



DRAKENSTEIN

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Business Continuity Management Policy

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Signed by the City Manager	Signature Date
	28 November 2024

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EXPLANATION OF TERMS

Term	Description
Business Continuity	Capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive event.
Business Continuity Management (BCM)	A holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realized, might cause, and which provides a framework for building organisational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities.
Business Continuity Management System (BCMS)	<p>Forms part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.</p> <p>Note: The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources.</p>
Business Continuity Plan	Documented procedures that guide teams to respond, recover, resume, and restore to a predefined level of operation following a disruptive event.
Business Impact Analysis	The process by which the impact of a disruptive event on a business unit or function is assessed in terms of people, environmental, social, technological, legislative and economic impacts.
Crisis Management	Reacting to negative events during and after they have occurred.
Disaster Management	Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster services.



Term	Description
Emergency Response	Actions taken in response to a disaster warning or alert to minimise or contain the eventual negative effects, and those taken to save and preserve lives and provide basic services in the immediate aftermath of a disaster impact, for as long as an emergency situation prevails.



1. INTRODUCTION

- 1.1 Business Continuity Management (“BCM”) includes a coordinated approach between emergency response, crisis management, Information Communication and Technology (“ICT”) recovery and business operations recovery including service delivery, which will allow the municipality to pro-actively prepare, respond, recover and resume to business as usual following a disruptive event. These BCM elements should be considered holistically to ensure that strategies are aligned and support a proven BCM capability.
- 1.2 BCM differs from the role of Disaster Management, in that BCM relates to developing resilience for the continued delivery of municipal services to the public, even during situations that affect internal operations. Disaster Management is legislated by the Disaster Management Act (57 of 2002) to ensure that government has an ability to respond to community disasters, which may or may not affect the municipal operations.

2. PURPOSE OF THE BUSINESS CONTINUITY MANAGEMENT POLICY

- 2.1 This Policy defines the framework for the implementation and maintenance of the Business Continuity Management System (BCMS) within Drakenstein Municipality, in order to minimise the impact of disruptive events and continue the delivery of services within acceptable timeframes.
- 2.2 Drakenstein Municipality recognises the need to formalise BCM by establishing processes to plan, establish, implement, operate, monitor, review, maintain and continually improve a management system that enables the municipality’s departments to prepare for, respond to and recover from disruptive events when they arise.



3. IMPORTANCE OF BUSINESS CONTINUITY MANAGEMENT

- 3.1 Drakenstein Municipality is committed to ensuring the continuity of its service delivery in the event of a disruptive event occurring. The municipality's top management recognises that the changing nature of the environment in which we operate means that our ability to continue operations uninterrupted may not be entirely within our control.
- 3.2 Our customers are entitled to expect that we do everything possible to ensure minimum disruption to our operations and the delivery of services upon which they rely. Continued supply of basic needs to our citizens is paramount and must be maintained even under the most adverse circumstances. It is therefore vital that Drakenstein Municipality has a practical and robust Business Continuity Plan which will serve to protect citizens and all interested stakeholders, during any major threat or incident, through its timely and orderly recovery.
- 3.3 Responsibility for the creation and maintenance of BCM lies with management, while overall accountability lies with the Council. To achieve this, Drakenstein Municipality has established a Business Continuity Management System ("BCMS") as an integral part of the municipality's normal business operations.
- 3.4 The BCMS is based upon ISO22301:2012 Business Continuity Management System Requirements and includes the following components:

Table 1: BUSINESS CONTINUITY MANAGEMENT SYSTEM

BCMS Component	Practical Requirement(s)
Business Impact Analysis	<p>Assessment and analysis of the Drakenstein municipality departments' operational activities and services, and their relative criticality.</p> <p>Generally, the impact experienced following a disruptive event will continue to increase with time, until the service is resumed.</p>

BCMS Component	Practical Requirement(s)
	Analysis of impacts will be based on the Drakenstein Municipality Risk Appetite and impact rating scale as per the Enterprise Risk Management Policy.
Risk and Threat Assessment	<p>Assessment and analysis of threats and the risk of occurrence of disruptions to Drakenstein Municipality activities and the controls applied to reduce the risk to an acceptable level.</p> <p>BCM threats generally focus on concentrations of risk and single points of failure relating to elements that support the delivery of Drakenstein Municipality services.</p> <p>These elements include the threat of disruption to people, technology, operations, infrastructure and supply.</p>
Business Continuity Strategy	<p>Determination and selection of strategies shall be based on the outputs from the business impact analysis and risk assessment.</p> <p>Drakenstein Municipality shall determine an appropriate business continuity strategy for:</p> <ul style="list-style-type: none"> a) Protecting prioritised activities; b) Stabilising, continuing, resuming and recovering prioritized activities and their dependencies and supporting resources; and c) Mitigating, responding to and managing impacts. <p>The determination of strategy shall include approving prioritised time frames for the resumption of activities.</p>



