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BUSINESS CONTINUITY MANAGEMENT POLICY AND FRAMEWORK

Revision Date:	September 2022
Next Revision date:	September 2023
Prepared by:	EM: Business Planning and Strategy
Reviewed by:	
CEO:	
Audit and Risk Committee:	24 October 2022
Board:	27 October 2022

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JOHANNESBURG SOCIAL HOUSING COMPANY
"RF" (SOC) LIMITED

RESOLUTION OF THE BOARD OF DIRECTORS ("Board")

IN TERMS OF THE COMPANY'S MEMORANDUM OF INCORPORATION AND S74 OF THE COMPANIES ACT 71 OF 2008 REGARDING THE RESOLUTIONS TAKEN IN THE BOARD MEETING OF THE 27TH OF OCTOBER 2022

Whereas, the below mentioned individuals constitute the Board of Directors ("Board") of the Johannesburg Social Housing Company (SOC) Limited ("JOSHCO").

Name of Member	Designation
Ms Gaby Boikanyo	Chairperson
Mr. Theodore Dhlamini	NED
Mr Jason Sobekwa	NED
Dr Kentse Sesele	NED
Mr Maimane Moerane	NED
Mr Themba Mamba	NED
Mr Xolani Dlwathi	NED
Mr Karabo Modipane	NED
Mr Sumesh Varghese	NED

POLICIES FOR APPROVAL

1. The Board resolves to approve the following Policies/documents:

- ICT Policy
- Performance Information Management Policy
- Property Management Policy
- Stakeholder Engagement Policy
- Housing Allocation Policy
- Regularization and Succession Policy
- Rental Application form

Directors: Ms. Gaby Bolkanyo (Chairperson), Mr. Sello Mothotoana (CEO & ED), Ms. Nontobeko Ndimande (CFO & ED), Mr. Moerane Maimane (NED), Mr. Jason Sobekwa (NED), Mr. Themba Mamba (NED), Mr. Theodore Dhlamini (NED), Mr. Xolani Dlwathi (NED), Mr. Karabo Bosch Modipane (NED), Mr. Sumesh Varghese (NED), Ms. Kentse Sesele (NED), Ms. Jennifer Madiba (Acting Company Secretary)

- Special Projects Policy
- Recruitment and Selection Policy
- Disciplinary Code and Grievance Procedure

Business Continuity Management

- Business Impact Analysis
- Business Continuity Policy and Framework
- Business Continuity Plan



Ms Gaby Boikanyo

Chairperson of the Board

14-11-2022

Date:



Business Continuity Management Policy and Framework

This document is reviewed annually or following a significant change e.g., an organisational restructure.

Version	Date	Approved by	Reason
V0.1	September 2022	JOSHCO Executive	



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SECTION A: BUSINESS CONTINUITY MANAGEMENT (BCM) POLICY

1.0 INTRODUCTION

“Business continuity is the capability of an organisation to continue delivering its critical activities to pre-defined levels during a disruptive incident.” (ISO22301:2019).

Business Continuity (BC) enhances an organisation’s resilience by putting in place arrangements to help it respond to, and recover from, disruptive incidents effectively and efficiently. It provides reassurance which allows the organisation to focus on growth and development with confidence. This in turn strengthens its ability to achieve its strategic objectives and development themes.

2.0 STATEMENT OF INTENT

This *BCM Policy and Framework* documents JOSHCO’s approach to Business Continuity Management (BCM) and provides a consistent, overarching structure to support JOSHCO’s departments in the development and implementation of their own BCM arrangements. It has been developed to reflect best practice and recognises the distinct challenges faced by JOSHCO size and diverse range of activities and services.

This *BCM Policy and Framework*:

- Respects JOSHCO devolved responsibility model and, where appropriate, values flexibility to ensure Departments can develop arrangements that meet their own specific needs and priorities
- Is informed by the International ISO22301:2019 Societal security - Business continuity management systems
- Is supported by senior management of the company
- Requires all Departments to have effective BCM in place, to demonstrate continual improvement of their BCM arrangements and to embed BCM in decision-making processes.

