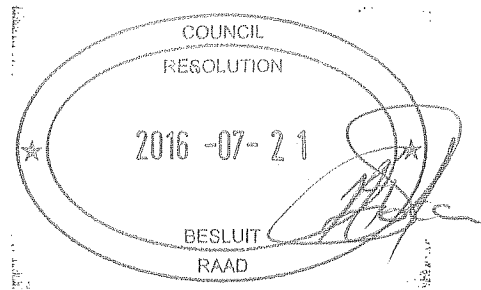


Reference No 03621/2
Obed Thenga (0947)
COUNCIL: 21 July 2016



1

7. GROUP AUDIT AND RISK DEPARTMENT
REQUEST FOR APPROVAL OF THE DRAFT BUSINESS CONTINUITY
MANAGEMENT POLICY
(From the Executive Committee: 4 July 2016, the Joint Mayoral Committee
Clusters: 13 July 2016 and the Mayoral Committee: 15 July 2016)

1. PURPOSE

The purpose of the report is to request approval of the Business Continuity Management Policy for the City of Tshwane and its Entities.

2. STRATEGIC OBJECTIVES

The report focuses on the following Strategic Objective:

To promote good governance and active citizenry, improve financial sustainability and continued institutional development, transformation and innovation with capacity to execute its mandate.

Key Performance Area 4 (Promote Good Governance and Active Citizenry) is achieved when the following are present:

- Participation
- Consensus orientation
- Strategic vision
- Effectiveness & efficiency
- Equity building
- Rule of law
- Transparency
- Accountability

3. BACKGROUND

In today's world of uncertainty, the resilience of business operations during events that impact "business as usual" is more critical than ever. Accordingly, the CoT has realized that Business Continuity Management (BCM) is a key control in the support of business interruption risk management and business resilience.

In addition, City of Tshwane views Business Continuity Management (BCM) as a fundamental component to the success of their business. This is reflected in their holistic approach to the overall management of COT and the different departments that deliver services to its customers on a continuous basis. Continuity of public sector business is a critical issue to be considered by Boards, chief executives and senior management in public sector organizations and for business activities.

4. DISCUSSION

The successful application of Business Continuity Management (BCM) programmes can improve City of Tshwane's resilience as part of "business as usual". The concepts can also be applied to dealing with non-physical events such as supplier failure and business crises arising from adverse media attention. The Business Continuity Management Programme will be done in accordance with Business Continuity Institute's principles, and ISO 22301 standards.

This will ensure that the City

- Continues to improve service delivery for the Tshwane residents and all its customers
- Is compliant with the Auditor General's requirements for good governance
- Is compliant with regulatory requirements for organisational resilience

The policy will apply to the City of Tshwane Departments, Regions, Entities, External contractors for current and future activities.

5. COMMENTS OF THE STAKEHOLDER DEPARTMENTS

5.1 COMMENTS OF THE GROUP CHIEF FINANCIAL OFFICER

The purpose, contents and recommendations of the report were reviewed as well as the draft Business Continuity Management Policy.

The Group Financial Services Department support the objectives of the proposed Business Continuity Management Policy as it will ensure amongst others that the City continues to improve service delivery for the Tshwane residents and all its customers.

There are no financial implications emanating as a result of this report for the City of Tshwane, since the purpose of this report is to seek Executive Committee and Top Management inputs on the draft Business Continuity Management Policy for City of Tshwane.

The Group Financial Services Department will gladly render further financial comments on future report in this regard.

5.2 COMMENTS OF THE CHIEF OF EMERGENCY SERVICES

The purpose of this report is to seek Executive Committee and Top Management inputs on the draft Business Continuity Management Policy for CoT. The Emergency Services Department is in support of this initiative as well as the recommendations contained in the report.

5.3 COMMENTS OF THE CHIEF OF POLICE

The Tshwane Metro Police Department takes cognizance of the content of the report. The creation of policy is supported.

5.4 COMMENTS OF THE DIRECTOR: CUSTOMER RELATIONS MONITORING AND EVALUATION

The Customer Relations Management department takes cognisance of the report contents and policy as it will ensure that the City continues to improve service delivery for the CoT residents and customers.

