ISO 22301 – Business Continuity – Clause 6 Planning

Clause 6.1 – Identifying and Addressing Risks
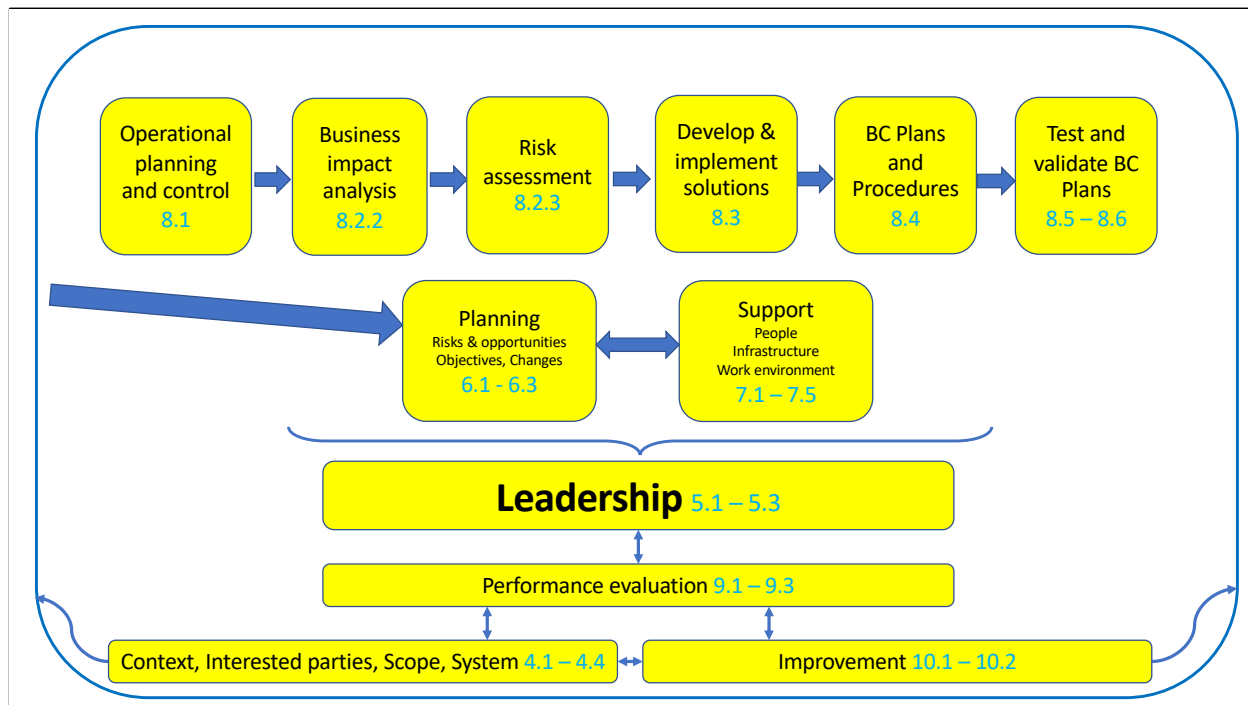
Clause 6.2 – Setting and Achieving Objectives

Clause 6.3 – Planning Changes

Operational planning and control 8.1 → Business impact analysis 8.2.2 → Risk assessment 8.2.3 → Develop & implement solutions 8.3 → BC Plans and Procedures 8.4 → Test and validate BC Plans 8.5 – 8.6

Planning — Risks & opportunities, Objectives, Changes 6.1 - 6.3 ↔ Support — People, Infrastructure, Work environment 7.1 – 7.5

Leadership 5.1 – 5.3

Performance evaluation 9.1 – 9.3

Context, Interested parties, Scope, System 4.1 – 4.4 ↔ Improvement 10.1 – 10.2

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its BCMS.
NOTE These issues will be influenced by the organization's overall objectives, its products and services and the amount and type of risk that it may or may not take.

When identifying opportunities and risks, consider…

Clause 6,1,1

Context

Interested Parties

6 Planning
6.1 Actions to address risks and opportunities
6.1.1 Determining risks and opportunities
When planning for the BCMS, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to:
a) give assurance that the BCMS can achieve its intended outcome(s);
b) prevent, or reduce, undesired effects;
c) achieve continual improvement.