This *BCM Policy and Framework* has been developed within a wider framework consisting of:

- The values, vision, culture, mission and goals of JOSHCO
- JOSHCO governance and reporting structures
- Legal, regulatory and other requirements applicable to JOSHCO
- JOSHCO risk management structure
- ISO22301:2019 Societal security - Business continuity management systems, Business Continuity Lifecycle (BS25999-1:2006)
- Associated policies including Disaster Recovery, Emergency Management and Risk Management
- The internal audit processes.

3.0 AIM AND OBJECTIVES

3.1 Aim

To be a resilient organisation with robust BCM enabling the continued delivery of critical services that support JOSHCO strategic objectives.

3.2 Objectives

- Manage a comprehensive BCM programme informed by the requirements set out in ISO22301:2019 (Societal security - Business continuity management)



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- Identify and prioritise JOSHCO's critical services through the use of a robust and consistent Business Impact Analysis (BIA) process
- Using a risk-based approach, develop effective contingency strategies for critical services (as determined by the BIA process) for inclusion in Business Continuity plans
- Establish effective incident management procedures for use during a Business Continuity disruption
- Develop Business Continuity plans that are fit for purpose, regularly reviewed, available and simple to follow and understand
- Deliver a programme of training and exercising, developed against required competencies and delivered to all staff with a direct Business Continuity responsibility
- Continually improve JOSHCO BCM through regular evaluation of its efficacy and appropriateness considering any changes to legal and regulatory requirements
- Raise awareness of this Business Continuity Policy, promote BCM across the organisation and embed BCM into 'normal' business practices
- Implement a clear governance framework to monitor and report on JOSHCO adherence to this *BCM Policy and Framework*.

4.0 SCOPE

- JOSHCO BCM extends to all JOSHCO departments.
- JOSHCO BCM extends to all staff and activities of JOSHCO, including its property sites.
- Where activities are delivered in partnership with external partners, BCM arrangements will be agreed and implemented with these partners.

5.0 ROLES, RESPONSIBILITIES AND AUTHORITIES

5.1 JOSHCO Executive has overall accountability for JOSHCO BCM and for the annual review and approval of this *BCM Policy and Framework*.

5.2 The Audit & Risk Committee oversees JOSHCO compliance to the *BCM Policy and Framework* and for ensuring the *BCM Policy and Framework* remains aligned to JOSHCO strategic objectives. The Audit & Risk Committee also oversees the BCM Programme.

5.3 The BCM Sponsor (Executive Manager/Business Planning and Strategy) provides senior level endorsement of JOSHCO BCM and promotes the importance of BCM and its benefits.

5.4 Executive Management (Heads of departments) are responsible for:

- Providing sufficient resource (with appropriate authority and competence) to ensure effective implementation, maintenance and improvement of local BCM arrangements
- Integrating BCM into normal business processes within and across all Departments
- Acting as advocates, communicating the importance of effective BCM
- Demonstrating their commitment to continual improvement
- Participating in training and exercising.
- Collaborating with colleagues in other Departments where co-located or where there are interdependencies in delivering critical services to ensure appropriate joint or location-based Business Continuity plans are in place.



5.5 The Incident Management Team's (IMT) responsibilities (non-Business Continuity) and membership is detailed in JOSHCO Major Incident Plan. In addition to these, the IMT has Business Continuity responsibilities including:

- Coordinating the response and recovery of critical services across JOSHCO
- Prioritising resources, as appropriate
- Participating in incident debriefs and, as part of robust planning,
- Participating in training and exercising.

Note: During a significant incident the IMT may establish a separate Business Continuity Response & Recovery Team (BC Response & Recovery Team).

Recovery Team will lead on the responsibilities above in addition to providing update reports to the IMT on impacts and mitigating actions taking place.

5.6 The Business Continuity Manager(Risk and Compliance Manager) is responsible for:

- Developing and maintaining JOSHCO *BCM Policy and Framework* and BCM Programme
- Developing and implementing cross-JOSHCO procedures, templates and methodologies with input from JOSHCO and departmental Business Continuity Coordinators
- Development and management of JOSHCO-wide Business Continuity arrangements
- Integrating BCM into JOSHCO incident response structure and notification and escalation procedures
- Monitoring the review cycle for JOSHCO Business Continuity plans to ensure they remain current
- Establishing the standard for Business Continuity plans, and conducting audits of the Business Continuity plans developed by JOSHCOs Departments
- Preparing reports and compiling evidence to give assurance to internal and external audit that BCM procedures are fit for purpose
- Submitting reports and making BCM recommendations to Committee, as appropriate
- Providing specialist BCM support and advice across the organisation
- Developing and delivering a programme of BCM training, exercising and promotion

Assisting Departments to develop strategies to mitigate Business Continuity-related risks as identified in their risk registers

- Sharing good practice and liaising with peers in other Councils and across other sectors, as appropriate.