The implementation of the Business Continuity Management System (BCMS) will therefore minimise the impact of disruptive incidents and continue the delivery of services within acceptable timeframes.

5.5 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: ENERGY AND ELECTRICITY

Energy and Electricity Department takes cognisance of the content and importance of the report. We support the recommendations.

5.6 COMMENTS OF THE EXECUTIVE PROJECT MANAGER: IRPTN SPECIALISED UNIT

IRPTN Specialised Unit acknowledges the draft policy, its contents and significance to continued existence and relevance of the City. The Unit is in support of the recommendations as set out and commits to observe and implement the policy upon approval.

5.7 COMMENTS OF THE GROUP LEGAL COUNSEL

Section 11 (1) of the Municipal Systems Act 32 of 2000 provides that the executive and legislative authority of a Municipality is exercised by the Council of the Municipality, and the Council takes all the decisions of the Municipality subject to section 59.

Section 11(3) (a) thereof further stipulates that a Municipality exercises its legislative or executive authority by developing and adopting policies, plans strategies and programmes, including setting targets for delivery.

It must be noted that the initiating Department should ensure that the Policy complies with the Council *Policy on the Review of Policies* which was adopted on 18 January 2012. (See especially paragraphs 8 and 9 thereof i.e. PRINCIPLES FOR THE FORMULATION AND REVISION OF POLICIES and PROCESS FOR THE DRAFTING, APPROVAL, IMPLEMENTATION AND AMENDMENT OF POLICIES) Without derogating from all requirements of the said adopted document, we would like to refer to paragraph 8 (k) requires that this Group Legal Services Department express view on whether the policy need to be subjected to *public participation or not*.

In this instance we would like to mention that public participation would not be required as it does not directly impact on the community outside the corporate environment of the Municipality. It should be mentioned that ONLY Council can approve of policies. Group Legal Services would also like to draw attention to paragraph 9(h) of the said Resolution of 18 January 2012 which requires that policies must be translated into all official languages.

Paragraph 9(o) of the Policy, 2012 requires that ALL employees must be made aware of the revised policy. Paragraph 11 makes provision for a POLICY LIBRARY which need to be established. The City Manager will decide where such Library will be situated. In the absence of anything else we advise that it will be in the Governance Division within the CM's Offices.

Having regard to the contents of this report, Group Legal Department supports and takes cognizance of the reports and same may be recommended and reported to the Mayoral Committee

5.8 COMMENTS OF THE OFFICE OF THE DEPUTY CITY MANAGER: INFRASTRUCTURE AND COMMUNITY SERVICES

The purpose of this report is to seek Executive Committee and Top Management inputs on the draft Business Continuity Management Policy for CoT. The draft policy is supported as it provides guidance on how to ensure that the City provides uninterrupted services to the residents.

5.9 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: CITY STRATEGIES AND PERFORMANCE MANAGEMENT

Contents of the report are noted. The purpose of the report is to present the draft business continuity management policy. City Strategies and Performance Management understands the importance of the business continuity in light of continued service delivery and the City's quest to be a Capital City of Excellence. As a policy statement, the BCMP is well crafted. Its success will be in the implementation of the strategy which is supposed to be devised after the policy is developed.

The report is nonetheless supported.

5.10 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: COMMUNICATIONS, MARKETING AND EVENTS

The Communication Marketing and Events Department (CME) takes cognizance of the content and importance of the report. The Department further supports the recommendations as set out in the report and pledges its commitment to activities related to the report

5.11 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: CORPORATE AND SHARED SERVICES

The purpose of this report is to seek Executive Committee and Top Management's inputs on the draft Business Continuity Management Policy for CoT

Corporate and Shared Services takes cognizance of the content of the report and the development of the Business Continuity Management policy is supported.

5.12 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: ECONOMIC DEVELOPMENT

The contents of the report on the draft Business Continuity Management Policy are noted and supported.

5.13 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: ENVIRONMENTAL MANAGEMENT SERVICES

The Environmental Management Services Department takes cognisance of the report and the recommendations are supported.

