High	Extreme	Low	↔
Comment: Controls and actions in-place to properly define expected requirements.					
PR - 3	Employee data being hacked by an unauthorized access	Extreme	Extreme	High	↔
Comment: There were two acquisitions last year that have since yielded positive to the company. This may attest to the effectiveness of controls but is not a significant enough sample size to be sure. Staff perceptions of these acquisitions is positive - staff understand the value of acquisitions despite effect of their work and largely confirmed that internal communications were sufficient.					
PR23	Executive turnover disrupts project	Extreme	Extreme	Moderate	N/A
Comment: -					

PR24	Estimates are inaccurate	High	Extreme	Moderate	↔
Comment: Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.					
High					
PR - 1	Low Product quality and safety from the third party vendors	High	High	Moderate	↔
Comment: There were two acquisitions last year that have since yielded positive to the company. This may attest to the effectiveness of controls but is not a significant enough sample size to be sure. Staff perceptions of these acquisitions is positive - staff understand the value of acquisitions despite effect of their work and largely confirmed that internal communications were sufficient.					
PR - 2	Inappropriate overriding of assessing messages	High	High	Moderate	↔
Comment: -					
PR - 3	Incorrect Assessment of Public Hospital Claims	High	High	Moderate	↔
Comment: -					
PR4	Marketing campaign ineffective	Extreme	High	Moderate	↔
Comment: There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough. Effort will be made next quarter to address these.					
PR - 4	Incorrect Payment of Public Hospital Claims	High	High	High	↔
Comment: -					
PR23	Executive turnover disrupts project	Extreme	High	Moderate	↔
Comment: The risk is towards a yellow (Monitor) Stage. But expecting it to move into greener stage.					
PR25	Project team misunderstand requirements	High	High	Moderate	↔
Comment: Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.					
PR25	Project team misunderstand requirements	High	High	High	N/A
Comment: -					
PR 56	Budget Constraints	Extreme	High		N/A
Comment: -					

Moderate

PR - 1 Branch Staff exposed to other types of hospital claims other than public hospital claims

Moderate

Moderate

High



Comment: -

PR4 Failure in brand perception and value

High

Moderate

Moderate



Comment: Actions in place to be reviewed quarterly for marketing campaigns.

PR 20 Inadequate debtor management

Extreme

Moderate

High



Comment: The risk is towards a yellow (Monitor) Stage. But expecting it to move into greener stage.

PR24 Estimates are inaccurate

Low

High



Comment: -

Corporate**Risk Code Risk Event****Inherent****Residual****Future****Trend****Extreme**

IT4 Completed projects shortchanging security and controls

Extreme

Extreme

Moderate



Comment: happy about the recent procedures placed.

High

IT2 Unauthorised access of data stored in our internal systems

Extreme

High

Extreme



Comment: Acceptable level of adequacy of Risk mitigation and Controls.

IT3 Critical Infrastructure Failures

Moderate

High

High



Comment: Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.

IT5	Failure to comply with corporate IT policies and controls	High	High	Low	
Comment: -					
Moderate					
IT6	Failure to appropriately implement business continuity program/policy	High	Moderate	High	
Comment: -					
Low					
IT1	Frequent inability to meet sprint deliverables	High	Low	Extreme	
Comment: Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.					

Scorecard Summary





1 Jul 2021 To 30 Jun 2022

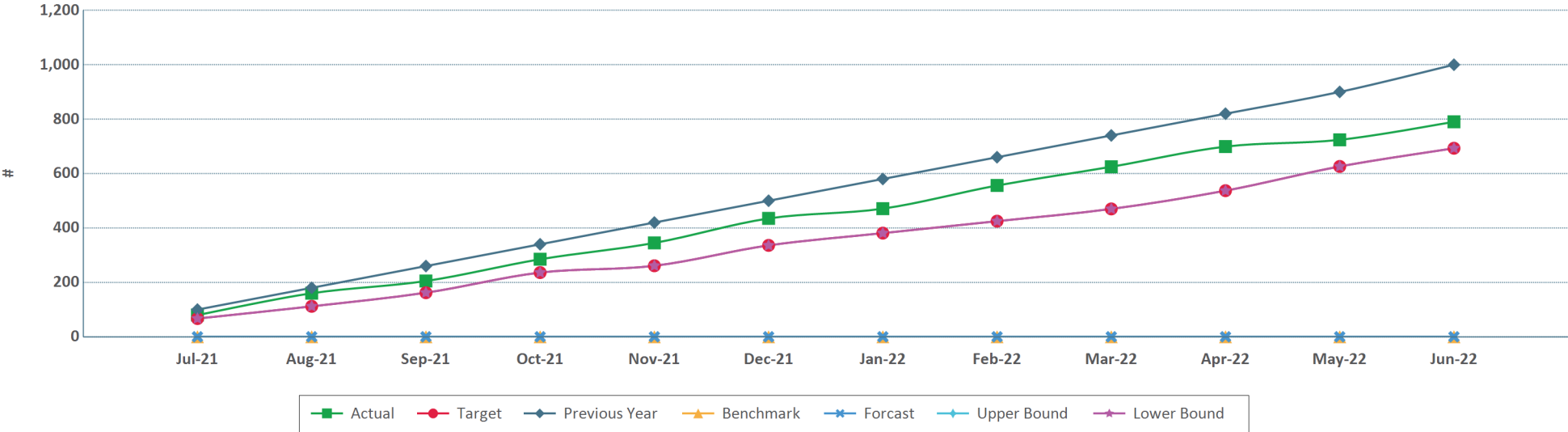
Scorecard	Period Performance			YTD Performance			End of Year Performance		
	Actual	Target	Indicator	Actual	Target	Indicator	Forecast	Target	Indicator
Balanced IT Scorecard - Performance	92	85	✓	92	85	✓	0	85	⚙️
Profitability - Scorecard 20/21 - Performance	84	75	✓	84	75	✓	0	75	⚙️

