

OVERSTRAND MUNICIPALITY



RISK MANAGEMENT POLICY

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1. INTRODUCTION

The Accounting Officer has committed Overstrand Municipality to implementing and maintaining an effective, efficient and transparent system of risk management. The process of risk management is in accordance with the requirements of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA) and guided by the principles as set out in the King Codes on Governance for South Africa and Public Sector Risk Management Framework (PSRMF) issued by National Treasury.

2. OBJECTIVES OF RISK MANAGEMENT

The objectives of risk management are to assist Management in making more informed decisions which:

- provide a level of assurance that current significant risks are effectively managed;
- improve operational performance by assisting and improving decision making and planning;
- promote a more innovative, less risk adverse culture in which the taking of calculated risks in pursuit of opportunities to benefit the municipality, is encouraged; and
- provide a sound basis for integrated risk management and internal control as components of good corporate governance.

3. BENEFITS OF RISK MANAGEMENT

The risk management process can make major contributions towards helping the Municipality achieve its objectives. The benefits include:

- more sustainable and reliable delivery of services;
- enhance decision making underpinned by appropriate rigor and analysis;
- reduced waste;
- prevention of fraud and corruption;
- fewer surprises and crises;
- help avoid damage to the Municipality's reputation and image;
- help ensure effective reporting and compliance with laws and regulations;
- better value for money through more efficient use of resources; and
- better outputs and outcomes through improved project and programme management.

4. APPLICABLE LEGISLATION

In terms of Section 62(1)(c)(i) of the Local Government: Municipal Finance Management Act (Act 56 of 2003) (MFMA),

(1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure:

- (c) that the municipality has and maintains effective, efficient and transparent systems;
- (i) of financial and risk management and internal control.

The above risk management responsibilities can be delegated to municipal officials in terms of Section 79 (1)(b) of the MFMA.

The above is furthered by MFMA Section 165 regarding internal audit. Section 165 (2) (a) requires internal audit to follow a risk based audit plan and Section 165 (2) (b) (iv) requires internal audit to advise the Accounting Officer and report to the Audit Committee on risk and risk management.

Oversight of the risk management process is conducted by the Audit Committee, in terms of MFMA Section 166 (2) (a) (ii).

5. SUPPORTING FRAMEWORKS

The following frameworks guide the risk management practices of Overstrand Municipality:

- Committee of Sponsoring Organizations of the Treadway Commission: Enterprise Risk Management – Integrated Framework (COSO ERM Framework)
- Public Sector/ Local Government Risk Management Framework (PS/ RMF)
- King Codes of Governance Principles
- International Organization for Standardization – Standard 31000 (ISO 31000)

The Municipality is continuously implementing new initiatives and redesigning systems and processes to align with the best practices espoused by the risk management frameworks and enhance its risk management maturity.

6. OVERSTRAND MUNICIPALITY'S RISK MANAGEMENT APPROACH

The risk management principles contained in this policy will be applied at both strategic and operational levels within the municipality.

Our positive approach to risk management means that we will not only look at the risk of activities that could go wrong, but also the impact of not taking opportunities or not capitalising on corporate strengths. All risk management activities will be aligned to the municipality's aims, objectives and priorities, and aims to protect and enhance the reputation and standing of the municipality.

The policy should be read in conjunction with the Risk Management Strategy and Risk Management Implementation Plan.

7. ROLE PLAYERS IN THE RISK MANAGEMENT PROCESS

Every person within Overstrand Municipality has a role to play in the risk management process. The primary responsibility for identifying and managing risks lies with Management. The responsibilities of each role player are formally defined in the risk management strategy of Overstrand Municipality.

7.1 RISK MANAGEMENT OVERSIGHT

7.1.1 MUNICIPAL COUNCIL

The Municipal Council takes an interest in risk management to the extent necessary to obtain comfort that, properly established and functioning systems of risk management are in place, to protect Overstrand Municipality against significant risks.

7.1.2 JOINT AUDIT & PERFORMANCE AUDIT COMMITTEE (JAPAC)

The JAPAC is an independent committee responsible for oversight of the municipality's control, governance and risk management. The JAPAC's primary responsibility is providing an independent and objective view of the effectiveness of the municipality's risk management process.

7.1.3 FRAUD AND RISK MANAGEMENT COMMITTEE (FARMCO)

The members of the FARMCO are appointed by the Accounting Officer and consists of the Directors (members), Chief Risk Officer (invitee) and the Chief Audit Executive (invitee) and its role is to review the risk management progress and maturity of the municipality, the effectiveness of risk management activities, the key risks facing the municipality and the responses to address these key risks.

7.2 RISK MANAGEMENT IMPLEMENTERS

7.2.1 ACCOUNTING OFFICER (MUNICIPAL MANAGER)

The Accounting Officer is ultimately responsible for risk management within the municipality. By setting the tone at the top, the Accounting Officer promotes accountability, integrity and other factors that will create a positive control environment and support ERM.

