

SESSIONS

OPERATIONAL RESILIENCE, OUTSOURCING & 3RD PARTY RISK - 08/11/2023

Operational Resilience, Outsourcing & 3rd Party Risk 2023

8 - 9 November 2023
Park Plaza London Waterloo
London

Registration

08:00 - 09:30

Chair's welcome

09:30 - 09:40

Participants

Kurt Neilson - Supplier Oversight Director, AEGON UK

Embedding and maintaining operational resilience as business as usual

09:40 - 10:25

- How risk teams are moving from programme mode to providing ongoing holistic assurance
- The role of setting BAU policies to meet the March 2025 regulatory deadline
- Combining business continuity, crisis management and operational resilience into BAU
- Developing a clear and deliverable ongoing third party oversight structure
- Increasing focus on front office policies to aid client protection and response times

Participants

Gerard Doyle - UK IB Head of Service Management, Credit Suisse

Jason Maude - Chief Technology Advocate, Starling Bank

Bharat Kapoor - Head of Operational Risk & Resilience, LSEG

Kurt Neilson - Supplier Oversight Director, AEGON UK

Effective oversight of outsourcer arrangements

10:25 - 11:10

- Developing TPRM capabilities and capacity in line with increasing regulation and threats
- Understanding the response from third parties to assist their clients meeting operational resilience requirements
- The current levels of data being shared
- Gaining actionable data to measure against KPIs
- Strategies for gaining additional information beyond disclosures in BC plans to inform scenario testing
- How firms are managing the sheer volume of contracts they hold with third party providers
- Conducting root cause analysis on supplier agreement failures
 - Ascertaining whether it is a skills, resource, or time pressure issue

Participants

Samikendra Ghosh - Global Third-Party Risk Lead, HSBC

Will Ellis - Head of Operational Resilience, M&G

David Fineberg - Group Chief Internal Auditor, Alter Domus

Julien Haye - Managing Director & Founder, Aevitium

Networking break

11:10 - 11:40

Mitigating identified vulnerabilities within third party agreements

11:40 - 12:20

- Strategies for understanding potential vulnerabilities in third, fourth and fifth party agreements
- The level of granularity that organisations now require on third parties
- Defining vulnerabilities within third parties and developing a baseline to assess them
 - Identifying vulnerabilities through gap analysis and scenario testing
 - Developing scoring metrics and criticality assessments around severity, frequency and complexity
- Allocating Board time to review vulnerabilities and mitigation plans prior to March 2025
- Exploring the possibility of a convergence towards more resilient third parties
 - Mitigating the increased concentration risk within this
- How firms are ensuring preparedness to minimise disruption if a supplier fails

Participants

Jenny Birdi - Head of Operational Risk & Risk Strategy UK, HSBC

Daniel Crease - Director, 3VRM

Gianluca Pescaroli - Associate Professor, UCL, Institute for Risk & Disaster Reduction

Governance and operational resilience

12:20 - 12:50

- The role of the Board in remediation;
- Management information that gives optimal improvements in resilience;
- Tooling and proportionality; and
- Connection to operational risk

Participants

Tendai Bwanya - Partner – IMPE, Governance & Regulation, Deloitte

Lunch

12:50 - 13:50

Factoring business continuity planning into operational resilience

13:50 - 14:35

- How organisations are both combining and separating their business continuity planning from operational resilience
- Steps undertaken to educate internal stakeholders on the two differing roles
- How firms are:
 - Proactively building resilience into their business continuity plans
 - Incorporating recovery plans into the holistic resilience framework
- Gaining a sense of continuity vulnerabilities within the supplier network
- Designing your operational resilience agenda whilst giving clarity to the organisation around the roles of operational resilience and business continuity

Participants

Andrew Bassett - Operational Resilience Manager, M&G

Tim Armit - Head of Resilience Planning, Bupa

Russell Price - Chair, Continuity Forum

Jason Raikes - Director, Parkwell

Exit planning: Resilience as contracts and software reach end of life

14:35 - 15:05

- Developing continuity planning around agreements nearing end of life
- Creating advance planning around replacing legacy suppliers
- Planning for immediate withdrawals of service and software
- Modelling exit scenarios and introducing remedial action

Participants

Angela Wyatt - Consulting Director, Horizon Seven

Networking break

15:05 - 15:35

Operational resilience – compliance culture and real world needs

15:35 - 16:20

- The changing landscape for operational resilience
- Case study: Russian Ukraine conflict
 - What happened in the Cyber domain
 - Real world impacts, spillover and lessons/ international guidance
- Operational Resilience: compliance culture and real world needs
- DORA: impact on the technology environment
- Building resilience capability: overcoming common difficulties and some thoughts on effective activities that have delivered a more resilient organization

Participants

Gareth Jones - Director, Crisis Interface

Managing operational resilience globally

16:20 - 17:00

- Ensuring that your operational resilience programmes are aligned globally
 - Developing a global operational resilience framework that meets the need of local regulators
- Horizon scanning: Identifying and mitigating against global threats to your organisation
- Creating an operational resilience centre of excellence to inform international branches
- Instilling resilience mindset, approach and culture across global entities and suppliers to ensure alignment
- Meeting the implementation requirements of DORA