5.14 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: HEALTH AND SOCIAL DEVELOPMENT

The department of Health and Social Development notes the contents of a report on the Business Continuity Management Policy (BCMP) of the City. The policy must make provisions to ensure that the City has the contingency plans that will ensure normal business operations resume in a shortest reasonable time after major interruptions. The indicative cost of such recovery plans needs to be projected and allocated in the annual budget appropriation. Implementation of this policy should take into consideration the plight and the needs of vulnerable groups in the community including women, children and people living with disabilities as well as the poor and people living with HIV and AIDS. The recommendations thereof are supported.

5.15 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: HOUSING AND HUMAN SETTLEMENT

The contents of the report are supported, as well as the Business Continuity Management Policy.

5.16 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: REGIONAL OPERATIONAL CENTRE

To the extent that the City has realized that Business Continuity Management (BCM) is a key control in the support of business interruption risk management and business resilience, should be complemented. The Business Continuity Management Policy is a crucial aspect of moving towards streamlining the organisation and improving service delivery. The recommendations are supported.

5.17 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: SPORT AND RECREATIONAL SERVICES

The Department Sport and recreational Services takes cognisance of the report and supports the recommendations thereof.

5.18 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: TRANSPORT

The purpose of the report is to present the draft business continuity management policy. Department of Roads and Transport takes cognizance of the content of the report and the development of the Business Continuity Management policy is supported.

5.19 COMMENTS OF THE STRATEGIC EXECUTIVE HEAD: OFFICE OF THE EXECUTIVE MAYOR

The office of the Executive Mayor notes that this report merely seeks inputs on a draft business continuity management policy from top management. The report should not necessarily be put on the Mayoral Committee Agenda. It is only after receipt and integration of all inputs that the Department will have to package the actual draft policy for MAYCO approval.

5.20 COMMENTS OF THE STRATEGIC EXECUTIVE DIRECTOR: WATER AND SANITATION

The Water and Sanitation Department supports the report.

6. IMPLICATIONS

6.1 HUMAN RESOURCES

None.

6.2 FINANCES

None.

6.3 CONSTITUTIONAL AND LEGAL FACTORS

None.

6.4 COMMUNICATION

This policy should be communicated to all stockholders as defined in the policy.

6.5 PREVIOUS COUNCIL OR MAYORAL COMMITTEE RESOLUTIONS

None.

7. CONCLUSION

City of Tshwane's planning for the recovery of key business functions, using priorities and timescales derived from business impact assessment and assessed risks. City of Tshwane Business Continuity Plans will cover prerequisites for Information Communication Technology, data and voice communications as well as for essential personnel and offsite locations. In today's world, it is no longer sufficient for an organization to recover its technology and communications infrastructure; it must have people available and accommodations in which they can work.

ANNEXURE:

A. City of Tshwane Draft Business Continuity Management Policy

The Mayoral Committee on 15 July 2016 resolved to recommend to Council as set out below:

RESOLVED:

