

OPERATIONAL RESILIENCE



MAKING OPERATIONAL RESILIENCE WORK FOR YOU

Whilst meeting the regulatory requirement is essential, making Operational Resilience work for your organisation is even more important. We at BCS can demonstrate why and ensure this happens.

Operational Resilience is more than just better Business Continuity, it is a blueprint and a foundation for better strategic and operational decision making, for greater efficiency and for a transparent view of precisely what is and isn't happening across your organisation.

Our model will provide your organisation with a transparent view of all operational activity. We will evidence where vulnerabilities and risks exist and provide the detail required to enable the business to assess these against its own risk appetite. Our model gives the confidence and control that total visibility provides.

We can support your implementation of Operational Resilience on many different levels and very much on a bespoke basis.

Large consultancies impose inflexible models that do not accommodate differing business models or sizes, and dictate how these should be applied, failing to become a part of your organisation. They are also one dimensional, looking to only meet the regulation or set scope and doing as little as possible for their fee.

We work with you to understand and agree what works for your organisation.

Whether this be to simply become compliant or to go beyond this and realise the significant benefits available through our model. We discuss, recommend and agree the approach, as though we are a part of your organisation.

We are flexible in how we do this. Whether through supplying full implementation to BAU handover, by providing support to your employees by managing and guiding them through the process or by supplying experienced resource to work as a part of your own project.



HOW WE CAN IMPLEMENT OPERATIONAL RESILIENCE FOR YOU

We can support your implementation of Operational Resilience in many different ways and very much on a bespoke basis.

Large consultancies impose inflexible models and dictate how these should be applied, Whilst this may meet the regulation, meet the objectives of the consultancy and fulfill the

statement of work in order to receive the fee, this doesn't necessarily leave behind a model that is the most effective solution possible for your individual organisation.

Whilst meeting the regulatory requirement is essential, making Operational Resilience work for your organisation is even more important and we can demonstrate why and ensure this happens, realising the many benefits available through our model and providing your business with the knowledge of how these can be developed further.

A. We Provide Full Project Implementation

We will work with you to agree an initial objective and then provide full implementation of Operational Resilience for you, avoiding disruption to your operations. This negates the need for internal secondments or the use of valuable employed resource to put Operational Resilience into place. This option works well when suitably experienced resource does not exist/ is unavailable internally or where Change Teams have no scope to assist.

We provide full project reporting, ensuring clear visibility of the benefits being implemented and achieved.

Full project implementation is supplied by us through to a 'Business as Usual' handover, which we will design with you and then fully support its placement. We will help to train and guide the Operational Resilience Target Operating Model as required, through to a point where confidence is held and a roadmap exists for the BAU Team to take forward.

B. We Project Manage and Guide Your Own Resource

We will provide Project Management and direction of the implementation of our model, utilising your own resource. This option works when suitable internal resource is available but clear direction and a robust framework is required to ensure a best in class model and approach is implemented.

This achieves the same outcomes as the above option but requires the availability of suitable internal resource.

C. We Supply Resource to Support Your Own Implementation

We provide suitability experienced resource to support your implementation of our or your Operational Resilience Model. This option works well when internal Change Management is available but suitable internal resource either doesn't exist within the organisation or is unavailable for the time it takes to implement something as significant as Operational Resilience.

.In the event of our model being implemented, we can still provide the initial support and guidance to your Change Team to enable this to happen, if required.

Our model is completely flexible. Variations on each option can be arranged for a bespoke approach. Talk to us to find a solution that works for your organisation.

IMPACT TOLERANCES

Many firms are concentrating efforts on Impact Tolerances and ensuring these can be met through scenario testing, so that the regulatory requirement can be met.

This does not achieve resilience and, on its own, is no more than just better Business Continuity.

We ensure that more is achieved than just meeting the regulation. Our model creates true resilience across all services and beyond, providing clear measurable visibility of this. This ensures that Impact Tolerances need to be met less frequently, which is the true objective to be achieved.

BETTER OPERATIONAL DECISIONS

Meeting the regulation is one thing, using that to the organisation's advantage is another.

