



## Modified Resilient Operations

Preparing your business for a new reality

It is likely that the COVID-19 pandemic will last for a significant period. Throughout this crisis, organisations will need to be resilient: keeping colleagues safe, meeting changing customer demand and responding flexibly as the situation changes.

**Problem Statement:** The first phase of COVID-19 response is well underway, and there have been significant changes in extremely short timeframes.

The second phase of response must recognise that we will face a period of uncertainty and disruption over many months. Throughout this period, organisations will need to rebuild confidence for the future by ensuring their response is resilient, safeguards the welfare and well-being of people, and is able to adapt to demand and supply challenges.

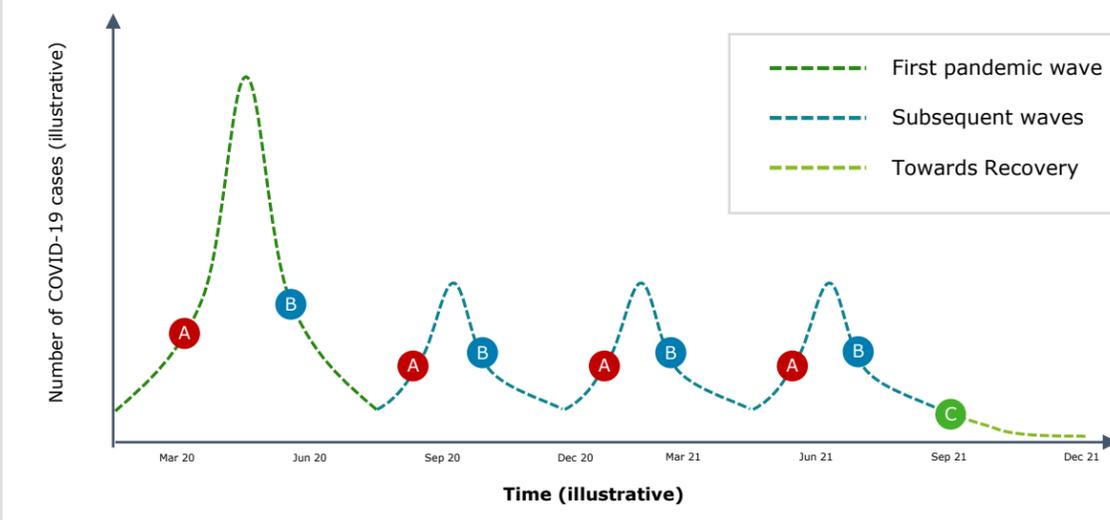
### Planning principles for the second phase of pandemic response

Continuing to look after your people and customers



### How this may play out\*

Strategies of 'suppression' and 'mitigation' will be successful in reducing transmission of the virus over short periods (A). As the strategies start to yield a decrease in transmission, there may be opportunities to relax certain restrictions (B). This could lead to another peak in the rate of transmission occurring, at which time restrictions are likely to be activated once more (A). As the pandemic is brought under control, more measures will be relaxed (C). We could move between Scenarios A and B or C and back again over the next few months.



\* Based on: 'Impact of non-pharmaceutical interventions (NPIs) to reduce COVID-19 mortality and healthcare demand' (Imperial College COVID-19 Response Team, March 2020)

### Solution:

Using a proven scenario-based planning approach can help organisations determine how best to meet changing customer and stakeholder demand during prolonged uncertainty, addressing:

- 1 What you need to do, when you need to do it and how you will do it in line with national/international guidance and restrictions
- 2 How you will meet your customers changing needs through this period of uncertainty and how you will maintain supplies and support your suppliers
- 3 The ways in which you can adjust and adapt your operations to make them safe, flexible and resilient

The MRO method is based around three scenarios: 'Rising Peak', 'Post-Peak' and 'Towards-Recovery'. For each scenario you can input specific planning assumptions as needed.

This provides a structured approach to planning for changes; helping you to define the actions needed, the triggers for these and their implications. The approach can be applied to a whole organisation, or specific functions, enabling you to increase resilience and reduce risk.