1. That cognisance be taken of the report contents.
2. That the Draft Business Continuity Management Policy be approved.





CITY OF TSHWANE

BUSINESS CONTINUITY MANAGEMENT (BCM) POLICY

CITY OF TSHWANE

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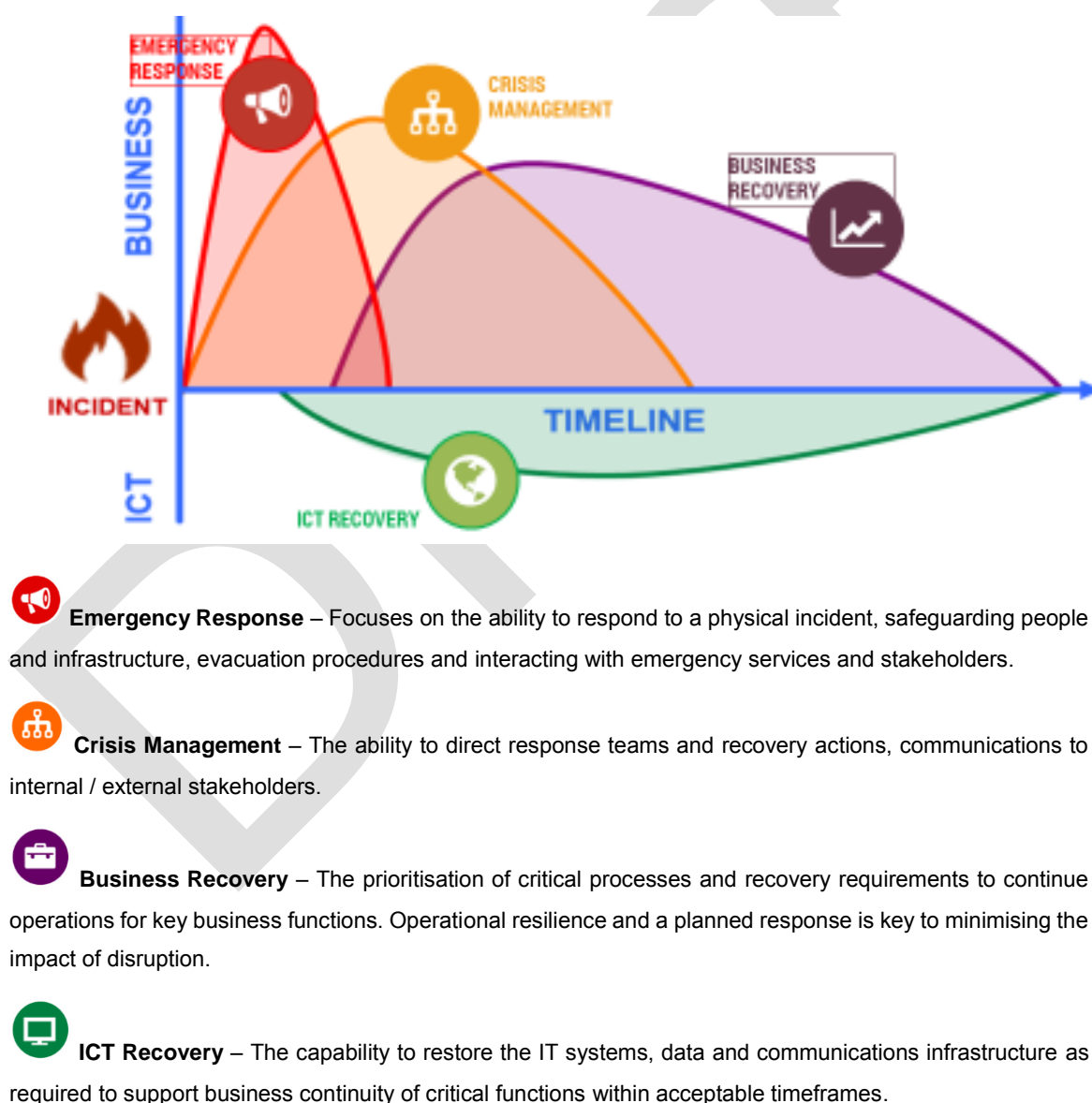
1. EXPLANATION OF CONCEPTS AND ACRONYMS

Abbreviation	Term	Description
BC	Business Continuity	Capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident.
BCM	Business Continuity Management	A holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats, if realised, 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.
BCMS	Business Continuity Management System	Forms part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity . (ISO 22300:2012) Note: The management system includes organisational structure, policies, planning activities, responsibilities, procedures, processes and resources
BCP	Business Continuity Plan	Documented procedures that guide teams to respond, recover, resume, and restore to a pre-defined level of operation following a disruptive incident.
BIA	Business Impact Analysis	The process by which the impact of a disruptive incident on a business unit or function is assessed in terms of people, environmental, social, technological, legislative and economic impacts.
TA	Risk and Threat Assessment	A formal process of threat identification, analysis and evaluation of internal and external risks that may affect business continuity and its supporting people, technology, infrastructure and supply.

