

SRB MULTI-ANNUAL PLAN 2024-2028

Amendment 1

Single Resolution Board

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This standalone document sets out the amendments to the SRB Multi-Annual Plan 2024–2028 resulting from the 2026 strategy mid-term review. The amendments reflect the key outcomes of this review and update the scope and priorities of the Multi-Annual Plan where appropriate, in light of the strategic developments and priorities identified through the review.

For ease of reference, this document supplements the original SRB Multi-Annual Plan 2024–2028 by providing additional contents where the scope has been revised. Unless otherwise indicated, all chapters, sections and annexes not included in this document remain valid and unchanged and continue to apply as set out in the original Multi-Annual Plan.

The detailed implementation of the Multi-Annual Plan, including the annual budget, establishment plan and procurement plan, will be set out and adopted, as usual, through the respective annual work programmes.

Section I: General context

Introduction

Building on the initial implementation of the SRM Vision 2028, the SRB conducted a strategy mid-term review in the first half of 2026 to check and assess its progress, validate the strategic assumptions, and identify areas where priorities and actions should be refined. The review was particularly timely, given the evolving geopolitical landscape, which heightens the importance of the SRM's role in maintaining financial stability, while also supporting the legislative process on simplification. This review marks an important milestone in the five-year strategic framework, aimed at keeping the SRM on track to achieve its objectives in an increasingly complex and rapidly changing environment.

The review followed a participatory approach, drawing on the views of SRB and NRA staff to assess progress, identify opportunities for improvement, and strengthen the collective ownership of the SRM Vision 2028. It also took into account feedback as part of regular stakeholder consultations with the industry and others.

The outcomes of the review confirm that the overall strategic direction and objectives of the SRM Vision 2028 still apply for the remainder of the implementation period. As a result, only limited adjustments have been necessary, and most of the original multi-annual plan has been retained.

The strategy mid-term review was carried out prior to the serious accident that occurred on Friday, 14 August 2026, at the SRB premises. The potential implications of this event for the SRB are currently being assessed and cannot yet be fully quantified. Any material impacts identified will be addressed through the appropriate planning and governance processes and reflected in future updates, where necessary.

Context

The assumptions underpinning the SRM Vision 2028 when it was drawn up in 2023 have evolved in the meantime. The context within which the SRM operates has become increasingly complex, with rising geopolitical risks, political fragmentation, and societal risks such as increasing public mistrust in institutions.

Moreover, ICT risks pose an ever-growing threat both in scale and complexity, particularly with the increasing adoption of and reliance on artificial intelligence and digital technologies, which introduce new vulnerabilities and heighten exposure to cyberattacks, data breaches, and potential disruptions to critical systems.

The rapid evolution of the geopolitical landscape, ongoing conflicts, and global market uncertainty have also highlighted the SRM's critical role, and necessitate enhanced vigilance, adaptability, and operational readiness to respond to emerging challenges.

Section II: Multi-annual plan 2024-2028

Strategic area 1: Core Business

Strategic objective 1.1: Powerful crisis preparedness and management

Action 1.1.1: To revamp the centralised crisis management function and prepare for evolving threats

The SRB will further enhance its crisis preparedness framework by strengthening its ability to identify and deal with evolving risks, including ICT-related risks and their implications for the effective use of resolution tools, in cooperation with the European Central Bank. It will continue adapting its crisis management capabilities to reflect broader financial sector developments, including financial innovation, and the increasing importance of non-bank financial institutions.

Action 1.1.2: To develop tools for the operationalisation of resolution strategies

The SRB will expand its scope and ambition in crisis preparedness by further enhancing the operational crisis preparedness of the SRM. It will broaden crisis simulation exercises, strengthen cooperation with relevant stakeholders, advance liquidity crisis preparedness, enhance valuation capabilities and ensure that staff expertise evolves in line with emerging operational needs. These actions will reinforce the SRM's ability to anticipate, manage, and respond effectively to complex crisis situations.

