



TRANSITIONING FROM ISO 22301:2012 TO ISO 22301:2019

- Alan Elwood

- Risk and Resilience

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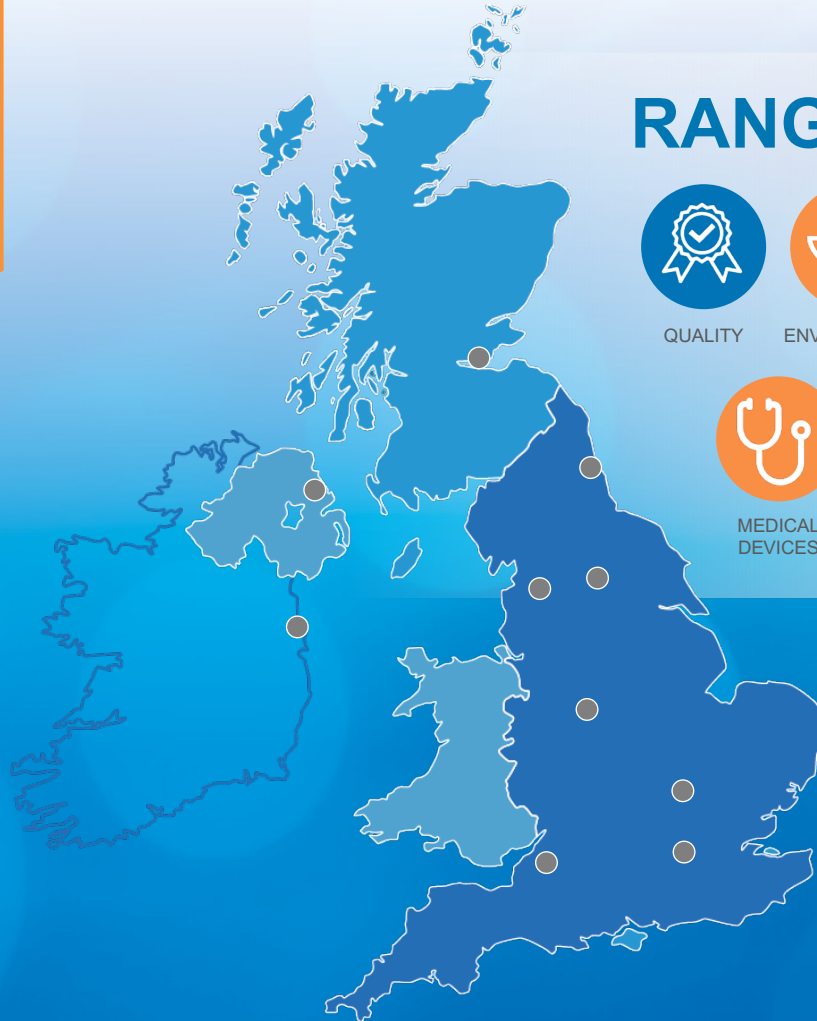
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YOUR PRESENTER

- **KEY INFO**

- **30 minute webinar**
- **Questions in the chat box**
- **Q&A at the end**
- **Recording of webinar circulated shortly**

Alan Elwood - Risk and Resilience



Alan is a leading Operational Resilience professional with 25 years of experience. Alan brings in-depth Risk, Crisis and Business Continuity review, compliance and continual improvement experience. A Fellow of the BCI he has supported clients to improve resilience in complex and regulated sectors throughout the UK / EU, including major brands and family businesses in the Financial Aviation, Health, University, Logistics, Manufacturing, Food Production, Marine, Transport, Housing, Utility, Estates Management, Charitable, Voluntary, Government and Public sectors.



Critical Thinking Logical Planning

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**Risk and
Resilience**

Transitioning to ISO 22301:2019 Business Continuity Management

Speaking from Experience

Objectives

- Delve into the consequences posed by ISO 22301:2019 Business Continuity Management
- Explore the rationale for these changes
- Understand how they improve Business Continuity
- Provide practical tips for compliance and capability