BCMS Component	Practical Requirement(s)
Establish and implement business continuity procedures	<p>Drakenstein Municipality shall establish, implement, and maintain business continuity procedures to manage a disruptive event and continue its activities based on recovery objectives identified in the business impact analysis.</p> <p>BC PLANNING</p> <p>Documented plans at Municipal, Departmental and Divisional levels, which set out key actions to be taken in response to a variety of scenarios and showing how activities will be restored.</p> <p>All plans set out their scope of applicability so that it is always clear which plans should be activated, and the response and recovery activities that they cover.</p> <p>INVOCATION ARRANGEMENTS</p> <p>Documented procedures for invoking aspects of the BCMS arrangements to deal appropriately with incidents.</p> <p>The BCM system includes and relies upon, a range of contingency resources that may be invoked as required, depending on the nature of any incident. The arrangements for each contingency resource include a specification for invocation and availability, embodied within the relevant plans and procedures.</p>
Exercising and Testing	<p>Drakenstein Municipality shall exercise and test its business continuity procedures to ensure that they are consistent with its business continuity objectives.</p> <p>An ongoing program of activities that test all aspects of the BCMS, thereby proving its adequacy and operability and providing assurance to the Municipal Council.</p> <p>A detailed testing plan will be subject to approval annually by the FARMCO, and will be maintained and implemented by the Chief Risk Officer.</p>
Operational Planning and Control	<p>Drakenstein Municipality shall plan, implement and control the processes needed to meet the BCMS requirements by:</p> <p>a) Establishing criteria for the processes;</p>



BCMS Component	Practical Requirement(s)
	<p>b) Implementing control of the processes in accordance with the criteria, and</p> <p>c) Keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned.</p> <p>Drakenstein Municipality shall control planned changes and review the consequences of unintended changes, acting to mitigate any adverse effects, as necessary. Drakenstein Municipality shall ensure that outsourced processes are controlled.</p> <p>CULTURE AND AWARENESS</p> <p>The BCMS will be most effective when all employees and stakeholders have an appropriate level of awareness of resilience, contingencies and response plans.</p> <p>An ongoing program of training and awareness activities aimed at developing the awareness of BCM amongst all staff and stakeholders and securing collaborative 'buy-in' so as to ensure the continued and proactive operability and maintenance of the BCMS.</p>

3.5 The BCMS will assist the Drakenstein Municipality to conduct its operations with the highest regard for the safety and health of its employees and the public, and for the protection and preservation of property and the environment. Continuity of business operations must be maintained, and the interests of our stakeholders protected, even under the most adverse circumstances.

3.6 The municipality's operations must be as resilient as possible, so that any incidents outside our control will have little or no effect on operations and so that, when a major incident occurs, our ability to sustain operations and ultimately recover is founded on a planned and well-thought-out approach, utilizing contingency resources that we maintain for such eventualities.

3.7 In the event of a major incident, priority will be placed upon the safety and welfare of our staff, community and visitors, above the restoration of critical



business activities. Whilst the two are not mutually exclusive, management focus and resources will be diverted, where necessary, from business activity recovery to ensuring safety and welfare.

- 3.8 A key element in the development of a successful BCMS is embedding a strong business continuity and risk awareness culture throughout the municipality.

4. ROLES AND RESPONSIBILITIES FOR BUSINESS CONTINUITY MANAGEMENT

4.1 CITY MANAGER

- 4.1.1 Delegated accountability and responsibility for ensuring that Drakenstein Municipality's BCMS is developed implemented and monitored in accordance with this Policy;
- 4.1.2 Providing strategic direction and leading recovery teams; and
- 4.1.3 Ensuring the Drakenstein Municipality's BCM Policy is enforced for the benefit of the Drakenstein Municipality and in compliance with relevant regulations.