Strategic objective 1.3: SRM as a reference in the resolution field

Action 1.3.3: To strengthen cooperation with EU bodies, and develop closer relations with third countries

In line with the European Commission's simplification agenda and the priority of strengthening EU competitiveness, the SRB will establish simplification as a strategic priority to enhance the efficiency and effectiveness of the SRM. The SRB will advance the simplification of the resolution framework to reduce unnecessary burdens on banks and authorities while preserving effective resolvability. This work will focus on streamlining reporting requirements, promoting a more targeted and risk-based approach to resolution planning and testing, and further developing proportionate and evidence-based policymaking. It will also include the review and simplification of guidance, processes and data requests, as well as the use of impact assessments to support efficient, effective and consistent policy development.

Following the agreement on the review of the EU Crisis Management and Deposit Insurance framework in 2025 and the subsequent publication of the adopted texts in the Official Journal of the EU, the SRB will support the implementation of the updated resolution framework and adapt its policies, processes, and cooperation arrangements accordingly. The CMDI review represents an important development for the Banking Union, strengthening the resolution framework by providing more funding options for resolving smaller and mid-sized banks.

The SRB will work on integrating the new CMDI requirements into its operational framework, including enhancing cooperation and information exchange with Deposit Guarantee Schemes and other relevant authorities and updating resolution methodologies and procedures. These efforts will contribute to strengthening crisis preparedness, ensuring effective implementation of the revised framework, and further enhancing coordination within the SRM.

Strategic area 2: Governance, organisation and tools

Strategic objective 2.2: Strong and positive organisational culture and values

Action 2.2.2: To promote sustainability within the SRB work

The strategy mid-term review identified opportunities to further refine the SRB's priorities and focus resources on areas with the strongest contribution to its core mandate. In this context, the pursuit of EMAS certification will be deprioritised during the period covered by this multi-annual plan, reflecting its more indirect contribution to the SRB's core resolution objectives compared with other strategic priorities. Nevertheless, the SRB remains committed to sound environmental management and will continue to monitor and improve its environmental performance, while preserving the foundations necessary to pursue EMAS certification.

Strategic objective 2.3: Digital transformation and use of best-practice technologies

Action 2.3.1: To enable the SRB's digital transformation

The SRB will broaden the scope and ambition of its digital transformation agenda to accelerate innovation across the SRM. By building a comprehensive digital transformation strategy, it will strengthen its digital capabilities, enhance collaboration with the NRAs, improve digital tools and data integration, and leverage emerging technologies, including artificial intelligence, to support resolution planning and crisis management. The priorities include extending the shared digital infrastructure and collaborative platforms to create a more integrated and digitally enabled SRM.

Part II: Human and financial resources. Outlook for the years 2024-2028

Strategy for achieving efficiency gains

The strategy mid-term review reaffirmed the SRB's commitment to achieving efficiency gains while ensuring effective delivery of its strategic objectives. Efficiency gains will be pursued through an integrated system covering strategic workforce planning supported by advanced planning IT tools, business process improvement initiatives and simplification measures. These actions will support a more agile and efficient organisation by improving resource allocation, streamlining processes and enabling the redeployment of resources towards evolving strategic priorities. This approach aligns with the EU Agencies Network strategy for efficiency gains. Furthermore, the strategic review reinforced the importance of a holistic approach to strategic planning, and ensuring that priorities, resources, budget allocation and risks are considered in an integrated manner to support effective decision-making.

Rebalancing our priorities

The strategy mid-term review confirmed the continued relevance of the SRM Vision 2028, while highlighting the need to adapt and reinforce certain areas to ensure effective delivery of the SRM's strategic objectives and strengthen the resilience of the framework in a changing external environment. This kind of review inevitably leads to a rebalancing of priorities and to recalibrating the level of ambition across selected strategic actions. The review outcomes pointed towards integrating new priorities (such as the CMDI and EU Simplification and Competitiveness Agenda into the implementation plan) and further intensifying existing priorities, notably crisis readiness and digital transformation.

The outcome of the mid-term review will be further unfolded in the SRB Annual Work Programme 2027 and 2028.

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