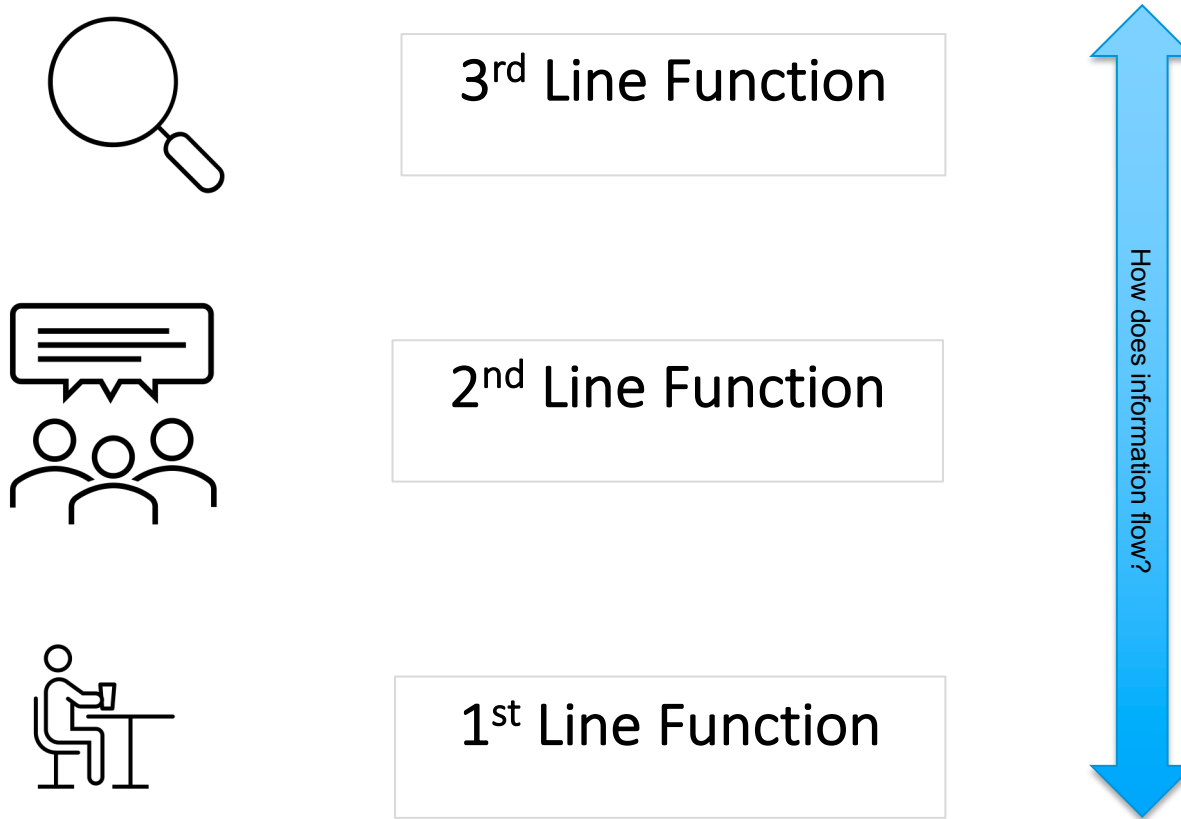
4 Context of the Organization

4.1 Understanding the organization and its context	4.1	Slimmed down requirement removing documents and requirements specified elsewhere. Also dropped reference to the term risk appetite (throughout the standard), but uses the definition (i.e. "the amount and type of risk that it may or may not take") to address the same intent.
4.2 Understanding the needs and expectations of interested parties	4.2	Similar intent; changed procedure to process; dropped reference to interested parties under legal and regulatory requirements; dropped reference to communication in this section.
4.3 Determining the scope of the business continuity management system	4.3	Mission and Goals moved here; re-organized and less specific; added "location" to be taken into account of scope; still requires documentation.
4.4 Business continuity management system	4.4	No material change.

5 Leadership

5.1 Leadership and commitment	5.1 & 5.2	Combined 5.1 & 5.2; re-organized with various statements moved to other sections (e.g. 4, 9, 10); dropped requirement for top management active engagement in testing and exercises; dropped requirements to provide evidence and roles assigned (including management representative) - these are inferred elsewhere through authority and competence.
5.2 Policy	5.3	Similar intent; re-organized into two sub-sections (5.2.1 & 5.2.2). Dropped [redundant] statement regarding review for suitability, but this remains a management review input (9.3.e)
5.3 Roles, responsibilities and authorities	5.4	No material change.

Governance Structure....