2. BACKGROUND

2.1 Business Continuity Management

BCM includes a co-ordinated approach between Emergency Response, Crisis Management, ICT recovery and Business operations recovery, which will allow the Departments to proactively prepare, respond, recover and resume to business as usual following a disruption. These BCM elements should be considered holistically to ensure that strategies are aligned and support a proven BCM capability. The elements are visually represented below to show their interaction during the response to an incident:



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Disaster Management and BCM - It should be noted that BCM differs from the role of Disaster Management, in that BCM relates to developing resilience for the continued delivery of CoT's services to the public, even during situations that affect internal operations. Whereas 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 CoT operations.

2.2 BCM Importance

City of Tshwane (CoT) is committed to ensuring the continuity of its service delivery in the event of a major disruptive incident occurring. The City's top management recognises that the changing nature of the environment in which we operate means that our ability to continue operation uninterrupted may not be entirely within our control.

Various internal and external drivers exist for BCM including:

- External geo-political issues e.g. regional or local political instability; severe weather events such as earthquakes and widespread flooding.
- Known threats due to the nature of City of Tshwane's services from extremists, negligence and mischief makers.
- Expectations of clients, interested parties with regard to response to disruption due to severe weather events, disruption to utilities, transportation, strikes, pandemic illness, significant security breaches, and major public events.
- Known threats due to activities of neighbouring organisations and communities.
- Maintaining a reputation for reliable service through disruption; reliance upon critical materials and suppliers; reliance upon vulnerable single sources of critical materials, components or skills.

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 CoT has practical and robust Business Continuity Plans which will serve to protect citizens and all interested stakeholders, during any major threat or incident, through its timely and orderly recovery.

To achieve this, CoT has established a Business Continuity Management System (BCMS) as an integral part of the municipality's normal business operations. Responsibility for the creation and maintenance of the BCMS capability lies with the departmental, divisional, regional and entity management, while overall accountability lies with the Mayoral Council.

The BCMS will assist the CoT 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.

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The city'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, utilising contingency resources that we maintain for such eventualities.

In the event of a major incident, priority will be placed upon the safety and welfare of our staff 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.

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

2.3 BCMS 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 CoT's BCMS:

- ISO 22301:2012 Societal security - Business continuity management systems – Requirements.
- ISO 22313:2012 Societal security - Business continuity management systems – Guidance.
- The Disaster Management Act (Act No. 57 of 2002).
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003).
- Occupational Health and Safety Act (Act No. 85 of 1993).
- CoT Enterprise Risk Management Policy and Strategy.
- King III Report on Corporate Governance.
- ICT DR policy or Information technology (IT) service continuity and disaster recovery policy
- Supply Chain Management policy

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3. PURPOSE OF BCM POLICY

This Policy defines the framework for the implementation and maintenance of the Business Continuity Management System (BCMS) within CoT, in order to minimise the impact of disruptive incidents and continue the delivery of services within acceptable timeframes.

CoT 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 City's Departments to prepare for, respond to and recover from disruptive incidents when they arise.

4. SCOPE

This BCM Policy applies to all CoT Departments, Regions and its Municipal Owned Entities (MOEs).

This includes employees, contractors, suppliers and all relevant stakeholders across operations within the City. The Policy extends to all current and future activities.

5. POLICY STATEMENT

5.1 Requirement for Business Continuity Management

The City is committed to maintaining the continuity of its activities, systems, facilities and processes, and should these be disrupted by any incident, to enable the return to "business as usual" within required timeframes. These timeframes and recovery priorities will take into account the impact of disruption in terms of quality of service, financial, legal and reputational impacts.

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The BCMS is based upon ISO22301:2012 Business Continuity Management System

Requirements and includes the following components:



BCMS Component	Practical Requirement(s)
Business Impact Analysis	Assessment and analysis the CoT Departments' operational activities and services, and their relative criticality. Generally, the impact experienced following a disruptive incident will continue to increase with time, until the service is resumed. Analysis of impacts will be based on the CoT's Risk Appetite and impact rating scale as per the Enterprise Risk Management Policy.
Risk and Threat Assessment	Assessment and analysis of threats and the risk of occurrence of disruptions to CoT activities, and the controls applied to reduce the risk to an acceptable level. BCM threats generally focus on concentrations of risk and single points of failure relating to elements that support the delivery of CoT services. These elements include the threat of disruption to People, Technology, Operations, Infrastructure and Supply.
Business Continuity Strategy	Determination and selection of strategies shall be based on the outputs from the business impact analysis and risk assessment. CoT shall determine an appropriate business continuity strategy for: <ul style="list-style-type: none"> a) protecting prioritized activities, b) stabilizing, continuing, resuming and recovering prioritized activities and their dependencies and supporting resources, and c) mitigating, responding to and managing impacts. The determination of strategy shall include approving prioritised time frames for the resumption of activities.