Scorecard Details

Balanced IT Scorecard

1 Jul 2021 To 30 Jun 2022

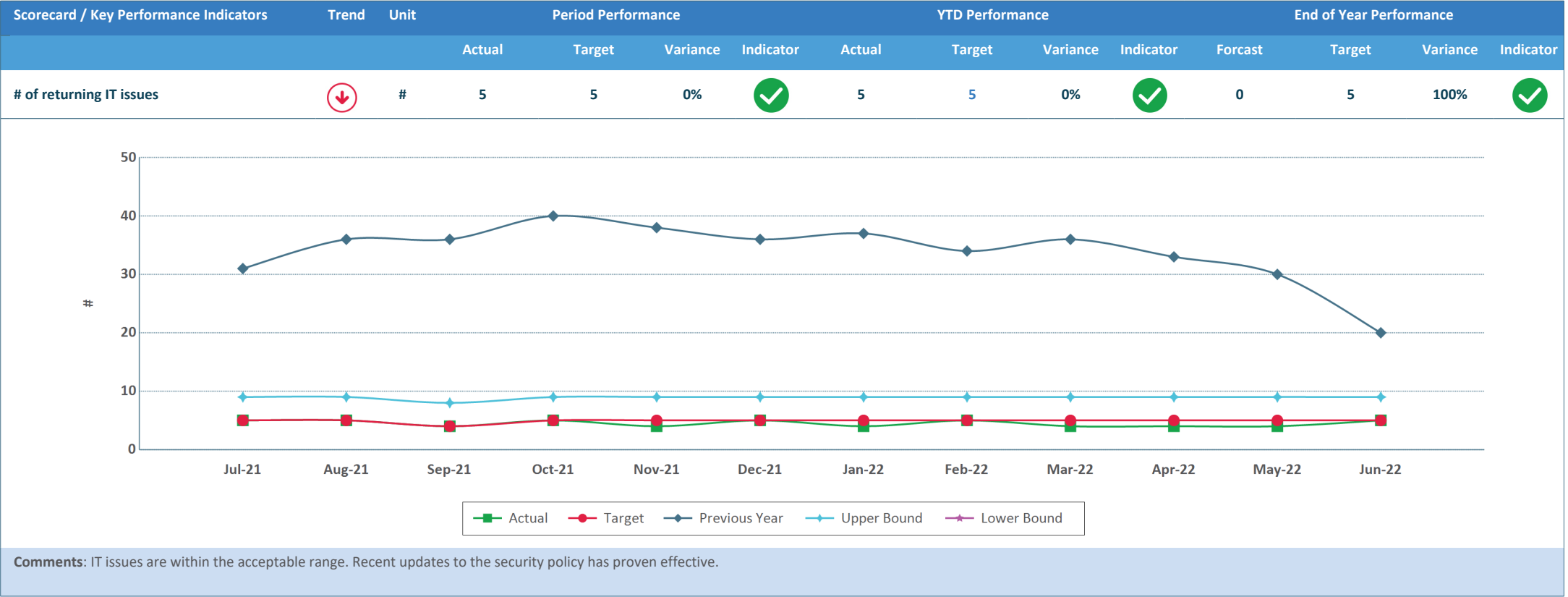
Scorecard / Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
# of Critical IT system related issues		#	66	67	(1%)		790	693	14%		0	693	(100%)	



Comments: Multiple months of IT System related issues, need to consider improving effectiveness and quantity of controls in place.