6 Planning

6.1 Actions to address risks and opportunities	6.1	Same requirements broken out into two sections (6.1.1 & 6.1.2); no material change.
6.2 Business continuity objectives and planning to achieve them	6.2	Requirements broke out into two sub-sections (6.2.1 & 6.2.2); added communication and updates; dropped MBCO; responsibility expanded to organization vs. top management.
6.3 Planning changes to the business continuity management system	8.1	NEW CLAUSE: Expanded requirement from a brief mention in 8.1. Depending upon how the organization had previously addressed changes, this may require additional level of effort.

7 Support

7.1 Resources	7.1	No material change.
7.2 Competence	7.2	No material change.
7.3 Awareness	7.3	Modified to include roles and responsibilities before, during, and after disruptions.
7.4 Communication	7.4	Re-structured and streamlined; dropped specific procedural requirements from this section, but they remain within section 8.4.3.
7.5 Documented information	7.5	Minor re-organization and streamlining to eliminate redundancies.

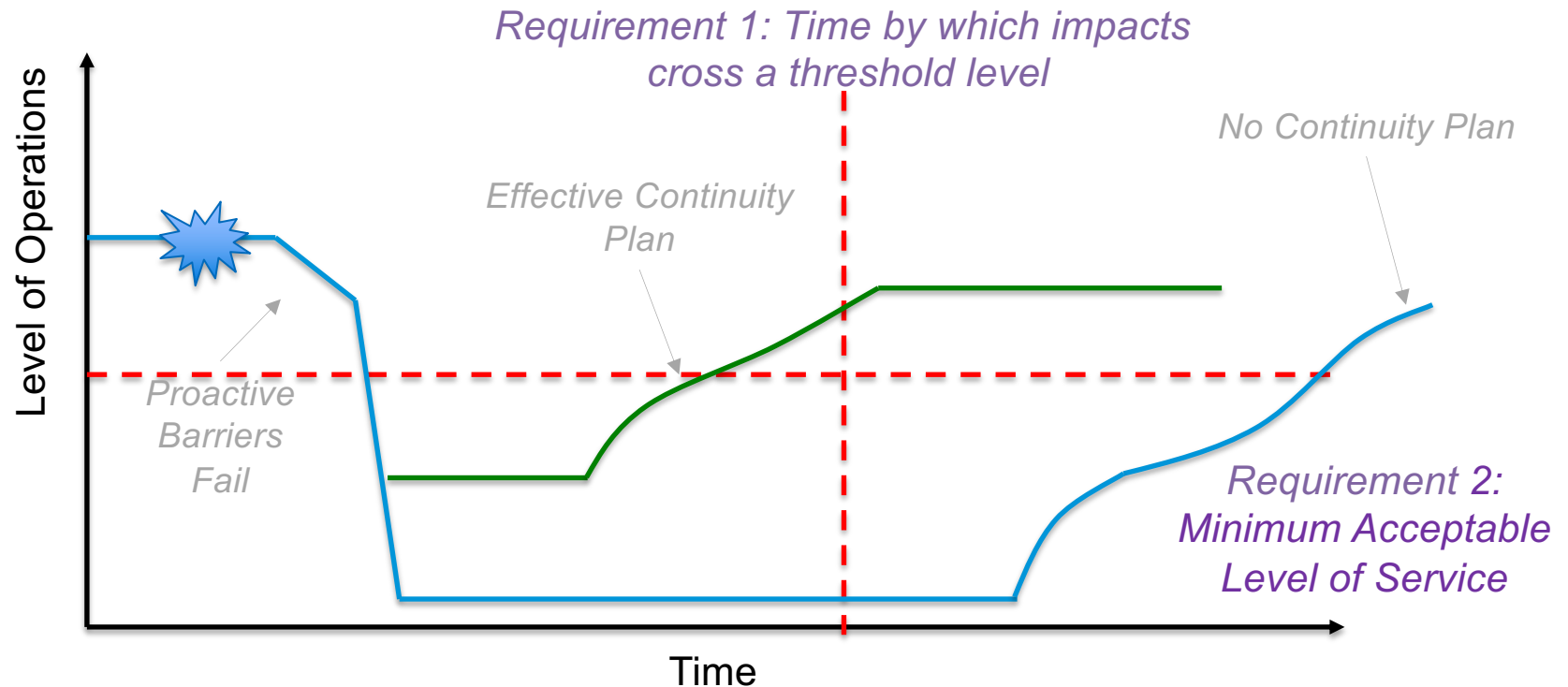
8 Operation

8.1 Operational planning and control	8.1	No major changes; added reference to outsourced processes and supply chain (potential flow-down).
8.2 Business impact analysis and risk assessment	8.2	<p>(8.2.1) Re-organized and re-phrased to "systematic processes" and "analysing Business impacts" for BIA and RA; eliminated use of 'risk appetite' term (although the concept remains throughout the standard); added requirement to review BIA/RA at planned intervals or with significant changes to the organization.</p> <p>(8.2.2) BIA requirements are more prescriptive.</p> <p>(8.2.3) Risk Assessment is simplified with no material changes.</p>