## Benefits

- ✓ Provides a structure for planning over the foreseeable future of the Covid-19 crisis
- ✓ Enables organisations to deliver services during prolonged uncertainty in a way that is safe, flexible and resilient based on a clear, written action plan
- ✓ Helps you to understand your 'crunch points' in the ability to deliver your services against planning assumptions
- ✓ Identifies the modifications needed to operational capabilities, and how those modifications can be implemented quickly with the right resources and outcomes

## Modified Resilient Operations

- A Modified Resilient Operations approach draws on long-standing and proven techniques used in scenario modelling, stress testing and contingency planning to help plan for the next phase of the Covid-19 crisis

### Contact us and learn more

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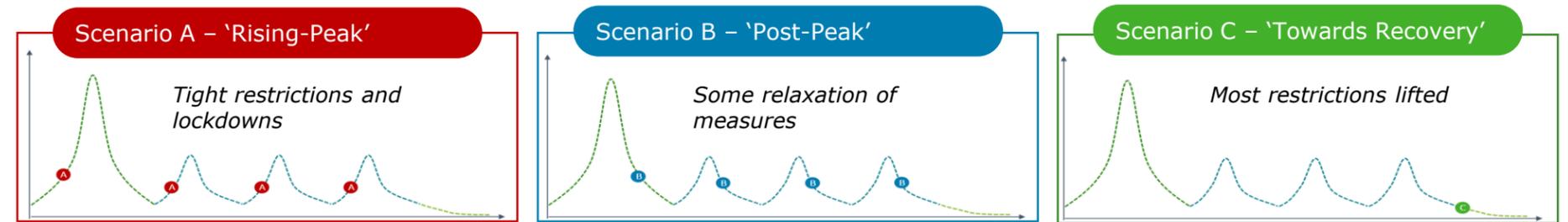
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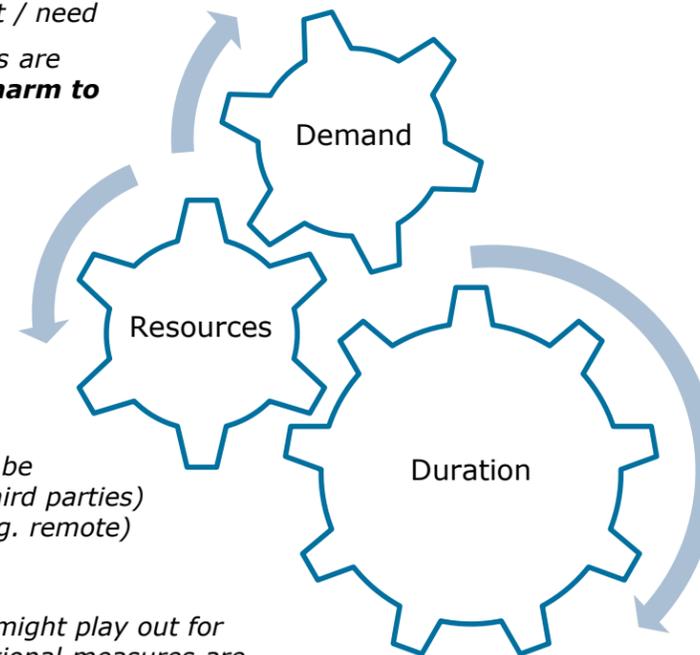
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### 1. Identify scenarios which will impact customer and stakeholder demands and the operations to meet those...



### 2. 'Stress test' delivery capabilities against planning assumptions for each scenario

What customers and stakeholders will expect / need  
Which essential services are required to **minimise harm to customers**



The resources that can be deployed (e.g. staff, third parties) and by what means (e.g. remote)

How long the scenario might play out for and whether the operational measures are sustainable in this timeframe

#### 'Crunch points' identified

- Contingency arrangements unsustainable or unable to meet demand
- Switch between normal delivery and contingency is very disruptive and / or unsafe for staff

### 3. Identify modifications needed to maintain safety, flexibility and improve resilience



### 4. Identify actions needed to make modifications happen, and the resources, timeframes and costs to implement

