



RISK MANAGEMENT POLICY

2025/26

Reviewed and approved by Council on 22 August 2025

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1 Risk management philosophy

Langeberg Municipality is committed to the optimal management of risks in order to achieve its vision, deliver on its core business and key objectives. In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include strategic and operational risks that are material and require comprehensive controls and on-going oversight.

To ensure business success we have adopted an enterprise-wide integrated approach to the management of risks. By embedding the risk management process into key business processes such as planning, operations and new projects, we will be better equipped to identify events affecting our objectives and to manage risks in ways that are consistent with the approved risk appetite. To further implement the enterprise-wide approach, we have taken a number of steps to reinforce a culture of disciplined risk-taking.

Council is responsible for oversight of the risk management process and has delegated its day-to-day implementation to the Municipal Manager (MM). The Internal Audit Activity will ensure that the policy is implemented, and that Council and the Fraud & Risk Management Committee (FARMCO) receive appropriate reporting on the municipality's risk profile and risk management process. Management will execute their responsibilities outlined in the Risk Management Strategy. All other officials are responsible for incorporating risk management into their day-to-day activities.

As the MM of Langeberg Municipality, I am responsible for enhancing corporate governance within the municipality and to ensure that appropriate focus is placed on important tasks.

Signature of municipal manager:

D Lubbe

Date:

2 Glossary of terms

Term/ Abbreviation	Description
Assurance	A declaration that inspires or is intended to inspire confidence.
A&PC	Audit and Performance Committee
Business Continuity Management	Business Continuity Management is the process by which Langeberg Municipality prepares for future incidents that could jeopardise the municipality's core mandate and its long-term viability. Therefore, the purpose of the BCM is to provide a framework that will build organisational resilience and establish an effective response that preserves the value given by the municipality.
Combined Assurance	A process that seeks to optimise the scope of assurance to the Municipality by harmonising the work of various providers of assurance through eliminating fragmentation and duplication of efforts.
Enterprise Risk Management	A systematic, co-ordinated and inclusive process which uses the Municipality's strategy and objectives as the focal point to manage the range of risks and optimisation of opportunities to enhance the achievement of the strategy and objectives.
FARMCO	Fraud and Risk Management Committee
Risk	a) The effect of uncertainty on the achievement of the Municipality's IDP and SDBIP caused by the presence of risk factors; and/or b) The failure to optimise opportunities to enhance the achievement of the IDP and SDBIP.
Governing body	The structure that has the primary accountability for the governance and performance of the municipality. This refers to Municipal Council and/ or its committees
Risk Management	A systematic, coordinated set of activities and methods used to direct an organization and to control risks, including a set of principles, a framework and a process.
Risk Management Framework	A systematic, coordinated set of activities and methods used to direct an organization and to control risks, including a set of principles, a framework and a process.
Risk Profile/Register	The risk profile will outline the number of risks, type of risk and potential effects of the risk. This outline will allow the municipality to anticipate additional costs or disruptions to operations. It also describes the willingness of the municipality to take risks and how those risks will affect the operational strategy of the municipality.
Risk Assessment	The overall process of analysing and evaluating risks.
Risk measurement	The impact and the likelihood of risk to happen.
Risk appetite	The level of risk which is established through a rigorous analytical process (including consideration of cost versus benefit) that the Municipality is prepared and able to accept in furtherance of its objectives.

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Term/ Abbreviation	Description
Risk Response	The strategies developed by management to reduce or eliminate the threats and events that create risks.
Risk tolerance	Organization's readiness to bear the risk, after treatments in order to achieve its objectives.
Inherent Risk	The exposure arising from risk factors in the absence of deliberate management intervention(s) to exercise control over such factors.
Residual Risk	The exposure remaining after the mitigating effects of management intervention(s) to control such exposure, i.e. the remaining risk after management has put in place measures to control the inherent risk.
Risk Assurance	The functions that are performed by the Auditor-General of South Africa and other assurance providers in providing assurance with regard to risk management.
Risk Owner	The person accountable for managing a particular risk linked to the objective(s) he/she is responsible for.
CAE	Chief Audit Executive and the driver of the risk management process.
Risk Champion	The official nominated by the Executive director of a specific directorate to co-ordinate and manages risks within the directorate.