The data and information obtained through Operational Resilience is extremely valuable and, manipulated in the right way, it can provide vital insight and visibility of the organisation that will not previously been available.

We understand the benefits to be gained and how to engineer the data available to create those valuable insights, enabling better operational decisions to be made in relation to strategy, investment, operational structure and divestment.

BUSINESS-WIDE BENEFITS

There are a significant number of benefits that can be achieved through Operational Resilience and applied throughout an organisation. Much of this comes from the information already available from the requirement or is based upon the visibility it supplies.

The key is understanding how these benefits can be derived and how the existing information can be utilised to achieve these additional benefits. Our model enables and achieves this. The only restrictions are how far your organisation wants to go. Our approach enables this flexibility and for a bespoke approach to be created to suit your organisation.

WHY OUR OPERATIONAL RESILIENCE MODEL IS DIFFERENT

THE 'BAU' ENVIRONMENT

The vast majority of frameworks and models we have seen across the industry have little or no understanding of what the business as usual environment looks like for Operational Resilience.

We do not believe it is possible to build a completely effective and efficient Operational Resilience program without an extremely clear understanding of what the end objective looks like or how this will operate.

We have a very clear vision of the Target Operating Model, the BAU activities, how it integrates with and supports the rest of the business and how it can be an influential driver for positivity and change throughout an organisation.



EMBRACING NON OPERATIONAL AREAS

A common fault in almost all Financial Services organisations is the disparity and lack of connection between areas such as IT, HR, Facilities or Procurement and business operations or customer outcomes.

There is often little visibility from the perspective of non-operational areas of how what they do connects to the customer and operations. This is often seen as a short-coming of these areas but this is not necessarily the case.

Our model specifically breaks down those barriers and addresses the need to create connections between non-operational units and customer outcomes.

Many such areas already conduct good work around resilience, which needs to be recognised and brought into the operational environment.

OPERATIONAL RESILIENCE AND BEYOND

Operational Resilience is far more than just a regulation that develops better recovery times for your services. It is significant opportunity and the foundation for a more dynamic and strategic approach to business.

Whether your organisation is in business to make money, to provide value for customers or both, it is essential to understand how the business operates and to be able to identify what does and does not work in order to achieve the business' objectives.

Operational Resilience can be the launch pad for a greater understanding of the firm's business model.

We at BCS have seen and worked with many types of firms over the last 20 years. We have seen a reoccurring pattern over this time with firms that have grown extremely quickly, making more money that could have been expected, sooner than expected, even continuously over prolonged periods.

These firms continue to expand, rather than grow, and too often we have seen instances of these firms suddenly failing and, sometimes, disappearing quicker than they arrived.

We have seen this resulting in redundancies or business impacting cuts being applied, sending the firm in a downward spiral. Market conditions are invariably blamed as the cause and in some instances this is fair. However, even if this was the cause, it doesn't mean that failure wasn't avoidable.

More commonly, the true cause is a lack of an understanding of the business, how it operates, how it makes money, how it loses money, business outcomes, customer outcomes and its vulnerabilities and risks. The importance of this visibility cannot be underestimated.

This also applies to large organisations, where pure scale means that sight of the business is lost and there is no visibility of what is good and what isn't, what is driving great results or poor performance.

Firms fail to act when business is good. After all, everything is working and going well. Why bother to analyse the organisation?

This is precisely when this should happen. It is when a business can best cope with change, when choices are available, when it can best prepare for the future and assess its strategy and operational investment. By the time issues arise, it is often too late or too difficult to identify or rectify these.

A Retrenchment Strategy takes effect, redundancies and cuts are made because the firm has reached critical point and is unable to identify where the issues are in order to remediate or mitigate. It has no alternative but to make rash reactive decisions that actually harm the business. Had the firm understood its business better, it may have been able to identify and address these issues pro-actively or before the point of no return, saving jobs or avoiding cuts.

Implemented in the right way, Operational Resilience can be the basis for better understanding the firm's business model, understanding its vulnerabilities and risks, enabling development of Operational Risk or Value Stream Management.

Engaging with BCS can be the start of that journey. Talk to us to see how we can support your firm.

