TSWELOPELE LOCAL

MUNICIPALITY

BUSINESS CONTINUITY MANAGEMENT POLICY 2026/2027

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Contents

DESCRIPTION OF ABBREVIATIONS AND CONCEPTS

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

DEFINITIONS

- Business Continuity: Ability to maintain operations during disruption
- Disaster Recovery: Restoration of systems and infrastructure
- Incident: Event disrupting operations
- RTO: Recovery Time Objective
- RPO: Recovery Point Objective
- MTPD: Maximum tolerable downtime

1. BACKGROUND OF POLICY

1.1 INTRODUCTION

The Municipality recognises that disruptions such as natural disasters, system failures, human error, and external threats can significantly impact service delivery and day-to-day operations of the municipality. This policy establishes a comprehensive framework to ensure resilience, continuity, and rapid recovery of critical municipal services.

1.1.1 LEGISLATIVE FRAMEWORK

Listed below includes amongst others; some of the legislative mandate including relevant frameworks

- Constitution of the Republic of South Africa Act (No. 108 of 1996);
- Occupational Health and Safety Act as amended by Occupational Health and Safety Amendment Act (No. 181 of 1993);
- Batho Pele Principles;
- Municipal Finance Management Act 56 of 2003;
- Municipal Systems Act 32 of 2000;
- Disaster Management Act 57 of 2002 with specific amendment for Local Authority to ensure adequate Capacity of the functions prescribed;
- King V Report on Corporate Governance;
- Local Government Risk Management Framework;
- ISO 22301 & 22313 Business Continuity Management Principles;

- BCI Good Practice Guidelines (GPG) 7.0;
- National Archive and Record Service of South Africa Act No. 43 1996;
- The National Environmental Management Act (No. 107 of 1998, NEMA);
- Fire Brigade Service Act 99 of 1987 as amended
- Water Services Act (Act 108 of 1997);
- National Building Regulations and Building Standards Act.

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1.2 PURPOSE & AIM

The purpose of this policy is to: - Provide a structured framework for Business Continuity Management (BCM):

- To ensure uninterrupted delivery of critical municipal services;
- To minimise the impact of disruptions;
- To enhance institutional resilience and preparedness;
- To ensure compliance with governance and legislative requirements;
- To identify the main threats in the organisation and possible threats to business;
- processes and basic service delivery;
- To determine response tactics to losses that the municipality might incur due to disaster;
- To establish business unit plans to ensure the continuity of business and basic service delivery;
- Drive all BCM activities to follow good practices in order to attain a full programme lifecycle

2. SCOPE

- The TLM operates within landscape of local government and its provision of basic services to communities within government administration.
- The TLM's operational duties are performed from its offices in the Tswelopele jurisdiction; which include all its satellite offices.

3. PRINCIPLES

The Municipality adopts the following BCM principles:

- Resilience: Ability to withstand and recover from disruptions;
- Preparedness: Proactive planning and readiness;
- Responsiveness: Timely and coordinated response to incidents;
- Accountability: Clear roles and responsibilities &
- Continuous Improvement: Ongoing enhancement of BCM processes.

4. BUSINESS CONTINUITY MANAGEMENT POLICY STATEMENT

The Municipality commits to develop, implement, maintain, and continually improve the **Business Continuity Management System (BCMS)**.

The Municipality shall:

- Ensure continuity of critical services;
- Protect employees, assets, and information;
- Maintain stakeholder confidence;
- Integrate BCM into strategic and operational processes.

The Municipal Manager is accountable for ensuring the effectiveness of BCM implementation.

5. BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS)

5.1 **BUSINESS CONTINUITY MANAGEMENT SYSTEM FRAMEWORK**

The Municipality adopts the Plan–Do–Check–Act (PDCA) model:

- Plan: Risk assessment and Business Impact Analysis;
- Do: Implementation of continuity strategies;

- Check: Monitoring, testing, and auditing &
- Act: Continuous improvement.

