



DRAFT

BUSINESS CONTINUITY MANAGEMENT POLICY – 2023/2024

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1. Introduction

In this dynamic world institutions are subject to disruptions that tend to hamper service delivery. Such disruptions contain high and low risks that impact the institution's day-to-day operations. These risks also apply to Langeberg Municipality that is mandated by the Constitution of the Republic of South Africa of 1996 to provide basic services to the local communities in a sustainable manner without any operational disturbance, even when a disaster has occurred.

Langeberg Municipality has recorded some progress in terms of implementing its BCM model. The BCM ensures that contingency plans are in place to achieve sustainable service delivery in the event of operational disruptions. It outlines the requirements for Langeberg Municipality to be more resilient, to be able to manage simple and complex incidents, and lastly, to be able to recover from a disaster without adversely affecting service delivery to its residents.

The BCC meets quarterly to discuss pertinent issues and certain operational areas of the municipality were identified and prioritised to implement the BCM on a phased in approach. In the advent of COVID-19 pandemic, the existing BCM was also updated with the business continuity operational plan for COVID-19 as these necessitated new ways of conducting the business of the municipality. This BCM policy considers this new normal and to ensure integration of the business continuity management process into the day to day activities of the municipality, a BCM strategy and implementation plan will be also be developed to operationalise this model.

2. Purpose

The purpose of the BCM is to provide a policy on the responsiveness or readiness of the Langeberg Municipality to manage uncertain future incidents (risks) and threats that might threaten continued functioning of the municipality to ensure that personnel and assets are protected and able to function in the event of a disaster or emergency. 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.

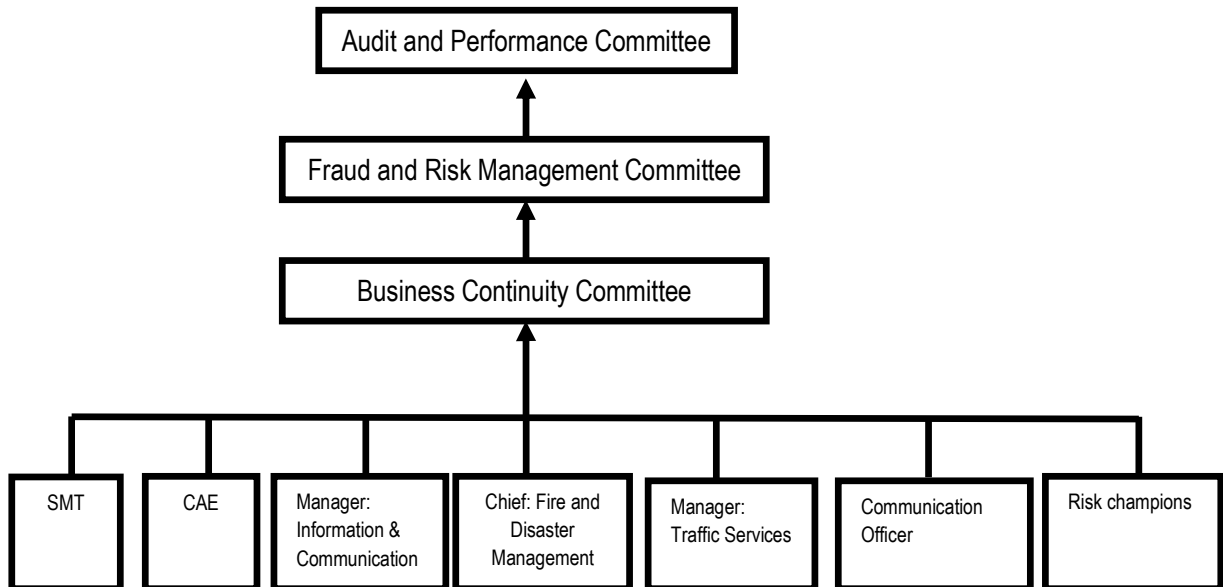
3. Policy Environment

Langeberg Municipality does not have a department established to manage the business continuity management process. As a result, the responsibilities for establishing a BCM, administration of BCM process, coordinating the implementation of business continuity processes, testing of the BCM, and review and update of all business continuity documents reside with the Internal Audit Activity which is headed by the Chief Audit Executive. 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.