3 Introduction

The Langeberg Municipality is committed to implementing and maintaining an effective, efficient and transparent system of risk management. The process of risk management is aligned to the principles as set out in the King IV Report on Governance for South Africa and as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003. Langeberg Municipality does not have a risk management department to establish and manage risk management processes and as a result these responsibilities reside with the Internal Audit Activity (IAA) which is headed by the Chief Audit Executive (CAE). This is in line with the International Standards for the Professional Practice of Internal Auditing, which states that the Chief Audit Executive may be asked to take on additional roles and responsibilities outside of internal auditing.

The necessary safeguards that must be in place to limit impairments to independence and objective of the Internal Audit Activity and Chief Audit Executive, respectively are documented in the Internal Audit Charter in line with the Standards.

4 Legislative background

Section 62(1)(c) (i) of the MFMA, requires the Accounting Officer to ensure that their municipality have and maintains effective, efficient and transparent systems of risk management.

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In terms of principle 11 of the KING IV of Corporate Governance, the governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.

The above is further supported by other sections of the Act, viz. Section 165 (2) (a); (2) (b)(iv) and Section 166 (2)(a)(ii).

The Public Sector Risk Management Framework also aims to support municipalities to improve and sustain their performance by enhancing their systems of risk management to protect against adverse outcomes and optimise opportunities.

Regulation 41 of the Municipal Supply Chain Management Regulations states that a supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system.

5 Purpose of the risk management

Through this policy, Langeberg Municipality puts into practice its commitment to implement risk management and embed a culture of risk management within the municipality. This policy forms the basis for the accompanying Risk Management Strategy, which is designed to help achieve the objective of implementing an effective Enterprise Risk Management (ERM) process. The municipality's policy must have a positive approach to risk management, which means that it will not only look at the risk of things going wrong, but also the impact of not taking opportunities or not capitalizing on municipal strengths. By adopting this positive approach and taking into consideration the Integrated Development Plan (IDP) it will enable the municipality to fulfil its performance expectations.

The purpose of the Enterprise Risk Management Framework also includes:

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- Contributing in building a risk-smart workforce and environment that allows for innovation and responsible risk-taking while ensuring legitimate precautions are taken to protect the public interest, maintain public trust, and ensure due diligence;
- Providing a comprehensive approach to better integrate risk management into strategic decision making through aligning the risk-taking behaviour to better achieve the goals and related objectives;
- Promoting a risk awareness ethic in all departments and improve risk transparency to stakeholders;
- Identifying risk improvement opportunities that will maximise business opportunities and sustainable delivery of services and programmes;
- Achieving better value for money through more efficient use of resources;
- Improving outputs and outcomes through better projects' programmes and departmental management;
- Ensuring informed decisions underpinned by appropriate thoroughness and / or rigour analysis;
- Assisting with prevention of fraud and corruption; and
- Providing guidance to the MM, the management when overseeing or implementing the development of processes, systems and techniques for managing risk, which are appropriate to the context of Langeberg Municipality.

6 Benefits of the risk management framework

The benefits of the Risk Management Framework are as follows:

- **Aligning risk appetite and strategy** – The Langeberg Municipality management will consider their risk appetite in evaluating strategic alternatives, setting related objectives, and developing mechanisms to manage related risks.
- **Providing an ability to prioritise the risk management activity** – Risk quantification techniques assist management in prioritising risks to ensure that resources and capital are focussed on standard and significant risks faced by the Municipality.
- **Enhancing risk response decisions** – Enterprise Risk Management provides the basis for management to identify and select alternative risk responses –transfer the risk, tolerate, treat, or terminate.
- **Seizing opportunities** - By considering a full range of potential events, Langeberg management will be in a position to identify and proactively realise opportunities.
- **Ensuring compliance with laws and regulations** – Risk Management helps to ensure effective reporting and compliance with laws and regulations, and helps to avoid damage to Langeberg Municipality's reputation and associated consequences.

Risk management helps our municipality achieve its performance targets and prevent loss of resources. It helps ensure effective reporting and that our municipality complies with laws and regulations, avoiding to its reputation and other consequences. In short, it helps Langeberg Municipality get to where it wants to go and avoid pitfalls and surprises along the way.

7 Detailed roles and responsibilities

All personnel within the Langeberg Municipality have a responsibility for maintaining good internal control and managing risks in order to achieve the Municipality's objectives; however, the primary responsibility for the identifying and management of risks lies with Management.

7.1 Risk management oversight

7.1.1 Council

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 the Langeberg Municipality against significant risks.

