BITOU
MUNICIPALITY

BUSINESS CONTINUITY MANAGEMENT POLICY

File Name	Business Continuity Management Policy 2024-25
Original Author(s)	Risk Management
Status	Approved
Date Approved	31 July 2024

VERSION

Short Name	Version Number	Date	Status
BCM Policy	V 1.0	August 2021	RMC approved
BCM Policy	V 2.0	Oct 2022	Approved by Council
BCM Policy	V 3.0	June 2023	Approved by Council
BCM Policy	V 4.0	July 2024	Approved by Council

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1   Background of policy

1.1   Introduction

1.1.1   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 the Bitou Municipality that is mandated to deliver services to the targeted population without any operational disturbance, even when a disaster has occurred.

1.2   Purpose

1.2.1   This Bitou Municipality policy on Business Continuity Management (BCM) attempts to help identify potential threats within and to the organisation and the impact that those threats might have on business operations, therefore, providing a framework that will build organisational resilience and establish an effective response that preserves the value given by the organisation. This policy is to be read together with the Council approved ICT Disaster Recovery Policy and ICT Data Backup and Recovery Policy.

2   Policy environment

2.1   The Bitou Municipality operates within the landscape of local government and its provision of basic services to communities within government administration.

2.2   The Bitou Municipality's operational duties are performed from its offices in the Plettenberg Bay area, which include all its satellite offices.

3   Policy

3.1   Aim

3.1   The aim of this policy is to establish principles and responsibilities for the BCM programme within the Bitou Municipality. It seeks to steer a good practice oriented BCM programme to increase the institution's readiness against disasters that may threaten delivery of services. The policy also attempts to drive the institution towards foreseeing and mitigating threats or risks that may hamper critical activities of the business after the commencement of a disaster.

3.2   The objectives of this policy are to:

3.2.1   identify the main threats in the organisation and possible threats to business processes and basic service delivery.

3.2.2   determine response tactics to losses that the business might incur due to a disaster.

3.2.3   establish business unit plans that ensure the continuity of business and basic service delivery.

3.2.4   drive all BCM activities to follow good practices to attain a full programme lifecycle.

3.2.5   outline tools to be used throughout the BCM programme lifecycle; and

3.2.6   outline responsibilities of tactical committees and enhance BCM awareness within the entire Bitou Municipality.

4   Policy informing process and legislative framework

4.1   Constitution of the Republic of South Africa Act (No. 108 of 1996)

4.2   ISO 22301

4.3   BCM Good Practice Guide 2018

4.4   Occupational Health and Safety Act as amended by Occupational Health and Safety Amendment Act (No. 181 of 1993)

4.5   Batho Pele Principles

4.6   King IV Codes of Corporate Governance

4.7   The Municipal Finance Management (Act No. 56 of 2003) as amended.

4.8   National Archives and Record Service of South Africa Act No. 43 of 1996

4.9   The National Environmental Management Act (Act 107 of 1998, NEMA), Section 30A – Emergency Situations

4.10   Fire Brigade Services Act 99 of 1987 amendments as per White Paper with Specific reference to SANS 10090 Standards

4.11   Disaster Management Act 57 of 2002 with specific amendment for Local Authority to ensure adequate Capacity of the functions prescribed

5   Implementation overview

5.1   Business Continuity Awareness:

5.1.1   Training and Development of officials on Business Continuity Management and its operation will be offered as per the Human Resource training policy.

5.1.2   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.

5.1.3   The organisation shall affiliate with relevant stakeholders of Business Continuity within the Republic of South Africa and within the Local Government and Public sectors.

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

5.1.5   A Business Continuity budget shall reside with the Governance & Compliance office.

5.1.6   A Disaster Recovery budget shall reside with the ICT and Public Safety offices.

5.1.7   The BC Strategy and Plan development and risk management budget shall reside with the Risk Management office.

5.2   Programme Management:

5.2.1   BC Sub-committees that are to cascade BC to operational levels shall be established from the BC Committee and other committees that should be established to ensure the effective implementation of BCM within the Bitou Municipality.

5.2.2   The committee members shall be nominated by the Accounting Officer via the Risk Management Committee approval process and confirmed through appointment letters signed by both the nominated member and the MM.

5.2.3   Recognised unions shall be represented in the BC Committee.

5.2.4   The activities of the established committees shall be regulated though a ToR drafted by the members with the assistance of the relevant experts.

5.3   BCM Strategy:

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

5.3.2   The BCM strategy shall be cascaded down to the operational level, and each business unit must support the strategy by drafting a BC Plan.