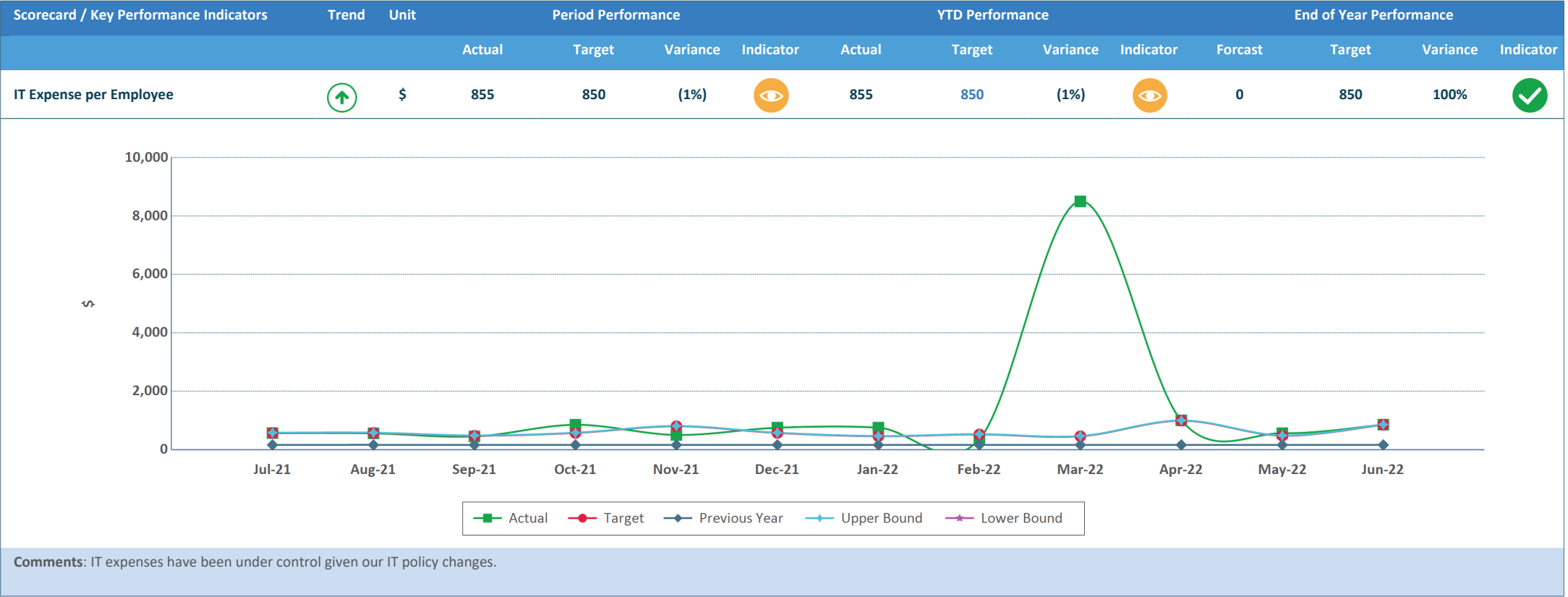
Balanced IT Scorecard

1 Jul 2021 To 30 Jun 2022










Balanced IT Scorecard

1 Jul 2021 To 30 Jun 2022



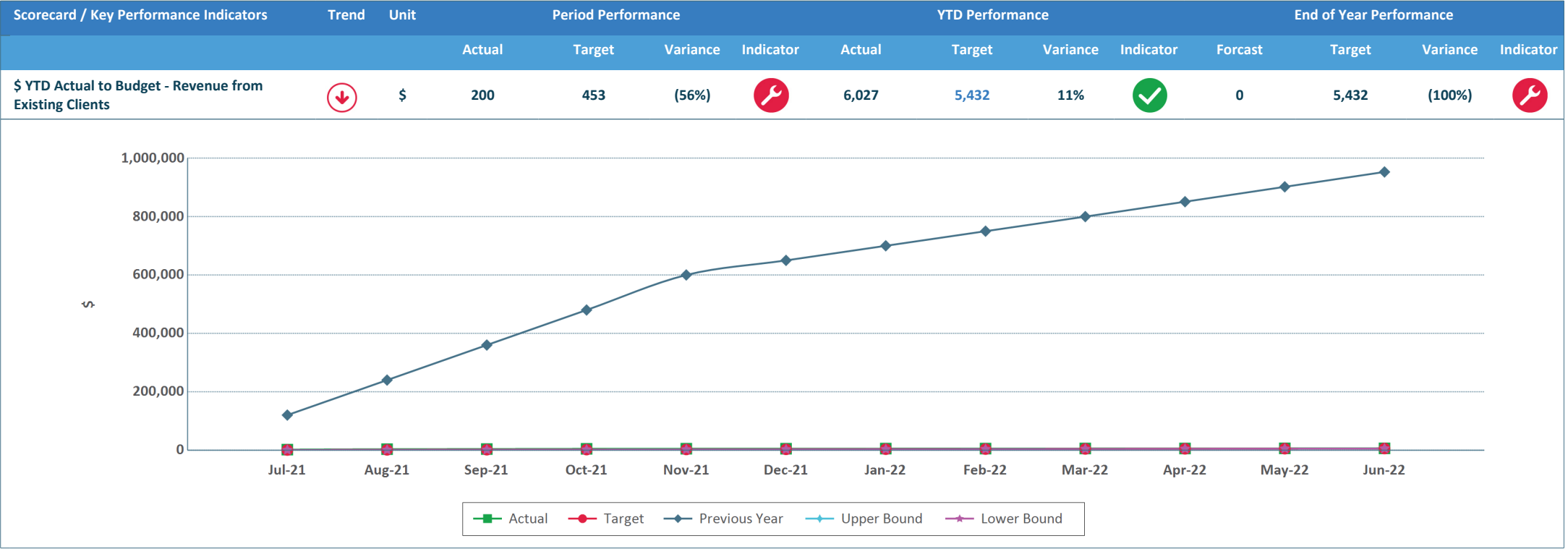
Balanced IT Scorecard

1 Jul 2021 To 30 Jun 2022

Scorecard / Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
IT Related expenses as a % of FTE		%	33	25	(32%)		33	25	(32%)		0	25	100%	
<div><div><div>%</div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>1,000</div><div>800</div><div>600</div><div>400</div><div>200</div><div>0</div></div><div><div>Jul-21</div><div>Aug-21</div><div>Sep-21</div><div>Oct-21</div><div>Nov-21</div><div>Dec-21</div><div>Jan-22</div><div>Feb-22</div><div>Mar-22</div><div>Apr-22</div><div>May-22</div><div>Jun-22</div></div></div><div><div>Actual</div><div>Target</div><div>Previous Year</div><div>Upper Bound</div><div>Lower Bound</div></div></div>														
Comments: Has been well under control given our recent IT infrastructure initiatives														
Overall Performance			92	85			92	85			0	85		

