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ISO/TC 292 N 267

STRATEGIC BUSINESS PLAN ISO/TC 292 Security and resilience

Background

ISO/TC 292 established an Ad Hoc Group to support the secretary and chair to develop the ISO/TC 292 Strategic Business Plan (SBP), following Resolution 30 from the Morioka meeting. The input provided by the Morioka Ad Hoc Groups, doc. N67, was used as the foundation of drafting the Strategic Business Plan.

Membership of Ad Hoc Group, following ISO/TC 292 Call for participation (ref. N108)

Country/Position	Delegate
Australia	Jason Brown
Canada	Jeanne Bank
France	Patrick Butor Patricia Compard (alternate for Mr. Butor)
Germany	Ernst-Peter Döbbeling
Japan	Ichiro Nakajima
Spain	Paloma García
Sweden	Björn Ericsson Stefan Tangen (alternate for Mr. Ericsson)
Switzerland	Thorsten Ziercke
UK	James Crask David Adamson (alternate for Mr. Crask)
United States	Marc Siegel
Chair	Åsa Kyrk Gere
Secretary	Bengt Rydstedt



STRATEGIC BUSINESS PLAN

ISO/TC 292 Security and resilience

EXECUTIVE SUMMARY

ISO/TC 292 Security and resilience has as its mission to improve security and resilience by producing high quality standards to support nations, societies, industry and people in general. To achieve both effectiveness and efficiency, existing committees TC223 – Societal security, ISO/TC 247 - Fraud countermeasures and controls, ISO/TC 8 - Ships and marine technology (28000-series) and ISO/PC 284 Management system for private security operations were merged to create ISO/TC 292.

The Technical Management Board approved the following scope for ISO/TC 292:

Standardization in the field of security to enhance the safety and resilience of society.

Excluded: Sector specific security projects developed in other relevant ISO committees and projects developed in ISO/TC 262 and ISO/PC 278.

This exclusion, which particularly intersects the work of ISO/TC 292 with ISO/TC 262 for Risk management and ISO/IEC JTC 1/SC 27 IT Security Techniques, provides an incentive and duty to closely liaise with other ISO committees whose works contribute to security and resilience outcomes.

The inaugural meeting of ISO/TC 292 in Morioka, Japan and subsequent meeting in Bali, Indonesia, provided valuable opportunities to obtain input for the development of this SBP. Members of ISO/TC 292 have identified common issues and opportunities for synergies across the various domains and areas of work. Many of the objectives in this SBP align closely with the themes outlined in ISO's Strategy for 2016-2020.

Key strategic elements of this SBP are outlined below.

1. Relevance of Portfolio

The portfolio of ISO/TC 292 will be broad in scope and will continue to expand based on the importance of security standards in global society. Plus, it combines both technical requirements standards and guidance and management system type standards. This presents challenges and opportunities for the TC. The SBP seeks to provide clear and proactive objectives for standardization work which correspond to market and user needs.

2. Stakeholder Engagement

The field of security and resilience impacts on a broad range of stakeholder interests and these groups may have very divergent interests. It will be important that all affected stakeholder interests are represented. Continuing efforts will need to be made to enhance participation from key stakeholders from both developed and developing countries representing the business sector, public authorities and security groups.

3. Marketing and Communications

Marketing and communications is a key objective for ISO/TC 292. There is a strong need to communicate about the scope and purpose of ISO/TC 292 within ISO and to external groups and national standards bodies. Marketing and communication materials need to be developed and various mechanisms need to be used to disseminate this information, such as social media, seminars and public presentations. ISO/TC 292 will implement and manage targeted communications and outreach to researchers, related security and disaster management organizations and to potential users of the standards such as public authorities, government regulators and the business community.

4. Project Management

A new Technical Committee provides the opportunity to review and put in place effective project management processes. Members of ISO/TC 292 are looking for effective leadership, process improvements, timely schedules and improved communication within the committee structures. The structure of ISO/TC 292 represents the current needs and will be evolutionary in response to the volatile nature of the security environment. The leadership of ISO/TC 292 is committed to implementing a structure that reflects the various domains and supports an effective process for standards development.

The Technical Committee will make efforts to enable greater participation of stakeholders by offering, when possible, opportunities to participate in TC, WG and ad hoc committee meetings via teleconference.

