

# SVENSK STANDARD

## SS-ISO 22397:2014

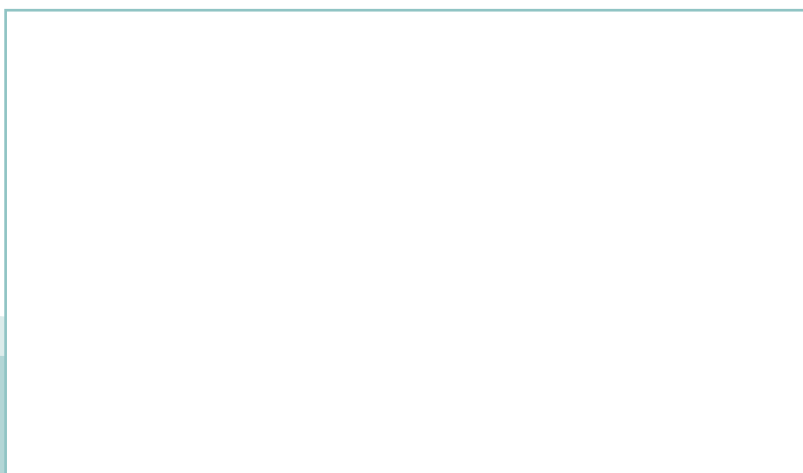


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**Samhällssäkerhet – Vägledning för att upprätta privat-offentlig samverkan (ISO 22397:2014, IDT)**

**Societal security – Guidelines for establishing partnering arrangements (ISO 22397:2014, IDT)**



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Den internationella standarden ISO 22397:2014 gäller som svensk standard. Detta dokument innehåller den officiella engelska versionen av ISO 22397:2014.

The International Standard ISO 22397:2014 has the status of a Swedish Standard. This document contains the official version of ISO 22397:2014.

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*Information about the content of the standard is available from the Swedish Standards Institute (SIS), telephone +46 8 555 520 00. Standards may be ordered from SIS Förlag AB, who can also provide general information about Swedish and foreign standards.*

Denna standard är framtagen av kommittén för Samhällssäkerhet, SIS/TK 494.

Har du synpunkter på innehållet i den här standarden, vill du delta i ett kommande revideringsarbete eller vara med och ta fram andra standarder inom området? Gå in på [www.sis.se](http://www.sis.se) - där hittar du mer information.



# Contents

Page

<b>Foreword</b> .....	<b>iv</b>
<b>Introduction</b> .....	<b>v</b>
<b>1 Scope</b> .....	<b>1</b>
<b>2 Normative references</b> .....	<b>1</b>
<b>3 Terms and definitions</b> .....	<b>1</b>
<b>4 Plan the partnering arrangement</b> .....	<b>1</b>
4.1 Define the purpose of the partnering arrangement.....	1
4.2 Identify partners to the arrangement.....	1
4.3 Arrange initial dialogue with potential partners.....	2
<b>5 Develop the partnering arrangement</b> .....	<b>2</b>
5.1 Set the priorities.....	2
5.2 Conduct a risk assessment.....	2
5.3 Agree on the scope of the partnering arrangement.....	3
5.4 Identify objectives, tasks and resources.....	3
5.5 Identify roles, responsibilities and levels of authority.....	4
5.6 Establish relationship rules and how to resolve challenges.....	4
5.7 Determine communication and consultation needs.....	4
5.8 Determine need for training and exercises.....	4
<b>6 Implement the partnering arrangement</b> .....	<b>5</b>
6.1 Apply partnering principles.....	5
6.2 Select contractual tools.....	5
<b>7 Review the partnering arrangement</b> .....	<b>6</b>
<b>Annex A (informative) How to generate the information necessary to establish relationship rules — Example</b> .....	<b>7</b>
<b>Annex B (informative) Potential obstacles to the partnering arrangement</b> .....	<b>10</b>
<b>Annex C (informative) Partnering review checklist</b> .....	<b>11</b>
<b>Bibliography</b> .....	<b>13</b>

