

SWELLEN DAM MUNICIPALITY



INTEGRATED BUSINESS CONTINUITY MANAGEMENT POLICY, STRATEGY AND IMPLEMENTATION PLAN

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Annexure A - Business Continuity Strategy and Plan

Annexure B - Business Impact Analysis (BIA)/ Risk Assessment

TERMS AND ABBREVIATIONS

Term	Description
Business Continuity (BC)	Capability of Swellendam Municipality to continue delivery of products or services at acceptable predefined levels following a disruptive event.
Business Continuity Management (BCM)	A holistic management process that identifies potential threats to Swellendam Municipality and the impacts to business operations that those threats, if realized, might cause. BCM provides a framework for building Swellendam Municipality's resilience with the capability for an effective response that safeguards the interests of its key business operations, stakeholders, reputation, brand and value-creating activities.
Business Continuity Management System (BCMS)	Forms part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity.
Business Continuity Plan (BCP)	Documented procedures that guide teams to respond, recover, resume, and restore to a predefined level of operation following a disruptive event.
Business Impact Analysis	The process by which the impact of a disruptive event on a business unit or function is assessed in terms of people, environmental, social, technological, legislative and economic impacts.
Crisis Management	Reacting to negative events during and after they have occurred.
Disaster	A disaster is defined as any event that renders a business facility inoperable or unusable so that it interferes with the Swellendam Municipality's ability to deliver essential business services.
Disaster Management	Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster services.
Disruptive Event	A disruptive event means any event or circumstance, which materially prevents or materially disrupts the operation of the Swellendam Municipality's.
Emergency Response	Actions taken in response to a disaster warning or alert to minimize or contain the eventual negative effects, and those taken to save and preserve lives and provide basic services in the immediate aftermath of a disaster impact, for as long as an emergency situation prevails.
Emergency Response Team (ERT)	A group of people who prepare for and respond to any emergency incident, such as a natural disaster or an interruption of business operations.
Joint Operational Centre (JOC)	A facility established where key personnel, gather and combine resources to achieve a common goal. The said personnel are responsible for the planning, guiding, execution and monitoring of decisions.
Strategic Management Team (SMT)	SMT includes the Municipal Manager and all the relevant directors.

1. PURPOSE

The Swellendam Municipality Business Continuity Management (BCM) Policy Framework is a strategic document that outlines how the municipality will prepare for, respond to, and recover from various disruptions, emergencies and/ or disasters. The primary goal is to ensure the continuity of essential services, protect the well-being of the community, and minimize the impact of adverse events on municipal operations. The BCM Framework aims to address a wide range of potential risks, including natural disasters, public health emergencies, cybersecurity threats, and other hazards.

The Framework consists of critical information necessary for the Swellendam Municipality to continue with operations to ensure continuity and service delivery. It also establishes responsibilities for the exercising, training and maintenance of activities that are necessary to be in operation during an uncertain event.

2. HOW TO USE THE FRAMEWORK

In the event of a disaster and/or uncertain future event which interferes with Swellendam Municipality's ability to conduct business from one of its offices, this framework is to be used by the responsible and assigned individuals to coordinate the business recovery of their respective functional areas and/or departments.

3. OBJECTIVES

The Swellendam Municipality's Business Continuity Management (BCM) Framework serves as a strategic guide to specifically enhance our ability to prepare for, respond to, and recover from various disruptions, ensuring the continued delivery of essential services and safeguarding the well-being of our community in order to achieve the following outcomes:

3.1 Risk Preparedness:

Objective: Identify and assess potential risks specific to Swellendam, ensuring a comprehensive understanding of natural and man-made hazards.

Action Steps: Conduct a thorough risk assessment, prioritize risks based on impact and likelihood, and establish proactive measures for each identified threat.

3.2 Critical Function Maintenance:

Objective: Ensure the continuous delivery of critical municipal functions and services during disruptions.

Action Steps: Identify and prioritize essential functions, establish alternative facilities, and train personnel to guarantee the uninterrupted provision of key services.

3.3 Emergency Response Efficiency:

Objective: Develop and implement an effective emergency response plan that minimizes response time and maximizes coordination among municipal departments.