4.2 STRATEGIC MANAGEMENT TEAM

- 4.2.1 Governance and oversight in ensuring that services are operating in line with the current BCM policy and any strategic direction to ensure service progress and accountability;
- 4.2.2 Monitoring the implementation of Business Continuity Management within Drakenstein Municipality;
- 4.2.3 Reviewing and advising the Drakenstein Municipality on the Business Continuity Management methodology; and
- 4.2.4 Reviewing of the Business Continuity Management capability and compliance against this policy.



4.3 FRAUD AND RISK MANAGEMENT COMMITTEE (FARMCO)

- 4.3.1 Ensuring that the process of implementing BCM is effective and robust;
- 4.3.2 Oversight of the ongoing appropriateness of the Drakenstein Municipality BCM Policy and Standards and approves changes to them including the strategy, future policies and standards for resilience;
- 4.3.3 Advising the City Manager on the performance of key processes and how effectively the principles of good BCM are being embedded across the Drakenstein Municipality;
- 4.3.4 Commissioning and reviewing the annual BCM assurance reviews so as to assess the Drakenstein Municipality's Business Continuity capability;
- 4.3.5 Review significant BCM control deficiencies and associated remediation plans / progress; and
- 4.3.6 Assist with the identification and selection of appropriate recovery solutions, including but not limited to:
 - a) Facilitate, the development and maintenance of the BCM plans with the business;
 - b) Coordinate and monitor business continuity tests and exercises;
 - c) Participate in the review of critical supplier recovery capabilities;
 - d) Ensure that appropriate plans are in place to close any gaps between Drakenstein Municipality requirements and the recovery capability of suppliers; and
 - e) Provide and facilitate BCM education and awareness programs.

4.4 CHIEF RISK OFFICER

- 4.4.1 Advise the departments, on implementation of business continuity management;



4.4.2 Assisting with raising the Business Continuity Management's profile across the Drakenstein Municipality;

4.4.3 Report objectively on overall readiness of BCMS to the FARMCO; and

4.4.4 Ensure a consistent deployment of BCM across the Municipality in accordance with the Drakenstein Municipality BCM policy and standards.

4.5 **SENIOR MANAGER: ICT**

4.5.1 Responsibility for the recovery of ICT systems and data to support business recovery objectives;

4.5.2 Owning the BCM Plans for ICT systems in the organisation and review them regularly to ensure they are up to date and fit-for-purpose;

4.5.3 Ensuring that ICT systems are tested to the highest level of assurance achievable without exposing the business to undue risk; and

4.5.4 Ensuring the recovery of all critical data is tested.

4.6 **DEPARTMENTAL MANAGEMENT**

4.6.1 Implementing, and maintaining the BCMS;

4.6.2 Defining a set of business activities and sub-activities which break down the business and map the underlying resource dependencies which support them in terms of functional teams, infrastructure, ICT systems, information/data and critical suppliers;

4.6.3 Ensuring appropriate provision is put in place to support recovery requirements or escalate via FARMCO;

4.6.4 Ensuring that the threat assessments are completed and reviewed by the FARMCO;



- 4.6.5 Own the BCM plans related to their Department and review them annually to ensure they are up to date, and sign them off as being fit-for-purpose;
- 4.6.6 Annually drive the BCM walkthrough by providing adequate resources to participate in BCM activities and provide sign-off on results, remedial actions and associated costs; and
- 4.6.7 Report on BCMS and state of readiness of Business Continuity in their areas of responsibilities to the FARMCO.

4.7 **ALL DRAKENSTEIN MUNICIPALITY STAFF**

- 4.7.1 Staff are essential in the prompt response to disruptions, and timely recovery of operations, hence
- 4.7.2 All staff must:
 - a) Be aware of BCMS policy and BCM procedures and any role that they may have therein;
 - b) Report incidents and threats to Drakenstein Municipality operations through appropriate management channels;
 - c) Be aware of evacuation procedures and any BCM Recovery strategies to continue Departmental operations;
 - d) Participate in testing and exercising of BCMS procedures and plans as required; and
 - e) Comply with related policies, including Health and Safety, Security and Communications to stakeholders.



5. BUSINESS CONTINUITY MANAGEMENT SYSTEM GOVERNANCE

5.1 Business Continuity Management Governance Oversight:

The chairperson and members of the FARMCO will be appointed or delegated by the Council.

5.2 Distribution and Communication

5.2.1 The City Manager will distribute to management and make this policy available on the Drakenstein Municipality Intranet and website, to ensure that all Drakenstein Municipality employees, suppliers and outsourcing partners who have a role in the BCMS are familiar with this policy.