5.3.3   The BC Committee and its different sub-committees and the Chief Co-ordinator shall ensure synergy between the different structures to coordinate BCM in the organisation.

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

5.4   The BCM Implementation

5.4.1   BCM shall be conducted in accordance with the BCM framework.

5.4.2   BCM Awareness campaigns shall be carried out twice per annum, including the satellite offices.

5.4.3   BCM in the organisation shall conduct regular tests as and when required or planned by the BC Committee.

5.4.4   The Disaster Recovery site shall be prepared by the Disaster Recovery Committee during tests before the Bitou Municipality officials can occupy the site.

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

5.4.6   BC tests conducted may disrupt the normal day-to-day operations of the Bitou Municipality during prescribed testing.

5.4.7   Business Units shall review their BC plans on a regular basis or as required by the Bitou Municipality management.

5.4.8   BC test results shall be monitored, evaluated and the impact recorded and reported to the BC committee and the MM.

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

5.4.10   Employees shall be made aware of assembly points prior to BC tests to avoid confusion in case of an actual disaster occurring.

5.4.11   Post exercise audits shall be carried out by the internal audit unit.

5.5   **Reporting**

5.5.1   The BC committee shall agree on reporting intervals for all BCM activities with the relevant committees and the Recovery Coordinator.

5.5.2   The Recovery Coordinator shall report to the BC committee as per the agreed time frame.

5.5.3   The BC committee shall report on a quarterly basis to the Risk Management Committee and the MM.

5.6   The Bitou Municipality may outsource and insource ICT activities to service providers and other short-term BC activities to qualified service providers.

5.7   The Disaster recovery site may be outsourced to mitigate foreseeable cases of disruptions.

5.8   BCM in the Bitou Municipality shall be structured from the strategic level of the business through the BCC to carry out the activities on behalf of the Council, and then it cascades to the tactical level through coordination and support from three committees, namely: SHERQ, the Business Recovery Committee and the Disaster Recovery Committee.

5.8   At an operational level the latter committees shall consist of teams and/or groups that implement the activities of BCM in the Bitou Municipality.

5.10   This is the environmental basis from which the entire BCM scope shall consider, ponder and subvert disaster strikes that can hamper the functions of the Bitou Municipality.

6   Limitations and conditions

The Business Continuity Management Policy applies to all Bitou Municipality 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.

7 Roles and responsibilities

7.1 The Business Continuity (BC) Committee is responsible for:

7.1.1 constituting the subcommittees, namely: SHERQ, Business Recovery, Disaster Recovery and Damage Assessment.

7.1.2 the authority to declare the state of emergency and disaster and to give relevant emergency instructions to all Bitou Municipality employees.

7.1.3 implementing and maintaining the BCM policy and strategy.

7.1.4 maintaining a high level BCM coordination within the Bitou Municipality and creating staff awareness on the BCM programme.

7.1.5 storing all BC documents in a central location according to the National Archives standards.

7.1.6 participating in all BCM programme activities.

7.1.7 facilitating the BC programme management lifecycle and drafting documents through the Governance & Compliance unit.

7.1.8 overseeing the activities of tactical level committees.

7.1.9 providing the Business Impact Analysis and Continuity Requirements Analysis for the Bitou Municipality; and

7.1.10 overseeing the maintenance of required and applicable levels of Business Interruptions Insurance coverage.

7.2 The Business Recovery Committee is responsible for:

7.2.1 highlighting all circumstances that may disturb the institutional operations.

7.2.2 manifesting resilience during any operational disruption.

7.2.3 participating in the entire BCM programme implementation; and

7.2.4 conducting business recovery tests according to plans.

7.3 The SHERQ Committee is responsible for:

7.3.1 facilitating evacuation, safety and wellness of employees.

7.3.2 ensuring adherence to the OHS Act.

7.3.3   reporting to the BCC during a disaster in terms of evacuation plans and readiness.

7.3.4   implementing the BCM programme at operational levels of the institution.

7.3.5   identifying all physical threats that can hamper the institution's facilities and security; and

7.3.6   assisting the BC committee in creating staff awareness on the BCM programme.

7.4   **The Disaster Recovery Committee is responsible for:**

7.4.1   reacting to business requests for technology and systems in times of incidents and emergencies.

7.4.2   reporting to the BCC in times of a disaster.

7.4.3   reporting to the BCC in terms of DR plans and readiness.

7.4.4   maintaining ICT equipment that will assist the BCC in times of a disaster.

