

ISO 22301 – Business Continuity– Clause 8

Clause 8.4 – Business Continuity Plans and Procedures



8.4 Business continuity plans and procedures

8.4.1 General

The organization shall implement and maintain a response structure that will enable timely warning and communication to relevant interested parties. It shall provide plans and procedures to manage the organization during a disruption. The plans and procedures shall be used when required to activate business continuity solutions.

NOTE There are different types of procedures that comprise business continuity plans.

The organization shall identify and document business continuity plans and procedures based on the output of the selected strategies and solutions.

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The procedures shall:

- a) be specific regarding the immediate steps that are to be taken during a disruption;
- b) be flexible to respond to the changing internal and external conditions of a disruption;
- c) focus on the impact of incidents that potentially lead to disruption;
- d) be effective in minimizing the impact through the implementation of appropriate

solutions;

e) assign roles and responsibilities for tasks within them.

8.4.2 Response structure

8.4.2.1 The organization shall implement and maintain a structure, identifying one or more teams responsible for responding to disruptions.

8.4.2.2 The roles and responsibilities of each team and the relationships between the teams shall be clearly stated.

8.4.2.3 Collectively, the teams shall be competent to:

- a) assess the nature and extent of a disruption and its potential impact;
- b) assess the impact against pre-defined thresholds that justify initiation of a formal response;
- c) activate an appropriate business continuity response;
- d) plan actions that need to be undertaken;
- e) establish priorities (using life safety as the first priority);
- f) monitor the effects of the disruption and the organization's response;
- g) activate the business continuity solutions;
- h) communicate with relevant interested parties, authorities and the media.

8.4.2.4 For each team there shall be:

- a) identified personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role;
- b) documented procedures to guide their actions (see 8.4.4), including those for the activation, operation, coordination and communication of the response.

8.4.3 Warning and communication

8.4.3.1 The organization shall document and maintain procedures for:

- a) communicating internally and externally to relevant interested parties, including what, when, with whom and how to communicate;

NOTE The organization can document and maintain procedures for how, and under what circumstances, the organization communicates with employees and their emergency contacts.

- b) receiving, documenting and responding to communications from interested parties, including any national or regional risk advisory system or equivalent;
- c) ensuring the availability of the means of communication during a disruption;

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- d) facilitating structured communication with emergency responders;
- e) providing details of the organization's media response following an incident, including a communications strategy;
- f) recording the details of the disruption, the actions taken and the decisions made.

8.4.3.2 Where applicable, the following shall also be considered and implemented:

- a) alerting interested parties potentially impacted by an actual or impending disruption;

b) ensuring appropriate coordination and communication between multiple responding organizations.

The warning and communication procedures shall be exercised as part of the organization's exercise programme described in 8.5.

8.4.4 Business continuity plans

8.4.4.1 The organization shall document and maintain business continuity plans and procedures. The business continuity plans shall provide guidance and information to assist teams to respond to a disruption and to assist the organization with response and recovery.

8.4.4.2 Collectively, the business continuity plans shall contain:

a) details of the actions that the teams will take in order to:

- 1) continue or recover prioritized activities within predetermined time frames;
- 2) monitor the impact of the disruption and the organization's response to it;
- b) reference to the pre-defined threshold(s) and process for activating the response;
- c) procedures to enable the delivery of products and services at agreed capacity;
- d) details to manage the immediate consequences of a disruption giving due regard to:

- 1) the welfare of individuals;
- 2) the prevention of further loss or unavailability of prioritized activities;
- 3) the impact on the environment.

