

Council Resolutions: 98-30/05/23

**2023/2024
POLICY
BUSINESS CONTINUITY MANAGEMENT**



GREATER GIYANI MUNICIPALITY

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1. INTRODUCTION

Business Continuity Management (BCM) is a process that enables the Greater Giyani Municipality referred to herewith as the "Municipality" to proactively identify and plan to minimize the impact of risks that could affect the achievement of its objectives. It provides the capability for the Municipality to ensure continuity of providing a service to its citizens following a disruptive incident. BCM is a holistic management process that identifies potential threats to the Municipality and the impacts to business operations. It provides a framework for building organisational resilience with the capability for an effective response that safeguard the interests of its key stakeholders, reputation, brand and value-creating activities, if any of the identified threats do materialise.

The Municipality has a statutory duty to document a Business Continuity Plan (BCP) as informed by the Municipal ICT Governance Framework and related Public Service prescripts. It is business imperative and a moral responsibility for the Municipal Manager, Management and staff to recognize the importance of this process in ensuring that the Municipality can:

- (i) Minimise the adverse impact of the disruption on its operations.
- (ii) Continue its strategic and urgent activities after an incident and restore critical processes to a predefined acceptable level.
- (iii) Ensure the safety and wellbeing of its employees, contractors and visitors.
- (iv) Protect the reputation of the Municipality.

To achieve this, the Municipality is integrating business continuity management (BCM) as an essential part of its day-to-day operations. This BCM policy is established as a base to provide the framework around which the Municipal BCM capability and programme are designed and built. The Municipality therefore aims to develop, implement and resource a BCM programme that will enable it to respond to and manage any disruptions that may occur. The District BCM programme is extended to all the Local Municipalities.

The Business Continuity process starts with "Incident Management" and the Municipality Incident Management Plan is illustrated below:

The BCM programme has the following objectives:

- I. To identify critical business functions of the Municipality and develop suitable business continuity arrangements for them.
- II. To understand and communicate the recovery needs of the Municipality and ensure an appropriate recovery capability is provided which enables the recovery of critical processes and functions in a planned and controlled manner according to the requirements of the Municipality and complying with applicable laws, contracts, regulations, etc.

2.1 Objectives

The policy demonstrates the Municipality commitment to BCM and its continual improvement of the BCM programme.

The purpose of this policy therefore is to communicate and guide the development of a BCM programme, guiding principles and responsibilities for the Municipality to effectively prepare for and achieve its strategic BCM objectives during an incident or following a disruptive event.

BCM intent on improving the resilience of the Municipality. This means developing the ability to detect, prevent and minimize the impact of a disruptive event. In the aftermath of a disruptive incident, it will enable the priority functions of the appointed Business Continuity Team to continue and aid the Municipality to recover fully, in a short to a longer term, and return to business as usual.

The policy demonstrates the Municipality commitment to BCM and its continual improvement of the BCM programme.

