



Improving an essential emergency and crisis management capability

Country
United Kingdom

Number of locations
5 (with over 1000 facilities)

Number of employees
10,000

Services included

- > Audit of capability
- > Crisis Management
- > Incident and emergency management
- > Business consultancy (Regulator/operator interface)

Client

A world-leader in the decommissioning, reprocessing and managing of nuclear waste.

Challenge

Our task was to ensure that the client's emergency management programme was up to date, in line with current stringent regulatory requirements and equipping the business to respond effectively to abnormal events. Working across an incredibly diverse and complex business, our focus was on improving existing capabilities while driving up value and efficiency. The consequences of poor preparation would go far beyond our client's financial performance and reputation, non-compliance and even the ability of the nuclear power industry to generate energy. Most importantly, they would have exceptionally severe humanitarian and environmental repercussions that would be felt both nationally and internationally.

Approach

The process began with an in-depth audit of existing procedures using embedded personnel. The subsequent findings helped us to identify changes to the organisational structure and write an emergency programme for responders as well as a crisis management plan for the board. We introduced a new strategy on training that was specifically tailored to compliment the capabilities of the organisation and empower employees. As part of our recommendations, we carried out training, coaching and mentoring of emergency responders, building capability in-house to prepare them to cope effectively with major incidents.

Results

The capability of our client to handle emergencies and crises has been dramatically improved. All personnel involved in emergency response can now access a consistent level of effective training. As a result, the organisation has an effective emergency management plan, implemented by a better trained, better equipped team. Furthermore, the new crisis management plan for the board has given the senior team the confidence and clarity needed to make critical decisions under pressure.