Action Steps: Clearly define roles and responsibilities, conduct regular drills and exercises, and establish efficient communication protocols for swift response.

3.4 Business Continuity Strategies:

Objective: Establish robust strategies to maintain operations and services during disruptions.

Action Steps: Identify alternative resources and facilities, form mutual aid agreements with neighbouring municipalities and/ or relevant stakeholders, and ensure the readiness of service delivery, administrative support and IT disaster recovery plans.

3.5 Communication Excellence:

Objective: Implement a communication plan that ensures transparent and timely information dissemination during emergencies.

Action Steps: Develop communication protocols for both internal and external stakeholders, conduct regular training on effective communication, and utilize various channels for information dissemination.

3.6 Training and Awareness:

Objective: Enhance employee readiness through regular training and awareness programs.

Action Steps: Conduct frequent training sessions on emergency procedures, perform simulation exercises, and raise awareness among employees about their roles during disruptions.

3.7 Continuous Improvement:

Objective: Ensure the Business Continuity Management (BCM) Framework remains relevant and effective by regularly reviewing and updating it.

Action Steps: Schedule periodic reviews, incorporate lessons learned from exercises and real events, and actively seek feedback from employees and stakeholders for ongoing improvement.

3.8 Stakeholder Engagement:

Objective: Foster collaboration with neighbouring municipalities, emergency services, community organisations and/ or relevant stakeholders.

Action Steps: Establish communication channels, participate in joint training exercises, and engage in regular dialogue with stakeholders to enhance coordination and cooperation.

3.9 Community Preparedness:

Objective: Educate and empower the community to be prepared for emergencies.

Action Steps: Implement public awareness campaigns, conduct educational programs, and provide information on emergency preparedness measures to the community.

4. Quality Assurance and Improvement

To ensure the Swellendam Municipality Business Continuity (BCM) Framework remains current and adaptive to changing circumstances, structured and periodic risk assessments are established by the strategic management team (SMT).

The changes to the risks during the risk assessments are tabled to the Fraud and Risk Management Committee (FARMCO) and the Audit and Performance Audit Committee (APAC) on a quarterly basis in order to advise the accounting officer regarding business continuity governance, risk management and control processes.

Assurance on business continuity should also be provided by the relevant assurance providers (e.g., internal audit etc.).

5. Conclusion

In concluding, Swellendam Municipality emphasize our commitment to creating a resilient, adaptive, and capable business continuity processes to effectively navigate through challenges and safeguarding the well-being of our staff and community.

This BCM Framework of Swellendam Municipality is not a static document; it is a living framework that will undergo regular reviews, updates, and improvements. Continuous engagement with stakeholders, ongoing training initiatives, and lessons learned from real-world events will inform our commitment to adapt and enhance our resilience strategies.

Therefore, in order to give effect to the framework, a plan is developed and risk impact analysis and assessments are performed on a continuous basis. Please refer to:

Annexure A - The Business Continuity Strategy and Plan;

Annexure B - Business Impact Analysis (BIA)/ Risk Assessment.

ANNEXURE A – BUSINESS CONTINUITY STRATEGY AND PLAN

1 Introduction

The purpose of this Business Continuity Strategy and Plan is to prepare the Municipality in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, man-made events) and to restore services to the widest extent possible in a minimum time frame. All Municipal departments are expected to implement preventive measures whenever possible to minimise operational failure and to recover as rapidly as possible when an event occurs.

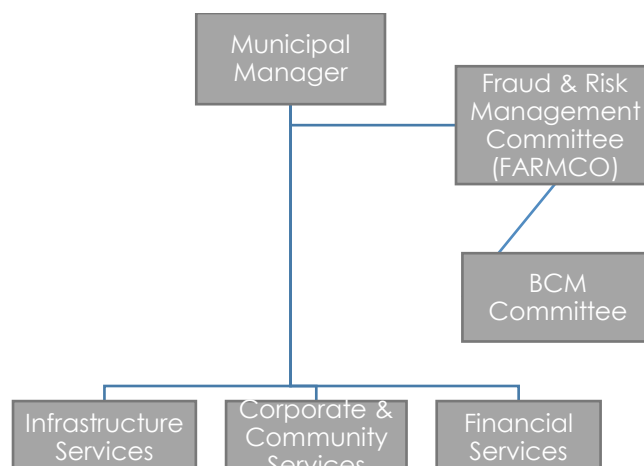
The Strategy explains how Business Continuity Risks will be managed and recommends necessary measures to prevent extended service outages. It encompasses all Municipal systems, Departments and operation facilities.

