

## Business Continuity Maturity Model (ISO 22301:2019 Aligned)

This Business Continuity Maturity Model (BCMM) aligns with ISO 22301:2019 requirements and uses six progressive levels: Initiated, Planned, Implemented, Embedded, Controlled, and Optimised. It enables organisations to assess their current level of maturity across key domains of a Business Continuity Management System (BCMS).

Domain	Initiated	Planned	Implemented	Embedded	Controlled	Optimised
<b>Leadership &amp; Policy</b>	Leadership aware but not engaged. No formal BC policy.	Leadership endorses a BC policy draft; roles identified.	Policy approved and communicated; BCMS resourced.	Leadership actively promotes business continuity culture.	Policy and leadership performance reviewed in management reviews.	Leadership drives innovation and continuous resilience improvements across business units.
<b>Planning</b>	No structured BC planning or objectives.	BC objectives defined; initial risks and opportunities identified.	Documented risk-based BCMS plan in place with measurable objectives.	BC planning aligned with strategic and operational planning cycles.	BCMS objectives and risk actions tracked and reported in governance forums.	Predictive and data-driven planning approach using trend analysis and lessons learned.
<b>Support</b>	Limited resources; informal awareness of BC roles.	Resource and competency requirements identified.	Training and awareness programs conducted; documented information controlled.	Widespread BC awareness and accountability established.	Competence, communications, and documentation processes audited.	Continuous professional development, digital tools, and automated documentation control applied.
<b>Operation</b>	No structured analysis; ad-hoc recovery processes.	BIA and risk assessment methodology defined but incomplete.	BIAs, risk assessments, and BC strategies implemented; plans developed.	Response structures tested through exercises; communication procedures functioning.	Regular, evidence-based evaluations of plans, exercises, and partner capabilities.	Dynamic resilience program integrating scenario simulation, analytics, and adaptive recovery strategies.
<b>Performance Evaluation</b>	No monitoring or review of BC activities.	Basic metrics and internal audit plan drafted.	Internal audits and management reviews performed.	Performance data drives improvements and resource allocation.	BCMS effectiveness validated by KPIs and external benchmarking.	Predictive analytics and real-time monitoring integrated into performance management.
<b>Improvement</b>	Reactive issue fixing only.	Corrective actions recorded and tracked informally.	Nonconformities logged; corrective action system established.	Continual improvement embedded in governance and review cycles.	Formal continuous improvement process aligned with business change.	Continuous learning culture; proactive resilience innovation and external certification renewal readiness.