

OVERVIEW

This summary presents key findings from a cross-sector survey on how UK financial firms measure resilience. 72 firms participated, including 82% of Operational Resilience Collaboration Group (ORCG) members, with input from other Cross-Market Operational Resilience Group (CMORG) subgroups and UK Finance members. Findings include:

- inconsistent practices, with emphasis on regulatory and traditional risk areas;
- operational embedding and non-technology assets (e.g. People, Property, Data) are often overlooked;
- reporting is mostly manual and fragmented, with inconsistent metrics; and
- while governance forums are updated, resilience data rarely reaches all levels—highlighting a visibility gap.

STRATEGIC FINDINGS



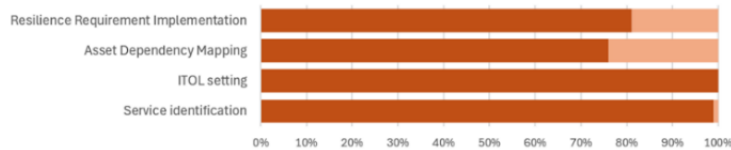
Manual & Fragmented Reporting: Most metrics are manually produced monthly, highlighting the opportunity for automation, efficiency, and standardisation.

96%

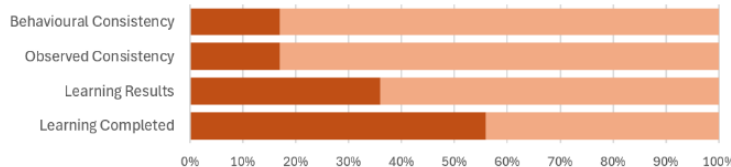
Average manually produced



Mature Focus: Regulatory deliverables and core disciplines (e.g. service identification, impact tolerances, scenario testing) are well embedded.



Gaps: Culture, Change Management, and non-tech assets are under-reported, representing critical blind spots.



Framework Validation: Respondents generally endorsed the disciplines outlined in the survey as representative of those used by financial institutions (UK-based and international) to assess Operational Resilience.

AREAS FOR IMPROVEMENT



Enhancing firm-level resilience reporting: Survey results can help firms identify opportunities to strengthen how they measure and report resilience.



Automation and simplification: Streamlining processes and automating reporting are seen as key to improving efficiency and effectiveness.



Standardisation and consistency: Aligning on common measurement and reporting standards could support stronger sector-wide collaboration and engagement.

DISCIPLINES SAMPLED

- Business Continuity
- Change Management
- Culture
- Cyber Resilience
- Data Resilience
- Incident Management
- Operational Risk Management
- Organisational Focus
- People Resilience
- Property Resilience
- Scenario Testing
- Security
- Supply Chain
- Technology Resilience
- Vulnerability Management

RECOMMENDATIONS



Compliance to Resilience Posture: While regulatory deliverables remain important, financial institutions should consider expanding their measurement to include leading indicators that signal long-term resilience maturity.



Decision-Making: Focus on developing and reporting metrics that directly support decisions on where to prioritise investment in resilience.