Plan actions to recover from an interruption

Address risks & opportunities

6.1.2 Addressing risks and opportunities

The organization shall plan:

a) actions to address these risks and opportunities;

b) how to:

1) integrate and implement the actions into its BCMS processes (see 8.1);

2) evaluate the effectiveness of these actions (see 9.1).

NOTE Risks and opportunities relate to the effectiveness of the management system.

Risks related to disruption of the business are addressed in 8.2.

Plan how to evaluate your recovery plans

6.1.2 Addressing risks and opportunities

The organization shall plan:

a) actions to address these risks and opportunities;

b) how to:

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Risks related to disruption of the business are addressed in 8.2.

Balance the threat of disruption against your recovery plan

Improve, improve, improve!
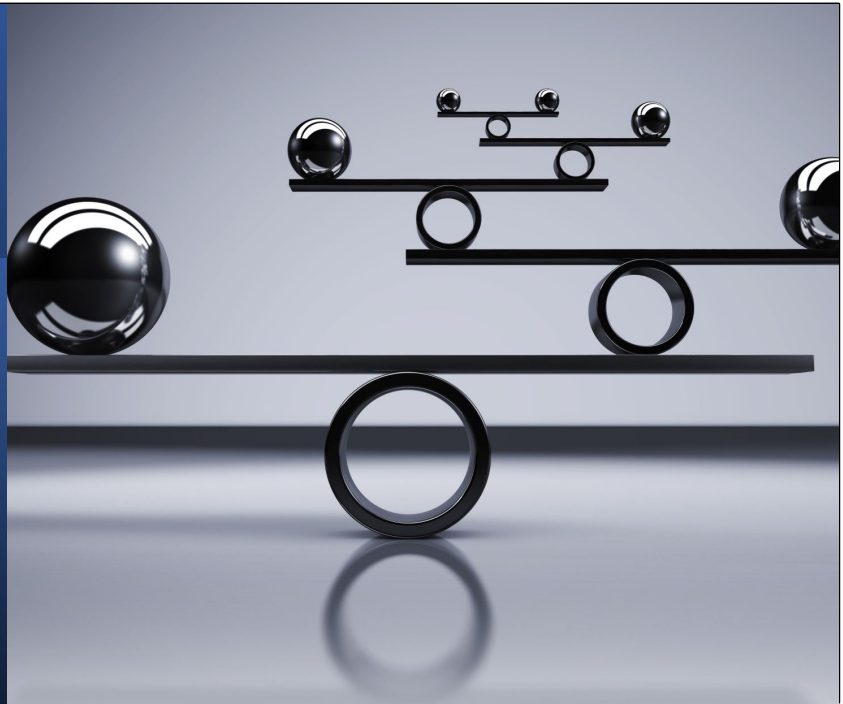
Achieve continual improvement of the Business Continuity Management System

Implement actions to assess and manage risks related to continuity

Impact

		Low	Medium	High
Probability	High	Low	Medium	High
	Medium	Low	Medium	Medium
	Low	Low	Low	Low