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

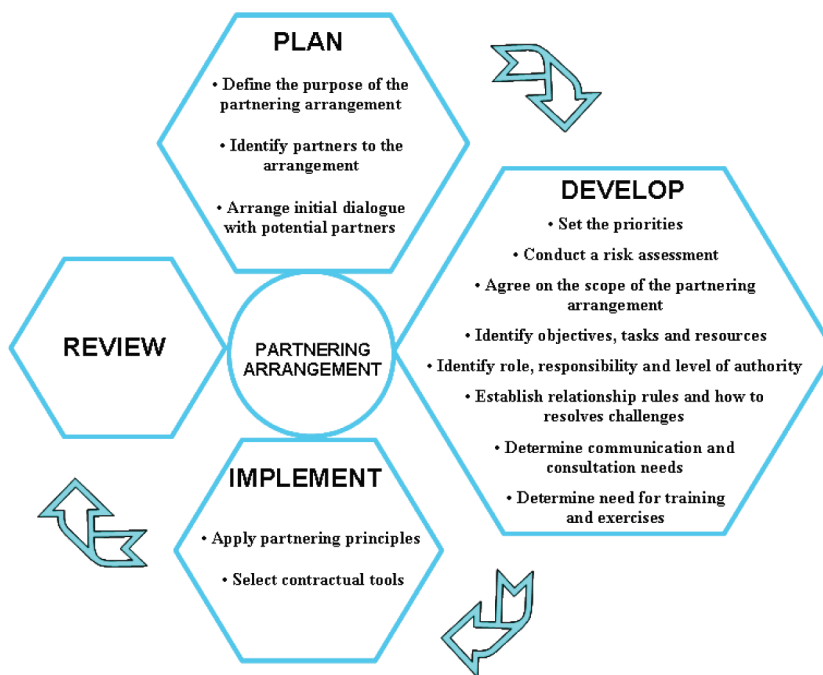
The committee responsible for this document is ISO/TC 223, *Societal security*.

## Introduction

The world has evolved into a global community of interdependent societies. Changes in technical and economic relationships have resulted in cross-jurisdictional and trans-boundary interdependencies for vital societal functions and assets. The security and well-being of people increasingly depend on the continuity of vital functions of organizations, local communities, nations and the global community. The impact of incidents has increased the need for enhanced preparedness, response and recovery programmes.

There are many different roles and responsibilities within and between public, private and not-for-profit organizations. Some roles and responsibilities are primarily the responsibility of individual organizations while others can be adequately addressed only by the multiple organizations in order to manage risks. In a complex and changing world, organizations need to consider partnering. Partnering is the association with others in an activity or area of common interest in order to achieve individual and collective objectives.

This International Standard provides principles and a process to develop the relationship among organizations in a partnering arrangement. [Figure 1](#) illustrates the process for planning, developing, implementing and reviewing partnering arrangements.



**Figure 1 — Process for planning, developing, implementing and reviewing partnering arrangements**

A partnering arrangement can be between two or more organizations. It can improve the capacity of organizations to enhance prevention, preparedness, response, and recovery programmes. This for a wide range of event(s) which may include natural, human induced disasters with potential impact on an organization, community or society and the environment on which it depends. There are a variety of possible partnering arrangements, both formal and informal. For example, contracts, memoranda of understanding (MoUs), mutual aid agreements, partnerships, cooperation agreements, coordination agreements, operational agreements, supply agreement, etc.

This International Standard is not intended to replace local, national or international regulations. Organizations are advised to seek legal counsel before entering into partnering arrangements.





# Societal security — Guidelines for establishing partnering arrangements

## 1 Scope

This International Standard provides guidelines for establishing partnering arrangements among organizations to manage multiple relationships for events impacting on societal security. It incorporates principles and describes the process for planning, developing, implementing and reviewing partnering arrangements.