2. POLICY STATEMENT

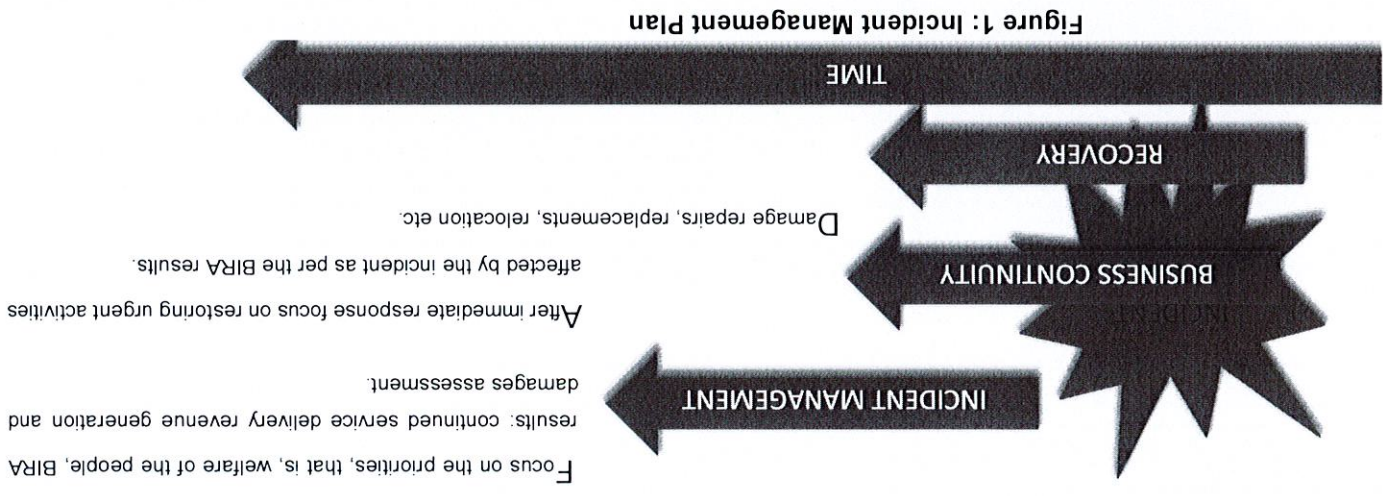


Figure 1: Incident Management Plan

used are detailed below.

For the purpose of this policy, unless the context indicates otherwise, definitions for the terms are based on the ISO 22301 standard and the BCI's GPG 2018. A list of the key terms and definitions

3. DEFINITIONS

- I. Business Continuity Management will operate across and apply to all the Directorates within the Municipality.
- II. The Municipality BCM focuses on protecting and recovering the critical business activities of each Directorate as per the Business Impact and Risk Assessment (BIRA) results, linked to the Municipality Vision and Mission. Therefore, the priority will be activities that support the course of, and impact on the reputation of the Municipality.
- III. All ICT Disaster Recovery arrangements will remain the responsibilities of both ICT management and the Third-party service providers for the recovery of business systems, servers and programs.
- IV. The Municipality works with a number of service providers to deliver services to the Public. As a result, a Risk-Based approach will be adopted in terms of the Municipality expectations of the service providers focusing on those that the Municipality relies on for its primary responsibility and would pose the greatest risk.

The scope of the BCM is limited to the following:

2.2 Scope

- III. To establish defined structures to plan for and respond to an incident.
- IV. To embed business continuity into the culture of the Municipality so it becomes an integral part of the day-to-day operations and decision-making process and management of the Municipality Enterprise Risk Management Strategy.
- V. To protect the Municipality, including its staff and stakeholders, by minimizing the impact of a material disruption to critical activities.
- VI. To raise the profile of the BCM within the Municipality, including making staff aware of the BC plan, their roles and responsibilities and necessary training interventions.
- VII. To have ongoing BCM arrangements that are subject to regular reviews, audits and exercises and review the BC programme for continuous improvement with reference to best practice such as the Business Continuity Institute's Good Practices Guide and the ISO22301.
- VIII. Ensure that business continuity is an essential part of Municipality planning and development.

The following standards and guidelines are referenced in the development of this policy and create the basis for the development of the Business Continuity Management System (BCMS):

1. International Standards Organisation's (ISO) 22301 – Business continuity management systems – Requirements.
- II. The Business Continuity Institute's (the BCI) Good Practice Guideline (GPG) 2018 – The global guide to good practice in business continuity.

5. BEST PRACTICE

This policy should be read in conjunction with the following documents of the Municipality:

1. The Risk Management Policy and Framework.
- II. Disaster Recovery Policy.

4. RELATED DOCUMENTS

Business Continuity Management (BCM)	BCM is the act of anticipating incidents which will affect mission-critical functions and processes for the Municipality and ensuring that it responds to any incident in a planned and rehearsed manner as defined by Business Continuity Institute (BCI):
Business Continuity (BC) Programme	A process that is supported by senior management, comprising all BCM planning, plans, arrangements, practices and processes with which to achieve required BCM outcomes in compliance with BCM aims and agreed expectations.
Branch	A directorate within the Greater Guyana Municipality.
Municipality	Refers to the Greater Guyana Municipality.
Disruptive event	An event that results in an interruption to business activities.
Incident	The occurrence of a particular set of circumstances that creates an actual or potential emergency or disaster or other crisis situation.
Risk	The likelihood of something happening that will have an impact upon or on the achievement objectives.
Business Impact and Risk Analysis	A systematic process that analyses activities undertaken by Directorates includes assessing dependencies and preparing strategies to respond and recover and to determine the priorities for those processes.
Business Continuity Plan	A documented procedure that outlines the strategies and resources required for the recovery & re-establishment of business activities following a disruptive event.
Business Activity	An activity, process, or function that is undertaken by a Directorate within the Municipality that supports the delivery of services or the achievement of business objectives.