stakeholdermap.com

Set some objectives for your BCMS

Clause 6.2.1

6.2 Business continuity objectives and planning to achieve them
6.2.1 Establishing business continuity objectives
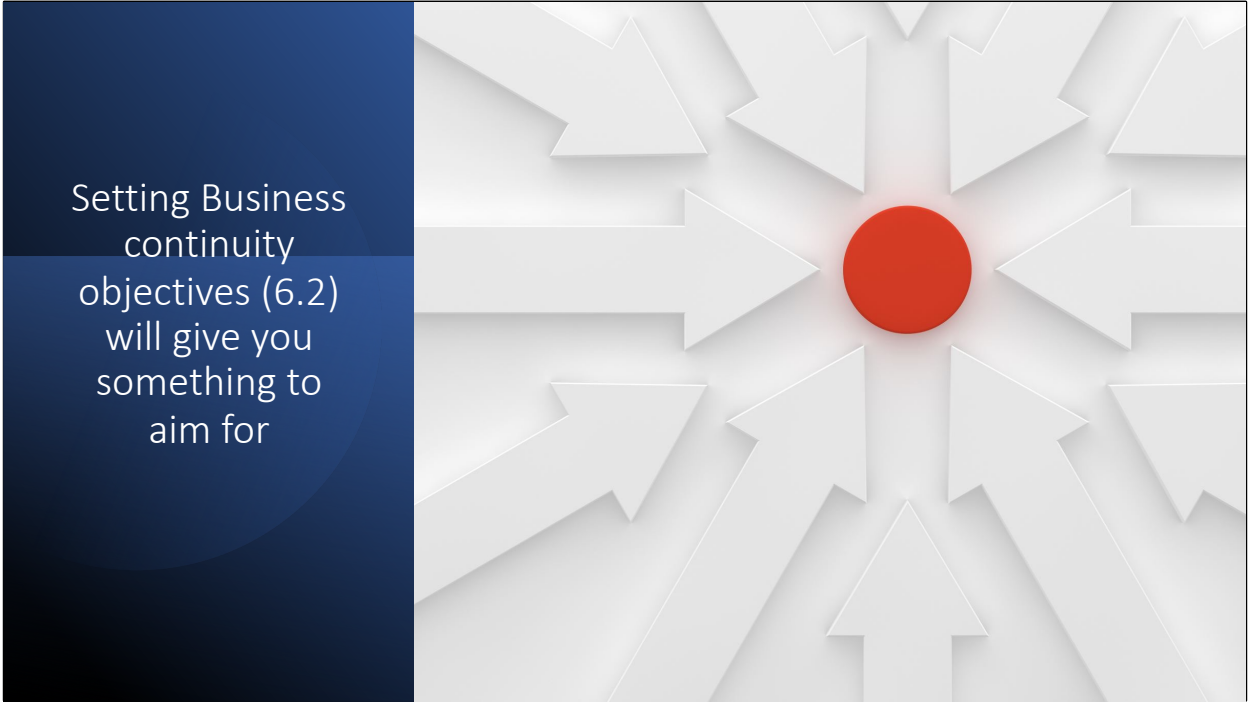The organization shall establish business continuity objectives at relevant functions and levels.

The business continuity objectives shall:
a) be consistent with the business continuity policy;
b) be measurable (if practicable);
c) take into account applicable requirements (see 4.1 and 4.2);
d) be monitored;
e) be communicated;
f) be updated as appropriate.
The organization shall retain documented information on the business continuity objectives.
6.2.2 Determining business continuity objectives

Setting Business continuity objectives (6.2) will give you something to aim for

6.2.2 Determining business continuity objectives

When planning how to achieve its business continuity objectives, the organization shall determine:

a) what will be done;

b) what resources will be required;

c) who will be responsible;

d) when it will be completed;

e) how the results will be evaluated.

Choose Objectives that will help you prepare for an interruption

6.2.2 Determining business continuity objectives
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e) how the results will be evaluated.

They can be SMART

Specific

Measurable

Achievable

Relevant

Time limited

6.2 Innovation objectives and planning to achieve them
6.2.1 Innovation objectives
The organization should establish innovation objectives at relevant functions and levels.
The innovation objectives should:
a) be consistent with the innovation policy and aim for the innovation vision;
b) be consistent across functions and levels of the organization;
c) be measurable (if practicable) or verifiable;

Progress needs to be monitored and communicated

6.2.2 Determining business continuity objectives
When planning how to achieve its business continuity objectives, the organization shall determine how the results will be evaluated.

Reach your objectives with an Action Plan

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e) how the results will be evaluated.

Making a change to your system will increase risks to your continuity plans

Clause 6.3

6.3 Planning changes to the business continuity management system

When the organization determines the need for changes to the BCMS, including those identified in <u>Clause 10</u>, the changes shall be carried out in a planned manner.

The organization shall consider:

a) the purpose of the changes and their potential consequences;

b) the integrity of the BCMS;

c) the availability of resources;

d) the allocation or reallocation of responsibilities and authorities.

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Three takeaways from Planning

1. Risks are everywhere and need to be managed and controlled
2. Objectives are targets to aim for and help the organization thrive and each objective needs an 'action plan'
3. Changes need to be managed to reduce the chances of making things worse

Time for the quiz!

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