Participants

Sandra Hislop - Former Head of Business Governance, Northern Trust, Independent

Alda Bida - Operational Resilience Manager, BGC Group

Merlin Linehan - Risk Manager, EBRD

Tanya Ballaram - Global Head, Operations Horizontal Risk & Resiliency, Goldman Sachs

Chair's summation

17:00 - 17:05

Networking

17:05 - 18:05

SCHEDULE

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Kurt Neilson - Supplier Oversight Director, AEGON UK

Cyber resilience in the supply chain

09:10 - 09:50

- YFs is not the first – some sectors have been doing it for decades
 - What we can learn from the aviation & aerospace sector in terms of Third Party Risk Management & Oversight
- Cyber risks in third party services
 - Gaining an overview of supplier cyber security capabilities
 - How do we know what's REALLY going on – moving from assertions to understanding exposure
 - What criteria could be used to assess supplier cyber security exposure
- Business Continuity for third party failure
 - Their crisis = your crisis
 - Long-tail impacts & remediation
- There's more around the corner
 - Factoring in DORA

Participants

Steve Dance - Managing Director, RiskCentric

Setting internal impact tolerance limits

09:50 - 10:30

- Benchmarking how ambitious organisations are, or need to be, when setting impact tolerances
- Outlining how firms are viewing intolerable harm
- Assessing the quality of data points and translating into a language that the business can use
- The potential for AI to assist
 - Reflecting the nature of individual businesses in the risk appetite of impact tolerances
- The nature of qualitative summary that firms are providing to the regulator alongside limits
- Using business process modelling to aid setting impact tolerances
 - Using mapping to interpret existing tolerance limits and identifying additional analysis and testing

Participants

Rupesh Nathoo - Business Controls & Operational Resilience, BGC Partners

Paul Goulding - Group Head of Operational Resilience, Bupa Insurance

Gareth Jones - Director, Crisis Interface

Jonathan Wood - Founder, C2 Risk

Compiling scenario testing methodologies to measure resilience

10:30 - 11:10

- Building testing plans around your important business services
- Mapping critical third parties and systems
 - Exploring opportunities to leverage existing BCR processes
- How organisations are working to gain access to supplier information
- Creating meaningful exit plans
- Setting internal and external risk appetite levels based on testing outcomes

Participants

Russell Price - Chair, Continuity Forum

Networking break

11:10 - 11:40

Horizon scanning for emerging risks

11:40 - 12:20

- Outlining some of the key areas the industry is studying for emerging risks
- Reviewing the evolving cyber threat landscape
- The potential for AI to pose resilience threats to the business
 - Including AI threats in their resilience policies, planning or possibly existing controls
 - How AI could be used to improve risk management practices
- How geopolitical risks are shaping operational resilience plans
- Mitigating against increasing concentration risk in the tech sector
- Putting in place measures to protect from climate resilience
 - The future risks in water scarcity and control

Participants

Alex Dorlandt - Head of Supply Chain Risk, Lloyds Banking Group

Xavier Solano - Manager Prudential Regulation, Association of British Insurers

Simon Tweddle - Founder, Shapes First

Practical steps to build resilience in the supply chain

12:20 - 13:00

- Context
- Changing roles and responsibilities:
 - Who does what
 - Connecting teams and activities within organisations
- Enhancing existing oversight frameworks:
 - Identifying key third and nth parties
 - Assessing resilience risk and thinking through treatment strategies
 - Designing and monitoring key resilience indicators
- Case studies:
 - Framework changes in progress
 - Mitigating unacceptable levels of risk

Participants

Ben Dickinson - Managing Director, 3VRM

Lunch

13:00 - 14:00

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The requirements of operational resilience within sustainability

14:00 - 14:40

- Exploring how climate risk is impacting outsourcing and the supply chain
- Considering climate resilience across important business services and third parties
- Outlining the current Board and regulatory focus on improving sustainability
- The extent that risk leads can pressure suppliers to improve their sustainability practices
 - How this is assisting organisations improve their own sustainability
- Assessing the sustainability maturity of suppliers to monitor trends

Participants

David Suetens - Independent Non-Executive Director, Independent Non-Executive Director

Steven van de Velde - Risk Manager, Outsourcing & Supplier Management, Euroclear

Mapping and classifying important business services

14:40 - 15:20

- Achieving industry consensus on mapping important business services
- Conducting resource mapping to better understand services
 - Viewing people, departments, systems and third party vulnerabilities
 - Creating a digital twin to stress services and model reorganisations
- Building a data acquisition programme to support IBS decision making

Participants

Dan Freeman - Senior Risk & Compliance Manager, Sourcing & Supply Chain Manager, Lloyds Banking Group

Simon Tweddle - Founder, Shapes First

Julien Haye - Managing Director & Founder, Aevitium

Networking

15:20 - 16:20

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