1. INTRODUCTION

1.1 *ISO technical committees and business planning*

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

1.2 *International standardization and the role of ISO*

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: [ISO](#) (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of [IEC](#) (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of [ITU](#) (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 164 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the [International Standard](#).

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its [Technical Committees](#) are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.

2. BUSINESS ENVIRONMENT OF ISO/TC 292

2.1 Description of the Business Environment

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, disciplines or practices related to the scope of this ISO/TC, and they may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards.

ISO/TC 292 is responsible for standardization, including both technical requirements standards and guidance and management system standards in the field of security with the aim to enhance the safety and resilience of society. This work covers a wide range of domains, including, but not limited to: terminology, continuity and resilience, emergency management, fraud, countermeasures and control, public and community resilience, and security services.

The business environment for international security and resilience Standards is highly complex and evolving at a rapid pace. Increased globalization, greater dependencies on third party organizations and a higher level of exposure to a range of global security and resilience threats, all set in a context of a demanding and volatile economic environment, are creating challenges for organizations across the Globe.

According to the World Economic Forum (WEF) the risks facing society today are growing in complexity and reach. New technologies, rapid urbanization, economic stresses, higher rates of unemployment, the speed of information flows, environmental pressures and natural resource strains all contribute to an increasingly complex risk environment and the potential for greater social instability. However, the WEF also believe, in their 2015 Global Risk Report, that the world is insufficiently prepared for an increasingly complex risk environment.

Security and resilience has relevance in all sectors and is becoming increasingly important as these global challenges increase and impact upon the well-being and existence of organizations.

Organizations within these sectors vary in size, complexity and purpose and therefore, face different risks and issues of safety and resilience. Whilst the principles of security and resilience are likely to be common amongst most organizations, the TC 292 will be open to exploring the development of bespoke Standards applicable to the particular needs of individual industry groups and sectors to enhance their safety and resilience. However, this will be the exception rather than the rule meaning the TC 292 will seek to develop Standards applicable to all organizations regardless of type, size, nature and sector.

In addition to those summarized above, there are wide range of global trends which underpin the growing importance of security and resilience. These are summarized below:

Political

The global political environment is increasingly volatile putting pressure on governmental cooperation and increasing security and resilience risks for organizations. Many of these risks are now much more global than they once were requiring a greater degree of political cooperation to understand and address them. This issue is compounded by an increased expectation from citizens that coordination, cooperation and integration occurs across a diverse range of players involved in security planning and disaster response.

In addition, the lack of awareness and support at a political level in some countries for the development and use of international security Standards presents challenges to ISO/TC 292 in delivering its aims.

Economic

The global economic environment remains challenging for most organizations. The emergence of policies driving financial prudence in Governments and organizations are sometimes not commensurate with the investments required to build security and resilience. Often these activities, alongside others, can be seen as an unnecessary cost that can be reduced without fully understanding the overall impact on the organization's risk exposure.

These organizational challenges are set in a context of widening economic disparities and the emergence of macro risks such as climate change and increased financial losses through disaster and terrorist events. Considered alongside changes in the way organizations operate – with a much more global footprint and with a heavier reliance on suppliers – organizations are financially (and in other ways) more exposed to security and resilience risks that were previously of little concern. These risks include but are not limited to issues such as supply chain failures in locations remote from an organization's main center of operations, or the increase in counterfeiting and fraud driven in part by the digital economy and cyber-crime.

Technical

Rapid changes in technology have the potential to offer enormous opportunities but can also cause disruption to established markets that are unable to respond to the change. Greater dependencies on technology have brought significant efficiency and productivity benefits but place a premium on the requirement to maintain its availability so that operations can continue, or be recovered following their disruption in a timely fashion. In addition, the reliance on technology brings with it a range of new security and resilience risks such as increased cyber-crime, product counterfeiting and data integrity etc.

Regulatory /Legal

Government and Regulatory policy for security and resilience is in some countries relatively mature, but in others yet to be considered. This creates an opportunity for the TC 292 to create Standards that both complement existing, and inform the development of new, policy and regulatory frameworks. There is an increasing requirement for standards to support international regulatory frameworks in areas of people movement, disaster reduction and recovery, and prevention of corruption and fraud.