7.2.2 DIRECTORS / RISK OWNERS

Directors support the municipality's risk management philosophy, integrating it into operational routines of their directorates. They are the risk owners and ultimately accountable for the risk management of the risks in their directorates and must therefore monitor the risk management activities within their areas of responsibility and intervene where necessary.

7.2.3 RISK CHAMPIONS

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The Risk Champions' primary responsibilities are to intervene when risk management efforts are being hampered and to provide guidance and support on the management of problematic risks and risks of a transversal nature that require the involvement of multiple people to address.

7.2.4 RISK ACTION OWNERS

"Risk Action Owner" refers to the person responsible for implementing the risk mitigation plans, known as risk actions.

7.2.4.1 Heads of Department

Heads of Department have the responsibility to integrate the risk management strategy and policy into their department's operational routines. They also implement risk actions to address strategic risks and certain operational risks.

7.2.4.2 Line Managers

Line Managers must assist the Head of Department with the integration of the risk management strategy and policy into the operational routines of their functional areas and implement risk actions to address operational risks within their area of responsibility.

Small departments which do not have Line Managers will perform these functions as well.

7.2.4.3 Senior Staff

Senior staff must assist their Heads of Departments or Line Managers with the implementation of risk actions.

Depending on the seniority and responsibilities of the staff member, some senior staff may be the actual implementers of the operational risk actions.

7.3 RISK MANAGEMENT UNIT

The primary responsibility of the Overstrand Municipality's Risk Management Unit is to co-ordinate risk management processes and assist the municipality to achieve its objectives.

7.3.1 CHIEF RISK OFFICER

The Chief Risk Officer is the custodian of the risk management strategy and coordinator of risk management activities throughout Overstrand Municipality.

The primary responsibilities of the Chief Risk Officer are to exert his/her specialist expertise to assist Overstrand Municipality to embed risk management and leverage its benefits to enhance performance.

7.3.2 RISK OFFICER

The Risk Officer's primary responsibilities are to assist the Chief Risk Officer with the implementation of the risk management plan and provide onsite support to the staff of the municipality.

7.4 RISK MANAGEMENT ASSURANCE PROVIDERS

7.4.1 INTERNAL AUDIT SERVICES

The core role of Internal Audit Services in risk management is to provide an independent, objective assurance to the Accounting Officer, Municipal Council, Risk Management Committee and the Joint Audit & Performance Audit Committee on the effectiveness of risk management.

Internal Audit Services also assists in bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of the entire system of risk management and provide recommendations for improvement where necessary. Internal Audit Services must determine whether the risk management process is efficient and effective.

7.4.2 EXTERNAL AUDITOR / AUDITOR-GENERAL

The Auditor-General provides an independent opinion on the effectiveness of risk management.

In providing an opinion the Auditor-General focuses on:

- Determining whether the risk management strategy, policy and implementation plan are in place and appropriate;
- Assessing the implementation of the risk management strategy, policy and implementation plan;
- Reviewing the risk assessment process to determine if it is sufficiently robust to facilitate timely and accurate risk rating and prioritisation;
- Determining whether management action plans to mitigate the key risks are appropriate and being implemented effectively.

8. ENTERPRISE RISK MANAGEMENT PROCESS

The enterprise risk management process consists of eight (8) components.



Enterprise Risk Management Process (*COSO ERM Integrated Framework*)

8.1 INTERNAL ENVIRONMENT

The internal environment encompasses the tone of Overstrand Municipality's management, influencing the risk consciousness of its people. It is the foundation for all other components of risk management, providing discipline and structure.

8.1.1 RISK MANAGEMENT PHILOSOPHY

Overstrand Municipality is committed to the optimal management of risk in order to achieve its vision of being a "centre of excellence", key objectives and deliver services at the standard expected by the community.

In order to ensure success the municipality has adopted an enterprise-wide integrated approach to the management of risks. By embedding the risk management process throughout the municipality and into key business processes such as planning, operations and new projects, the municipality will be better equipped to identify events affecting its objectives and to manage related risks.

All directorates should work together in a consistent and integrated manner to manage risk exposures, with the overall objective of reducing risk and optimising opportunities.

To further implement the enterprise-wide approach, the municipality has taken a number of steps to reinforce a culture of disciplined risk-taking, as outlined in the rest of this policy.

Risk management, even when software is used, is performed by humans. The effectiveness of risk management activities is directly influenced by the ethical behaviour of the people responsible for risk management, which includes their professionalism and commitment in executing their risk management responsibilities.

A lack of ethics is a contributing factor to a variety of risks, either being the cause of the risk itself or the cause of ineffective control measures. Therefore, risk management initiatives can only be successful in an ethical environment with adequate risk management processes.

Overstrand Municipality has a Code of Conduct and Code of Ethics for Municipal Staff in place, to regulate the conduct and ethical behaviour expected in the workplace.