8.4.4.3 Each plan shall include:

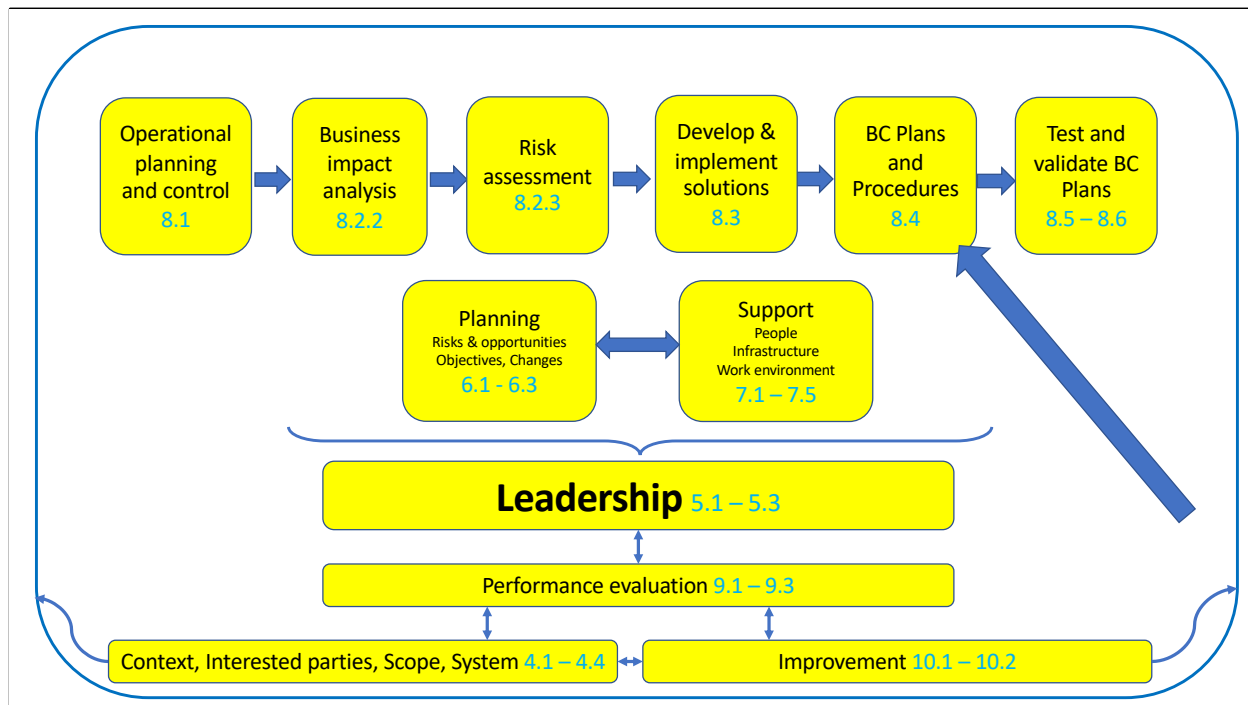
- a) the purpose, scope and objectives;
- b) the roles and responsibilities of the team that will implement the plan;
- c) actions to implement the solutions;
- d) supporting information needed to activate (including activation criteria), operate, coordinate and communicate the team's actions;
- e) internal and external interdependencies;
- f) the resource requirements;
- g) the reporting requirements;
- h) a process for standing down.

Each plan shall be usable and available at the time and place at which it is required.

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8.4.5 Recovery

The organization shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.



8.4 Business continuity plans and procedures

8.4.1 General

The organization shall implement and maintain a response structure that will enable timely warning and communication to relevant interested parties. It shall provide plans and procedures to manage the organization during a disruption. The plans and procedures shall be used when required to activate business continuity solutions.

NOTE There are different types of procedures that comprise business continuity plans.

What does a business continuity plan (BCP) look like?