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<p>Establish and implement business continuity procedures</p>	<p>CoT shall establish, implement, and maintain business continuity procedures to manage a disruptive incident and continue its activities based on recovery objectives identified in the business impact analysis.</p> <p>BC Planning - 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. 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 - 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 upon 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>
<p>Exercising and Testing</p>	<p>CoT shall exercise and test its business continuity procedures to ensure that they are consistent with its business continuity objectives. An ongoing programme 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 BCM Steering Committee, and will be maintained and implemented by the Chief Risk Officer.</p>
<p>Operational Planning and Control</p>	<p>CoT shall plan, implement and control the processes needed to meet the BCMS requirements by:</p> <ul style="list-style-type: none"> a) establishing criteria for the processes, b) implementing control of the processes in accordance with the criteria, and c) keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned. <p>CoT shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. CoT shall ensure that outsourced processes are controlled.</p> <p>Culture and Awareness - 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 programme 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>

5.2 Commitment to Business Continuity Management

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

The CoT is committed to ensuring that all staff, particularly those with management, advisory, recovery role and decision-making responsibilities, obtains a sound understanding of the principle of BCM and the necessary skills to implement BCM effectively.

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The CoT will regularly monitor and review the progress being 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.

6. ROLES AND RESPONSIBILITIES FOR BCM

6.1 Executive Mayor

- Overall accountability for business continuity of service delivery across CoT.
- Providing strategic direction and oversight of the appropriateness of the CoT BCM Policy.
- Approval and promotion of this policy through the Mayoral Council and Board of Entities.

6.2 City Manager

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

6.3 Risk Committee

- 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.
- Monitoring the implementation of Business Continuity Management within CoT.

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- Reviewing and advising the CoT on the Business Continuity Management methodology.
- Reviewing of the Business Continuity Management capability and compliance against this policy.

6.4 Risk Management Committee

The BCM Steering Committee function will form part of the Risk Management Committee and is responsible for:

- Ensuring that the process of implementing BCM is effective and robust.
- Oversight of the ongoing appropriateness of the CoT BCM Policy and Standards and approves changes to them including the strategy, future policies and standards for resilience.
- Advising the Mayoral Committee and Risk Committee on the performance of key processes and how effectively the principles of good Business Continuity Management are being embedded across the CoT.
- Commissioning and reviewing the annual Business Continuity Management assurance reviews so as to assess the CoT's Business Continuity capability.
- Review significant BCM control deficiencies and associated remediation plans / progress.

6.5 Chief Risk Officer

- Con-ordinate and advice the departments, regions and entities on implementation of business continuity management.
- Assisting with raising the Business Continuity Management's profile across the CoT.
- Report objectively on overall readiness of BCMS to the BCM Steering Committee.
- Ensure a consistent deployment of BCM across the Municipality and entities in accordance with the CoT BCM policy and standards.

6.6 Group Chief Information Officer

In order to support the recovery of business activities, ICT must provide sufficient capacity to recover critical ICT systems and data. The Chief Information Officer (CIO) is accountable for:

- Responsibility for the recovery of ICT systems and data to support business recovery objectives.
- Owning the BCM Plans for IT systems in their organisation and review them regularly to ensure they are up-to-date and fit-for-purpose.
- Ensuring that IT systems are tested to the highest level of assurance achievable without exposing the business to undue risk.
- Ensuring the recovery of all critical data is tested.