5.7 The Business Continuity Steering Group (BCSG) consists of the BC Manager, a BC Coordinator from each department area (see 5.8) is responsible for:

- Monitoring the BCM's programme of work
- Providing input and guidance in the development of overarching documents, templates, methodologies and strategies to ensure they are fit for purpose for all areas of JOSHCO
- Sharing good practice and experience across the wider organisation
- Supporting each other and the efficient development and delivery of quality BCM arrangements and identifying inter-dependencies.

5.8 The BC Coordinator for each department is responsible for:

- Actively participating in the Business Continuity Steering Group representing the needs and priorities of the Departments during development of key documents, templates and methodologies
- Progressing the BCM programme on behalf of their department
- Acting as a single point of contact for BCM issues



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- Disseminating BCM information
- Coordinating, monitoring and supporting Departments in the development, implementation, circulation and review of their Business Continuity plan(s).
- Supporting colleagues in Departments in the development and delivery of exercises (in liaison with the central BCM function)
- Acting as an advocate and promoting BCM
- Disseminating information and coordinating responses from Departments, including update reports to the Business Continuity Team / IMT during a disruptive incident.
- Ensuring a deputy is in place.

5.9 All Staff are responsible for ensuring they are aware of:

- The critical services within their area
- Their own role and responsibilities during a disruptive incident (including contact arrangements)
- The importance of effective BCM and the implications if it is not in place
- This BCM policy.

6.0 INFORMATION AND REFERENCES

6.1 Standards, Policy and Direction

- BS ISO22301:2019 (Societal security - Business continuity management systems)
- ISO/PAS 22399-2007 General guidance for the understanding, development and implementation of a system for incident preparedness and Operational continuity.
- NFPA 1600-2009 Common set of criteria for disaster and Emergency Management.
- JOSHCOs Major Incident Plan
- JOSHCOs Emergency Management Plan
- JOSHCOs Disaster Recovery Plan

6.2 Related Policies

- Risk Management
- Health and Safety.

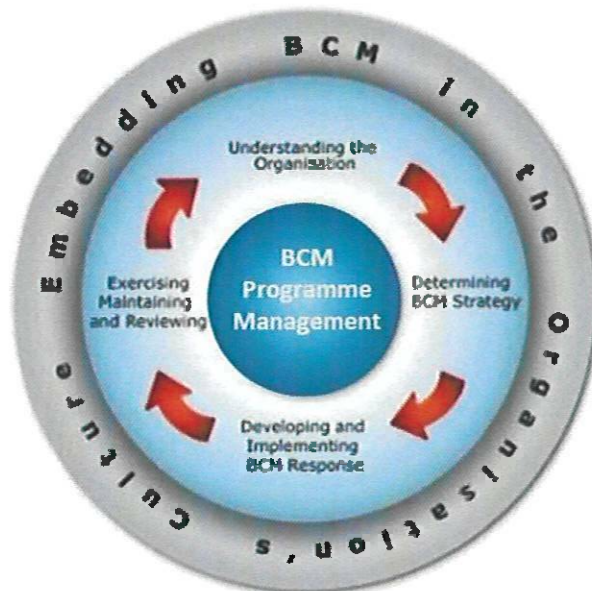
SECTION B: BUSINESS CONTINUITY MANAGEMENT (BCM) APPROACH

JOSHCO BCM approach reflects the Business Continuity (BC) Lifecycle as documented in *BS 25999-1:2006 Business Continuity Management*.

Where possible, JOSHCO BCM remains flexible to ensure BCM arrangements developed by Departments are fit for their purposes and reflect their individual needs and priorities. However, to support an effective response, (particularly in the event of large incidents) it is necessary to implement some JOSHCO methodologies and templates.