Evidence suggests that Government and Regulators across the Globe are showing an increased interest in security and resilience driven by some of the trends outlined above. Included within this is a drive towards greater integration between the agencies tasked with responding to natural and man-made disasters and a growing requirement for organizations to think beyond their own boundaries when implementing security and resilience to include suppliers and business partners. In addition, the increasing global interconnectedness of communities and organizations emphasizes a need for greater collaboration between, and alignment of regulatory and legal frameworks. Standardization in this context can play a pivotal role in reducing instances of significant and unhelpful variations in regulatory and legal structures.

Social

Many of the social trends relevant to the field of security and resilience have already been considered above. However, of particular relevance are the macro trends including widening economic disparities, rapid population changes, mass migration as a result of climate change and war, social issues relating to poverty and unemployment and the aftereffects of natural disasters and the positive effects that security provision can have on the enjoyment of human rights, to include the right to security, as well as the potential risks to human rights posed by certain types of security services. All of these issues have a relevance to the security and resilience field and will require consideration in the Standards development process.

2.2 Quantitative Indicators of the Business Environment

ISO/TC 292 will measure its results and effectiveness through a defined set of indicator as suggested below. The two main categories are;

- Recognition and utilization of ISO/TC 292 deliverables
- Industry and global trends where standards developed by ISO/TC 292 have been implemented.

Recognition and utilization of ISO/TC 292 Deliverables

- Sales of ISO/TC 292 standards and other deliverables
- Number of standards under work programme and New Work Item Proposals (NWIP)
- Number of participating and observing members on TC and number of active mirror committees at national level
- Number of standards adopted by national standards bodies and referenced in national programmes
- Stakeholder balance in national mirror committees and in delegations for TC meetings
- Number of organizations implementing or certifying to standards
- Number of standards and other deliverables translated for use in member body countries and other local languages
- Speed of development and updating of standards under work programme (number of months)
- Continuity of active participation by National Standards Bodies (NSBs) in work of TC 292
- Number of standards used in regulations or market-driven contracts at the national and international level
- Compliance by contractors and service providers

Industry and global trends

Where standards and other deliverables from ISO/TC 292 have been adopted indicators may be sought as;

- Trends/rates re: economic losses and population impacts (e.g. loss of lives) resulting from natural or man-made disasters and terrorist attacks
- Impact and consequences from mass movement of people such as refugees
- Costs of injuries, damages, environmental and property harm
- Cost savings re: corporate losses from lack of crisis resilience/data breaches
- World trade in counterfeit goods
- Number of fraud-related incidents and economic impact of fraud incidents

- Trends re: product integrity
- Insurance claims due to effects of climate change
- Number of emergency agencies and employment in sector
- Market growth/increased income of industry sector (e.g. security organizations)
- Trends in travel patterns (e.g. pandemics)
- Number of independent national domains without harmonized regulations and policies
- Rate of elucidated crimes

Where ISO/TC 292 standards are adopted, there is potential to impact security and resilience by providing better practice to address industry and global trends. However, these types of indicators are difficult to measure as they may only be indirectly impacted by the standard and influenced by a variety of factors.

As a broad field of standards development it is important to further engage international expertise, particularly governments, professional associations and end-users to participate. Without the input of the expertise of more ISO members the committee may suffer from a lack of a full international perspective on the problems and solutions. If the committee projects a discipline bias it will lack credibility among stakeholders who do not feel they are adequately represented.

ISO/TC 292 is required to develop standards addressing both intentional, unintentional and naturally caused events which may manifest themselves in significantly different ways. Standards required for the protection from and responses to an adaptive and hostile adversary have requirements that differ from those required to respond to non-directed disruptive events.

Consequently, due to the global relevance of the work in ISO/TC 292 it is essential that the ISO member bodies develop mirror committees that reflected a balance of the broad spectrum of disciplines within the scope of ISO/TC 292.

Addressing security and resilience related risks are impacted by complex legal, jurisdictional and liability issues.

3. BENEFITS EXPECTED FROM THE WORK OF ISO/TC 292

The work of ISO/TC 292 complements national, regional and international standards for security and resilience subjects. An overall benefit of this standards work is the provision of tools to help organizations manage security and resilience and to become more efficient and effective while at the same time contributing to a more resilient and secure society. The work programme of ISO/TC 292 directly benefits society at all levels - global, national, multi-lateral, community and individual.