Responsibilities of the Council in risk management include:

- ensuring that the Institutional strategy and objectives are aligned to the government mandate and community's priorities;
- insisting on the achievement of objectives, effective performance management and value for money.
- understand the Institution's risk profile;
- being aware of and concurring with the Institution's risk appetite;
- understanding the priority risks, especially those where Council can play a role in risk mitigation without interfering with the mandate of the Accounting Officer;
- obtaining assurance from management that the Institution's strategic choices were based on a rigorous assessment of risk;
- obtaining assurance that priority risks inherent in the Institution's strategies were identified and assessed, and are being properly managed;
- assisting the Accounting Officer with fiscal, intergovernmental, political and other risks beyond his/her control and influence;

Audit & Performance Committee (A&PC)

The Audit & Performance Committee is responsible for the independent oversight of:

- a) reviewing and recommending disclosures on matters of risk in the annual financial statements and annual report;
- b) reviewing and providing regular feedback to the Accounting Officer on the adequacy and effectiveness of risk management in the Institution, including recommendations for improvement;
- c) ensuring that the Internal Audit and Auditor-General plans are aligned to the risk profile of the Institution;
- d) providing oversight over the combined assurance process
- e) reviewing and concurring with the Institution's risk appetite
- f) receiving and considering reports from the FARMCO
- g) satisfying itself that it has appropriately addressed the following areas:
 - (i) financial reporting risks, including the risk of fraud;
 - (ii) internal financial controls; and
 - (iii) IT risks as they relate to financial reporting.
- g) evaluate the effectiveness of Internal Audit in its responsibilities for risk management.
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7.1.2 Fraud & Risk Management Committee (FARMCO)

The Fraud & Risk Management Committee is appointed by the MM and is responsible for the oversight of:

The duties of the FARMCO shall be to:

- Review and recommend for the Approval of the MM, A&PC and Council, the:
 - risk management policy;
 - risk management strategy and implementation plan;
 - risk appetite framework;
- Evaluate the extent and effectiveness of integration of the risk management framework within the municipality;
- Evaluate the effectiveness of the mitigating strategies implemented to address the priority risks of the Municipality;
- Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;
- Develop key performance indicators for its own performance for approval by the Accounting Officer;
- Collaborate with the A&PC on all matters concerning risks and risk management; and
- Provide timely and useful reports to the MM and A&PC on the state of risk management, together with recommendations to address any deficiencies identified

7.2 Risk management implementers

7.2.1 Municipal Manager

The MM is ultimately responsible for risk management within the municipality and high-level responsibilities include:

- Setting an appropriate tone by supporting and being seen to be support the Municipality's aspirations for effective risk management;
- Delegating responsibilities for risk management to Management and internal functions such as the Fraud and Risk Management Committee, and holding them accountable;
- Holding Management accountable for designing, implementing, monitoring and integrating risk management into their day-to-day activities;
- Providing leadership and guidance to enable Management and internal structures responsible for various aspects of risk management to properly perform their functions;
- Ensuring that the control environment supports the effective functioning of risk management;
- Considering the inputs and recommendations of the A&PC and FARMCO to approve:
 - i. the risk management policy, strategy, and implementation plan;
 - ii. the fraud prevention policy, strategy and implementation plan
 - iii. risk appetite framework
- Devoting personal attention to overseeing management of the priority risks;
- Leveraging the Audit and Performance Committee, Internal Audit Activity, Auditor-General and Fraud and Risk Management Committee for assurance on the effectiveness of risk management;
- Ensuring appropriate action in respect of the recommendations of the Audit and Performance Committee, Internal Audit, Auditor-General and Fraud and Risk Management Committee to improve risk management; and
- Providing assurance to relevant stakeholders that priority risks are properly identified, assessed and mitigated.

Strategic Management Team (SMT)

The SMT is responsible for:

- Executing their responsibilities as set out in the risk management strategy;
- Empowering officials to perform effectively in their risk management responsibilities through proper communication of responsibilities, comprehensive orientation and ongoing opportunities for skills development;
- Aligning the functional risk management methodologies and processes with the Municipal process;
- Devoting personal attention to overseeing the management of priority risks within their area of responsibility;
- Maintaining a co-operative relationship with the Internal Audit Activity;
- Providing risk management reports;
- Reporting to the FARMCO and A&PC as may be requested;
- Maintaining the proper functioning of the control environment within their area of responsibility;
- Monitoring risk management within their area of responsibility; and
- Holding officials accountable for their specific risk management responsibilities.
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7.2.2 Other Officials

Supervisors and Managers are responsible for ensuring that all risks in their areas of operations are identified and managed appropriately. They are also responsible for integrating risk management into their day-to-day activities by ensuring conformance with controls and include following:

- applying the risk management processes in their respective functions;
- implementing the delegated action plans to address the identified risks;
- informing their supervisors and/or the Risk Management Unit of new risks and significant changes in risks;
- escalating instances where management of risk is beyond their control; and
- co-operating with other role players in the risk management process and providing information as required.

