



Mastering Operational Resilience

Strategic implementation and crisis management in regulated environments

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What You Will Learn

The importance of operational resilience has never been more key than it is in today's volatile and dynamic risk landscape.

This detailed practical course has been designed to ensure your team is equipped to face these ever-changing challenges. Ensuring you have resilient and compliant operations in a regulated environment, with a strong focus on crisis management, strategic resilience planning, and navigating evolving global risks.

Return to work with the ability to

- Define operational resilience and its role in risk management, including regulatory requirements, culture and impact tolerances.
- Integrate business continuity and incident response strategies within your business with a focus on effective stakeholder communication and rapid recovery.
- Identify and implement resilience measures for critical business services, third-party dependencies, and digital assets including cybersecurity considerations.
- Create actionable plans to enhance operational resilience, leveraging advanced tools, aligning with regulatory frameworks, and fostering continuous improvement across your organisation.

Course Leader

Julien Haye

Julien Haye is a Commercially Astute Risk Expert and an Award-Winning LGBT Role Model. With more than 24 years of experience in the financial service industry spanning from front-office trader to chief risk officer and transformation leader, Julien brings a rare blend of experience in advising firms on how to turn their risk, compliance and assurance functions into strategic business enablers whilst improving their efficiency and effectiveness.



Julien helps his clients through complex risk and compliance transformation, to establish and embed effective risk management capabilities and governance, and to strengthen their licence to operate, for example through addressing regulatory concerns. He also advises them on the development of new risk and compliance solutions, business growth and acquisitions with a risk, compliance and governance lens.

Finally, Julien is a trustee and non-executive directors; he supports non-profit organisations with their strategic, risk and diversity / inclusion agenda. He also provides risk and compliance trainings, is a public speaker, and a writer.

CERTIFIED

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On successful completion of the course, you will be awarded the IFF digital badge. Share your achievement with your colleagues and peers on your LinkedIn profile and other social profiles.

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Course Agenda

Day One:

Core Concepts and Resilience Parameters

Introduction

- Introductions, learning objectives, and course overview
- Overview of resilience disciplines
 - ERM, BCM, CIM, Operational Resilience
- Setting the Tone: Operational Resilience vs. BCM and Operational Risk Management

Defining & Embedding Operational Resilience

- Principles, regulatory landscape
 - Basel II, PRA DP2/33, FCA DP22/3
- Establishing a resilience culture and core risk management capabilities
- Crisis Management Focus: How resilience culture enhances crisis response

Understanding Impact Tolerances through Real-World

Examples

- Setting impact tolerances aligned with risk appetite

Case Studies:

- 2007-8 Financial Crisis
- Cyberattacks

Workshop:

Defining impact tolerances for sample scenarios

Integrating Business Continuity and Incident Response

- Building effective crisis response teams and communication strategies

Exercise:

Crisis management simulation

Stakeholder Communication and Resilience Maturity

- Communicating resilience strategies to stakeholders
- Introduction to a resilience maturity model to guide long-term resilience

Day Two:

Broader Risk Landscape and Regulatory Alignment

Future Trends in the Risk Landscape

- Climate risks
- Economic disruptions
- Geopolitical threats
- Cybersecurity and digital resilience in modern organizations

Advanced Scenario Analysis for Resilience

- Conducting scenario analysis with plausible examples
 - Natural disasters
 - Cyber events
- Setting tolerance levels and identifying Key Risk Indicators

The Regulatory Landscape and Global Compliance

- Review of Basel II, DORA, and UK-specific requirements

Interactive Workshop:

Building a model implementation plan for resilience across global entities

Operational Resilience and Regulatory Integration

- Intersection with Consumer Duty and SMCR, accountability frameworks

Hands-On Exercise:

Identifying regulatory overlaps for a unified compliance strategy

Resource and Geopolitical Challenges

- Addressing resource scarcity, inflation, and regional conflicts
- Incorporating these factors into operational resilience planning

Course Agenda

Day Three:

Implementation, Crisis Testing, and BAU Integration

Crisis and Incident Response Management

- Building response teams
 - Communication flow
 - Decision-making in crisis

Role-Playing Exercise:

Crisis management simulation to test incident response

Identifying Critical Dependencies

- Scoping critical business services, outsourced/offshored processes
- Third-party and supply chain resilience
- Digital resilience strategies

Business as Usual (BAU) Transition and Governance

- Defining BAU models for resilience
 - Reporting
 - Accountability
- Three lines of defence model and operational resilience integration

Practical Case Study and Policy Implementation

- Transitioning resilience into BAU through structured action plans

Case Study:

Designing and implementing a resilience policy

Course Conclusion and Action Planning

- Final wrap-up, Q&A, and developing individualized action plans

About IFF

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IFF is a specialist financial training organisation, part of Informa plc, that provides professional learners with expert-led technical training. Established in 1991, we design transformative learning across a range of formats and topics that allow learners to stay innovative, make informed investment decisions, manage risks effectively, comply with regulations, and develop careers in the finance industry.

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IFF's bespoke training solutions will help you address your specific key business challenges. The programme is designed for you, with content focusing on the issues you and your teams are facing. The course can then be delivered at your choice of location face-to-face, digitally or a combination of the two.

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