6. BCM LIFECYCLE

The BCM Lifecycle comprised of six (6) professional practices which are derived from the ISO 22301. The diagram below depicts the BCM lifecycle:



Figure 2: BCM Lifecycle

The practices are explained in detail below:

STAGES	DESCRIPTION
Policy and Programme Management	Takes place at the start of the Business Continuity Management (BCM) Lifecycle. Determines the organisational policy relating to Business Continuity (BC) and how that policy will be implemented, controlled and validated through a BCM programme.
Embedding BC	Integrate BC awareness and practice into the day-to-day business activities and culture in the Municipality. Are members of staff aware? Do key staff members know their roles etc.
Analysis	Review and assess the Municipality in terms of its objectives, how it functions and the constraints of the environment in which it operates.
Design	Identify and select appropriate strategies and tactics to determine how continuity and recovery from disruption will be achieved.
Implementation	Focus on executing the agreed strategies and tactics through the process of developing the Business Continuity Plan (BCP) to meet the organisation BC requirements.
Testing/Validation	The final stage is Validation or Testing. Ensures that the BC programme meet the objectives set in the policy and that the plan and procedures are effective. That is, the Municipality BCP is fit for purpose.

The strategies adopted shall enable the continuation of critical processes within the recovery timeframes identified. The identified strategies shall form the basis of the incident/emergency response, crisis management plans and business continuity plans, respectively. The strategies shall be kept current, and shall be reviewed following the review of the analysis of requirements, which must be conducted annually at a minimum.

6.4 BCM Recovery Strategies

The Municipality shall establish, implement and maintain a formal and documented process for Business Impact and Risk Assessment (BIRA) that establishes the context of the assessment, defines criteria and evaluates the potential impact of a disruptive incident. The Business Impact Analysis (BIA) seeks to understand how the Municipality is affected by disruption and how this changes whereas the Risk Assessment seeks to understand the risks to the business in a structured way. Based on the outputs of the BIRA, business continuity strategies shall be developed for each critical process using the approved methodology, i.e. the minimum requirements in terms of the facilities and infrastructure, equipment, technology, human resources and third-party suppliers/ service providers.

6.3 Business Impact and Risk Assessment

Understanding the operations of the Municipality, both internal and external needs, that is, the requirements of relevant interested parties, such as regulators, customers and staff. This enables the determination of the scope of the Business Continuity Management System (BCMS).

6.2 Understanding the Organisation

This policy is a key document that sets out the scope and governance of the BCM programme. It also sets out the minimum requirements for establishing, implementing and maintaining the BCM programme. Furthermore the policy demonstrates the Municipality's commitment to BCM and its commitment to the continual improvement of the BCM programme.

6.1 BCM Policy and Programme Management

In fulfilling the above BCM principles, the following minimum processes and approach must be followed:

6.5 Business Continuity Plan (BCP)

Business Continuity Plan (BCP) must identify and document the priorities, procedures, responsibilities and resources to assist the Municipality in managing a disruptive incident, while implementing continuity and recovery strategies to a pre-defined level of service. The BCP shall facilitate the restoration of the Municipality critical processes during or subsequent to a business disruption.

6.6 BCM Validation

Tests must be performed to demonstrate that the Business Continuity arrangements are effective. A planned exercise programme ensures that all aspects of the response to an incident have been exercised. Where there are shortcomings, lessons learnt will be documented, and BCM documents updated. This simulates some aspect of responding to an incident and that the Municipality can achieve objective assurance that its arrangements will work as anticipated and when required.

6.7 BCM education and awareness

BCM education and awareness is required to ensure all staff have a degree of awareness regarding BCM and understand that the Municipality is committed to ensure continuity of its operations. For team members, training is essential to provide them with the knowledge and skills required to effectively implement and manage the BCM programme. To this end, the Municipality shall develop and implement a training programme to create and maintain awareness, and enhance the skills required to develop and implement the BCM programme and its supporting activities.