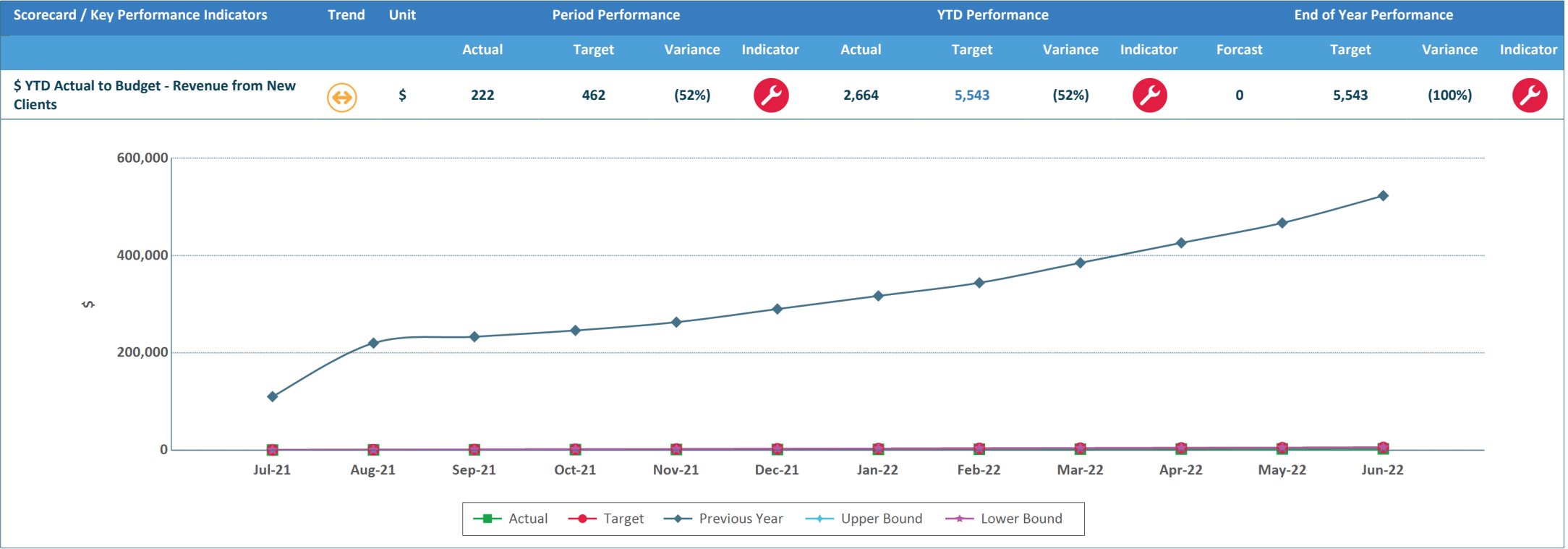
Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022



Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022



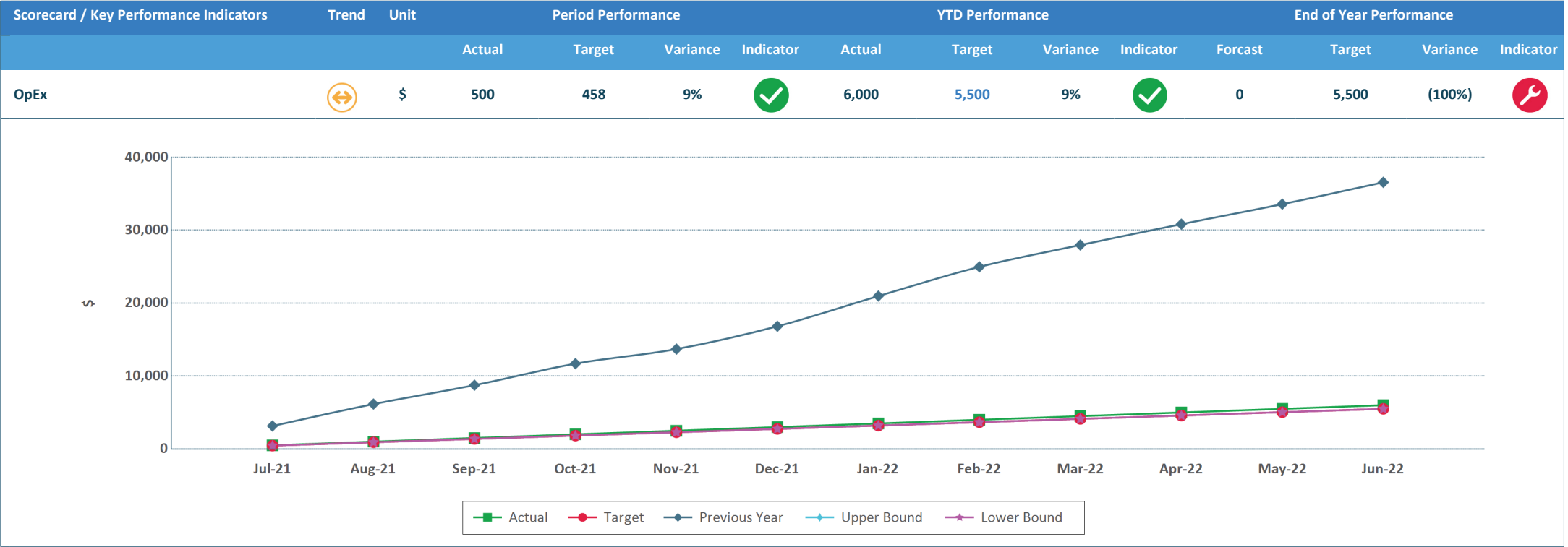
Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022

Scorecard / Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
\$ YTD Actual to Budget - Total Revenue	<div>N/A</div>	\$				<div>✓</div>				<div>✓</div>				<div>✓</div>
No Data Available														