Clause 8.4.1

A BCP has warning devices built into it



It has plans and procedures for disruptions



8.4 Business continuity plans and procedures

8.4.1 General

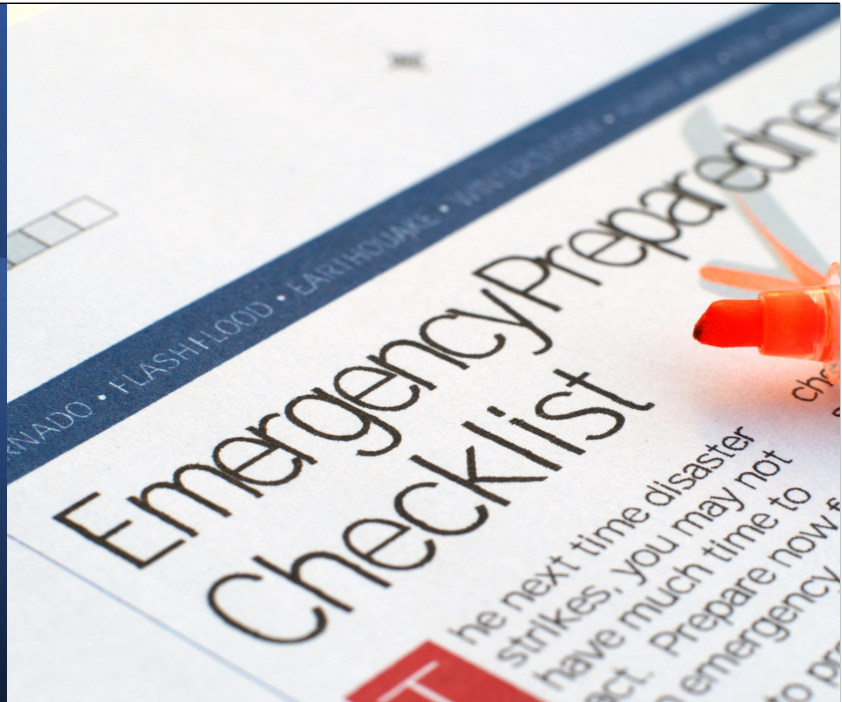
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The organization shall identify and document business continuity plans and procedures based on the output of the selected strategies and solutions.

Procedures
need to be
specific about
'what to do'
during a
disruption

Clause 8.4.1



The procedures shall:

- a) be specific regarding the immediate steps that are to be taken during a disruption;

Procedures need
to be flexible to
accommodate a
stressful
situation

Clause 8.4.1



The procedures shall:

b) be flexible to respond to the changing internal and external conditions of a disruption;

They need to
focus on risk
management
and include Root
Cause Analysis
after an event

Clause 8.4.1



The procedures shall:

- c) focus on the impact of incidents that potentially lead to disruption;
- d) be effective in minimizing the impact through the implementation of appropriate solutions;
- e) assign roles and responsibilities for tasks within them.

8.4.2 Response structure

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- f) monitor the effects of the disruption and the organization's response;

- g) activate the business continuity solutions;
- h) communicate with relevant interested parties, authorities and the media.

8.4.2.4 For each team there shall be:

- a) identified personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role;
- b) documented procedures to guide their actions (see 8.4.4), including those for the activation, operation, coordination and communication of the response.

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- b) receiving, documenting and responding to communications from interested parties, including any national or regional risk advisory system or equivalent;
- c) ensuring the availability of the means of communication during a disruption;

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 - 2) monitor the impact of the disruption and the organization's response to it;
- b) reference to the pre-defined threshold(s) and process for activating the response;
- c) procedures to enable the delivery of products and services at agreed capacity;

d) details to manage the immediate consequences of a disruption giving due regard to:

- 1) the welfare of individuals;
- 2) the prevention of further loss or unavailability of prioritized activities;
- 3) the impact on the environment.

8.4.4.3 Each plan shall include:

- a) the purpose, scope and objectives;
- b) the roles and responsibilities of the team that will implement the plan;
- c) actions to implement the solutions;
- d) supporting information needed to activate (including activation criteria), operate, coordinate and communicate the team's actions;
- e) internal and external interdependencies;
- f) the resource requirements;
- g) the reporting requirements;
- h) a process for standing down.

Each plan shall be usable and available at the time and place at which it is required.