7.4.5   identifying and maintaining disaster recovery sites; and

7.4.6   arranging a disaster recovery team.

7.5   **Supply Chain is responsible for:**

7.5.1   providing emergency supplies in the disaster or incident.

7.5.2   mandating suppliers to have a BC plan in place.

7.5.3   providing the BC committee with updates regarding the Bitou Municipality's outsourced activities; and

7.5.4   participating in the BCM programme.

7.6   **The Legal Services division is responsible for:**

7.6.1   providing legal opinions; and

7.6.2   participating in the BCM programme.

7.7   **The Risk and Audit units are responsible for:**

7.7.1   reviewing all BC plans in all levels – strategic, tactical, and operational level; and

7.7.2   coordinating with all Bitou Municipality divisions and stakeholders in evaluating risks for BCM purposes.

7.8   **The Communication unit is responsible for:**

7.8.1   Bitou Municipality and Customer reputation management.

7.8.2   drafting a communication strategy for BCM programme; and

7.8.3   communicating with management and staff on BCM issues during a declared disaster.

7.9   **The Corporate Monitoring and Evaluation unit is responsible for:**

7.9.1   monitoring adherence to BC good practice guidelines.

7.9.2   monitoring and reporting post incidents and tests; and

7.9.3   evaluating according to BC good practice guidelines.

7.10   **The Internal Audit unit is responsible for:**

7.10.1   post exercise audits.

8   Concluding comments

8.1   **This policy is a directive and subject to change and verification. Employees of the Bitou 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.**

9   Document Reference Library

Document File Name	Context and Relevance
Business Continuity Management policy	The Business Continuity Management Policy for Bitou Municipality seeks to outline and steer the institution's disaster management capability - through promoting resilience, efficient recovery, and foreseeing high risks that can reduce the institution's abilities to deliver services

10   Business Areas impacted by this Policy

Name of Business Unit / Area	Context and Relevance
All Bitou Municipality employees, contractors, clients and all stakeholders	Every juristic and natural person interacting with and within the institution for the purpose of providing services to clients

11   Regulatory Framework

Statute / Policy / Regulation	Applicability
Constitution of the Republic of South Africa Act No. 108 of 1996	The supreme law of the land.

Occupational Health and Safety Act as amended by Occupational Health and Safety Amendment Act (No. 181 of 1993)	To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work
Batho Pele Principles	Meaning 'People First', it highlights the importance of treating clients well to attain effective service delivery.
ISO 22301	Specifies requirements to implement, maintain and improve a management system to protect against, reduce the likelihood of the occurrence of, prepare for, respond to and recover from disruptions when they arise.
King VI Codes of Corporate Governance	Prescribe the importance of implementing Business Continuity in an institution to enhance corporate performance
MFMA (Municipal finance management Act) of 1999	Framework for guiding local government institutions' financial accountability and integrity
National Archives and Record Service of South Africa Act of 1996	Provides standards and systems for filing documents in South African Public institutions
Business Continuity Institute Good Practice Guidelines	Provides management guidelines to ensure the implementation of good global BC guidelines.
The National Environmental Management Act (Act 107 of 1998, NEMA)	Section 30A – Emergency Situations
Fire Brigade Services Act 99 of 1987	Amendments as per White Paper with Specific reference to SANS 10090 Standards
Disaster Management Act 57 of 2002	With specific amendment for Local Authority to ensure adequate Capacity of the functions prescribed

12   Description of Abbreviations and Concepts

Abbreviation	Description
BC	Business Continuity
BCM	Business Continuity Management
BCP	Business Continuity Plan
DR	Disaster Recovery
ICT	Information & Communications Technology
OHS	Occupational Health & Safety
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SANS	South African National Standards
SHERQ	Safety, Health, Environment, Risk and Quality

Concepts	Description
Activities	All duties that belong to the business means of operations.
BCM Programme lifecycle	The processes and systems of practicing Business Continuity in an institution
Disruption	A disturbance of any nature within Bitou 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 another person or for the State 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
Mission Critical Activities	Operational duties of the institution which are indispensable to provide services to clients. e.g. Provision of Basic Services, Customer Care
Multi-Activity	The integration of activities – transactions between Bitou Municipality and its stakeholders, clients, and contractors
National Archives Standards	Set of rules on the implementation of file numbering system
Recognized Unions	Trade Unions recognized by SALGBC and SALGA
Resilience	The institution's ability to remain calm during an incident or disaster and still operate normally
Stakeholders	Stakeholders are those who may be affected by or influence an effort
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.

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