2 Business Continuity Strategy Objectives

- Ensure business continuity and to guide the municipality and relevant management/ response teams.
- References and points to the location of any information/plans that reside outside this document.
- Provides procedures and resources needed to assist in recovery.
- Identifies vendors and customers that must be notified in the event of a disaster.
- Assists in avoiding confusion experienced during a crisis by documenting, testing and reviewing recovery procedures.
- Identifies alternate sources for supplies, resources and locations.
- Document's storage, safeguarding and retrieval procedures for vital records.
- Identification of key personnel/ stakeholders (Team Leaders or Alternates).
- This document and all vital records are stored in a secure offsite location to survive a disaster and be accessible immediately following a disastrous/ emergency event.
- Each support organisation will have its own plan consisting of unique recovery procedures, critical resource information and procedures
- Apocalyptic disasters such as a nuclear war are beyond the scope of this plan.

3 Business Continuity Management (BCM) Structure

The core purpose of the structure is to ensure that the efficient and effective basic services are delivered to the Swellendam Municipal Community. The BCM structure is as follows:



4 Mitigating risks

Identification and mitigation of risks are identified in the business impact analysis (BIA) and/ or as part of the consolidated risk register. Therefore, assessing risks are an ongoing process, and should be performed even when the BCP is not activated. During the BIA, management also provides respond to events in order to address the risks. **Annexure B** holds reference.

For example, if the Municipality requires electricity for ICT, the risk of a short-term power outage can be mitigated by installing stand-by generator.

5 Event Response

Each risk event stemming from the risks identified in the BIA is addressed in the continuity plans contained in the BCP, in terms of the disruptions it causes to the Municipality's service delivery and business operations.

One risk event can be the cause of another risk event, for example a fire can destroy power lines, resulting in an interruption of the electricity supply.

Many risk events can also have the same impact, for example a flood, fire, protest action and vandalism can all result in damage to or destruction of assets.

Due to the abovementioned interrelatedness of risk events and risk event impacts, the continuity plans are designed for responses what is within the control of the Municipality.

6 Business Continuity Response Teams

Proper response to a disruption for the Municipality requires teams to lead and support business continuity operations. Team members should be selected from trained and experienced personnel who are knowledgeable about their responsibilities.

The duties and responsibilities for each team must be defined, including the team members and authority structure, the specific team tasks, members' roles and responsibilities, creation of contact lists and identifying alternate members.

The business continuity teams consist of the following:

- Emergency Management Team (which include the Senior Management Team)
- Response & Recovery Co-ordinator
- Business Continuity Teams
- Technical / Community Services Team
 - Water
 - Electricity
 - Sewerage
 - Solid Waste
 - Roads
 - Storm Water Systems
- Finance Team
- Information and Communication Technology Team
- Communication Team
- Occupational Health and Safety Team
- Disaster Management Team
 - Fire & Rescue
 - Disaster Management
- Traffic & Law Enforcement

6.1 Emergency Management Team (EMT)

The EMT as appointed by the Accounting Officer is responsible for overall coordination of the business continuity effort and determining whether the BCP should be activated.

Other responsibilities include but are not limited to:

- Ensuring the safety of all employees;
- Decision making based on real-time information.
- Evaluate which BCP actions should be invoked and activate the corresponding teams.
- Evaluate and assess damage assessment findings.
- Ensure the availability of tools and IT equipment.
- Set restoration priority based on the damage assessment reports.
- Provide stakeholders (Council, staff, the community etc.) with ongoing status information.
- Coordinates with relevant authorities and agencies.
- Act as a communication channel to teams and stakeholders.
- Work with suppliers and business continuity teams to develop a rebuild/repair schedule.
- EMT will consist out of the following officials:

Responsible Person	Contact Details
Municipal Manager/ FARMCO Chairperson	028 514 8500
Director: Financial Services/ FARMCO	028 514 7426
Director: Corporate & Community Services/ FARMCO	028 514 8530
Director: Infrastructure Services/ FARMCO	028 514 8509

6.2 Response & Recovery Co-ordinator

The Response & Recovery (RR) Co-ordinator is responsible for the overall coordination of the recovery effort, establishment of the command centre and communications with the EMT.

