

Loss prevention standards

Learning Business Resilience Lessons from the COVID-19 Pandemic

The COVID-19 pandemic has been a challenging time for most organisations. This publication provides guidance to organisations on how to document the learnings from this period.

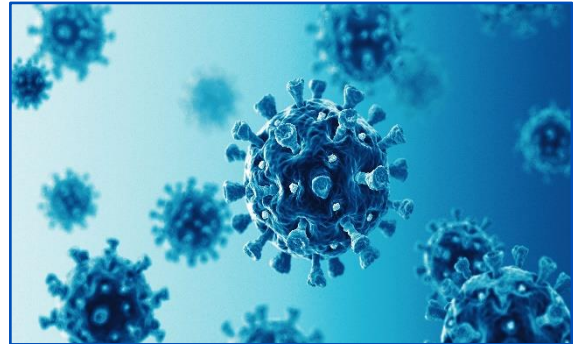


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Introduction

As time has passed during the first six months of 2020, everyone has been impacted one way or another by the COVID-19 global pandemic. There will have been new opportunities and positive changes for some organisations and employees, and similarly, there will have been many challenges for others. The main thing to keep in mind, regardless of its direct or indirect impact, is that it has been a period of change and in any period of change we are more vulnerable to an incident or loss. The intention of this document is to provoke thought and provide guidance to ensure you have documented the lessons learnt about your organisation, its business function, the personnel and the existing procedures in areas of:



- Success - things that your organisation has done well or that resulted in a positive outcome
- Challenge - where the result was not as you had expected

Operational Review

As the pandemic continues to evolve, have you reviewed, updated/modified your existing practices and procedures in preparation for this changing situation?

In the future, can you be confident that results will be as expected based on the knowledge and learnings you now have? Similarly, have you completed a detailed review of any new risks you are currently experiencing, including specific hazards or opportunities? Are you prepared for an emergency situation or future lock down restrictions...can you be confident that your systems are now more robust to respond?

Have you considered using a simple framework/analytical tool such as PESTLE to assess the risks arising from the impact of factors on the organisation:

Political – Brexit, trade restrictions, government policies, political climate and stability

Economical – Economic growth/decline, interest rates, inflation, exchange rates, unemployment (local and national), credit availability, access to materials, resources, imports/exports

Sociological - Availability of key personnel and skills, changing customer behaviours, social instability, health consciousness

Technological - Cyber threats, data protection, data thefts and fraud, technological advancements

Legal – Changes in regulations, employment laws, environmental regulations, pending or future regulations

Environmental - Ecological and environmental aspects and impacts, non-compliance, climate change, extreme weather events, natural disasters

It is also worth considering what tasks were completed prior to the lockdown implemented in March 2020...are these still being completed? Is it worth reminding yourself what you used to do? What did you do well? What did you need to review and/or revise?

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Below is a list of areas you may want to consider. In all cases think about your: business, premises, occupancy, management systems, employees and their place of work, suppliers, customers, reputation, etc.:

- New or modified risks created by opportunities or changes/challenges, key objectives and priorities
- Risk management programmes, **new demands and changing priorities whilst balancing 'business as usual'**
- Business Continuity and Resilience Plans:
 - Update Business Impact Assessments including suppliers and customers
 - Cyber threat and risks
 - Personal Protective Equipment (PPE) and face covering requirements
 - Key or business critical officials
 - Travel arrangements
- Insurance cover; liaise with your broker and insurance provider
- Working from home, is it still temporary - at what stage do you formalise any arrangements? Have you ensured risk assessments/self-assessments are completed and appropriate equipment provided?
 - New communication strategies and their effectiveness, e.g. conference call fatigue
- **If you haven't completed or reviewed them for a while...** just a reminder:
 - Statutory testing
 - Premises inspections
 - Training and opportunities
 - Documentation – risk assessments, procedures and policies up to date and reflect current working arrangements
 - Random and with-cause drug and alcohol testing
 - Driving at work procedures and guidance
 - Occupational health provision
 - Planned and preventative maintenance activities
 - Wellbeing guidance and support - including individual's mental and physical health
 - Monitor and review of systems and practices



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Additional Information

Aviva have a wide range of Loss Prevention Standards covering different aspects of the response to COVID-19, these can be found at:

- [Supporting you through COVID-19](#)

To find out more, please visit [Aviva Risk Management Solutions](#) or speak to one of our advisors.

Email us at riskadvice@aviva.com or call 0345 366 6666.*

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