Key benefits of standardization in these security and resilience domains include:

- Timely provision of standards to enhance all actors capacity to handle all phases before, during and after disruptive events
- Establishment of global expectations and best practices
- Tools to help organizations manage security and resilience while respecting human rights
- Support for legal and regulatory actions
- Enhanced business operations and interoperability of procedures, systems and technologies

- Reduction in business and individual financial losses
- Cost savings through the implementation of harmonized international standards
- Development of high quality standards in clear language and in consideration of user needs
- Greater consistency in terminology and practice across multiple sectors, administrative levels, and disciplines
- Improvement in the health and safety of goods and services through the provision of standards to mitigate fraudulent acts
- Retention of the value of branded goods and their associated intellectual property
- Cooperation with other ISO and related bodies for coordination of work items, avoidance of duplication, and increased engagement of expert stakeholders
- Facilitation of the exchange of goods and services through the elimination of technical barriers to trade.

4. REPRESENTATION AND PARTICIPATION IN ISO/TC 292

4.1 *Membership*

Countries/ISO member bodies that are P and O members of the ISO committee

4.2 *Analysis of the participation*

Membership in ISO/TC 292 continues to grow thus increasing its stakeholder engagement in the development of its standards. However, given the wide scope of TC 292, challenges exist in attracting and retaining appropriate experts to participate in its large number of projects.

ISO/TC 292 aims to

- Identify sources of funding to support participation by developing countries
- Provide members with cost/benefit analysis and value proposition to support business case for participation
- Provide alternative ways to participating in meetings, such as webex or conference calls
- Consider the costs associated with meeting locations (ie, it may be more affordable to hold meetings at hub airport locations to reduce travel costs).
- Encourage WG Leaders to review the membership as a standing agenda item to help ensure balanced representation that may include:
 - researchers and academics – hold a research symposium in conjunction with plenary meetings and facilitate the use of research in standards work
 - corporate participation – particularly in management system standards
 - relevant national security organizations and key regulators.

5. OBJECTIVES OF THE ISO/TC AND STRATEGIES FOR THEIR ACHIEVEMENT

5.1 *Defined objectives of ISO/TC 292*

Managing security and resilience requires on-going vigilance and diligence of individuals, private and public organizations, states authorities and societies in general. Intentional, unintentional and natural events can result in both, opportunities and/or potential harm to an organization. The scope of ISO/TC 292 covers a broad spectrum of sectors and disciplines,

often with competing interests of stakeholders. Therefore ISO/TC 292 will strive to develop standards from -a neutral perspective and with high transparency.

ISO/TC 292 will develop a body of knowledge around security and resilience by drawing from the international community to create standards that are solutions and market driven. ISO/TC 292 will promote a discipline-neutral and holistic approach to standards development recognizing that these issues are not isolated to one country, one industry, one industry association or one technical committee. ISO/TC 292 will encourage participation from industry associations, national and international standards bodies, law enforcement, and governmental agencies as well as private industry and civil society groups.

ISO/TC 292 has the following objectives:

- Assess the needs of the international community for standards to be developed within the scope of this committee – the approach will be demand driven by market needs and contributions from national standards bodies
- Ensure standards developed by TC are needed, practical, user friendly and capable of being integrated into other systems and practices
- Support the interests of public and private sectors in creating solutions through international standards – while respecting competing interests of stakeholders.
- Create standards that enhance awareness and capabilities to security and/or resilience of affected organizations and individuals.
- Develop standards that enhance national and international trade through increased reliability of supply chains and business interactions.
- Develop standards which could provide requirements and guidance to entities that wish to manage security and resilience.
- Develop standards that enhance organizations' agility, flexibility and adaptive capacity in an ever changing environment.
- Create a recognized and neutral body of work and expertise in a critical area of commerce and establish a forum of international expertise to build consensus focused solutions
- Leverage cooperation with other standardization organizations in developing comprehensive and effective solutions through standards.
- Compile terminology respecting the diverse disciplines within the scope of ISO/TC 292.
- Develop and maintain a comprehensive work programme and road map for all areas of standardization in ISO/TC 292.
- Regularly solicit feedback from end users.