The RR Coordinator will be appointed by the Accounting Officer/ Municipal Manager, depending on the type and extent of the event.

The Response & Recovery Co-ordinator's other responsibilities include:

- Act as the technical expert to advise the EMT as well as BCM teams in the event of an emergency.
- Gather damage assessment information and report it to EMT.
- Establish command centre and related operations.
- Determine recovery needs.
- Notify all Team Leaders and advise them to activate their plan(s) if applicable, based upon the disruption situation.
- If the BCP is not activated, take appropriate action to return to normal operation using regular staff.
- Determine whether suppliers or other teams are needed to assist with detailed damage assessments.
- Prepare post-disruption debriefing report.

6.3 Technical / Community Services Team

The Technical / Community Services Team is responsible for the prevention, response and recovery of services delivered to the community. The services are interdependent on one another to a certain extent and therefore a combined team will be best suited to restore the services as soon as possible.

The responsibilities of the Technical / Community Services team include the following but are not limited to the following risk management responsibilities:

- 1) Water
 - Repair / Reconstruction of water infrastructure;
 - Monitor water levels of reservoirs and coordinate refilling of reservoirs that are empty or nearly empty;
 - Dispatch and coordinate water tankers to residents who are or will be without water for more than 24 hours;
 - Ensure maintenance of water infrastructure;
 - Ensure the fleet of water service vehicles are maintained;
 - Review the controls in place to protect water infrastructure against vandalism and theft and ensure improvements are implemented where necessary;
 - Ensure a fast and effective reporting mechanism for burst or leaking water pipes exist;
 - Monitor water levels of dams and boreholes supplying Swellendam Municipality;
 - Identify possible borehole sites for establishing boreholes during a water crisis;
 - Identify key personnel in the water department and ensure continuity plans address key personnel adequately;
 - Inform the Communication team about the timeframes for the restoration of water supply and the timetables of water tankers;
- 2) Electricity
 - Repair / Reconstruction of electricity infrastructure;
 - Review the controls in place to protect electricity infrastructure against vandalism and theft and ensure improvements are implemented where necessary;
 - Ensure maintenance of electricity infrastructure;
 - Ensure maintenance of electricity generators;
 - Maintain a 7-day fuel supply for electricity generators;
 - Procure electricity generators for infrastructure identified in the BCP;
 - Dispatch and coordinate mobile electricity generators to infrastructure;
 - Explore possible alternative electricity suppliers and self-generation;
 - Inform the Communication Team about the timeframes for the restoration of electricity supply;
- 3) Sewerage
 - Repair / Reconstruction of sewerage infrastructure;
 - Ensure maintenance of sewerage infrastructure;
 - Review the controls in place to protect sewerage infrastructure against vandalism and theft and ensure improvements are implemented where necessary;
 - Monitoring of sewerage levels;
 - Dispatch and coordinate sewerage tankers to drain areas that will spill;
 - Clean-up of sewerage spills;
 - Ensure a fast and effective reporting mechanism for burst or leaking sewerage pipes exist;
- 4) Solid Waste
 - Ensure maintenance of fleet;
 - Identify alternative routes and collection spots when usual routes are inaccessible;
 - Create new collection schedules to suit the circumstances;
 - Inform the Communication Team about alternative collection spots and adjusted collection schedules;
- 5) Roads
 - Repair / Reconstruction of roads;
 - Ensure maintenance of roads;
 - Ensure an effective reporting mechanism for damaged roads exist;

- Monitor bitumen supply to proactively manage possible shortages;
- 6) Storm Water
- Repair / Reconstruction of storm water systems;
 - Ensure maintenance of storm water systems;
 - Ensure a fast and effective reporting mechanism for blocked or damaged storm water systems exist;