7.3 Risk management support

7.3.1 Internal Audit Activity (IAA)

The CAE is the custodian of the Risk Management Strategy and a coordinator of risk management activities for the Langeberg Municipality.

Responsibilities of the CAE include:

- Championing the formulation of the municipality's Enterprise Risk Management in a manner that fulfils the mission and strategic goals of the municipality while complying with legislative requirements;
- Co-ordinate Enterprise Risk Management process;
- Giving advice on identifying and evaluation of risks;
- Facilitate risk workshops;
- Facilitating management's response to risks;
- Monitor all risks and mitigating controls;
- Report to the FARMCO in a predetermined format and content;

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- Educate and train the leadership, staff and business associates as to the risk management program, and their respective responsibilities in carrying out the risk management program;
- Lead, facilitate and advise departments in designing ERM programs within their own departments;
- Help identify corrective actions where appropriate;
- Maintain risk register, indicating risk responses and risk owners;
- Educate staff and promote risk awareness throughout the Municipality.

7.3.2 Risk champions

The Risk Champion is an official with skills, knowledge, leadership qualities that is required to champion a particular aspect of risk management.

Responsibilities of the Risk Champion in risk management include:

- Applying the risk management processes in their respective functions;
- Implementing the delegated action plans to address the identified risks;
- Informing their supervisors and/or the IAA of new risks and significant changes in risks;
- Escalating instances where management of risk is beyond their control; and
- Co-operating with other role players in the risk management process and providing information as required.

7.3.3 Risk management assurance providers

7.3.3.1 Internal Audit Activity

Langeberg Municipality does not have a separate risk management department to establish and manage risk management processes and as a result these responsibilities reside with the Internal Audit Activity (IAA) which is headed by the Chief Audit Executive (CAE). This is in line with the International Standards for the Professional Practice of Internal Auditing, which states that the Chief Audit Executive may be asked to take on additional roles and responsibilities outside of internal auditing. The CAE has assumed risk management responsibilities of a Chief Risk Officer (CRO) and, as a result, the IAA will not be able to provide assurance on risk management.

Hence, alternative arrangements will be made for another suitably qualified independent party to exercise the following responsibilities:

- Providing assurance that management processes are adequate to identify and monitor significant risks;
- Providing assurance on the evaluation of risks;
- Providing objective confirmations that the MM and A&PC and FARMCO receive the right quality of assurance and reliable information from management regarding risk;
- Providing assurance regarding the effectiveness and efficiency of risk management process; and
- Further providing assurance as to the completeness and accuracy of risk management reporting.

7.3.3.2 External Auditors (AGSA)

Auditor-General of South Africa highlights weaknesses and deficiencies concerning controls and provides an independent opinion on the effectiveness of the risk management activities of the Langeberg Municipality. This include

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- a) determining whether the risk management policy, strategy and implementation plan are in place and are appropriate;
- b) assessing the implementation of the risk management policy, strategy and implementation plan;
- c) reviewing the risk identification process to determine if it is sufficiently robust to facilitate the timely, correct and complete identification of significant risks, including new and emerging risks;
- d) reviewing the risk assessment process to determine if it is sufficiently robust to facilitate timely and accurate risk rating and prioritisation; and
- e) determining whether the management action plans to mitigate the priority risks are appropriate, and are being effectively implemented.

Risk management methodology

The Risk management process consists of the eight (8) components below.

7.4 Internal environment

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

7.5 Objective Setting

- This is the strategic, organizational and risk management context against which the risk management process in the Langeberg Municipality will take place.
- Risk management ensures that management has a process in place to both set objectives and align the objectives with Langeberg's mission and vision.
- The setting of these objectives is usually completed during the, "Strategic planning and Budgetary process."