6.7 Evaluation

The Municipality will select and measure itself against appropriate performance metrics. Management must identify improvements to both the Municipality BCM implementation and its level of resilience. Internal audits must be conducted and management must review the Business Continuity Plan to identify and act on these reviews.

6.8 Improvement

There is a need for continuous improvement. This will be based on the Internal Audit, management reviews, test results and action plans to address identified shortcomings. Maintenance keeps the continuity arrangements up to date, ensuring that the Municipality remains ready to respond to and manage incidents effectively, despite constant change.

6.9 Leadership

There is a need for the appropriate leadership of BCM. The Municipal Manager or delegated senior personnel within the Municipality should ensure that a policy is established, appropriate resources are provided and appoints people to implement and maintain the BCMS.

6.10 Support

For business continuity to be successful the required resources must be made available and people with appropriate knowledge, skills and experience must be assigned to contribute to the BCMS and respond to incidents when they occur. It is also important that all staff is aware of their own role and responsibilities in responding to incidents. Relevant information should be retained, maintained and communication procedures should be established.

6.11 Operations

The Municipality shall implement and control the processes needed to meet BCM requirements and implement the actions determined during planning. This will include internal and outsourced processes. Planned changes to processes should also be controlled including the consequences of unintended changes taking action to mitigate any adverse effects, as necessary.

6.12 Incident Response

There is a need for a well-defined incident response structure. This ensures that when incidents occur, responses are escalated in a timely manner and people are empowered to take the necessary actions to be effective. Life safety is emphasized and a particular point is made that the organization must communicate with external parties who may be affected. Steps to avoid or reduce the likelihood of incidents will be developed alongside steps to be taken when incidents occur. As it is impossible to completely predict and prevent all incidents, the approach of balancing risk reduction and planning for all eventualities is complementary.

7. AUTHORITY AND RESPONSIBILITY

This policy is owned and maintained by the Risk Manager. The Municipal Manager is ultimately accountable for the Municipality BCM programme, managers and officials are responsible for implementation of the BCP in their respective areas of responsibility. Executive management shall provide support and contribute to the development of the BCM programme.

Roles and responsibilities in terms of this policy and the BCM programme are documented below:

Function/ Role	Description	RACI	Responsibility
IT Manager (Divisional Manager)	The designated people responsible for the execution of the Disaster Recovery Plan, as per the policy, procedures, guidelines and processes defined by the CIO.	A, R	Responsible for implementing the policy and for developing, implementing, testing and reviewing the Disaster Recovery Plan.
Heads of Directorates and Units	General Manager and Head of Units accountable for the implementation of the BCP in the business functions.	R	All senior managers are responsible for the BCP and the implementation thereof in their respective business functions.
Risk Manager	The Head of Risk Management	R	Responsible to align the BCP with ERM processes.
Communications	Divisional Manager Communications	R	Responsible for all communications during a significant business interruption.
Risk Management, Anti-fraud and Anti-corruption	Chairperson	C, I	This committee will provide oversight in order to assist the Municipal Manager in the governance of ICT accountabilities and responsibilities. The committee will furthermore oversee the implementation of the BCP should a significant business interruption occur.
ICT Steering Committee	Committee responsible for monitoring the ICT framework and policies.	C, I	Ensure the development and testing of Disaster Recovery Plan and provide input to the BCP.
Safety & Security Services	Divisional Manager Fleet and Safety	R	Develop emergency management plans and ensure that they are complied to by the respective appointed safety representatives and staff.
Occupational Health and Safety	Occupational Health and Safety Officer	R	Evacuation and Drills are conducted in line with evacuation procedures and related prescripts.

- I. Only authorised individuals must speak on behalf of the Municipality to key stakeholders, such as the media. This communication will follow the standard Municipality Communication Policy. On no account may any other member of staff deal directly with the media.
- II. The Risk Manager shall, at his own discretion, select the approach to inform stakeholders, if necessary.
- III. The Risk Manager shall keep staff informed during and after the disaster.

Communication is critical to the success of an organisation's BCM programme. In a disaster situation, extreme care shall be exercised when communicating with external parties such as the media, the general public and other organisations. The following points must be noted and are to be used as guidance on this issue:

The structure includes the nomination/ appointment of a BCM coordinator. The BCM coordinator shall be required to have a professional understanding of the Municipality's operations in order to drive business continuity and ensure that the necessary activities take place in respect of BCM programme implementation. Through approval of this policy, the BCM coordinator shall be given the appropriate mandate for decision-making.