This International Standard is applicable to all organizations regardless of type, size and nature of activity whether in or between the private, public, or not-for-profit sectors.

## 2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Societal security — Terminology*

ISO 31000:2009, *Risk management — Principles and guidelines*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

### 3.1

#### **interoperability**

ability of diverse systems and organizations to work together i.e. to inter-operate

### 3.2

#### **partnering**

association with others in an activity or area of common interest in order to achieve individual and collective objectives

## 4 Plan the partnering arrangement

### 4.1 Define the purpose of the partnering arrangement

The organization(s) initiating the partnering arrangement should:

- clearly identify the need for a partnering arrangement, and
- consider existing policies, roles, responsibilities and interests and the benefits to itself and other potential partners.

### 4.2 Identify partners to the arrangement

The organization(s) initiating the partnering arrangement should identify other organizations with the appropriate attributes as potential partners.

These are organizations which could become partners to the arrangement as they could:

- be directly or indirectly effected or impacted by an event;
- support or contribute to the work of preventing, preparing, responding and/or recovering from an event;
- be required to comply with legislation and regulation.

Because the impact of an event may be uncertain, the initiating organization(s) should continually monitor and evaluate potential partners.

### **4.3 Arrange initial dialogue with potential partners**

The initiating organization(s) should contact potential partners that may be interested in partnering.

Before entering into a partnering arrangement, the initiating organization(s) should request each potential partner to consider:

- the purpose of the partnering arrangement;
- the specific objectives to be achieved by each organization;
- the advantage of implementing the partnering arrangement;
- their capability and competence with respect to the partnering arrangement;
- any internal constraints that may interfere with effective implementation.

## **5 Develop the partnering arrangement**

### **5.1 Set the priorities**

When developing the partnering arrangement, different events may be identified. This enables types of events to be determined and priorities to be set. The partners to the arrangement should establish a process to identify the issues related to each type of events, thereby decide on the most appropriate arrangement.

The partners to the arrangement should ensure that applicable legal, regulatory, and other requirements to which the organization subscribes are considered in developing the partnering arrangement.

### **5.2 Conduct a risk assessment**

The partners to the arrangement should undertake a risk assessment in accordance with ISO 31000:2009, 5.4. The results of the risk assessment are intended to provide information such as:

- vulnerability of critical assets;
- high priority risk sources;
- risk treatments;
- risk profile;
- organizational capability (prevention, preparedness, response and recovery).

When undertaking risk assessment, the following should be considered:

- respect confidentiality, policies and expectations of the partnering arrangement when sharing information;

- identify risk sources whether or not they are under the control of the partners to the arrangement and even when the cause of the risk is not evident;
- consider that risk sources can have multiple consequences or affect several assets at the same time.

### **5.3 Agree on the scope of the partnering arrangement**

The scope of the partnering arrangement describes the range of activities which the partners to the arrangement are to perform to manage each type of event. The partners to the arrangement should agree on a scope that:

- is consistent with the purpose of the partnering arrangement,
- takes into account the results of risk assessment, and
- describes mutual benefits and interests of the partners and the community.

### **5.4 Identify objectives, tasks and resources**

#### **5.4.1 General**

The partners to the arrangement should identify and determine the objectives, tasks and resources required to manage each type of event in accordance with the mission, competence and capabilities of the partners to the arrangement.

#### **5.4.2 Objectives**

The partners to the arrangement should consider their objectives e.g. in terms of:

- a) saving lives and protecting properties;
- b) protection of assets;
- c) continuity of operations and minimizing all-hazards;
- d) protection of the environment;
- e) protection of image and reputation.

#### **5.4.3 Tasks**

The partners to the arrangement should identify and classify their tasks required to manage each type of event.

#### **5.4.4 Resources**

The partners to the arrangement should identify their necessary resources such as:

- a) personnel;
- b) emergency equipment;
- c) facilities;
- d) provision;
- e) communication system;
- f) crisis management centres;
- g) logistics.