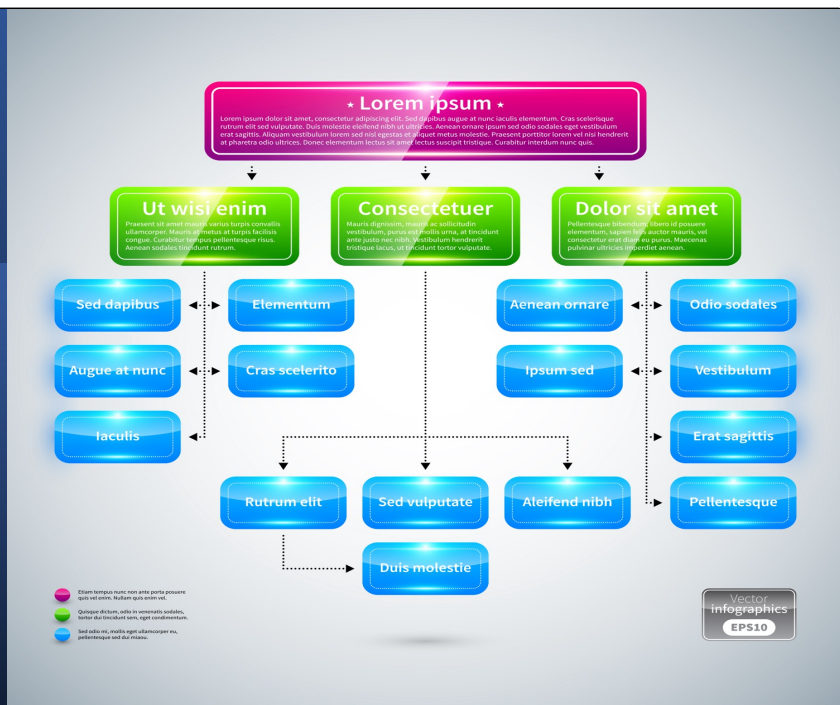
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8.4.5 Recovery

The organization shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.

They need to clearly specify responsibilities for all the steps in detection and recovery

Clause 8.4.1



e) assign roles and responsibilities for tasks within them.

A response structure will speed up the recovery process if implemented well

Clause 8.4.2



8.4.2 Response structure

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‘Competence’
of the teams
needs to be
managed

8.4.2.3



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- a) assess the nature and extent of a disruption and its potential impact;
- b) assess the impact against pre-defined thresholds that justify initiation of a formal response;
- c) activate an appropriate business continuity response;

The response steps are critical!

8.4.2.3



- d) plan actions that need to be undertaken;
- e) establish priorities (using life safety as the first priority);
- f) monitor the effects of the disruption and the organization's response;
- g) activate the business continuity solutions;
- h) communicate with relevant interested parties, authorities and the media.

8.4.2.4 For each team there shall be:

- a) identified personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role;
- b) documented procedures to guide their actions (see 8.4.4), including those for the activation, operation, coordination and communication of the response.

Everyone needs to work together and share information quickly during a crisis

Team members need to have clear roles, authorities and procedures

8.4.2.4



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- a) identified personnel and their alternates with the necessary responsibility, authority and competence to perform their designated role;
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Have appropriate
procedures for
communicating

8.4.3



8.4.3 Warning and communication

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Business
Continuity
Plans must be
usable and
available at
the time and
place they're
needed

8.4.4



8.4.3 Warning and communication

8.4.4 Business continuity plans

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Each plan shall be usable and available at the time and place at which it is required.

Recovery is the
ultimate test of
your BCMS

8.4.5



8.4.3 Warning and communication

8.4.5 Recovery

The organization shall have documented processes to restore and return business activities from the temporary measures adopted during and after a disruption.

Three takeaways from 'Plans and Procedures'

1. Plans and procedures need to be accessible, clear and flexible
2. 'Post-event' activities include an assessment of the effectiveness of the plan
3. Recovery plan effectiveness brings value to your organization – better recovery, more value

Time for another quiz!

You'll need your copy
of ISO 22301 to answer
the quiz questions