6.4 Finance Team

The Finance Team is responsible for recovery of the finance function and supporting business continuity, which include but are not limited to the following risk management responsibilities

- Ensuring municipal employees are paid as soon as possible (no later than 2 days after their payment date) stipulated in their employment contracts;
- Ensuring suppliers are paid as soon as possible or (no later than 2 days after the due date);
- Liaise with SARS if taxes and/or levies will not be paid over on time and arrange for extension of the payment date;
- Ensuring billing can done as soon as possible;
- Implement controls to prevent fraudulent transactions during downtime;
- Recovery of financial data and information in cooperation with the ICT Team;
- Ensuring financial transactions are recorded in an appropriate and standardised system
- Help departments and directorates establish the necessary emergency procurement procedures in advance;
- Handle requests for emergency procurement;
- Perform cost-benefit analysis and probability calculations to determine which insurable events identified in the BIA should be covered by insurance;
- Continuously monitor the BIA and insurance policy to ensure adequate coverage;
- Calculate the costs mentioned in the BIA;

6.5 Information and Communication Technology Team (ICT Team)

The ICT Team is essential to the business continuity and recovery efforts. Their responsibilities include:

- Backup of all important electronic data;
- Safekeeping and restorability testing of backups;
- Restore data after a disruption;
- Ensure the security of the Municipality's network against cyber intrusions and attacks;
- Restoration of network capabilities;
- Recover email system and functionality;
- Restore telephone functionality;
- Restoration of internet connectivity;
- Equip alternative sites with the necessary ICT infrastructure.

6.6 Communication Team

The Communication Team is responsible for communication to the Municipality's stakeholders the effects of the disruption on the Municipality's operations, the current recovery operations in progress, additional planned recovery operations, the estimated time before services are resumed at minimum levels and the estimated time before normal operations are resumed.

The Communication Team's responsibilities include but are not limited to:

- Communicating to employees if there wages/salaries will not be paid on time and the estimated pay date;
- Communicating to suppliers if they will not be paid on time and the estimated pay date;
- Informing the public when service delivery will be resumed;
- Media relations, including handling all media queries, forwarding questions to the appropriate municipal officials, reviewing answers to media questions from municipal officials before sending it, releasing continuous updates on the state and progress of recovery efforts and communicating information from other response and recovery teams to the public;
- Any other information as requested by the EMT/ delegated official.

6.7 Occupational Health & Safety Team (OHS Team)

The OHS Team is responsible to oversee the safety of all municipal employees while they are performing municipal work and/or while they are at the municipal premises.

The OHS Team's responsibilities for business continuity include:

- Inspect damaged buildings, vehicles and equipment for contraventions of the Occupational Health and Safety Act, Act 85 of 1993 (OHS Act), and unsafe conditions;
- Declare whether repaired buildings, vehicles and equipment are safe and meet the requirements of the OHS Act before municipal personnel move back in;
- Ensure alternative premises fulfil the requirements of the OHS Act;
- Ensure complete medical records are kept of all personnel and that backup copies are made of medical records;
- Assist municipal departments to create safe working environments and fulfil all requirements of the OHS Act;

6.8 Disaster Management Team

The Disaster Management Team's role is to prevent/ mitigate disasters where possible, decrease the likelihood and impact of unpreventable disasters and managing the fallout of disasters to enable the other business continuity teams to focus on returning the Municipality's operations to normal.

The Disaster Management Team's responsibilities for business continuity include but are not limited to:

- 1) Fire & Rescue
 - Extinguish fires on municipal property;
 - Evacuate municipal employees from burning or flooded buildings;
 - Assist municipal departments to acquire adequate firefighting equipment and reduce fire risks;
 - Salvage data, records and equipment from buildings, if it is safe to do so;
- 2) Disaster Management
 - Perform disaster risk assessments on potential disasters, determining its potential impact and likelihood on the Municipality's services;
 - Inform the BCP Committee of changes in the risk profile of disasters, to enable them to evaluate whether the business continuity plan addresses all relevant disaster scenarios;
 - Assist departments with the creation of mitigation strategies for disasters;
 - Ensure disaster relief funds received specifically for components of the business continuity plan, are allocated to the specific components;
 - Include business continuity funding requirements in applications for disaster relief funds;