8.1.3 RISK APPETITE

The term “risk appetite” can be defined as the acceptable level or amount of risk that the municipality is willing to accept and/ or take, in pursuit of its objectives.

It is more prudent and risk intelligent for a municipality to define its risk appetite to remain within its risk bearing capacity. The risk appetite shall be clearly stated and articulated so that it informs management decisions.

The municipality’s overall risk appetite will remain at 40, as previously determined and agreed with Council. The risk appetite is derived by averaging the residual risk ratings of all the risks of the municipality and adjusting the result to take into account the municipality’s available resources and capacity to deal with risks should they materialize.

The municipality’s risk appetite will be reassessed on a yearly basis, based on the annual risk assessment exercise results and adjusted if required. The ultimate goal is to reduce the risk level of the municipality to acceptable levels.

The municipality has committed itself to aggressively pursue managing risks to be within its risk appetite to avoid exposures to unexpected losses and to manage actions that could have a negative impact on the reputation of the municipality.

8.1.4 RISK TOLERANCE

Risk tolerance refers to the maximum level or amount of risk that the municipality can bear, as opposed to the amount of risk it is willing to take. It is important for the municipality to make an informed decision on the amount of risk the municipality is capable of bearing as part of normal management practice.

8.2 OBJECTIVE SETTING

Enterprise risk management ensures that management has in place a process to set objectives and that the chosen objectives support and align with the municipality’s mission and are consistent with its risk appetite.

8.2.1 STRATEGIC OBJECTIVES

Objectives are first set at the strategic level, establishing a basis for operational objectives. Once the strategic objectives are identified and approved, the Risk Management Unit facilitates a strategic risk assessment to identify and assess the risk environment associated with each strategic objective.

The strategic objectives of Overstrand Municipality are taken from the objects of local government listed under Section 152 of the Constitution and are the following:

- The provision of democratic, accountable and ethical governance;
- The provision and maintenance of municipal services;
- The encouragement of structured community participation in the matters of the municipality;
- The creation and maintenance of a safe and healthy environment;
- The promotion of tourism, economic and social development.

8.2.2 OPERATIONAL OBJECTIVES

The operational objectives are identified annually during the development of the Service Delivery and Budget Implementation Plan (SDBIP) and reflected as Key Performance Indicator's (KPIs).

Risk actions for operational risks should manage the risks in a manner that will ensure the KPIs impacted by risk are achieved.

8.3 EVENT IDENTIFICATION

Event identification is the process of identifying potential events affecting Overstrand Municipality's ability to successfully implement strategies and achieve objectives. Internal and external events affecting the achievement of objectives must be identified, distinguishing between risks and opportunities.

8.3.1 OPPORTUNITY IDENTIFICATION

Events can have positive outcomes also. These events are commonly known as opportunities.

Including opportunities in the risk management of the municipality will prevent a culture of only focusing on risk events and missing the opportunities among the risks, and assist with the creation of a culture of designing risk responses in such a way that it not only focusses on reducing or eliminating the risk, but goes beyond and improve or innovate the whole strategic/ operational process that is affected by the risk.

8.3.2 RISK IDENTIFICATION

Three processes are followed to identify risks:

1. Structured interviews

Municipal officials are interviewed about the risks they are aware of and the emerging risks they can think of.

2. Benchmarking – Top 10 risks in the annual *IRMSA Risk Report: South Africa Risks*

The risks in the IRMSA Risk Report are used as a guideline. It is then established whether the risks are applicable to Overstrand Municipality.

3. Annual Risk Assessment Focus Areas

Focus areas are determined by the Risk Management Unit, based on historical events, future predictions and engagements at various internal and external platforms.

8.3.3 RISK DESCRIPTION

A clear description of the risk must be articulated. For ease, the cause of risk should be established first and secondly the background information related to the risk. The risk description can then be articulated using the cause and background information.

8.3.4 CAUSE OF RISK

Current and/ or potential causes of the risk must be established and included in the risk register.

8.3.5 RISK BACKGROUND

Supplementary and/ or explanatory information is required to enable users of the risk reports, some of whom has no knowledge about the risk, to understand the risk.

8.3.6 CONSEQUENCES

The potential consequences should the risk materialize must be identified and included in the risk register.

8.3.7 RISK CLASSIFICATION

After the risk has been identified, it can be classified according to its nature. Overstrand Municipality classifies risks in accordance with the regulations and frameworks applicable to government institutions.

8.3.7.1 Risk Type

The municipality can be exposed to different types of risks which may be internal or external to the municipality.

Internal risks are risks emanating from within the municipality and over which the municipality to a large extent has control over their occurrence.

External risks are risks emanating from outside the municipality and the municipality has little or no control over its occurrence.

