

Halderstone



Training module

Auditing Business Continuity Implementation & Readiness

Evaluate whether continuity strategies, operational readiness and exercising provide credible recovery capability in an ISO 22301 BCMS



Do continuity plans exist but recovery capability remains unproven?

Overview

In ISO 22301, continuity arrangements translate business impact analysis outputs into practical recovery capabilities. Organisations define continuity strategies, establish operational response arrangements, and exercise those capabilities to ensure that critical activities can recover within defined objectives.

In practice, continuity arrangements frequently appear well documented while operational readiness remains uncertain: strategies rely on optimistic assumptions, plans are not maintained or understood, dependencies are overlooked, and exercises fail to test realistic disruption scenarios.

This module develops the capability to audit whether continuity arrangements and exercises provide credible recovery capability. Participants first review how continuity strategies, operational readiness, and exercising function within ISO 22301 systems, then learn how auditors test feasibility, readiness, and evidence of learning.



Target audience

- Aspiring auditors who want to audit business continuity management systems against ISO 22301 following best practices
- Practising ISO 22301 auditors who want to strengthen their audit knowledge, judgement, and effectiveness

Is this module for you?

It is a good fit for you if you...

- audit business continuity arrangements under ISO 22301.
- seek to judge whether continuity strategies are realistically achievable.
- want to evaluate operational readiness and recovery capability.
- need to test whether exercises provide meaningful validation of plans.
- expect to strengthen audit conclusions on continuity capability.

It may be less suitable for you if you...

- prefer to design continuity strategies or recovery arrangements yourself.
- are looking for methods to plan exercises or build continuity programmes.
- focus primarily on resilience engineering or continuity planning.
- do not intend to audit continuity arrangements or exercising.

Learning outcomes



Key outcomes

- Assess whether continuity strategies are aligned with recovery objectives and operational realities
- Test whether continuity arrangements demonstrate operational readiness and recovery capability
- Trace continuity arrangements from recovery objectives to demonstrable recovery capability using defensible audit evidence

Additional capabilities

- Evaluate whether dependencies and supporting resources are adequately reflected in continuity arrangements
- Assess whether exercises credibly test recovery capability rather than rehearsing documentation
- Detect common continuity failure patterns such as untested plans or unrealistic recovery assumptions
- Formulate defensible audit conclusions on continuity readiness and exercising effectiveness



Agenda

Continuity arrangements in ISO 22301

How continuity strategies and operational arrangements translate BIA outputs and recovery objectives into practical recovery capability

Effective auditing of continuity arrangements

How auditors judge whether continuity arrangements demonstrate credible recovery capability rather than relying on documented plans

Continuity strategy feasibility

How to evaluate whether continuity strategies realistically address disruption scenarios and recovery objectives

Operational readiness of continuity arrangements

How to test whether roles, resources, communication channels, and procedures support effective disruption response

Operational control of continuity arrangements

How to evaluate whether plans, resources, and supporting arrangements are maintained, updated, and integrated with operational activities

Dependency coverage and supporting capabilities

How to test whether technology, suppliers, facilities, data, and personnel dependencies are realistically reflected in continuity arrangements

Exercising and validation of continuity capability

How to evaluate whether exercises test realistic disruption scenarios and produce meaningful learning

Case-based audit simulation

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials



Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Audit interview planning tool
- Documented information checklist
- Sampling tool
- Audit analysis worksheets
- Failure pattern library
- Supporting AI prompt set

Confirmation

- Confirmation of participation

Preparation guidance



Assumed background

This module assumes participants can perform basic audit activities and apply evidence-based judgement.

Helpful background includes:

- General understanding of ISO 22301 terminology and business continuity concepts
- Ability to follow audit trails across organisational processes and supporting resources
- Basic familiarity with disruption scenarios and recovery arrangements

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

- Audit Principles

Supporting (optional)

Helpful but not required to participate effectively

- Auditing Operational Control
- Mechanisms of Information Security Controls

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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