7.6 Risk Identification

- Risk identification is a deliberate and systematic effort to identify and document the Municipality's key risks.
- The objective of risk identification is to understand what is at risk within the context of the Municipality's explicit and implicit objectives and to generate a comprehensive inventory of risks
- The Municipality should adopt a rigorous and on-going process of risk identification that also includes mechanisms to identify new and emerging risks timeously.
- The risk identification process should cover all risks, regardless of whether or not such risks are within the direct control of the Municipality.
- Risk workshops and interviews are useful for identifying, filtering and screening risks but it is important that these judgement based techniques be supplemented by more robust and sophisticated methods where possible, including quantitative techniques. Risk identification should be strengthened by supplementing Management's perceptions of risks, inter alia, with:

- a) review of external and internal audit reports;
 - b) financial analyses;
 - c) historic data analyses;
 - d) actual loss data;
 - e) incident reports;
 - f) insurance survey reports;
 - g) health and safety surveys;

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- h) fraud risk assessment reports;
- operational research;
- j) scenario analyses;
- k) forecasting and stress testing;
- l) interrogation of trends in key performance indicators;
- m) benchmarking against peer group or quasi peer group;
- n) market and sector information;
- o) specialist and expert judgements;
- p) oversight reports issued by relevant authorities such as National Treasury, Provincial Treasury and others, and
- q) national and global risk reports such as those issued by the World Economic Forum and the Institute of Risk Management South Africa.



The categories of Risks:

Strategic Risks - These are risks of a strategic nature, which include the following issues:

- Corporate governance
- Business continuity planning
- Service delivery
- Management responsibility
- Streamlined procedures
- Communication / Public Relations / Reputational Management
- Organisational Structure / Change Management

Operational Risks - Operational risk is the risk that there is a loss as a result of failures/inadequacies in e.g., procedures, office space, personnel, electricity supply, and business relations. This includes losses as a result of errors, omissions and delay. The risk can be due to the following actions:

- Service delivery
- Business processes
- Regulatory trends
- Procurement / Budgeting / Funding / Project Management
- Fraud
- Methods and techniques
- Standards and Education

7.7 Risk Assessment

- Risk assessment is a systematic process to quantify or qualify the level of risk associated with a specific threat or event, to enrich the risk intelligence available to the Municipality.
- The main purpose of risk assessment is to help the Municipality to prioritise the most important risks, as the Municipality is not expected to have the capacity to deal with all risks in an equal manner based on the threats

and events that might prevent, degrade, delay or enhance the achievement of the objectives. The positive and negative impacts of potential events should be examined, individually or combined, across the municipality.

- Risks should be assessed based on the likelihood of the risk occurring and the impact of its occurrence on the particular Municipality objective(s) it is likely to affect.

Annual and quarterly risk assessments allow the Municipality to consider the extent to which potential events might have an impact on the achievement of objectives. Annual risk assessments will be done on both operational and strategic levels. Langeberg 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.

Inherent Risk

The exposure arising from risk factors in the absence of deliberate management intervention(s) to exercise control over such factors.

Inherent Risk = Impact x likelihood of risk to happen

Residual risk

The remaining exposure after management has considered and taking into account the adequacy of the risk mitigating controls

Residual Risk = Inherent Risk – Control Adequacy

7.8 Risk Response

- Management identifies risk response strategy options hereafter referred to more specifically as risk responses, and consider their effect on event likelihood and impact, in relation to risk tolerances, costs versus benefits, and thereafter design and implement response options.
- After the risks have been identified and the contributing factors or root causes have been established, the control strategy should be identified for the various risk exposures. Risk responses fall within the categories of risk avoidance, active management and acceptance.
- The following should be used to identify the control strategies considered by management:
 - Transfer through insurance cover;
 - Tolerate;
 - Treat/ mitigate through rigorous management practices; or
 - Terminate the risk by eliminating a process, a product, a service or a geographical zone.
- After the control strategy decision, the current controls to manage the risk in question are identified. It is necessary to assess the adequacy of these controls. This is a measure of how well management perceives the identified controls to be designed to manage the risks.

7.9 Designing Control Activities to mitigate the risks

7.9.1 Risk Appetite and Risk tolerance

The term "Risk Appetite" can be defined as the acceptable level or amount of risk the Langeberg Municipality is willing to accept, before action is needed to reduce it. The Langeberg Municipality will set the risk appetite level and commit to

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aggressively pursue managing risk to be within the risk appetite to avoid exposure to losses and to manage actions that could have a negative impact on the reputation of the Municipality.

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 losses and to manage actions that could have a negative impact on the reputation of the municipality.