8.3.7.2 Risk Level

Risks have been arranged into five main levels:

- Strategic Risks: Risks that affect the municipality's ability to achieve its strategic goals, based on strategic planning, corporate or operating structure or business models.
- Operational Risks: Risks associated with the functioning of operational processes, people, information systems and management involved in the daily operations of the municipality.
- Project Risks: Specific risks associated with the implementation and completion of projects that have or could have a substantial impact on the objectives and/or finances of the municipality.
- Incident Risks: Risks that come to light / incidentally occur during the financial year, but were not captured in the risk register at the time of occurrence.
- Emerging Risks: Newly developing or changing risks which are difficult to quantify and which could have a significant impact on the municipality. In some cases, the risk cannot be identified and measured with reasonable accuracy due to a lack of information and/ or understanding.

8.3.7.3 Risk Categories

Risks are categorised based on their origin and the area they affect.

One risk may fall into many categories. In such instances the predominant cause and/ or consequence of the risk should be used to determine the category.

Category	Description	Risk Type
Litigation	<p>Risks that the municipality might suffer losses due to litigation and lawsuits against it. Losses from litigation can possibly emanate from:</p> <ul style="list-style-type: none"> - Claims by staff, councillors, the public, service providers and other third parties; - Failure by the municipality to exercise certain levels of compliance to legislative requirements; - High costs of litigation (legal fees and productivity). 	Internal
Material Resources (procurement risks)	<p>Risks relating to the municipality's material resources. Possible aspects to consider include:</p> <ul style="list-style-type: none"> - Availability of material resources; - Costs and means of acquiring/ procuring resources; - The wastage of material resources. 	Internal
Service Delivery	<p>Every institution exists to provide value for its stakeholders. The risk will arise if the appropriate quality of service is not delivered to the citizens.</p>	Internal
Information Technology	<p>Risks related to the municipality's IT infrastructure, including hardware, software and the processes involved with the use of IT.</p>	Internal
Third Party Performance	<p>Risks related to a municipality's dependence on the performance of a third party. Risk in this regard could be that there is the likelihood that a service provider might not perform according to the service level agreement entered into with a municipality. Non-performance could include:</p> <ul style="list-style-type: none"> • Outright failure to perform; • Not rendering the required service in time; • Not rendering the correct service; and • Inadequate / poor quality of performance. 	Internal
Economic Environment	<p>Risks related to the municipality's economic environment. Factors to consider include:</p> <ul style="list-style-type: none"> - Inflation; - Foreign exchange fluctuations; - Interest rates; - Unemployment rate; - World economy; - GDP growth rate; - Household debt ratios; 	External

Category	Description	Risk Type
Political Environment	<p>Risks emanating from political factors and decisions that have an impact on the municipality's mandate and operations. Possible factors to consider include:</p> <ul style="list-style-type: none"> - Political unrest; - Local, Provincial and National Elections; - Changes in office bearers; - Decisions and statements by the ruling party (local, provincial and national); - Disruptive actions by other political parties and political organisations; - International political decisions and statements. 	External / Internal
Social Environment	<p>Risks related to the municipality's social environment. Possible factors to consider include:</p> <ul style="list-style-type: none"> - Unemployment; - Migration of workers; - Poverty; - Living conditions / Housing; - Crime in communities; - Well-being of children; - Access to education. 	External
Natural Environment	<p>Risks relating to the municipality's natural environment and its impact on normal operations. Consider factors such as:</p> <ul style="list-style-type: none"> - Depletion of natural resources; - Environmental degradation; - Spillage; - Pollution; - Invasion of alien species; 	External
Compliance/Regulatory	<p>Risks related to compliance with legislative requirements such as the Constitution, Municipal Structures Act, Municipal Systems Act, Municipal Finance Management Act, related regulations, Council By-Laws, etc.</p>	Internal

Category	Description	Risk Type
Human Resources	<p>Risks that relate to human resources of the municipality. These risks can have an effect on human capital with regard to:</p> <ul style="list-style-type: none"> - Ethics; - Recruitment; - Skills & competence; - Staff wellness; - Labour relations; - Staff retention 	Internal
Knowledge and Information Management	<p>Risks relating to the municipality's management of knowledge and information. In identifying the risks consider the following aspects related to knowledge management:</p> <ul style="list-style-type: none"> - Availability of information; - Stability of the information; - Integrity of information data; - Relevance of the information; - Retention / Backup; - Safeguarding 	Internal
Loss / Theft of Assets	<p>Risks that the municipality might suffer losses due to either theft or loss of an asset of the municipality. The risk refers to the general meaning of an asset and can include items accounted for as expenditure such as stationary and small tools.</p>	Internal
Occupational Health and Safety	<p>Risks from occupational health and safety* issues such as:</p> <ul style="list-style-type: none"> - Injury on duty; - Sickness caused by unhygienic conditions at the municipality; - Mental trauma as a result of incidents at work; - Delivering the required standard of treatment for work related injuries, sickness and trauma, including psychological treatment; - Effectiveness of safe working processes, procedures and guidelines; - Adequacy and availability of protective clothing and equipment. <p>* Risks related to compliance with provisions of the Occupational Health and Safety Act will be categorized as a compliance risk.</p>	Internal