- Warn the EMT of approaching fires that could disrupt the operations of the Municipality and advise them on steps to take to prevent or mitigate a disaster;
- Warn the EMT of impending or current flooding that could disrupt the operations of the Municipality and advise them on steps to take to prevent or mitigate a disaster.
- Warn the EMT of any other known approaching event that can have disastrous consequences and advise them on steps to take to prevent or mitigate a disaster.

The Disaster Management Function is performed by the district municipality which is managed through a service level agreement between the municipality and the district.

3) Traffic Services

- Regulate traffic to enable municipal service vehicles to get to their destinations to deliver or restore services;
- Regulate traffic to enable municipal officials to get to work at the main sites or at alternative sites;
- Regulate traffic to enable suppliers or couriers to deliver equipment and materials required to restore services;

7. General team member responsibilities

- Each team member must designate a team and alternate backup.
- All team members must keep an updated calling list of their team members' work, home and cell phone numbers.
- All team members must keep the BCP for reference at home in case the disruption happens after normal work hours.
- All team members must familiarise themselves with the contents of the BCP.

8. Alternative Sites

Alternative sites must be identified where municipal services can be delivered from in case the primary sites are unavailable. This will be determined by the accounting officer and EMT.

8.1 Identify the amount of alternative sites

Each function, department, directorate, the whole municipality or a combination of the aforementioned can have an alternative site.

The amount of alternative sites will be determined by cost and practicality considerations. Functions, departments and directorates whose operations overlap can share an alternative site. Functions or departments that have unique operations can have their own alternative sites.

To keep capital costs to a minimum, one alternative site for the whole municipality can be used.

8.2 Location of alternative sites

Alternative sites should be situated in areas where it will not simultaneously be affected by the same disruption as the primary site.

The location must also be accessible by municipal officials during disruptions.

For example, if the primary site is in a low-lying area prone to flooding and surrounded by veld that can burn, the alternative site should be on top of a barren hill to prevent floodwater and fires from reaching it, but it must also be accessible by a road that cannot be flooded or surrounded by veld fire.

8.3 Requirements of alternative sites

The requirements of alternative sites will differ, depending on the function, department or directorate operating from the alternative site. The assets and materials at the alternative site must enable the function, department, directorate or municipality to resume critical services and start the process to return to normal operations.

The minimum requirements of alternative sites are the following but are not limited to:

- Access to basic services (water/ ablution facilities/ sewerage, electricity and refuse removal).
- Access control to ensure the physical security of the site and staff.
- Backup electricity supply that can support the operations at the site for a one-week period.
- Office furniture and supplies, including:
 - Desks
 - Chairs
 - Supply of stationary.
 - Supply of printing paper.
 - Supply of printing ink.
- Information communication technology infrastructure, including:
 - Power points
 - Network points
 - Wi-Fi
 - Network hub and network infrastructure
 - Landlines (telephone/facsimile)
 - ISDN lines
 - ADSL lines
 - Satellite communications
 - Radios
 - Computers
 - Computer Screens
 - Printers
 - Projectors
- Conference facilities, including conference calls and webcams
- One week's supply of portable water stored on site.
- Ablution facilities
- Sewerage storage for a period of one week.
- Refuse storage capacity for one week's accumulation.
- One week's supply of food stored on site.
- Kitchen
- Or any other requirements as determined by the Accounting Officer to deliver services.

9 Business Continuity Plan

All the planned activities with regards to Business Continuity Management will be incorporated as part of the Municipality Risk Management Implementation Plan whilst Annexure B – Business Impact Analysis & Risk Assessment will be used when conducting risk assessments.

ANNEXURE B – BUSINESS IMPACT ANALYSIS & RISK ASSESSMENTS

Risk assessment is a systematic process of identifying, analysing, and evaluating potential threats and vulnerabilities that could impact the municipality's ability to deliver essential services and maintain operational continuity. This proactive evaluation considers both natural and man-made hazards, aiming to prioritise risks based on their potential impact and likelihood. The outcomes of the risk assessment guide strategic decision-making, enabling the municipality to implement effective mitigation measures and enhance overall resilience in the face of uncertainties.