5.2 **BUSINESS CONTINUITY MANAGEMENT SYSTEM OBJECTIVES**

- Maintain critical service delivery
- Reduce downtime and losses
- Ensure rapid recovery
- Strengthen organizational resilience

6. IMPLEMENTATION OVERVIEW

6.1 BUSINESS CONTINUITY AWARENESS & TRAINING

- The employer shall endeavour to make the employees aware of BCM and conduct regular refresher sessions so that they may familiarise themselves with structure of Business Continuity, including emergency BC contact number;
- The Municipality shall affiliate with relevant stakeholders of Business Continuity within the Republic of South Africa and within the Local Government and Public sectors;
- A Business Continuity budget shall reside with the General Council.

6.2 PROGRAMME MANAGEMENT

- The municipality will establish Disposal and Business Continuity Committee which will compromise the all departments within the municipality;
- The Committee will as and when need arises will coopt external stakeholders to assist and advice on various business continuity issues;
- The municipal manager will appoint/delegate members who will serve in the committee;
- Recognised unions shall be represented in the BC Committee.
- The activities of the established committee shall be regulated though a ToR drafted by the members with the assistance of the relevant experts.

6.3 BCM STRATEGY

- Roles and responsibilities shall be shared amongst relevant stakeholders for proper execution.
- The BC Committee and the Chief Co-ordinator shall ensure synergy between the different directorates to coordinate BCM in the organisation.
- The BC Stratergy Implementation Metrics shall be used to measure the success of the BC programmme.

The Municipality shall implement strategies including:

- Alternative work sites;
- Remote working arrangements;
- Cross-training of employees;
- Backup systems and data recovery &
- Manual fallback procedures.

6.4 BCM IMPLEMENTATION

- BCM shall be conducted in accordance with the BCM framework;
- BCM Awareness campaigns shall be carried out once per quarter, including the satellite offices;
- BCM in the organisation shall conduct regular test twice per year;
- BCM testing shall be prepared and finalised a week in advance as it may disrupt the normal day-to-day operations of the Tswelopele Local Municipality;
- Employees shall be made aware of assembly points prior to BC tests in order to avoid confusion in case of an actual disaster occurring.
- The Incident Recovery site shall be prepared by the Disposal and Business Continuity Committee during tests before the Tswelopele Local Municipality Officials can occupy the site;
- Transport to the Incident recovery site shall be made available by Disposal and Business Continuity Committee for all relevant employees.

- BC test results shall be monitored, evaluated and the impact recorded and reported to the MM; Audit; Performance & Risk Committee; and Council.
- Post exercise audits shall be carried out by the internal audit unit.

6.5 REPORTING

- The Disposal and Business Continuity Committee shall agree on reporting interval for all BCM activities in line with terms of reference.
- The Recovery Coordinator shall report on a quarterly basis to the Audit; Performance & Risk Management Committee and the MM.
- The Incident recovery site may be outsourced to mitigate foreseeable cases of disruptions.
- BCM in the Tswelopele Local Municipality shall be structured from the strategic level of the business through the BCC to carry out the activities on behalf of the Council.
- At an operational level the BC Committee shall consist of teams and/or group that implement the activities of BCM in the Tswelopele Local Municipality.

7. LIMITATIONS AND CONDITIONS

This policy applies to: - All departments, units, and functions of the Municipality - All employees, management, and contractors - All critical services, systems, and infrastructure - All third-party service providers supporting municipal operations. Non adherence to the BCM Policy instructions shall amount to misconduct.

8. ROLES AND RESPONSIBILITIES

8.1 THE DISPOSAL AND BUSINESS CONTINUITY COMMITTEE (DBCC) IS RESPONSIBLE FOR:

- The authority to declare the state of emergency and disaster and to give relevant emergency instructions to all TLM employees;
- Implementing and Maintaining the BCM policy and strategy;
- Maintaining a high level BCM coordination within TLM and creating staff awareness on the BCM programme
- Storing all BC documents in a central location according to the National Archives standards;