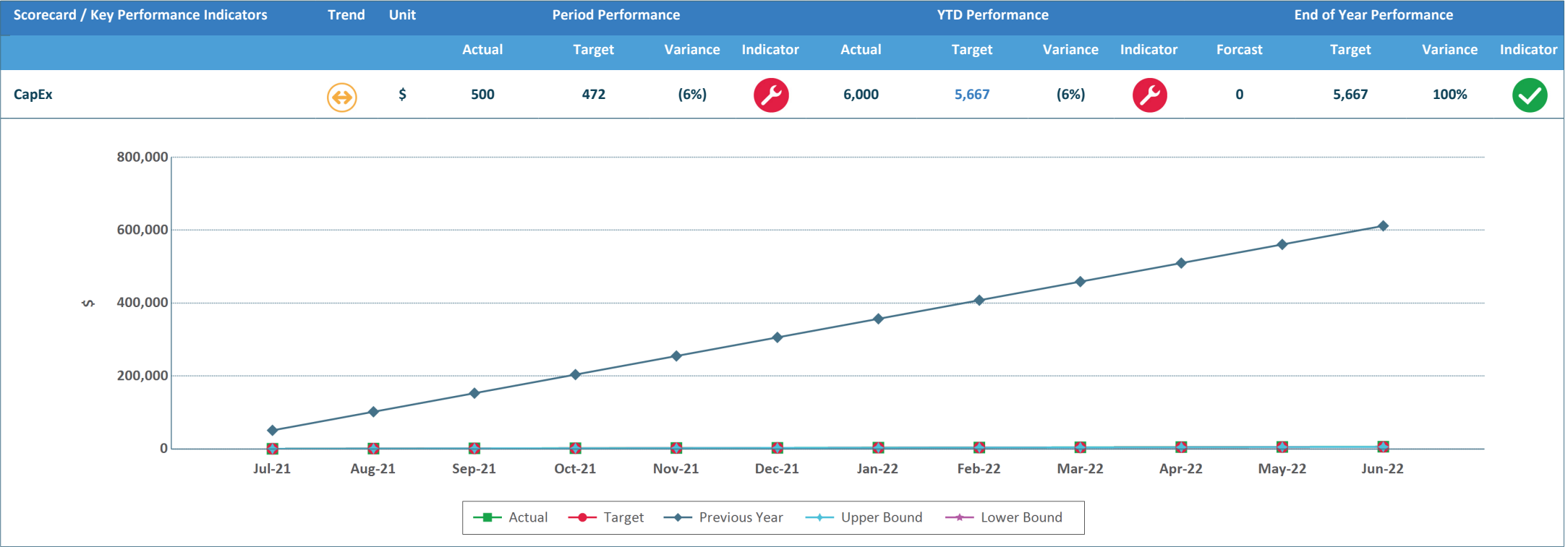
Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022



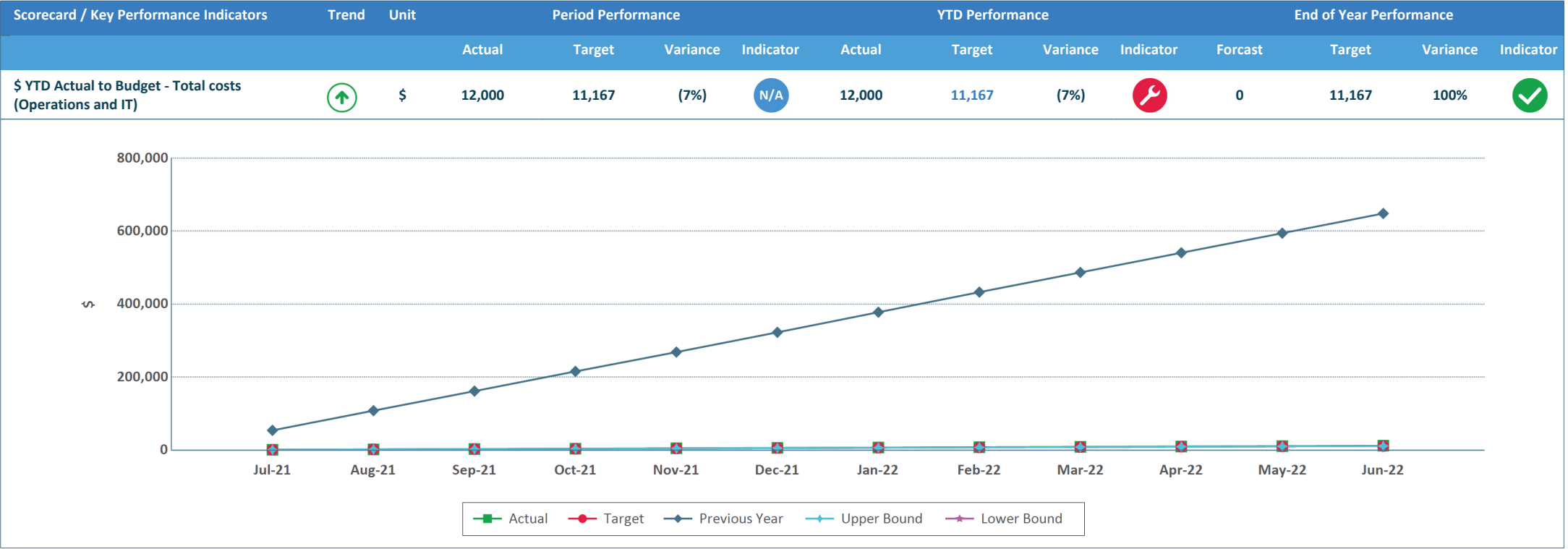
Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022