Category	Description	Risk Type
Fraud and Corruption	Risks relating to offences of fraud and corruption committed by staff, councilors and the public which are or potentially could be detrimental to the municipality.	Internal
Financial Environment	Risks encompassing the entire scope of general financial management. Potential factors to consider include: <ul style="list-style-type: none"> - Cash flow adequacy and management thereof; - Financial losses; - Unauthorised, irregular and fruitless and wasteful expenditure; - Budget allocations and budget forecasts; - Financial statement integrity; - Revenue collection; - Increasing operational expenditure. 	Internal
Reputational Risks	Factors that could result in the tarnishing of the municipality's reputation, public perception and image.	Internal
Technological Environment	Risks emanating from the effects of advancements and changes in technology. Consider factors such as: <ul style="list-style-type: none"> - Outdated electronic systems that cannot run the latest software or communicate with new systems; - The need to retrain staff; - Effect on staff retention (e.g. staff might prefer to work at a place utilizing new technology with less arduous labour); - Continuous decline in the supply of materials required to sustain the use of old technology; - Availability of qualified labour to operate old or new technology. - Effect on the municipality's cyber and physical security. 	External
Cultural Environment	Risks arising from the cultural diversity of the citizens within the municipality's boundaries, their values and beliefs, their interactions with each other and their attitude towards authority. Consider factors such as: <ul style="list-style-type: none"> - The languages of the citizens; - Religious beliefs; - Communities that have a historic mistrust of government; - Animosity between different communities. 	External

Category	Description	Risk Type
Interdepartmental and interrelated functions	<p>Risks arising from the interrelatedness and interdependence of the municipality's directorates/ departments on each other, in order to seamlessly perform their functions and meet their objectives. Factors to consider include:</p> <ul style="list-style-type: none"> - Lack of co-operation; - Shifting of responsibilities; - Directorate / departmental decisions negatively impact on another directorate / department; - Inadequate / unclear communication between directorates / departments; - Friction between directorates / departments. 	Internal
Intergovernmental functions	<p>Risks arising from the municipality's dependence on other government departments and entities, in order for the municipality to seamlessly perform its functions and meet its objectives. Risks can arise due to a government department or entity's:</p> <ul style="list-style-type: none"> - Lack of co-operation; - Shifting of responsibilities; - Inefficiency / delays in executing its responsibilities; - Lack of consultation with the municipality or a representative body (e.g. SALGA) before taking a decision that affects the municipality; - Inadequate / unclear communication; - Failure to perform its legally mandated functions; - Delivering at a standard below the expectations/ requirements of the municipality. 	External
Community/ stakeholder Participation	<p>Risks related to the municipality's dependence on the involvement of citizens and organisations to achieve its objectives. Examples are:</p> <ul style="list-style-type: none"> - Participation by businesses in economic development and employment initiatives; - Cooperation with the tourism industry to increase the tourist attraction of Overstrand; - Use of volunteers and volunteering organisations to deliver services, e.g. volunteer firefighters and the National Sea Rescue Institute; - Reliance on the public for development proposals that will maximize the economic and social benefit. 	External

Category	Description	Risk Type
Change Management	Risks arising from the reluctance of stakeholders to embrace and support a change in strategy, process or practice. Examples include: <ul style="list-style-type: none"> - Outsourcing; - Restructuring of directorates and departments; - Replacement of staff with machines (automation); - Changing a standard practice that has been institutionalised throughout the years. 	Internal

8.4 RISK ASSESSMENT

Risk assessments allow the municipality to consider the extent to which potential events might have an impact on the achievement of objectives. Overstrand Municipality assess events from two perspectives, namely impact and likelihood and normally uses the quantitative method i.e. risk rating scales for both the inherent and residual basis.

8.4.1 RISK RATING / INHERENT RISKS

A risk's impact and likelihood is separately assessed on a 10X10 scale. The inherent risk rating is calculated by multiplying the impact rating and likelihood rating of the risk.

8.4.1.1 Impact

When determining the impact rating, the worst case scenario that could materialize when there is no control intervention from the municipality is considered.

Rating	Assessment	Description
1	Negligible	Impact of adverse event has little (if any) impact on services.
2	Insignificant	Impact of adverse event is minimal.
3	Minor	Impact will be coped with in short term through normal operational processes performed by staff.
4	Immaterial	<ul style="list-style-type: none"> - Irritation in rendering or receiving services. - No material impact on achievement of the municipality's strategy and objectives. - Can be dealt with by senior staff.
5	Marginal	<ul style="list-style-type: none"> - Disruption of normal operations/services. - Limited effect on the achievement of the municipality's strategy and objectives. - Requires intervention from the Line Manager.
6	Moderate	<ul style="list-style-type: none"> - Short/medium term disruption of services. - Reduced ability to achieve the municipality's strategy and objectives. - Requires intervention from the Head of Department.
7	Significant	<ul style="list-style-type: none"> - Significant long-term disruption of services. - Significantly reduced ability to achieve the municipality's strategy and objectives. - Requires intervention from the Director.

