

A Pragmatic Approach to

# UK Regulation & Operational Resiliency

# The Rising Tide of Resiliency Regulation

## Business Ecosystems Are Complex—Disruptions Will Occur

Organisations across the United Kingdom (UK) and European Union (EU) have felt disruptive impacts from the global financial crisis, COVID-19, Brexit and more. Most have relied on traditional business recovery, but COVID-19 has shown that disruption can be prolonged and evolving, so organisations must adapt. The paradigm has also shifted from not 'if' disruption will occur, but 'when'.

Disruption takes many forms, such as business impacts from sending an entire workforce to work from home, sudden impacts from an unforeseeable cyber event, loss of market share to a stronger competitor, or a drastic change in an industry business model.

*A Tata Consulting Services  
COVID-19 Business Impact  
Survey revealed that most  
organisations were caught off  
guard and ill-prepared to adapt  
their operational model to  
continue serving their customers.*



*FCA Policy Statement: By 31 March 2022, firms must have identified their important business services, set impact tolerances for the maximum tolerant disruption and carried out mapping and testing*

The EU Commission, Basel Committee on Banking Supervision, UK Prudential Regulation Authority (PRA) and Financial Conduct Authority (FCA) have issued guidance related to the need for financial services firms and the financial sector to become more operationally resilient - which is the ability to prevent, adapt, respond to, recover and learn from operational disruptions. This is sound advice for any organization.

Organisations are searching for answers to questions, such as: How does our organization become more resilient? Where do we start and what are the steps needed to build resilience? There are no quick or easy answers, but there are ways and means to build resilience. Read this eBook for some ideas that can help your organization get on the right track.



**Step 1:**  
Identify  
Important  
Business  
Services

The graphic for Step 1 features a green background with white icons: a pie chart, a person silhouette, and a gear.

Building resiliency starts with identifying the products and services most important to your customers and business. A business impact analysis (BIA) helps determine their criticality, as well as their impact tolerances and recovery objectives.

The BIA is also used to identify the internal business processes, systems, data, people, locations and third parties so that you can make them a priority in your resiliency planning. This focus helps prioritize your efforts and resources to build resiliency in where it matter most.



**Step 2:**  
Know Your  
Risks and  
Threats

The graphic for Step 2 features a dark blue background with white icons: a bar chart with an upward arrow and a shield with an exclamation mark.

Building resiliency is contingent on understanding and managing the impacts of risks and threats to your organisation. The events from the recent past have taught that anything can happen – and probably will.

So many of today's risks are inter-related and can have a 'domino effect' on complex organisations, so risk management must be approached in an integrated way. For example, a third-party breach could impact your customer data, leaving your organization exposed to compliance risk, cyber threats, reputation risk and financial loss. Therefore, you must understand and approach the risks, threats and disruptive scenarios that could occur like they will – and mitigate the potential impacts.

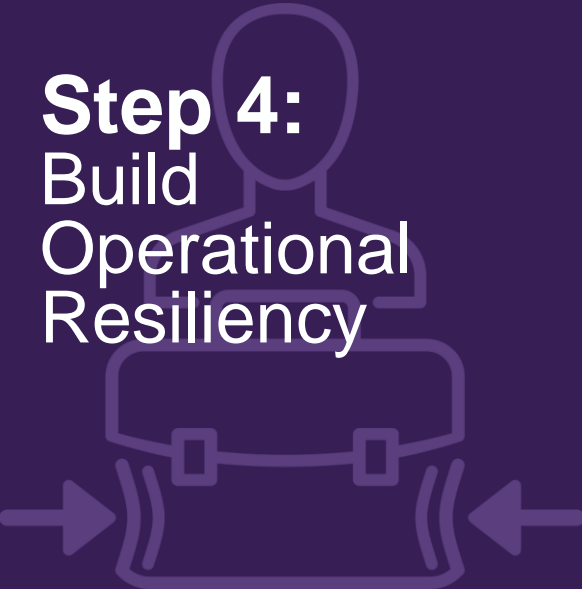
An illustration on a blue background showing three interlocking gears at the top and a hand reaching out from the bottom, symbolizing the process of mitigating and responding to risks.

## Step 3: Mitigate and Respond

Addressing threats and risks needs to occur on an ongoing basis - before, during and after the crisis. Risk and threat identification, performing scenario analysis of what could occur, and addressing gaps in resiliency are proactive, mitigating steps that are vital to managing negative impacts to the organization.

However, things can still go wrong. A supply chain disruption. A customer who falls on a slippery floor. A disgruntled employee on social media – are kinds of incidents that occur often enough inside companies to merit standard procedures for handling them efficiently and effectively.

But what happens when an incident develops into a crisis? This ‘perfect storm’ can require the need to manage the crisis from growing, respond in many ways, recover disrupted areas of the organization and deal with the fallout. Preventive and reactive steps are vital to managing the threats, risks and scenarios and reducing the impact to the organization.

An illustration on a dark purple background showing a person silhouette with a briefcase, and two arrows pointing towards the briefcase, symbolizing building operational resiliency.

## Step 4: Build Operational Resiliency

Resilient organisations are adaptable, integrated, risk-driven. They not only implement plans to recover from different types of disruption; they also build resiliency into the fabric of their business - processes, systems and infrastructure. For example, that means identifying concentration risk - like overreliance on one customer segment, or single points of failure—such as using only one facility that manufactures a key part for your product and having alternate plans for contingencies that could occur. Then taking action to mitigate the risks.

Successful business resiliency programs enable building resiliency across the organization by coordinating risk management, business resiliency planning, response activities, and crisis management. However, they also align these activities with business strategies and objectives, and across all three lines of defense to build resiliency into the way the organization operates and does business. Resilient organisations use metrics to self-assess and ensure they are continuously improving.

## How We Help

Building a resilient organization doesn't happen overnight and it's a long-term commitment. However, it can be done. It starts at the top with a change in mindset, and a focus on the right strategic priorities. It's founded on the commitment to understand your business, be prepared, become adaptable and always learning. As in the case of the UK financial sector, it's also understanding that your organization is part of the greater whole, and that the rising tide of resiliency can lift all ships.

Learn more about Archer Operational Resiliency at [www.ArcherIRM.com](http://www.ArcherIRM.com)

### About Archer

Archer, an RSA company, is a leader in providing integrated risk management solutions that enable customers to improve strategic decision-making and operational resiliency. As true pioneers in GRC software, Archer remains solely dedicated to helping customers understand risk holistically by engaging stakeholders, leveraging a modern platform that spans key domains of risk and supports analysis driven by both business and IT impacts. The Archer customer base represents one of the largest pure risk management communities globally, with over 1,500 deployments including more than 90 of the Fortune 100.