5.2 Identified strategies to achieve ISO/TC 292s defined objectives

In order to achieve its objectives under each of the key elements of this SBP, ISO/TC 292 will:

Relevance of Portfolio

- Monitor and benchmark relevant international and national policy developments and market trends to assess the need for new standards
- Conduct gap analysis of relevant standards and other deliverables to identify required standards and priorities

- Establish effective liaisons with other related standardization groups and technical committees Consider legal and litigation ramifications of portfolio

Stakeholder Engagement

- Involve relevant bodies and experts from various disciplines through active recruitment
- Seek greater stakeholder balance through outreach and engagement activities
- Conduct a needs assessment for effective engagement with interested parties that aligns with the needs and supports the work of TC 292

Marketing and Communications

- Develop and implement a communication and marketing plan for TC 292 based on market analysis
- Create targeted communications, tools and an infrastructure to attract, recruit and engage the right expertise to develop requirement-driven standards
- Utilize a variety of media and mechanisms to build awareness of the value of TC 292 standards and deliverables, including: workshops, social media, case studies and research symposia

Project Management

- Ensure effective and high quality project management for all working groups and subcommittees
- Develop, implement and evaluate an integrated project plan which includes specific priorities and actions for each of the clusters of work
- Utilize electronic communications, where possible, to help minimize the need for international travel

6. FACTORS AFFECTING COMPLETION AND IMPLEMENTATION OF THE ISO/TC WORK PROGRAMME

ISO/TC 292 has a broad scope and covering variety subjects that crosses many disciplines, some which compete for resources. It is important that the committee continue to define its role as clearly as possible and continue to extend liaisons and cooperation to other committees and organizations to create an understanding of its work.

Without the input of the expertise of more ISO members the committee may suffer from a lack of perspective. If the committee projects a discipline bias it will lack credibility among stakeholders who do not feel they are adequately represented. To counter this issue TC 292 will create a structure that represents the interest and expertise needed to create credible and trusted standards.

The way intentional, unintentional and naturally caused events manifest themselves can be significantly different. For example: an adversary may attempt to secretly, and without regard to consequences, exploit a vulnerability in an organization to cause social or economic harm. This is typically not the case in either unintentional or naturally caused events. Therefore, the balance of risk treatments may be very different as well as the timeframe within the risk-cycle that needs to be addressed in an adversarial situation.

Addressing security and resilience are impacted by complex legal, jurisdictional and liability issues. Standards that do not recognize these factors run the possibility of creating new

risks to individuals and organizations. It is also important to recognize that information sharing in this arena is highly sensitive and varies greatly with jurisdiction.

Logistical and Implementation Factors

The large number of member bodies, liaisons and, consequently, of experts in the various working groups will likely extend the timescale required for the work of ISO/TC 292 as:

A common understanding of the contents of the standards has to be developed by new participants;

- new participants can have difficulty sustaining technical expertise and consistent funding;
- new work items may strain the ability of member bodies to provide appropriate resources.

The cost of hosting the meetings of ISO/TC 292 may become prohibitive. The cost of attending meetings can also limit the ability for many member bodies, delegates and liaisons to participate.

Participants who have the necessary expertise are commonly very busy in their normal work. Thus, the time available to work on the development of ISO standards may sometimes be limited, delaying the production of drafts and the reviews of and comments on new proposals.

ISO/TC 292 will address and supplement issues not currently addressed by other technical committees or international bodies with which ISO has formal agreements. Slow development of standards might result in decreased relevance and interest and/or higher quality of the deliverable. This risk will have to be managed.

Due to the global relevance of the work in ISO/TC 292 it is essential that the ISO member bodies develop mirror committees that reflected a balance of the broad spectrum of disciplines within the TC scope.

- Poor communication during the process may cost time, money and motivation
- Potential participants perceive the process to be too complex and not sufficiently pragmatic
- Perceived conflict between sectors involved in work of ISO/TC 292 (public vs private) needs to be addressed.

7. STRUCTURE, CURRENT PROJECTS AND PUBLICATIONS OF THE ISO/TC

Information on ISO online and on ISO/TC 292 online

The link below is to ISO/TC 292s page on ISO's website:

[ISO/TC 292 on ISO Online](#)

Click on the tabs and links on this page to find the following information:

- About (Secretariat, Secretary, Chair, Date of creation, Scope, etc.)
- Contact details



- Structure (Subcommittees and working groups)
- Liaisons
- Meetings
- Tools
- Work programme (published standards and standards under development)

Reference information

[Glossary of terms and abbreviations used in ISO/TC Business Plans](#)

[General information on the principles of ISO's technical work](#)