Rating	Assessment	Description
8	Major	<ul style="list-style-type: none"> - Major event resulting in the long-term cessation of a core organizational activity. - Severely reduced ability to achieve the municipality's strategy and inability to achieve certain objectives. - Material at organisation level. - Requires intervention from the Municipal Manager and Audit Committee involvement.
9	Critical	<ul style="list-style-type: none"> - Critical event resulting in the long-term cessation of several core organizational activities. - Drastically reduced ability to achieve the municipality's strategy and inability to achieve the majority of objectives. - Requires intervention from Council.
10	Catastrophic	<ul style="list-style-type: none"> - Catastrophic event resulting in the long-term cessation of the majority or all core organizational activities. - Inability to achieve the municipality's strategy and objectives. - Requires intervention from Provincial and/ or National Government.

8.4.1.2 Likelihood

When determining the likelihood rating, the likelihood that the risk and its worst impact will materialize when there are no controls in place is considered.

Rating	Assessment	Description
1	Rare	0%-10% chance of occurring
2	Improbable	11-20% chance of occurring
3	Remote	21%-30% chance of occurring
4	Occasional	31%-40% chance of occurring
5	Potential	41%-50% chance of occurring
6	Possible	51%-60% chance of occurring
7	Probable	61%-70% chance of occurring
8	Expected	71%-80% chance of occurring
9	Highly Expected	81%-90% chance of occurring
10	Almost Certain	91%-100% chance of occurring

8.4.1.3 Inherent Risk Exposure

The inherent risk exposure is determined by multiplying the risk impact with the risk likelihood (impact x likelihood).

Risk Rating	Magnitude	Definition
0 – 20	Low	Acceptable level of inherent risk, within the risk appetite – minimal level of control intervention required.
20.1 – 40	Medium	Inherent risk is below/within the risk appetite level, but should still be responded to in order to reduce residual risk exposure.
40.1 – 100	High	Unacceptable level of risk – Inherent risk is above the risk appetite. High level of control intervention required to achieve an acceptable level of residual risk.

8.4.1.4 Financial Exposure

The financial exposure is calculated based on the worst case scenario used to determine the impact rating.

8.4.2 CURRENT CONTROLS EFFECTIVENESS / RESIDUAL RISKS

Current controls' effectiveness in mitigating risks is assessed on a 0-1 reduction scale. The more effective the control, the more it mitigates the inherent risk and the less is the residual risk.

8.4.2.1 Current Controls Effectiveness

Effectiveness	Qualification Criteria	Rating
Very effective	Controls are pro-actively managing the risk causes and impacts, preventing the risk from materializing and on rare occasions when the risk does materialize, the impact is minor.	0.2
Effective	Controls are managing the risk causes and impacts as planned and result in effective risk mitigation.	0.4
Moderately effective	Controls are managing the risk causes and impacts to some extent, but its risk mitigation effect is inadequate.	0.5
Ineffective	Controls do not manage the risk causes or impacts adequately, resulting in ineffective risk mitigation.	0.9
Inherent controls in place	Common, non-designed controls that exist in the normal course of operations. (e.g. lock outside door at end of work day)	1

8.4.2.2 Cost of Controls

The cost of controls includes all costs associated with maintaining the current controls for the financial year.

Costs associated with replacing the controls when it reaches the end of its useful life are apportioned across financial years according to the expected useful life of the control components.

8.4.2.3 Residual Risk Exposure

The residual risk rating is calculated by multiplying the inherent risk rating with the current controls effectiveness rating (inherent risk x controls effectiveness).

The residual risk exposure is determined by comparing the residual risk rating to the risk appetite of the municipality.

Risk Rating	Magnitude	Definition
0 – 20	Low	Acceptable level of residual risk – Residual risk is below/within the risk appetite level. Requires minimal control intervention, to keep the risk low.
20.01– 40	Medium	Residual risk is below/within the risk appetite level, but should still be responded to in order to reduce residual risk exposure – Implies that the control environment is somewhat adequate but with room for improvement. Controls require some redesign or more emphasis on proper implementation.
40.01 – 100	High	Residual risk is above the risk appetite level and unacceptable – Implies that the controls are either fundamentally inadequate (poor design) or ineffective (poor implementation). Controls require substantial redesign or a greater emphasis on proper implementation.

8.5 RISK RESPONSE

Having assessed relevant risks, management determines how it will respond to align the risks with the municipality's risk appetite and risk tolerance, in other words how to bring the residual risk rating within acceptable levels.