1.0 THE BUSINESS CONTINUITY (BC) LIFECYCLE

The BCM Lifecycle has 6 elements as illustrated below:



(BS25999-1:2006)

1.1 BCM Programme Management

JOSHCO overall BCM Programme Management is managed by the risk and compliance function (located in Business Planning and Strategy). It involves:

- Determining the scope and approach of JOSHCO BCM
- Development of the *BCM Policy and Framework* including roles, responsibilities and authorities
- Establishing the governance structure and process
- Development and management of JOSHCO overarching BCM work programme.

Success of the BCM Programme is underpinned by the commitment of senior management and the allocation of resources for its implementation, maintenance and improvement.

1.2 Understanding the Organisation

Business Impact Analyses (BIA) are undertaken by Departments to determine the organisation's critical services (i.e. services that must be given priority following an incident in order to mitigate impacts) and the resources needed to maintain delivery of these critical services at acceptable



levels. This BIA process ensures actions to mitigate the impacts of an incident are appropriately targeted.

All BIAs undertaken at JOSHCO will use the same methodology to ensure activities have been assessed in a consistent way.

The risk assessment process identifies and assesses the risks to these critical services to support effective, focused planning.

1.3 Determining the BCM Strategy

Response and recovery strategies are developed to mitigate the impacts on the critical services during a disruptive incident.

1.4 Developing and Implementing BCM Response

Response and recovery information is documented in BC plans for use during a disruptive incident. BCM training is delivered to staff who have a direct response and/or recovery responsibility. Training is needs-based and reflects the competencies required to plan for, respond to, and recover from incidents.

IT Disaster Recovery (DR) plans are included in the scope of this BCM framework and form an integral part of JOSHCO BC response. These plans are developed, managed, reviewed and monitored by IT Department.

Note: DR plans do not need to include the same required elements that BC plans must include.

1.5 Exercising, Maintaining and Reviewing

BC plans and arrangements are reviewed and exercised annually using a variety of scenarios and exercise types. This ensures plans and procedures remain valid and effective and are consistent with JOSHCO BCM objectives. JOSHCO exercise programme will include cross-departmental, and sites exercises and involve colleagues from all levels of the organisation, as appropriate. Exercise planning will consider participation of colleagues with a direct business continuity responsible as well as their deputies.

Exercises support continual improvement, provide staff with valuable training and support the development of staff competencies.

1.6 Embedding BCM in the Organisation's Culture

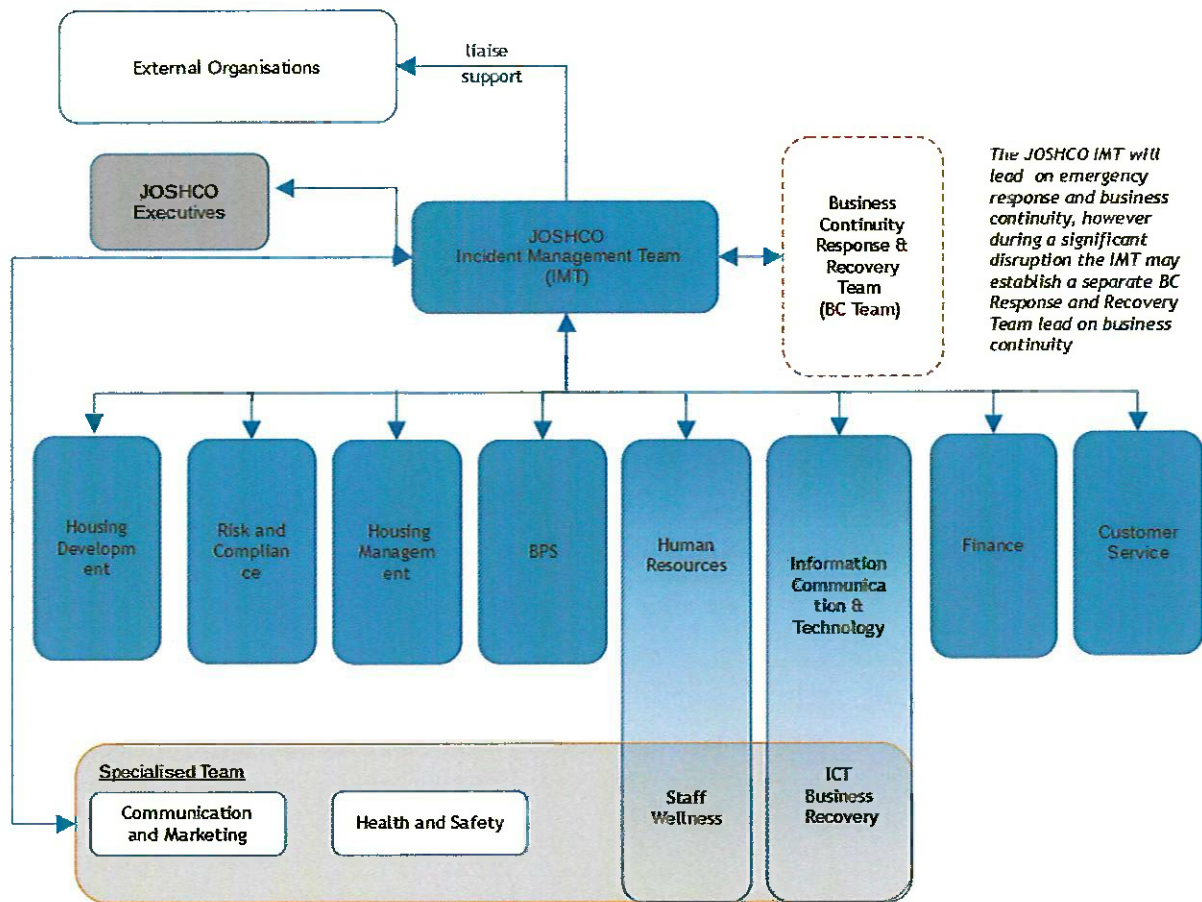
BCM is promoted across the organisation at all levels through education and information sharing to facilitate its successful embedment into normal business processes.