The BCM structure of the Langeberg Municipality is depicted in Figure 1 - BCM Structure below. The structure depicts all the role players in the business continuity management process of Langeberg Municipality. Roles and responsibilities of each role player are documented in section 8 below.

Figure 1 - BCM Structure



4. Business Continuity Objectives

The objectives of this Business Continuity Management policy are as follows:

- To ensure that the critical business processes and related risks that could potentially cause unacceptable disruption to the business of the municipality are identified and managed appropriately;
- To ensure that recovery plans for each directorate in the Municipality are developed to ensure continuity in the event of an interruption to the service delivery capability of the municipality;
- To ensure that recovery plans are reviewed and updated on a regular basis in order to remain relevant;
- To instil an enterprise wide business continuity culture in the Municipality;
- To ensure the required knowledge and skills are cultivated by officials involved in the business continuity processes;
- To drive all BCM activities to follow good practices in order to attain a full process lifecycle;
- To outline tools to be used throughout the BCM process lifecycle;

- To incorporate the Terms of Reference in terms of the ICT roles and responsibilities of the BCC; and
- To outline responsibilities of the BCC, A&PC and FARMCO, and to enhance BCM awareness within the entire municipality.

5. Policy Informing Process and Legislative Framework

- Constitution of the Republic of South Africa Act (No. 108 of 1996);
- ISO 22301
- BCM Good Practice guide 2018
- Occupational Health and Safety Act as amended by Occupational Health and Safety Amendment Act (No. 181 of 1993)
- Batho Pele Principles
- King IV Codes of Corporate Governance
- The Municipal Finance Management (Act No. 56 of 2003) as amended

6. Implementation Overview

Business Continuity Awareness

The employer shall endeavour to make the employees aware of BCM so that they may familiarise themselves with structures of Business Continuity, including emergency BC contact number.

BCM shall communicate regularly with employees about Business Continuity, its meaning and Business Continuity scenarios intended for the municipality.

A Business Continuity budget shall reside with the Internal Audit Activity department.

A Disaster Recovery budget shall reside with the ICT department.

The BC risk management training budget shall reside with the Internal Audit Activity department.

Programme Management

BC task teams that are to cascade BC to operational levels shall be established from the BCC to ensure the effective implementation of BCM within the municipality.

The BCC members shall be nominated by the Municipal Manager through appointment letters signed by both the nominated member and the Municipal Manager.

BCM Strategy

A BCM strategy shall be determined for the organisation and relevant stakeholders will be identified for its execution.

The BCM strategy shall be cascaded down to the operational level, and a BC plan should be drafted for each department covering critical business processes that need to be restored in case of a disruption, emergency or disaster.

The BCC and its different task teams and the BCM Administrator shall ensure synergy between the different structures to coordinate BCM in the municipality.

The BC Strategy Implementation Metrics shall be used to measure the success of the BC programme.

The BCM Implementation

BCM shall be conducted in accordance with the BCM policy.

BCM Awareness campaigns shall be carried out twice per annum or as deemed appropriate by the BCC.

BCM in the municipality shall conduct regular tests as and when required or planned by the BCC.

The Disaster Recovery site shall be prepared by the ICT department during tests before the municipal officials can occupy the site.

Transport to the disaster recovery site shall be made available for all relevant employees.

As far as it is practicable BC tests conducted shall not disrupt the normal day-to-day operations of the Municipality.

Department shall review their BC plans on a regular basis or as required by the SMT.

BC test results shall be monitored, evaluated and the impact recorded and reported to the BCC and the Municipal Manager.

BC exercise planning shall be prepared and finalised a week in advance.

Employees shall be made aware of assembly points prior to BC tests in order to avoid confusion, should a disaster occur.