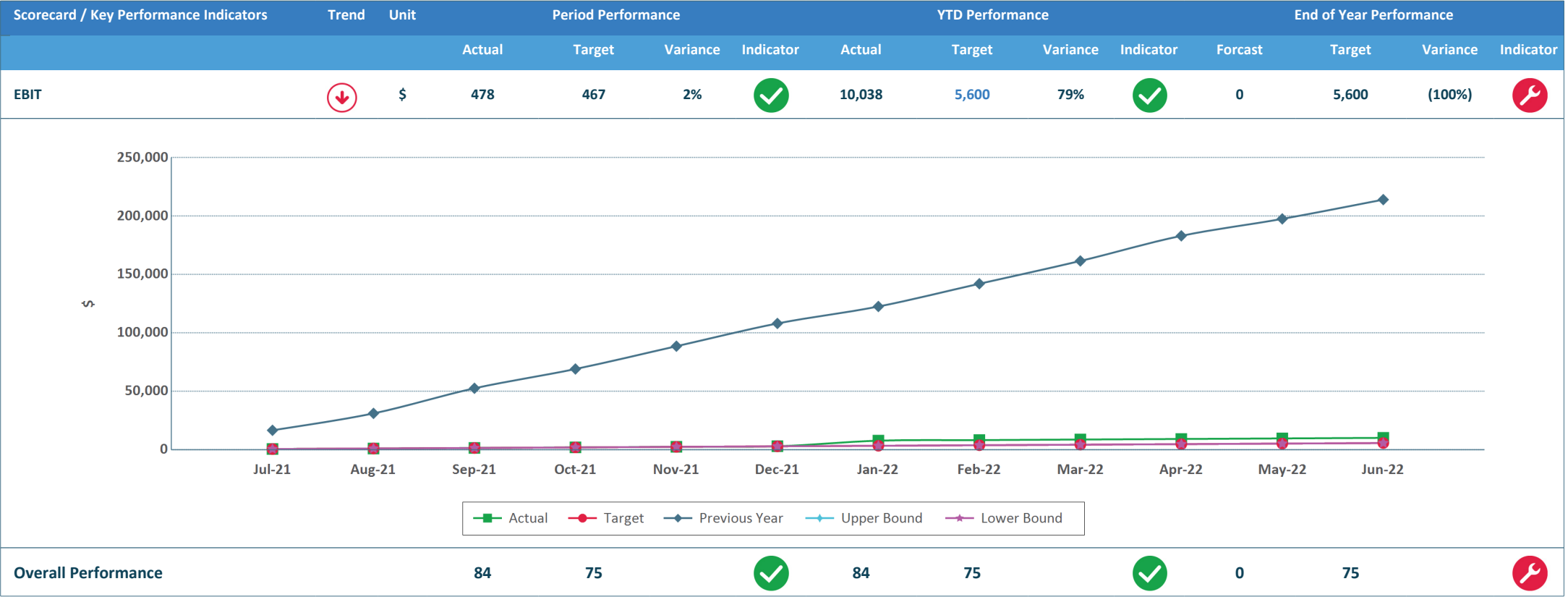
Profitability - Scorecard 20/21

1 Jul 2021 To 30 Jun 2022







Profitability - Scorecard 20/21

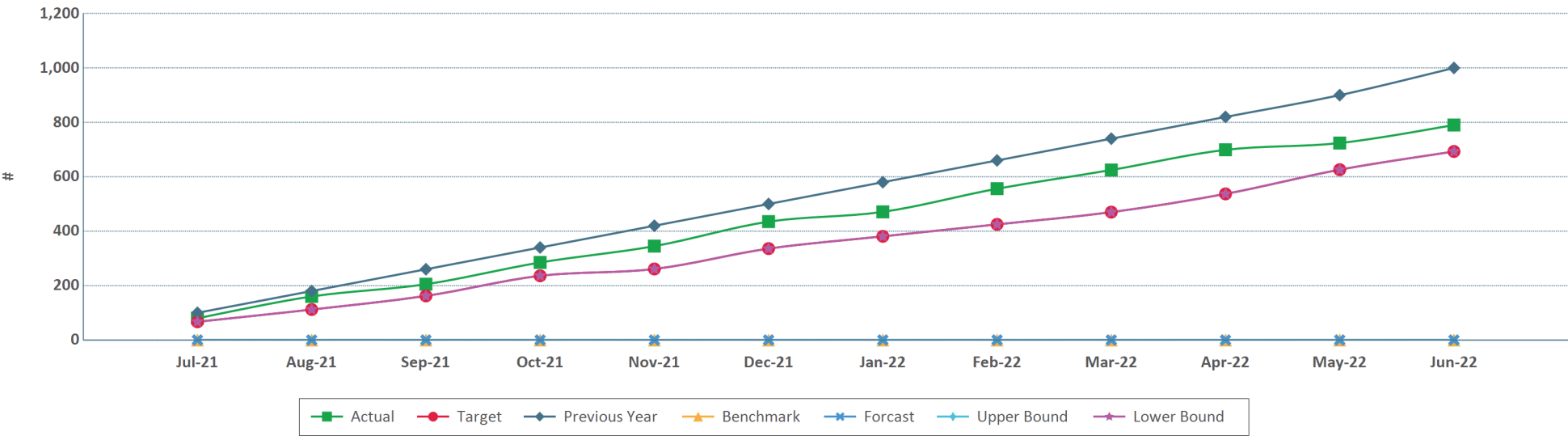
1 Jul 2021 To 30 Jun 2022







Individual Performance Measures

1 Jul 2021 To 30 Jun 2022

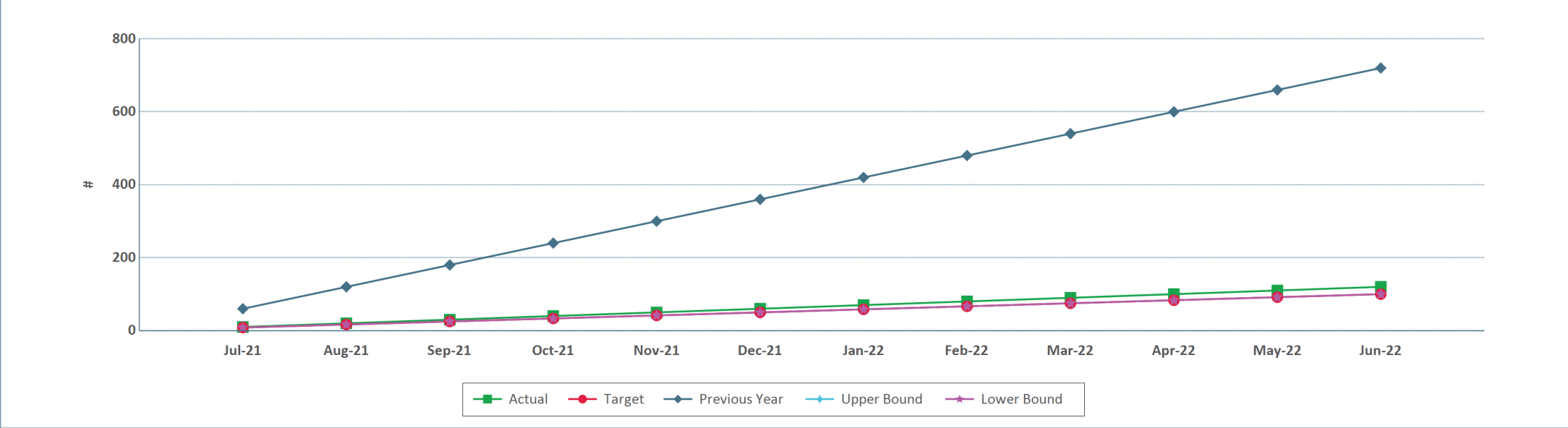
Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