A sound management structure is established to steer and respond to decisional requests that emerge from the development and on-going planning processes. Relevant appointments shall be made at all levels within the Municipality to support management.

In accordance with ISO 22301, the Municipality management shall carry out and discharge their legal, moral and regulatory accountabilitys and responsibilities even in the event of a disaster. Management and other role players responsible for implementation of the BCM programme shall be made aware of their respective roles, duties and responsibilities.

8. OPERATIONAL FRAMEWORK FOR THE BCM PROGRAMME

Function/ Role	Description	RACI	Responsibility
BCM Steering Committee	Chairperson	C, I	This committee will provide oversight in order to assist the Municipal Manager in the implementations of BCM activities.
R: Responsible; A: Accountable; C: Consulted and I: Informed			

8.1 Management of the BCM

BCM will follow the Business Continuity Lifecycle as set out in the ISO22301 and will align itself with the standards.

- I. It is expected that all Directors within the Municipality will go through the same process of the BCM including the BIRA for each function. These involve identifying the priority activities, the resources required and the appropriate arrangements in the event of a disaster or a disruptive incident.
- II. A BCM Team will be appointed including the Coordinator and the Deputy to coordinate the activities of the BCM. However, the individual Directors will be expected to support and assist in the coordination of the BCM. The Team responsibilities are clearly outlined below.
- III. All BCM documentation will be reviewed on an annual basis and updated when there are significant changes to personnel, infrastructure, standards etc.
- IV. BCM exercises will be done on an annual basis.
- V. Training and awareness will be key and an ongoing part of the BCM.

8.1.1 Business Continuity Leader

The Municipal Manager will be the lead for BCM across the Municipality. This involves being:

- I. The Champion at a strategic level by endorsing and supporting the BCM.
- II. Raising the profile of the BCM at a strategic level.
- III. Chairing the Business Continuity Steering Committee.
- IV. Reporting on the BCM and the state of readiness to Council and other interested stakeholders.

8.1.2 Business Continuity Steering Committee

The Business Continuity Steering Committee (BCSC), as a senior decision making committee is represented by the Heads of Directors and the responsibilities of the Committee are outlined below:

- I. Supporting and endorsing the BCM and awareness raising regarding Business Continuity with the aim of embedding it into the culture of the Municipality.
- II. Ensuring there is a consistent approach to Business Continuity across the Municipality.
- III. Supporting the continuous improvement of the BCM.
- IV. Approving recommendations from and allocating actions to the Business Continuity Operational Committee (BCOC) as represented by the Business Continuity Management Team.

V. Ensure that a risk assessment approach is taken in the development of the BCM arrangements.

8.1.3 BCM Team (Represent the BCOC)

The BCM Team is responsible for assisting the Municipality in Championing BCM by:

- I. Acting as a single point of contact within each Directorate for BCM issues.
- II. Being able to explain how it works, the benefits and ensuring that Directories are engaged with the processes.
- III. Acting as a conduit for any queries and issues raised.
- IV. Providing feedback on progress either directly at the Business Continuity Operations Committee (BCOC) (if a member) or through a representative member of the BCOC.

Below are the Roles and Responsibilities of each BCM Team member.

Team	Responsibilities
Business Continuity Coordinator	The Business Continuity Coordinator has overall responsibility for the design, development, coordination, implementation, administration, training, awareness programs and maintenance of the BCMS.
Assistant Business Continuity Coordinator	Responsible for assisting with the activation of the Business Continuity System and to provide emergency notification to the alternate site and offsite storage facility.
Logistics/Transport	Responsible for making emergency arrangements for personnel transportation, at the alternate sites.
Damage Assessment/Salvage	Responsible for damage assessment and advising the Executive Management Team of the results. Works with the Infrastructure/Facilities Team to verify the buildings that will be occupied following a disaster. After the damage assessment is completed, this team will also be responsible for coordinating salvage operations as required.
Public Relations/Communications	Responsible for all Public Relations and other communications to staff members and stakeholders including the Public.
Infrastructure/Security	Responsible for the facility and its security. In a disaster, this team is also responsible for providing security to the alternate site if required.
Accounting	Responsible for ensuring that critical accounting business functions are operational and accurate.