8.5.1 TYPE OF RESPONSE

Risk responses fall in one or more of the following categories:

- **Avoidance** – avoiding the risk, e.g. by choosing a different strategy or terminating the activity that produces the risk;

- **Treatment** – treating the risk, e.g. by implementing or improving the internal control system;
- **Transfer** – transferring the risk to another party more competent to manage it, e.g. contracting out services, establishing strategic partnerships and buying insurance;
- **Acceptance** – accepting the risk where cost and strategy considerations rule out alternative strategies;
- **Exploit** – exploiting the risk factors by implementing strategies to take advantage of the opportunities presented by such risk factors.

8.5.2 RISK ACTION PLANS

The action plans to reduce the risk (referred to as risk actions) are developed according to the following criteria:

Residual Risk Level	Risk Actions
High (above risk appetite)	The current controls are not effective at mitigating the risk. Comprehensive action is required, which can include new controls, enforcing current controls more strictly and redesigning the systems and processes to eliminate the cause(s) of the risk.
Medium (within risk appetite)	The current mitigation of the risk is to some extent effective, but the control environment should be improved. The current controls should be enforced more strictly and/ or new controls should be implemented.
Low (below risk appetite)	Current controls should be continuously monitored and evaluated for effectiveness. Any deficiencies identified should be addressed immediately or result in the creation of an additional risk action.

The proposed risk actions must be practical. The person responsible for the implementation of the risk action, referred to as the risk action owner, must have or be able to obtain the funds, personnel, assets, skills and time required to implement the risk action.

Additionally, the future cost of controls when the risk action has been implemented must be calculated to determine the effect on the cost of controls vs cost of risk. Risk actions that will result in a negative value should not be implemented, unless it mitigates material risks of a non-financial nature.

8.5.3 IMPLEMENTATION OF RISK ACTIONS

Along with the development of the risk action, the estimated timeframe to implement the risk action must be determined. The implementation of risk actions for risks with high likelihoods or high impacts should be fast-tracked.

The risk action owner is responsible for the implementation of the risk action and can delegate responsibilities to other staff and engage with internal and external role players to successfully complete the risk action on time.

8.6 CONTROL ACTIVITIES

Policies and procedures are established and implemented by the Municipal Manager, Directors, Management and the Risk Management Unit to help ensure the risk responses are effectively carried out. Control activities occur throughout the municipality, at all levels and in all functions. They include a range of activities as diverse as approvals, authorisations, verifications, reconciliations, reviews of operating performance, security of assets and segregation of duties.

8.7 INFORMATION AND COMMUNICATION

Pertinent information should be identified, captured and communicated in a form and timeframe that enable people to carry out their responsibilities. Information regarding risk management is communicated by email, file sharing, telephone and in person. Effective communication also occurs, flowing down, across and up in the municipality.

8.8 MONITORING

The system of enterprise risk management is monitored and modifications made if necessary. This is accomplished through ongoing monitoring activities, separate evaluations or a combination of the two.

Monthly monitoring occurs in the normal course of management activities. The Risk Management Unit monitors the enterprise risk management of the municipality on an ongoing basis.

The scope and frequency of separate evaluations will depend primarily on the assessment of risks and the effectiveness of ongoing monitoring procedures. The Risk Management Unit and Internal Audit Services can perform separate evaluations.

9. RISK PROFILE

All the information regarding the risk or set of risks and the accompanying risk management procedures, constitute the risk profile.

The risk profile of the municipality is used to measure the maturity of the risk management process.

10. PROJECT RISKS

The following project is in progress since 2015/2016 and has been included in the risk management processes of the municipality for the 2019/20 financial year:

- mSCOA implementation

The risks associated with the implementation of mSCOA must be reviewed monthly to ensure the risk register is up to date and the action plans are relevant as the implementation progress.

11. REPORTING

The reporting requirements regarding risk management have been included in the responsibilities of the following role players and can be found in the documents outlined below:

Role player	Document
Fraud and Risk Management Committee	Overstrand Municipality's Fraud and Risk Management Committee Terms of Reference
Joint Audit and Performance Audit Committee	Overstrand Municipality Joint Audit and Performance Audit Committee Charter
Chief Risk Officer	Risk Management Strategy, Risk Management Implementation Plan
Risk Action Owners	Standard Operating Procedure for Risk Action Updates

Other role players not listed above are required to report as instructed by law, to the Municipal Council and/ or the Accounting Officer. They must ensure their reporting is adequate for the risk management process to function properly.

12. RISK UNIVERSE

Many risks are universal, affecting other institutions as well. The universal nature of these risks can enable the municipality to compare its risk register with the risk registers of other institutions to identify risks that may have been missed in the initial risk assessment and learn more about the mitigation strategies of others, to incorporate it into the risk management of the municipality.

Overstrand Municipality's risk register is compared with the annual IRMSA Risk Report: South Africa Risks.