2.0 INCIDENT MANAGEMENT

Incident management procedures are documented in JOSHCO Major Incident Plan.

A key element of the response to a major incident is the incident management structure (below). This enables JOSHCO to respond to major incidents effectively and efficiently. Incident management includes both incident response and business continuity.

During a significant incident, the Incident Management Team (IMT) may establish a separate Business Continuity Response and Recovery Team (BC R&R Team) to address business continuity issues.



Note: Dependent on the scope and type of incident, not all groups above will need to be convened. When establishing Incident Management teams and developing BC plans, consideration must be given to the level of resource required, particularly from Professional Services that provide support to numerous areas across JOSHCO. During a significant incident, resources will be prioritised based on JOSHCO's most critical services.

3.0 GOVERNANCE

3.1 Management Reviews

The Business Continuity Manager in consultation with respective departments conducts an annual Management Review of JOSHCO overarching business continuity arrangements to ensure they comply with the requirements set out in this *BCM Policy and Framework*. Actions from the Management Review are captured in the BCM Programme and monitored through to resolution to support continual improvement. Outcomes from Management Reviews will be reported to the Executive Committee as evidence of JOSHCO compliance to this *BCM Policy and Framework*.

3.2 Business Continuity Steering Group (BCSG)

The Group is chaired by JOSHCO Business Continuity Manager with a representative from each department as BCCs.

The Group develops and agrees JOSHCO-wide methodologies, templates and strategies and, where appropriate escalates them to JOSHCO Executive for approval. It also ensures identified lessons are integrated into BC arrangements as part of continual improvement and provides a forum to share experience and good practice. The Group's remit will be available from the Business Continuity Manager.



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3.3 Internal Audit

Internal audits should be conducted in line with the Internal Audit Programme. Recommendations identified as part of the audit process should be included on JOSHCO BCM Programme and monitored through to resolution as part of the audit process and to support continual improvement.

3.4 The Audit & Risk Committee

The Audit & Risk Committee provides oversight of JOSHCO BCM and reviews and agrees this *BCM Policy and Framework* annually or following a significant change (e.g. significant organisational restructure).

3.5 JOSHCO Executive

JOSHCO Executive has overall accountability for JOSHCO BCM and for the annual review and l of this *BCM Policy and Framework*.

