The Operational Planning view from Below

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The next 2-6 months (Covid related)

- Holiday's
  - Anyone on Furlough built up holiday entitlement, but only have until January or maybe April to use it. How many of your staff may you lose during critical build up to Christmas?
  - Anyone who worked through the lock down is also entitled to holiday and needs it for their mental health – but these are your key employees, potentially all going on holiday at once!
- Sickness
  - The second peak – flu season. Whilst dealing with holidays you could be in another lockdown
- 3rd parties
  - If it happens to you it will happen to those you rely on! - how good is your BC relationship with your 3rd parties?

The next 2 – 6 months (non Covid)

- We could still have a heat wave - link to holidays!

- Surface water flooding or full flooding into the winter

- Ransomware attacks more people at home using remote access increases the risk of Phishing attacks on your staff and them getting access to you – look at Garmin, Blackbaud

- CP19/32: Building Operational Resilience.

Now is the time to move BC onto Executives Managements standard Agenda and join Risk Managers at the C-Level. If not now, then as new policies and strategies are put in place this new guidance will be ignored and the next year will be spent trying to reintegrate it as an after thought!

Update 7 May 2020: On 20 March, we announced an extension to the Bank and PRA consultations on Operational Resilience until 1 October 2020. It is planned that firms and FMIs will not need to meet requirements resulting from the consultations before the end of 2021. While operational resilience remains a top priority for the Bank, PRA and FCA, the delays are intended to alleviate burden on firms and FMIs in the wake of the Covid-19 outbreak. (Bank of England)

Looking at 2021 (Covid)

- We may have a vaccine but how long until we see it implemented across the world, will anti-vacers be a problem in your office, do you need to know their ideas?

- Staff in the office, increases in staff reluctance to work in "unclean" environments, OCD, Anxiety, even PTSD in the work place. How will you deal with these staff when responding to an emergency?

- If everyone is working from home what does that mean for emergency response? How do your plans change if working from home is the new norm and offices shrink, becoming less used? Potential chances of theft as staff not in the office, physical security breaches as new staff are brought on that have never been in the office so no one knows anyone else by sight so can not tell who should and shouldn't be there.

Looking at 2021 and beyond

- Economic collapse of America/China

- Supply Chain – Developing world
- Supply Chain – China
- Supply Chain – increase in natural disasters everywhere
- Supply Chain – Politics (Brexit, yes it's still happening, America, Hong Kong, India)

Some things to reconsider and potential solutions

- Do you need a WAR site if everyone has proven they can work from home?

- Do you have the right care provision for staff when recovering from emergencies

https://www.futurelearn.com/courses/psychological-first-aid-covid-19

- Should you look at being more resilient from potential physical events linked to climate change? Maybe you can help fund staff to have power banks at home as a benefit scheme and/or give them access to Elon Musk's Starlink internet?

- Could you do the same to your lower use office buildings. You can make money by rebalancing the national grid, and with environmental paybacks. These things make you more resilient