- I. Attending relevant training and awareness sessions to develop knowledge and understanding of Business Continuity Management.
 - II. Completing the required documentation, with assistance/involvement from other members of the Team.
 - III. Ensuring BCM documentation remains fit for purpose and up-to-date.
- The Business Continuity Coordinator is nominated to lead on the Business Continuity activities and requires a deputy. The responsibilities include:

8.1.5 Business Continuity Coordinator

- I. Making recommendations to the Business Continuity Steering Committee regarding BCM and taking forward actions on its behalf.
- II. Assisting with the review and development of the BCM and support continuous improvement of the system including the updating of the BCM Policy, receiving status reports on Business Continuity and identifying any actions, identifying cross cutting issues and coordinating planning including prioritizing actions from Business Continuity Steering Committee, incidents, exercises etc.
- III. Supporting the BCM Lead in raising the profile of the BCM by ensuring that the Municipality and third-party service providers are engaged.
- IV. Supporting the exercise of the BCM plans to ensure that they remain up-to-date and fit for purpose.
- V. Ensuring there is a consistent approach to BCM across the Municipality.
- VI. Leading on the development of the Municipality Incident management planning arrangements including the review and development of the major incidents plan, reporting on the arrangements in place and ensuring that the plan is exercised on an annual basis.
- VII. Acting as Business Continuity Representatives for the Municipality they represent (as outlined in the Team responsibilities above).

The Committee is a tactical group represented by the BCM Team as outlined above. These are mainly the Heads of Directorates and their responsibilities are outlined below:

8.1.4 Business Continuity Operations Committee (BCOC)

<p>Information and Communication Technology</p> <p>Responsible for the restoration and maintenance of all alternate sites. Restore all critical computer systems and workstations.</p>	<p>Marketing</p> <p>Responsible for ensuring that critical marketing business functions are operational and providing Public support.</p>
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- IV. Attending to, run exercises and participate/lead in the running of exercises for the Municipality.
- V. Attending, participating and sometimes leading debriefs and other events as required reviewing and testing the plans.

8.1.6 Staff

Staff members should be aware of any arrangements in the BCM that may affect them e.g. how they will be contacted or notified of an incident, where they should report to if they are not able to access their usual place of work etc.

8.1.7 Risk Management

Continuity Management and Risk Management work closely together, as both are concerned with good governance and raising awareness about risks. However the focus of the two areas is different; Business Continuity Management is only concerned with managing those risks that could cause a disruption to the Municipality operations, whereas Risk Management has a wider remit. Also for each risk there is a potential opportunity. BCM can be used as a treatment of some risks identified in the Municipality risk register. Priority when developing business continuity arrangements should be given to treating threats identified as being most likely and having the greatest impact.