# of Critical IT system related issues		#	66	67	(1%)		790	693	14%		0	693	(100%)	



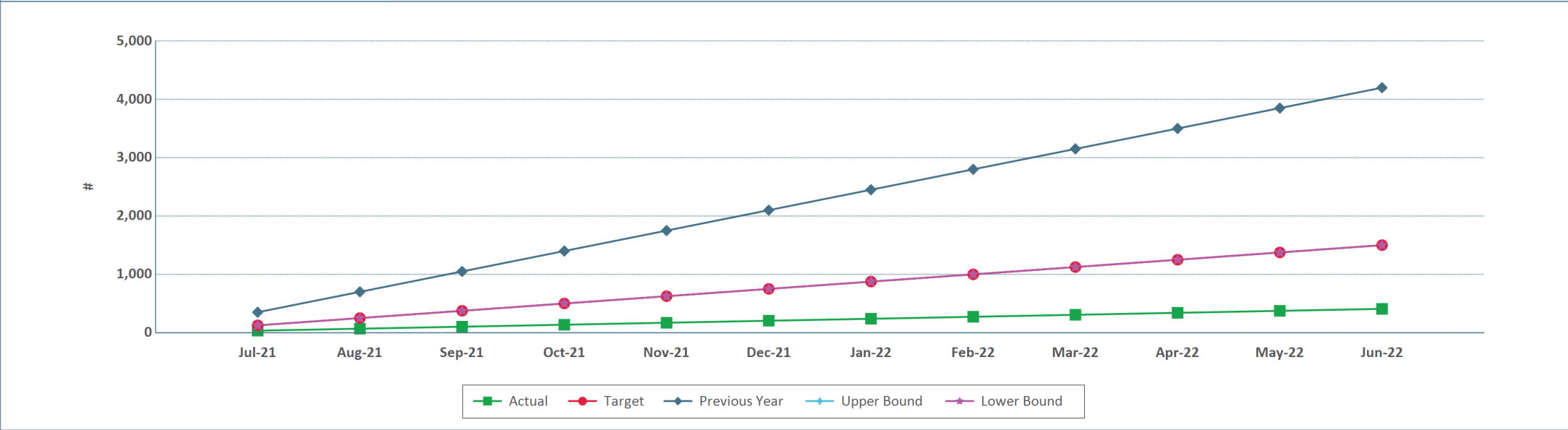
Comments: Multiple months of IT System related issues, need to consider improving effectiveness and quantity of controls in place.

Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
# of New Clients		#	10	8	19%		120	100	20%		0	100	(100%)	