ICT Terms of Reference of BCC

ICT Responsibilities and accountabilities of the BCC:

- The responsibilities of this committee will focus and be attended to as follow:
- Assurance of clear scope and assignment
- Providing necessary resources to achieve desired outcomes
- Conflict resolution
- Risk management
- To ensure that the committee achieves predetermined objectives / targets

ICT Functions of BCC:

- Define the mission and objectives of ICT resources to adapt to the strategic direction of the municipality
- Authorise and direct the development of the strategic and operational plans for ICT resources
- Ensure that the municipality's strategic and operational plan for ICT resources is in line with government legislation
- Recommend strategic and operational plans for organisational information to MM for endorsement
- Review and approve business cases to ensure that ICT resources are optimised
- Continuously determine and monitor the municipality's safety policy and practices to ensure that they remain relevant and complete

ICT Terms of Reference Areas:

- To agree, on meetings for the committees for the duration of the project
- To monitor the progress of work being undertaken by committees and individuals
- To develop and review critical incident policies and procedures
- To compile and review a protocol for the management committee
- To draw up and maintain arrangements for the Steering Committee visits to sites

- To oversee arrangements for involvement of the management committee in the formulation and monitoring of the project plan
- To make recommendations to the project team and establish exceptional working arrangements
- To ensure governance and compliance
- To be available and respond to matters of particular difficulty, sensitivity or emergency and offer advice and support to the project
- To undertake tasks delegated to them
- Decide on strategic direction of the project
- Decide on Change Requests
- Risk management
- Project manager to report on project progress
- Initiate the start of the programme
- Be the overall project escalation point
- Review the progress of the programme
- Report to strategic services on progress made, milestones achieved
- Recommend on signing off of deliverables
- Additional items which individual Project Sponsor may wish to include

The Benefits:

- Is part of the municipality's commitment to ensure that the project meets the strategic goals
- Provide real visibility of how the municipality spends the customers' money
- Is where consensus must be reached on issues that cannot be resolved by the day-to-day team
- Can be a useful asset to the Acceptor by making visible the lines of responsibility, and ensuring that customer management and delivery management are appropriately involved in the project
- Provides an invaluable opportunity to get senior delivery people together with the customer's senior people
- Helps the delivery organisation better understand the challenges that the customer is facing
- Open up possibilities for follow-on business

Reporting

The BCC shall agree on reporting intervals for all BCM activities with the relevant committees.

The BCC shall report on a quarterly basis to the Fraud and Risk Management Committee and the Municipal Manager.

BCM in the municipality shall be structured from the strategic level of the municipality through the BCC to carry out the activities on behalf SMT, and then it cascades to the operational level through coordination and support from the task teams and BCM administrator.

At an operational level the task teams shall consist of officials that implement the activities of BCM in the respective Departments.

7. Limitations and Conditions

The Business Continuity Management Policy applies to all municipal employees without exception including, permanent and contract employees, and is also applicable to suppliers and vendors.

Non-adherence to the Business Continuity Management Policy instructions shall amount to misconduct.

8. Roles and Responsibilities

Municipal Manager

The Municipal Manager is responsible for ensuring that business continuity management is established and implemented according to the BCM, and for providing all the necessary resources. The Municipal Manager is the Chairperson of the BCC. For this reason, the Municipal Manager should appoint a Business Continuity Committee which must:

- Approve the governance structure;
- Clarify their roles and those of participants in the programme;
- Oversee the creation of a list of appropriate committees, working groups and teams to develop and execute the policy;
- Provide strategic direction and communicate essential messages;
- Approve the results of the Business Impact Analyses (BIA);
- Review the critical services that have been identified;
- Approve the continuity plans and arrangements;
- Monitor quality assurance activities;
- Resolve conflicting interests and priorities;
- Liaise with Council to declare the state of emergency and disaster and to give relevant emergency instructions to all municipal employees;
- Ensure seamless integration between risk management, disaster management, disaster recovery and business continuity management activities within the municipality;
- Implement and maintain the BCM policy and strategy;
- Maintain a high level BCM coordination within the municipality, and
- Meet every quarter to conduct its business in terms of the business continuity management policy.

Fraud & Risk Management Committee and Audit & Performance Committee

- Responsible for oversight on the development and implementation of a Business Continuity Management policy;
- Reports to Council on matters pertaining to business continuity management and its resilience;
- Acknowledgement of the Business Continuity Policy, Strategy and Implementation plan.