13. INTEGRATION OF RISK MANAGEMENT PLANS/ POLICIES

There are many separate plans and policies available that individually deal with fraud, IT, occupational health and safety, disaster management and compliance. These plans and policies contain risk information and risk mitigation plans.

All the different risk information and mitigation plans should be integrated into a single risk register, to provide a detailed and complete profile of the municipality's risks

14. COMBINED ASSURANCE

Combined assurance will optimize and maximize the level of risk, governance and control oversight over the municipality's risk landscape, by integrating, coordinating and aligning the risk management and assurance processes within the municipality.

A Combined Assurance Model for the top 10 risks or risks above the risk appetite will be created and updated quarterly to ensure the municipality's most significant risks receive adequate assurance.

The combined assurance activities of the municipality will be conducted in accordance with the Combined Assurance Policy Framework.

15. BUSINESS CONTINUITY

Business continuity is an integral part of risk management.

In the event of extended service outages caused by factors beyond the municipality's control, the municipality must be able to restore services to the widest extent possible in a minimum time frame.

A Business Continuity Framework is in place to direct business continuity activities and a Business Continuity Committee has been established to oversee the execution of those activities.

16. ENTERPRISE RISK MANAGEMENT MATURITY

The ERM maturity of the municipality will be assessed on a yearly basis by the Chief Risk Officer, reviewed by the Risk Management Committee and monitored by the Joint Audit and Performance Audit Committee.

The assessment will be used in the development of the risk management implementation plan for the next financial year, to include initiatives to address the shortcomings identified in the assessment to enhance the ERM maturity of the municipality.

17. POLICY REVIEW

The Risk Management Policy will be reviewed and approved by the Municipal Council on an annual basis.

Review history:

Policy Section	Risk Management Unit
Current update	27 May 2020
Previous reviews	27 June 2018
	31 May 2017
	29 March 2017
	30 March 2016
	29 April 2015
	30 April 2014
	26 June 2013
Approved by Council	25 November 2009

18. GLOSSARY OF TERMS

Business Continuity	Planning and preparation to ensure that the municipality can continue to operate in case of serious disruptions or be able to recover to an operational state within a reasonably short period.
Combined Assurance	Integrating, coordinating and aligning the risk management and assurance processes within the municipality to optimise and maximise the level of risk, governance and control oversight over the municipality's risk landscape.
Current Controls	The controls that are already established and functioning to mitigate the risk.
Ethical Behaviour	One does not merely consider what is good for oneself, but also consider what is good for others.
Event	An incident or occurrence from internal or external sources that affects the achievement of Overstrand Municipality's objectives.
Head of Department	The manager in charge of a department and ultimately accountable for the performance of the department.
Impact	A result or effect of an event occurring.
Inherent Risk	The risks to Overstrand Municipality in the absence of any actions management might take to alter either the risk's impact and/or likelihood. In other words the likelihood and impact of the risk if the current controls are not considered.
Likelihood /	The chance that the event will occur.
Line Manager	The manager in charge of a sub department or section within a department and ultimately accountable for the performance of the sub department / section.
Management	Managerial staff, including managerial staff without the title Manager such as Chief, Assistant Chief and Deputy Director.
Operational Objectives	Relates to the effective and efficient use of the municipality's resources.
Opportunity	The uncertainty regarding an event which could positively affect the achievement of the municipality's objectives.
Priority / Key Risks	Risks that are rated high on an inherent level. Risks that need to be acted upon. Risks that poses a serious threat to the achievement of the municipality's objectives.
Residual Risk	The remaining risk exposure after the controls has been taken into consideration. (The remaining risk after management has put in place measures to control the inherent risk).
Risk	The uncertainty regarding an event which could negatively affect the achievement of the municipality's objectives.
Risk Action Owner	The person responsible for the implementation of the risk action plan.

Risk Champion	A person who by virtue of his/ her expertise or authority champions a particular aspect of the risk management process, but who is not the risk owner.
Risk Owner	The person responsible for the management of a particular risk.
Risk Profile	The municipality's risk management processes, systems, structures, resources, data, information and staff, i.e the whole spectrum of risk management within the municipality.
Risk Response	Plans to manage and mitigate risks, based on the information obtained during the risk assessment.
Risk Universe	The municipality's risks per risk classification compared and assessed against district, provincial, national and international related industries.
Senior staff	Staff that work closely with a manager / staff reporting directly to a manager. Non-managerial staff overseeing critical functions of the department.
Stakeholders	Parties that are affected by the municipality, such as the communities in which the municipality operates, employees, suppliers, other spheres of government, etc.
Strategic Objectives	High level goals formulated from the mission and vision statement of the municipality.
Treatment / Mitigation	Addressing the cause, impact and/ or likelihood of the risk based on the information obtained during the risk assessment, to minimise the risk level to be within the risk appetite of the municipality.