Tags: Strategic Priority 3

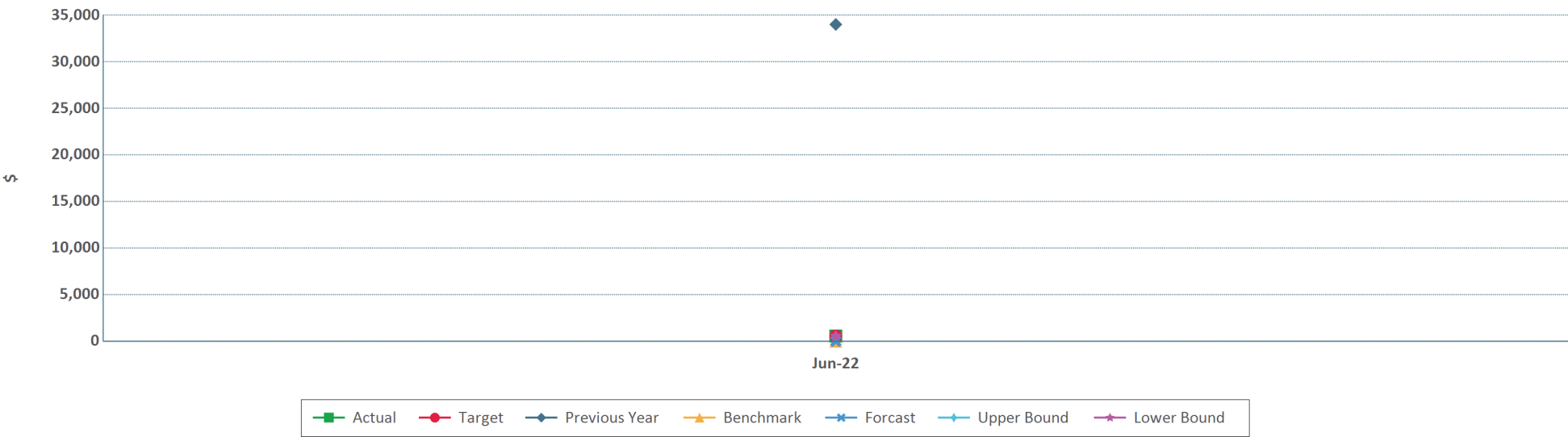


Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
# of new qualified Opportunities		#	34	125	(73%)		408	1,500	(73%)		0	1,500	(100%)	
Tags:	<div>Strategic</div> <div>Priority 1</div>													



Key Performance Indicators	Trend	Unit	Period Performance				YTD Performance				End of Year Performance			
			Actual	Target	Variance	Indicator	Actual	Target	Variance	Indicator	Forecast	Target	Variance	Indicator
\$ of Renewals YTD against Budget	N/A	\$	543	544	0%		543	544	0%					

Tags: Strategic











Actions Summary

1 Jul 2021 To 30 Jun 2022

Budget Performance	0	✔ On Track	4	👁 Monitor	0	🔧 Off Track	1	N/A Not Available
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Action Performance	3	✔ At least 90% of action target achieved	0	! Between 80% and 90% of action target achieved	2	🔧 Less than 80% of action target achieved	0	N/A No Target Set
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Actions	Responsible Officer	Start Date	End Date	Progress	Action Performance	Budget	Actual	Variance %	Budget Performance
Goal : 1. Major business growth through focus on new initiatives									
Outcome : 1.2. Global leader within new verticals									
Strategy : 1.2.1. Increase brand awareness within new sectors utilising our expertise and track record of success									
1.2.1.1 Undertake target marketing campaigns focused on increased revenue from the new sectors and improve our brand awareness within these	Andrew James	01-Jul-2020	30-Jun-2021	<div><div></div></div> 0%50%100%		\$325,000	\$330,000	1.54%	
Tags:	Strategic	Priority 3							
Progress Comment: Initial campaign rollouts successfully completed with secondary Initial campaign rollouts successfully completed with secondary Initial campaign rollouts successfully completed with secondary Initial campaign rollouts successfully completed with secondary									
1.2.1.1 Undertake regular analysis and report on the financial performance of our customers	Joe Smith	01-Jul-2020	30-Jun-2021	<div><div></div></div> 0%50%100%		\$400	\$400	0.00%	
Tags:	Strategic	Priority 1							
Progress Comment: Off track, financial performance analysis is not up to date for our customers. HR and Finance are working on getting this back on track.									
Strategy : 1.2.2. Establish strong global reference sites within the new target sectors									
1.2.2.1 Develop case studies for key industry clients	Andrew James	01-Jul-2019	30-Jun-2022	<div><div></div></div> 0%50%100%		\$400	\$400	0.00%	
Progress Comment: Deferred due to issues identified with key references. Development of new case studies are underway.									
Outcome : 1.4. Successful established global partnerships and acquisitions									
Strategy : 1.4.3. Explore strategic acquisitions to increase customer base and market share									
1.4.3.1 Undertake research on potential acquisition targets that fall in line with our intended strategic direction	Jack Watts	01-Jul-2020	30-Jun-2021	<div><div></div></div> 0%50%100%		\$7,000	\$400	-94.29%	

Actions	Responsible Officer	Start Date	End Date	Progress	Action Performance	Budget	Actual	Variance %	Budget Performance
Goal	: 1. Major business growth through focus on new initiatives								
Outcome	: 1.4. Successful established global partnerships and acquisitions								
Strategy	: 1.4.3. Explore strategic acquisitions to increase customer base and market share								
Progress Comment: Behind schedule due to competing priorities in the regional team. Planning to allocate resources for the coming months to keep on track.									

Actions	Responsible Officer	Start Date	End Date	Progress	Action Performance	Budget	Actual	Variance %	Budget Performance
Goal	: 3. An empowered workforce, supported by business systems, enabling service delivery excellence								
Outcome	: 3.2. Strengthened focus on the people and culture of our organisation								
Strategy	: 3.2.1. Develop an improved feedback loop between employees and the organisation								
3.2.1.1 Run bimonthly feedback session to discuss issues and improvement	Joe Smith	01-Jul-2020	30-Jun-2021	<div><div></div></div> <div>0%50%100%</div>	<div>✓</div>				<div>N/A</div>
Progress Comment: This has not been recognised as a priority which is likely the reason for being behind schedule. Relevant employees have been advised to conduct basic background checks.									

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