Swellendam Municipality may be faced with the following potential risks, which can all have a catastrophic impact should the event occur:

Risk Type	Potential Risk	Impact	Mitigating Strategy	Mitigating Controls	Potential Actions
Natural Disasters	Flooding	Infrastructure damage, disruption of services, and potential harm to residents.	Mitigate	Clearing of stormwater channels	Increase stormwater capacity.
	Fires		Mitigate & Transfer	• Clearing of fire breaks • Service Level Agreement with the District Fire Department	Training of fire marshals
	Plagues		Mitigate	Monitor relevant risks	Training and Awareness
	Drought/ Water shortage	Restrict/ no water provision	Mitigate	• Water restrictions • Boreholes	Increase dams' capacity.
	Storms (heavy rain/hail/ winds/ tornados)	Infrastructure damage, disruption of services, and potential harm to residents.	Mitigate	Monitor weather conditions	
	Landslides/ Rock falls				
	Earthquakes				
	Tsunami				
	Volcanic Eruption				
Social Unrest	Civil unrest, protests, or community dissatisfaction.	Disruption of municipal services, potential damage to property, and public safety concerns.	Mitigate	• Deployment of SAPS and/ or law enforcement • Deployment of Municipal Security	

Risk Type	Potential Risk	Impact	Mitigating Strategy	Mitigating Controls	Potential Actions
Public Health Emergencies	Outbreaks of infectious diseases or pandemics.	Strain on healthcare services, potential loss of life, and disruption of normal municipal operations.	Mitigate	Monitor communication and instructions from Department of Health	
Infrastructure Failures/ disruptions	Provision of Water Services	Pollution, environmental health, disruption of essential services and economic losses	Mitigate	Capital and operational maintenance	
	Provision of Sewerage Services			Capital and operational maintenance	
	Power outages			• Capital and operational maintenance • Generators & installation of generators	• Capital and operational maintenance • Investing in renewable energy
	Road networks issues/ collapse	Restriction of destination and economic hubs	Mitigate	Capital and operational maintenance	Capital and operational maintenance
Technological Threats	Cybersecurity breaches (e.g. ransom attacks)	Compromised municipal operations, potential data leaks, and financial losses.	Transfer	• Implementation of ICT Policies (including ICT Security policies) • Monitor ICT Security breaches and failures	Appointment of dedicated ICT Manager
	IT system failures.			ICT Capital and operational maintenance	
Economic Challenges	Economic downturn, budget constraints, or financial instability.	Reduced funding for municipal projects, limitations on service	Mitigate	IDP and budget alignment and control	Ongoing grant applications

Risk Type	Potential Risk	Impact	Mitigating Strategy	Mitigating Controls	Potential Actions
		expansion, and workforce challenges.			
Supply Chain Disruptions	Disruption in the supply chain affecting critical resources or materials.	Delayed projects, scarcity of essential resources, and potential economic repercussions.	Mitigate	Implementation of BCM Framework	
Environmental Changes	Environmental shifts affecting biodiversity, water resources, or agriculture.	Impact on agricultural practices, potential food scarcity, and environmental conservation challenges.	Mitigate	Encourage farming and manufacturing industry	Monitoring of risk
Regulatory Changes	Changes in local, regional, or national regulations impacting municipal operations.	Compliance challenges, increased administrative burden, and potential legal issues.	Mitigate	Intergovernmental Engagements	Monitoring of risk
Human Resource Challenges	Staff shortages, key personnel turnover, or skills gaps.	Disruption in service delivery, reduced efficiency, and challenges in maintaining institutional knowledge.	Mitigate	Implement Human Resource (HR) Strategy	Appointment of staff

These identified risks and is not limited to the abovementioned but provide a foundation for Swellendam Municipality to conduct a thorough risk assessment and tailor specific mitigation and response strategies in their business resilience plan. The plan should be dynamic, regularly updated, and responsive to emerging risks.