- Participating in all BCM programme activities;
- Facilitating the BC programme management lifecycle and drafting documents through the Risk and Compliance Unit;
- Overseeing the activities of tactical level committees;
- Providing the Business Impact Analysis and Continuity Requirements Analysis for the TLM; and
- Overseeing the maintenance of required and applicable levels of business interruptions insurance coverage;
- Highlighting all circumstances that may disturb the institutional operations;
- Manifesting resilience during any operational disruption;
- Participating in the entire BCM programme implementation; and
- Conducting business recovery tests according to plans.
- Facilitating evacuation; safety and wellness of employees;
- Ensuring adherence to the OHS Act;
- Reporting to the BCC during a disaster in terms of evacuation plans and readiness;
- Implementing the BCM programme at operational levels of the institution's facilities and security; and
- Assisting the BC committee in creatin staff awareness on the BCM programme.
- Reacting to business requests for technology and systems in times of incidents and emergencies;
- Reporting the BCC in times of a disaster;
- Reporting to the BCC in terms of DR plans and readiness;
- Maintaining ICT equipment that will assist the BCC in times of a disaster;

8.2 SUPPLY CHAIN IS RESPONSIBLE FOR:

- Providing emergency supplies in the disaster or incident;
- Mandating suppliers to have a BC plan in place;
- Providing the BC committee with updates regarding in the TLM outsourced activities; and
- Participating in the BCM programme

8.3 THE LEGAL SERVICES DIVISION IS RESPONSIBLE FOR:

- Providing legal opinions; and
- Participating in the BCM programme

8.4 RISK AND AUDIT UNITS ARE RESPONSIBLE FOR

- Reviewing all BC plans in all levels – strategic; tactical; and operational level and

- Coordinating with all TLM divisions and stakeholders in evaluating risks for BCM purposes.

8.5 ADMINISTRATION AND SUPPORT UNIT IS RESPONSIBLE FOR:

- TLM and Customer reputation management;
- Drafting a communication strategy for BCM programme; and
- Communicating with management and staff on BCM issues during a declared disaster.

8.6 THE INTERNAL AUDIT UNIT IS RESPONSIBLE FOR

- Post exercise audits.

8.7 COMPOSITION AND RESPONSIBILITY

- Municipal Manager / Delegate (Chairperson)
- Risk & Compliance Officer (BCM Coordinator)
- ICT Manager / Representative
- Technical Services Representative
- Corporate Services Representative (HR & OHS)
- Finance Representative
- Communications Officer - Vacant

9. RISK-BASED APPROACH

The Municipality shall adopt a risk-based approach to BCM by:

- Identifying potential threats and vulnerabilities;
- Assessing likelihood and impact &
- Prioritising resources based on risk exposure.

10. BUSINESS IMPACT ANALYSIS (BIA)

13.1 **REQUIREMENT**

The municipality should conduct Business Impact Analysis.

13.2 **KEY METRICS**

- Maximum Tolerable Period of Disruption (MTPD);
- Recovery Time Objective (RTO) &
- Recovery Point Objective (RPO).

13.3 **OUTPUTS**

- Critical service identification;
- Recovery priorities;
- Resource requirements &
- Dependency mapping.

11. BUSINESS CONTINUITY MANAGEMENT IMPACT RISK ASSESSMENT

The Municipality shall maintain a BCM Risk Register including key risks which includes amongst others:

- Power outages;
- ICT failures;
- Water supply disruptions &
- Fire and infrastructure damage - Public health emergencies.

12. INCIDENT MANAGEMENT

12.1 CLASSIFICATION

- Minor Incident;
- Major Incident

12.2 RESPONSE

All incidents must be:

- Reported immediately and responded to;
- Managed through a centralized structure

13. TESTING AND EXERCISING

The Municipality shall conduct: -

- Tabletop exercises;
- Simulation exercises &
- Full-scale drills.

Testing shall be conducted twice per year and results documented.

14. CONTINUAL IMPROVEMENT

The Municipality shall continuously improve BCM through: -

- Audits;
- Testing outcomes &
- Lessons learned

15. POLICY REVIEW

The policy shall be reviewed as and when required; when a need to add / change arises on legislation or procedures or after major disruptions.

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Prepared by: Risk and Compliance officer **Date**

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Reviewed by: Manager: IA and RM **Date**

Communicated to:___________________________ ___________________________

Acting Municipal Manager **Date**

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Date

Approved by: Chairperson of

the Audit and Performance Committee