8.2.2 BIA Requirements

- a) define the impact types and criteria;
- b) identify the activities that support the provision of products and services;
- c) use the impact types and criteria for assessing the impacts over time resulting from the disruption of these activities;
- d) identify the time frame within which the impacts of not resuming activities would become unacceptable to the organization;
- e) set prioritized time frames within the time identified in d) for resuming disrupted activities at a specified minimum acceptable capacity;
- f) use this analysis to identify prioritized activities;
- g) determine which resources are needed to support prioritized activities;
- h) determine the dependencies, including partners and suppliers, and interdependencies of prioritized activities.

BC Requirements (Planning Direction Derived From Analysis)



8 Operation

8.3 Business continuity strategies and solutions	8.3	<p>(8.3.1) NEW CLAUSE: Addition of solutions is the main theme of this revised requirement. In general, consider that an organization will have various BC strategies; and each strategy may be supported by one or more solutions to achieve the given objective. Organizations should ensure that their existing BC strategies include adequate solutions to meet their needs for continuity and recovery.</p> <p>(8.3.2) comes from the previous 8.3.1 and 8.3.3 with expanded considerations including added provision of adequate resources (further expanded upon in 8.3.4). Requirement to conduct evaluations of suppliers is moved from this section to 8.6.</p> <p>(8.3.3) separated out from previous 8.3.1 and added consideration of amount and type of risk [aka. appetite] along with costs and benefits.</p> <p>(8.3.4) Resource requirements largely moved over from previous 8.3.2; some considerations added (e.g. logistics).</p> <p>(8.3.5) NEW CLAUSE: Implementation of solutions added as a new specific requirement.</p>
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8 Operation

8.4 Business continuity plans and procedures	8.4	<p>(8.4.1) Re-worded and better explained; added assignment of roles to list.</p> <p>(8.4.2) Response Structure expanded with subsections to include focus on teams, the make-up thereof, competencies, and roles required to implement business continuity plans. Also added specific call-out for "alternate" personnel to be identified. Dropped requirement for external communication regarding significant risks.</p> <p>(8.4.3) Warning & Communication requires a "documented" procedure that was not previously explicitly required.</p> <p>(8.4.4) BC Plans add consideration of impacts on the environment. Also requires that plans specifically required to be usable and available at time and place where required.</p>
8.5 Exercise programme	8.5	Emphasis added on a more holistic or planned out exercise "program" and developing teamwork.

8 Operation

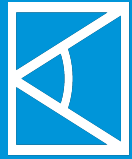
8.6 Evaluation of business continuity documentation and capabilities	9.1.2/8.3.2	NEW CLAUSE: Created from content moved from 9.1.2 with better explanation of intents. Intended to add emphasis to strengthen concept that evaluation of BCMS capabilities/effectiveness should be done regularly (not just evaluation of procedures). Also adds evaluations of partners' and suppliers' business continuity capabilities -i.e. business continuity flow-down (previously referenced in 8.3.2).
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9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation	9.1	Similar intent; less specific. 9.1.2 moved to 8.6 (see above).
9.2 Internal Audit	9.2	Same intent;(9.2.2) expanded emphasis regarding audit program with creation of new sub-section (though made up of existing requirements).
9.3 Management Review	9.3	Split list into Inputs and Outputs; Increased Input list to include: d) feedback from Interested Parties, g) information from the BIA and Risk Assessment, and h) evaluation of BCMS capabilities (8.6); Re-organized to 3 subsections; 9.3.3 added modification of procedures to respond to impacts on the BCMS, and how effectiveness will be measured; dropped list of potential changes.

10 Improvement

10.1 Nonconformity and corrective action	10.1	Same intent; Re-organized to 3 subsections; cleaned up redundancies.
10.2 Continual improvement	10.2	More emphasis on results of analysis, evaluation and management review as considerations for continual improvement activity.



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Q&A



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