5.2.2 Communication strategies will be defined within relevant BCPs, defining appropriate guidelines for internal and external communication in the event of an incident. This will include plans and procedures for liaising with the Drakenstein Municipality's Communications team, media and other stakeholders. All communications to external stakeholders must be done in accordance with the Drakenstein Municipality Communication Policy.

5.2.3 The BCPs will be distributed to those who need to be involved in the recovery. Plans distribution lists shall be developed to ensure that all employees who have copies of the plan and all recipients have a current version. The BCP distribution list will be incorporated as part of the BCP document.

5.3 MEASURING BCM AND REPORTING

5.3.1 All Drakenstein Municipality departments and the FARMCO shall review their BCMS arrangements annually to assess any gaps and demonstrate that the BCMS is maintained as per this policy and that Business Continuity Plans are up-to-date and tested.



5.3.2 The FARMCO will prepare a report of measurement results for evaluation by the FARMCO meeting and to review BCMS arrangements, issues and progress.

5.3.3 Business Continuity Plan will be reviewed and updated at least annually, to accommodate changes in the organisation and its systems. Changes to documentation should be introduced as soon as is possible to ensure that documentation is up to date and relevant.

5.4 **PREVENTATIVE AND CORRECTIVE ACTIONS**

5.4.1 Drakenstein Municipality must ensure steps are taken to periodically conduct threat assessments and review the BCMS procedures and plans to identify potential non-conformities and their causes, to proactively reduce or minimise the risks of major disruptions across the departments.

5.4.2 Compliance with this policy will be monitored by the FARMCO. Any non-compliance will be reviewed to determine corrective actions.

5.4.3 Any incidents that may occur, or threats and risks to the continuity of Drakenstein Municipality operations that are identified, must be reviewed to determine corrective actions.

5.5 **COMPLIANCE**

5.5.1 Safety of employees and continuity of operations during a disruptive event is the responsibility of everyone affiliated with the Drakenstein Municipality or directly accessing the Drakenstein Municipality's premises, systems, data in any form and information entrusted to the Drakenstein Municipality by other third parties.

5.5.2 Non-compliance with the required measures and activities outlined in this policy could pose significant business, reputational and legal risks to Drakenstein Municipality.



5.5.3 Therefore, compliance with this policy and all of Drakenstein Municipality's BCMS procedures is a mandatory condition for employment for all staff, as well as any third parties (such as outsourcing providers, contractors, alliance partners, clients, etc.). Failure to comply with this policy will be reported and disciplinary action may be taken. Such action may include, but is not limited to, reprimand, financial penalties, termination of employment, and/or legal action in line with Municipal Disciplinary Code of Conduct.

5.6 COMMITMENT TO BUSINESS CONTINUITY MANAGEMENT

5.6.1 The Drakenstein Municipality is committed to incorporating BCM into its institutional planning and decision-making process. The Drakenstein Municipality's management must implement BCM according to relevant legislative requirements and appropriate BCM standards.

5.6.2 The Drakenstein Municipality is committed to ensuring that all staff, particularly those with management, advisory, recovery roles and decision-making responsibilities, obtain a sound understanding of the principles of BCM and the necessary skills to implement BCM effectively.

5.6.3 The Drakenstein Municipality will regularly monitor and review the progress made in developing an appropriate culture of BCM and the effective implementation of Business Continuity Management strategies throughout the organisation as a basis for continuous improvement.



STANDARDS AND REGULATORY COMPLIANCE

The following legislation, standards and guidance have been taken into consideration in the development of this policy document and the requirements for Drakenstein Municipality's BCMS:

- 6.1 The Disaster Management Act (Act No. 57 of 2002);
- 6.2 Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
- 6.3 Occupational Health and Safety Act (Act No. 85 of 1993);
- 6.4 King IV of 2016;
- 6.5 ISO 22301: 2012 Business Continuity Management System;
- 6.6 Drakenstein Municipality Risk Management Policy;
- 6.7 Supply Chain Management Policy;
- 6.8 Communication Policy;
- 6.9 ICT Backup Restore Management Policy;
- 6.10 ICT Continuity Strategy and Policy;
- 6.11 Occupational Health and Safety Policy; and
- 6.12 Disaster Management Plan.



REVIEW OF POLICY

The Business Continuity Management policy will be reviewed every three years and or when the need arises.

APPENDICES

All annexures are included in the BCM plans. These documents do not form part of the Business Continuity Management Policy and reference thereto is only for information purposes.

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