Business Continuity Committee – Composition and Responsibilities

Strategic Management Team (SMT):

- The SMT has overall responsibility for the Business Continuity Committee by providing support and direction, and ensuring funding is available for the implementation of the BCM. The Municipal Manager as the Executive sponsor will also be the Chairperson of the Committee.

BCM Administrator – Internal Audit Activity:

- The BCM Administrator secures senior management's support, estimates funding requirements, develops BCM Policy, coordinates and oversees the BIA process, ensures effective participant input, coordinates and oversees the development of plans and arrangements for business continuity, establishes working groups and teams and defines their responsibilities, coordinates appropriate training, and provides for regular review, testing and audit of the BCM.

Operational Command Coordinator – Chief: Fire & Disaster Management:

- The Operational Command Coordinator is responsible for the coordination of disaster management emergency services, such as fire and rescue, disaster management and relocation.

Security Officer – Manager: Traffic Services:

- The Security Officer works with the BCM Administrator to ensure that all aspects of the BCM meet the security requirements of the Municipality.

Chief Information Officer (CIO) – Manager: Information & Communications Technology

- The CIO cooperates closely with the BCM Administrator and IT service providers to plan for effective and harmonised continuity of operations. The CIO is the key driver and respondent to ICT related matters as included in the ICT Terms of Reference for the BCC as listed above.

Communication Officer

- The Communication Officer formalises communication structures, handles internal and external communication and ensure everyone is aware of the communication policy.

Business Unit Representatives – Risk Champions

- Business Unit Representatives (Risk Champions) provide input and assist in performing and analysing the results of the business impact analysis.

9. Concluding Comments

This policy shall be known as the Business Continuity Management Policy. Employees of the municipality must be made aware of this policy together with its associated procedures and processes. The policy shall be reviewed as and when required; or when a need to add / change arises on legislation or procedures. This policy shall repeal and replace the Business Continuity Model approved on 30 July 2019. This policy shall be effective until a new one has been approved.

10. Glossary of Terms

Term/Concept/Abbreviation	Description
BCM	Business Continuity Management
BCC	Business Continuity Committee
BC	Business Continuity
Standards	International Standards for the Professional Practice of Internal Auditing
SMT	Strategic Management Team
OMT	Operational Management Team

FARMCO	Fraud and Risk Management Committee
A&PC	Audit and Performance Committee
Activities	All duties that belong to the business means of operations.
BCM Programme lifecycle	The processes and systems of practicing Business Continuity in the municipality
Disruption	A disturbance of any nature within the municipality that can critically hamper the delivery of services
Emergency	A serious situation or occurrence that happens unexpectedly and demands immediate action
Employee	Any person, excluding an independent contractor, who works for the municipality and who receives, or is entitled to receive, any remuneration; and, Any other person who in any manner assists in carrying on or conducting the business of an employer, and 'employed' and 'employment' have meanings corresponding to that of 'employee'.
Foreseeable threats	Only threats that can be outlined by using BCM good practice tools
Good Practice	Mechanisms and tools for BC management provided by the Business Continuity Institute' Good Practice Guidelines
Misconduct	Unacceptable or improper behaviour, especially by an employee or professional person
Critical Activities	Operational duties of the municipality which are indispensable in order to provide services to the public. e.g. Call Centre.
Multi-Activity	The integration of activities – transactions between municipality and its stakeholders, clients, and contractors
Resilience	The municipality's ability to remain calm during an incident or disaster and still operate normally.
Tests	Staged activities conducted to ensure that risk mitigating measures that are put in place are working and will work in an instance where the actual risk occurs.
ICT	Information and Communication Technology

11. Acknowledgement of Approval

Recommended by the Business Continuity Committee:

Position: Chairperson (Municipal Manager)

Signature: _____

Name in Print: _____

Date: _____

Noted by the Fraud and Risk Management Committee:

Position: Chairperson

Signature: _____

Name in Print: _____

Date: _____

Noted by the Audit and Performance Committee:

Position: Chairperson

Signature: _____

Name in Print: _____

Date: _____

Approved by Council Resolution:

Report No.: _____

Date: _____