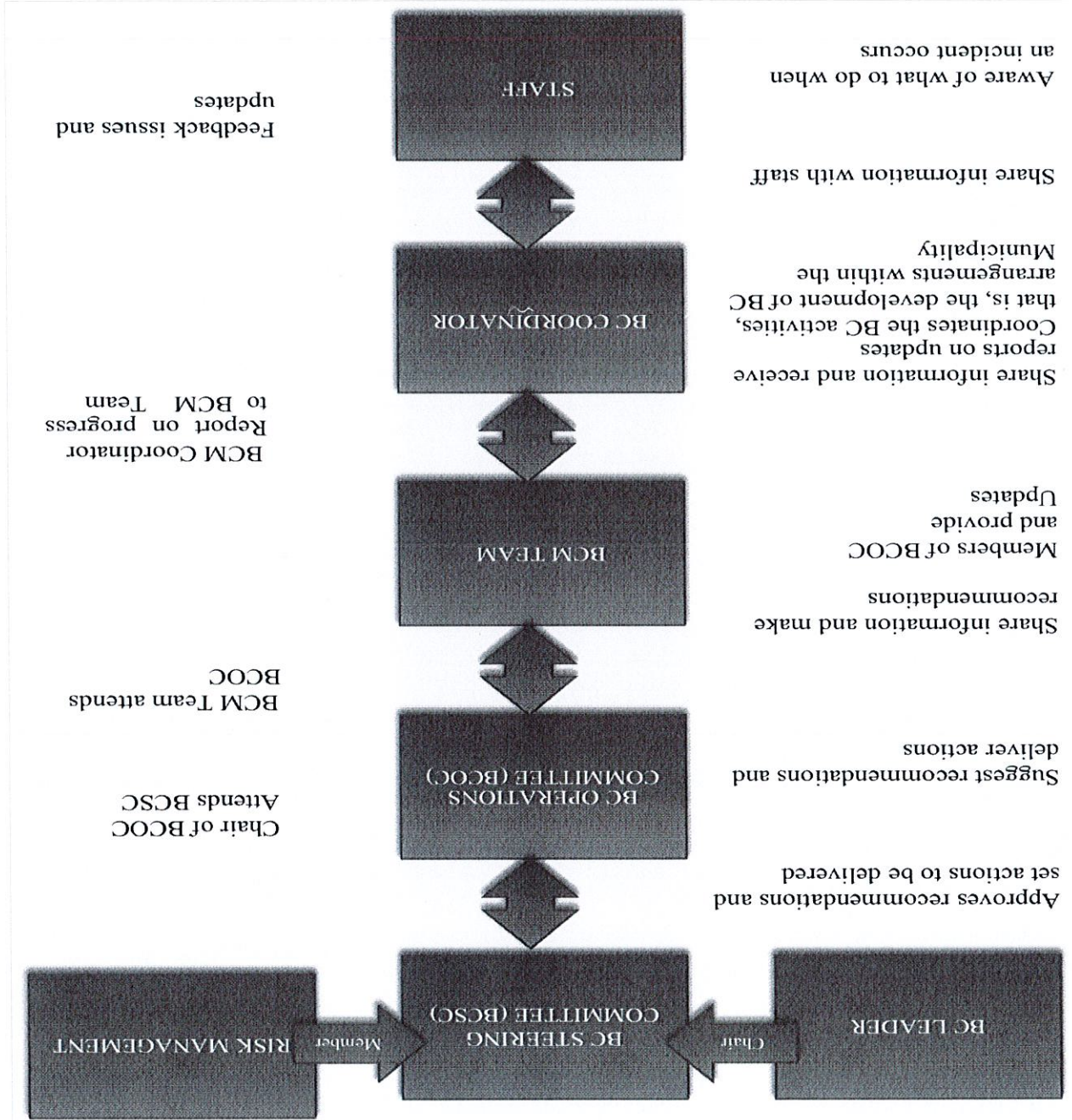
8.1.8 Internal Audit

As part of the review and monitoring of the BCM in addition to the reviews undertaken by the Municipality Business Continuity Lead, Internal Audit has an important role in ensuring that the BCM achieves its intentions as set out in this document.

8.1.9 Information Security

Information Security covers the protection of all forms of information and is concerned with ensuring its confidentiality, availability and integrity. A key part of the BCM process focuses on protecting against a potential loss of resources, including important information, thereby ensuring it is stored appropriately and remains available after a disruptive incident. Information Security should be considered when developing alternative arrangements to store and access key information.

9. REPORTING STRUCTURE



9.1 BCOC and BCM Team

The members of the BCOC may also be members of the BCM Team. These are Heads of Directorates within the Municipality or delegated personnel within the Municipality that has the requisite skills to execute the BCM requirements.

10. EDUCATION AND AWARENESS

Staff members at all levels within the Municipality shall be made aware of the purpose of the BCM. All staff with an active recovery role must be aware of their responsibilities and have the knowledge to perform the role.

11. CONDITIONS AND ADMINISTRATION

Failure to comply with this policy, or any intentional abuse, shall result in disciplinary action being taken against the user under the Municipality disciplinary procedure.

The Municipality shall enforce the control of and limit the distribution of all BCM documentation by:

- I. Classifying all BCM documentation as confidential.
- II. Securing access to and editing of electronic copies of documentation.
- III. Maintaining distribution records of physical copies.
- IV. Reserving the right to amend, withdraw or withhold the whole or any part of this policy (or associated documentation) at any time.
- V. Undertaking to alert users to important changes and publishing updates.

12. REVIEW

This BCM Policy will be reviewed annually, at a minimum.

13. APPROVAL

Document name:	Business Continuity Management Policy
RMC Chairperson:	
Signature:	
Date:	
Recommended by: Municipal Manager	
Signature:	
Date:	
Approved and Adopted Council Resolution No.:	