



BERWICKS

Resilience and Crisis Management

Preparing you and your organisation to deal with the unthinkable

Background

Berwicks provides services that enhance and improve an organisation's resilience to risks and threats, both known and not yet identified. The unknown can be anticipated by prior planning and by the cultural acceptance that a dynamic response may be required and the people involved empowered to react as necessary. A company's survival depends in large part on keeping its reputation intact and in many cases a reputation has been enhanced by the success with which it deals with its crises. The result of not dealing with a crisis effectively can be expensive on a number of levels and potentially catastrophic.

Berwicks has a background of experience that was forged in the military, tested on operations and then evolved through working in various sectors outside the military, dealing with diverse risk environments and different organisational cultures.

Berwicks has been a provider of crisis management services to the UK nuclear power industry since 1999 and the sole provider since 2003. The UK nuclear power industry is rigorously regulated by the Health and Safety Executive (HSE), benchmarked by the International Atomic Energy Agency and regularly audited by the World Association of Nuclear Operators.

Beyond nuclear, we work with the HSE, Rolls Royce, Health and Safety Laboratories (HSL), Local Authorities and the NHS. We are represented at all levels of an organisation and in the light of the 2010 BP oil disaster are fully involved with mentoring the CEO and board of a blue chip company through a crisis management development programme. Our role with all our clients is based on ensuring that they are managing their operational and reputational risk.

The Berwicks team have a wealth of experience combined with pragmatic common sense, a no-nonsense attitude and empathy for the task faced by the client. Our people engage with their clients personally throughout the development process, drawing on their extensive

personal experience to ensure that a bond of trust is formed and through this they invariably get the best out of them. Our team have impressive CVs including leading expeditions up Mount Everest, commanding the Royal Marines, Special Forces units, air squadrons, ships, defusing terrorist bombs, running oil rigs and commercial projects, all of which means that we understand the nature of crisis; we have been there and done it; we have seen what will work and what probably will not.

Former careers include military service (presently all Berwicks personnel are ex-military), aviation, local government, charity, oil and gas exploration and project management.

Our team work with all elements of our client list but are selected for their experience, ability to communicate, personal touch and moral courage; they will tell you what you need to hear, which, initially, may not always be what you want to hear. They will also ensure that they make and follow up recommendations to assist in the development of a plan, team or individual.

Services

RISK AUDIT

The effective management of the risks to your business starts with identifying where the risks are through a Risk Audit. This audit looks at the threats that your enterprise faces and concurrently at the processes in place for their mitigation. We will look at legislative requirements, paper plans, integration with partner organisations including the emergency services and training processes. Where appropriate, a scenario will be run to test both the plans and people in a crisis exercise. Reports will be written and presented with an objective assessment of the capability as seen. Recommendations will be produced and, together with your team, a way ahead mapped.

We employ the Risk Audit for external interested parties as part of a due diligence process. The maturity of plans, processes and training can influence a decision to invest in an organisation, weight insurance premiums or influence a merger or acquisition. The way they prepare for crisis resolution may reflect on the broader cultural issues.

This service has been provided to a number of types of business, including the board of a blue chip company, nuclear licensees, local government and financial houses.

RESILIENCE – KEY-MAN PREPARATION & PLANNING

The prospect of developing a Resilience Plan and ensuring the right skill sets are nurtured can be daunting. The plan, and supporting process, is important but the people are critical.

We work on the development of the Resilience Plan and then provide coaching and mentoring for those involved in the execution of that plan. Initially done face to face as a one to one or as part of a course, this equips individuals with the skills to manage a crisis and also to be a useful part of a team. The approach is principles-based, supporting a simple process, designed to identify and deliver the appropriate effect. Berwicks will offer a tried and tested tool kit to achieve this, but will ensure that nothing is over-complicated.

We have been involved in key-man preparation for CEOs, Corporate Comms Directors and Strategy Directors; the MD of a major utility firm and the majority of his exec and management teams; the CEO and exec board of a technical scientific company; the majority of the HSE Nuclear Division's Superintending Inspectors; the Chief Executive and board of Southwark Council; the senior management of Kent County Council and the General Manager and his team at Rolls Royce Submarines Division.

CRISIS LEADERSHIP DEVELOPMENT - TRAINING

We presently train all levels of our clients' organisations, from front line operatives to board level strategists. Our methodology is inclusive and concentrates on the use of a crisis management toolkit containing a set of principles, covering the theory and embedding it through its practical application in a non-threatening simulation environment. We train with a real emergency in mind, not specifically for regulatory hurdles. There is no set course compendium; we tailor courses to our clients' needs.

Our training, by necessity, covers the wider emergency response community and embraces the need for an integrated approach with its concomitant relationship management requirements. We believe these relationships to be part of the key to success and go to great lengths to ensure that our clients are conversant with the terminology, methodology and capability of the agencies that will be involved.

Berwicks keeps the message simple – no dark arts – does not recommend change for change's sake and always keeps the customer's needs at the fore.

CONSULTANCY

Berwicks can work with you on any aspect of Resilience Planning, Business Continuity and Crisis Management. We will discuss your needs and then work either alongside your existing teams or as a standalone unit, embedded in your organisation or working remotely.

CLIENT LIST

Our current clients include:

EDF Energy UK, Magnox Ltd., Rolls Royce, HSE (Nuclear Division, Emergency Planning Unit, Field Operations Unit and Hazardous Installations Division), Atomic Weapons Establishment (On and Off Site Response Groups), Health and Safety Laboratories, London Borough of Southwark, Kent County Council, Royal Borough of Kensington and Chelsea, Defence Science and Technology Laboratories Porton Down, British Energy Generation, Credit Suisse and UBS.

Testimonial

"The development and implementation of Berwicks crisis leadership training has been very well received by all who have undertaken it...

"The concept and approach have been developed for use within local authorities, in particular addressing the important issues of integration into local authority emergency operations and the culture of local government.

"The training has been instrumental in introducing a step-change in capability, with concepts such as effective information management, briefing techniques, leadership skills and an improved approach to managing emergencies underpinning this improvement."

- David Cloake, Head of Emergency Planning, Kent County Council



Buncefield Fire 11 Dec 2005



A Pressurized Water Reactor (Nuclear)

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Berwicks is accredited by LRQA with ISO 9001:2008

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