4.0 PERFORMANCE

4.1 Performance Indicators

BCM performance indicators have been developed to help monitor and measure the performance of JOSHCO BCM against the requirements set out in this *BCM Policy and Framework* document. Results will be reported to the Audit & Risk Committee as evidence of JOSHCO compliance to this *BCM Policy and Framework*.

4.2 Continual Improvement

JOSHCO will demonstrate continual improvement of its BCM by ensuring improvements and non-conformities identified through the following, are progressed to resolution and, where appropriate, reflected in BCM arrangements during reviews.

- Incidents and incident debrief
- Exercise evaluations
- Training evaluations
- Risk Registers
- Meeting Minutes
- Internal Audit reports
- Management Reviews.

5.0 DOCUMENT MANAGEMENT

5.1 Version Control

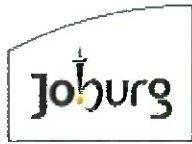
All BC documents across JOSHCO use version control. All documents generated by the Business Continuity function include the following:

- The document title and version
- Date of last update
- Document file location.

Note: A draft version is indicated by a part number e.g. v0.1, v0.2, etc. and a final version is indicated with a whole number v1.0, v2.0, etc.

5.2 Records Management

All BC documents are to be kept in accordance with JOSHCO Records Management Guidance (Records Management Guidance). All personal data used as part of BCM arrangements (e.g. staff contact lists) should be developed, stored and managed in accordance with the Records Management Guidance and the Protection of Personal Information Act (POPIA).



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External documents will be identified and controlled, as appropriate.

5.3 BCM Repository

JOSHCO should have a BCM Shared folder on the server. This site will facilitate access to, and storage of, BCM documents including this *BCM Policy and Framework*, methodologies, templates and case studies. All JOSHCO Professional Services Groups must ensure that they maintain access to BCM planning the event of the BCM Shared folder site being unavailable during any incident.

Access to the Shared folder site should be controlled. Access permissions are managed by the Business Continuity Manager and the Emergency Manager (where appropriate).

Business Continuity	BC	The capability of an organisation to continue delivery of products or services at acceptable pre-defined levels following a disruptive incident
Business Continuity Management	BCM	Holistic management process that identifies potential threats to an organisation and the impacts to business operations those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability of an effective response that safeguards the interest of its key stakeholders, brand and value-creating activities
Business Continuity Coordinator	BCC	Representative from each JOSHCO department who acts as a single point of contact for BCM issues and is supported by a deputy
Business Continuity Specialist		Representative from specialist areas (i.e. HR, Communications, Health and Safety, IT) who acts as a single point of contact for BCM issues and is supported by a deputy.
Business Continuity Deputy		Representative who acts as a depute for the BC Coordinator or BC Specialist of their department or specialist area
Business Continuity Steering Group	BCSG	JOSHCO-wide group which guides the development and provides sign-off for JOSHCO-wide BCM methodologies, templates and strategies
Business Continuity Plan	BCP	Documented procedures that guide organisations to respond, recover, resume and restore to a pre-defined level of operation following disruption
Business Impact Analysis	BIA	Process of analysing activities and the effect that a business disruption might have upon them
Competence		Ability to apply knowledge and skills to achieve intended results
Continual Improvement		Recurring activity to enhance performance
Crisis		An abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organisation
Critical services		A service to which priority must be given following an incident in order to mitigate impacts
Disaster Recovery	DR	The strategies and plans for recovering and restoring the organizations technological infra-structure and capabilities after a serious interruption
Emergency		An event or situation which threatens serious damage to human welfare, the environment or security of a place



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Exercise		Process to train for, assess, practice, and improve performance in an organisation
Incident		Situation that might be, or could lead to, a disruption, loss, emergency or crisis
Maximum Acceptable Outage	MAO	Time it would take for adverse impacts, which might arise as a result of not providing a product / service or performing an activity, to become unacceptable.
Recovery Point Objective	RPO	Point to which information used by an activity must be restored to enable the activity to operate on resumption
Recovery Time Objective	RTO	Period of time following an incident within which an activity must be resumed
Risk		Effect of uncertainty on objectives
Risk Assessment		Overall process of risk identification, risk analysis and risk evaluation
Testing		Procedure for evaluation; a means of determining the presence, quality, or veracity of something

Note: Definitions above are from the British Standards Institute (ISO22301) and the Business Continuity Institute.