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6.7 Departmental Management

The Management structure within each Department and Entity is accountable for:

- Implementing, and maintaining the BCMS
- 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, IT systems, information/data and critical suppliers.
- Ensuring appropriate provision is put in place to support recovery requirements or escalate via BCM Steering Committee.
- Ensuring that the threat assessments are completed and reviewed by the BCM Steering committee.
- Own the BCM plans related to their Department and review them regularly to ensure they are up-to-date, and sign them off as being fit-for-purpose.
- Drive the BCM testing by providing adequate resources to participate in BCM testing activities and provide sign-off on testing results, remedial actions and associated costs.
- Report on BCMS and state of readiness of Business Continuity in their areas of responsibilities to the BCM steering Committee

6.8 Business Continuity Management and Specialised Risk

The Business Continuity and Specialised Risk Management section of the Group Audit and Risk Department, is responsible for the centralised development and maintenance of the CoT BCM policy and standards, including:

- Manage the maintenance of the BCMS, Reporting and Governance across the CoT.
- Report Departmental BCM compliance and capability in line with the BCM policy to the BCM steering committee.
- Undertake periodic assessment reviews of Departments to monitor compliance with the CoT BCM policy and standards.
- Assist with the identification and selection of appropriate recovery solutions, including but not limited to:
 - Facilitate, the development and maintenance of the BCM plans with the business.
 - Coordinate and monitor business continuity tests and exercises.
 - Participate in the review of critical Supplier recovery capabilities.
 - Ensure the appropriate plans are in place to close any gaps between CoT requirements and the recovery capability of Suppliers.
 - Provide and facilitate BCM education and awareness programmes.

6.9 Internal Audit

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- Ensuring that audit plans cover the Business Continuity Management profile of the whole CoT.
- Conducting audits of the compliance of the Departments relating to this Business Continuity Management Policy.
- Conducting audits of the BCM capability of critical suppliers that support the delivery of CoT's urgent services.

6.10 All CoT Staff

Staff are essential in the prompt response to disruptions, and timely recovery of operations, hence all staff must:

- Be aware of BCM policy and BCMS procedures, and any role that they may have therein.
- Report incidents and threats to CoT operations through appropriate management channels.
- Be aware of Evacuation procedures and any BCM Recovery strategies to continue Departmental operations.
- Participate in testing and exercising of BCMS procedures and plans as required.
- Comply with related policies, including Health and Safety, Security and Communications to stakeholders.

7. BCMS GOVERNANCE

7.1 Business Continuity Management Governance Oversight

- The BCMS will interact with all the SEDs, REDs and CEOs in the form of a BCM Steering committee. The BCM Steering Committee does not have to specifically be a separate committee, and can form part of an existing committee that includes the required stakeholders.
- The chairperson of the BCM Steering committee will be appointed or delegated by the Accounting Officer.

7.2 Distribution and Communication

The Executive Mayor will distribute to Management and make this policy available on the CoT Intranet, to ensure that all CoT employees, suppliers and outsourcing partners who have a role in the BCMS are familiar with this Policy.

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 CoT's Communications teams, media and other stakeholders. All communications to external stakeholders must be done in accordance with the CoT Communications Policy.

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.

7.3 Measuring BCM and Reporting

All CoT Departments and BCM teams shall review their BCMS arrangement 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.

Business Continuity Management and Specialised Risk Section will prepare a report of measurement results for evaluation by the BCM Steering committee meeting. The BCM Steering Committee should meet at least quarterly to review BCMS arrangements, issues and progress.

Business Continuity Plans 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.

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7.4 Preventative and Corrective Actions

CoT 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 and Entities.

Compliance with this policy will be monitored by the BCM Steering Committee. Any non-compliance will be reviewed to determine corrective actions.

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

8. COMPLIANCE

Safety of employees and continuity of operations during an incident is the responsibility of everyone affiliated with the CoT or directly accessing the CoT's premises, systems, data in any form and information entrusted to the CoT by other third parties.

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

Therefore, compliance with this policy and all of CoT'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

9. REVIEW OF POLICY

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

CITY OF TSHWANE

10. APPROVAL DECLARATION

Compiled by:

Chief Risk Officer: Mr Jafta Mhlongo

Date _____

Co-Compiler:

Chief Audit Executive: Mr Obed Thenga

Date _____

Recommended by:

Chair Person of the Risk Committee:

Date _____

Approved by:

City Manager: Mr Jason Ngobeni

Date _____