Risk Tolerance refers to the maximum level or amount of risk that the Municipality can bear, before action is needed to reduce it. All risks above the Municipality's risk tolerance will receive attention until it is mitigated to below the risk tolerance level

7.9.2 Control Activities

This is determination of the current controls (systems and processes) and the analysis of risks in terms of the impact and likelihood in the context of those controls. The analysis should consider the range of potential consequences and how likely those consequences are to occur. The impact and likelihood of an event to happen should be combined to produce as estimated level of risk.

Internal controls are instituted by management and personnel to achieve their objectives by:

- Conducting their business in an orderly, ethical, economic, effective and efficient manner.
- Safeguarding their assets and resources against loss, misuse and damage.
(Deterring and detect errors, fraud and theft).
- Fulfilling accountability obligations by:
 - Ensuring accuracy and completeness of its accounting and performance data.
 - Producing reliable and timely financial and performance management information.
- Complying with applicable laws, regulations and policies.

Internal Controls can be preventative, detective or corrective by nature.

- **Preventative Controls** are designed to keep errors or irregularities from occurring in the first place.
- **Detective Controls** are designed to identify errors or irregularities that may have occurred.
- **Corrective Controls** are designed to correct errors or irregularities that have been detected.

Note: Management evaluates controls to ensure they are still appropriate, relevant, economical (cost effective) and efficient.

7.9.3 Communication and Consultation

- Relevant information, which is properly and timeously communicated, is essential to equip the relevant officials to identify, assess and respond to risks.

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- Effective external and internal communication and consultation should take place to ensure that those accountable for implementing the risk management process and stakeholders understand the basis on which decisions are made, and the reasons why particular actions are required.
- Communication and consultation should facilitate truthful, relevant, accurate and understandable exchanges of information, taking into account confidential and personal integrity aspects.
- Management must keep the executive authority up-to-date on performance, developments, risks and the functioning of risk management, and other relevant events and issues. The more effective the communication, the more successful the executive authority will be in carrying out its oversight responsibilities, in acting as a sounding executive authority on critical issues and in providing advice, counsel and direction.

7.9.4 5.8 Risk Monitoring

- Monitoring concerns checking on a regular basis to confirm the proper functioning of the entire risk management system.
- Monitoring should be effected through on-going activities or separate evaluations to ascertain whether risk management is effectively practised at all levels and across the Langeberg Municipality in accordance with the risk management policy, strategy and the implementation plan.

8 Reporting

The following minimum reports will be compiled and presented to the Accounting Officer, Audit & Performance Committee, and the Risk Management Committee:

- A summary of risks broken down into operating units. (Risk Register)
- A summary of existing gaps in the capabilities for managing significant risks. (Risk Assessment)
- A report of emerging issues or risks that requires immediate attention. (Action Plans)
- Integrated reporting and disclosure (Quarterly Reports and Annual Report)

9 Fraud prevention policy

Langeberg Municipality is responsible for developing and implementing its own Fraud Prevention Policy. Confidential reporting of potential breaches and actual investigations should be reported to the MM, FARMCO and /or A&PC.

10 Combined assurance

Combined assurance will optimise and maximise 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 should be developed 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.

11 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 should be developed to direct business continuity activities of the Municipality and the Business Continuity Committee (BCC) should oversee the execution of those activities.

12 Implementation of the policy

The policy is applicable and covers the entire Langeberg Municipality and the Risk Management Strategy and Risk Management Operational Plan guide its implementation. The policy will be communicated throughout the Langeberg Municipality by means of posters, emails and circulars. The policy will also be publicised on the Municipal website for purpose of ease of accessibility by the users.

13 Policy review

The policy shall be reviewed whenever required to reflect the current stance on the risk management within the Langeberg Municipality.

14 Approval of the policy

The approval of this policy lies with the Langeberg Municipality Council on the recommendations of the Fraud & Risk Management Committee and the Municipal Manager. This document will remain effective until a new one is approved.

Acknowledgement of approval

Recommended by the Fraud & Risk Management Committee:

Signature:



Name in Print:

Dr. Marilene van Biljon

Date:

23 October 2025

Position:

Chairperson

Approved by the Municipal Manager:

Signature:



Name in Print:

D P LUBBE

Date:

24/10/2025

Position:

Municipal Manager

Adopted by Council Resolution:

Report No.:

A4958

Date:

22/08/2025

Tabled to Council on 31 March 2026.

