



# Reassurance in the face of risk

Country  
United Kingdom

Number of locations  
5 (with over 1000 facilities)

Number of employees  
10,000

Services included

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

## Client

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

## Challenge

Our client's key challenge was to demonstrate to the regulator its capability to respond to dynamic emergency situations.

An effective response is founded on two things: relevant, accurate and timely information to support incident command decision-making, and a clear, robust plan of action to manage risk and minimise danger.

To deliver on both these counts required a structured operational risk system. A system that included an operational risk information policy and a process to assess its risk. Crucially, it would also need to be managed sustainably by the company's in-house fire and rescue service.

## Approach

Our approach to the project was comprehensive, spanning theory and practice, strategy and process.

We started by creating a detailed operational risk information policy that covered assessment, inspection, data gathering and analysis. This was supplemented by new paperwork to ensure data could be gathered and distributed in a consistent way. These processes underpinned our inspection programme for 1400 buildings and facilities, with priority being given to higher risk sites. Finally, we shared 120 years of operational experience through a six-month programme of mentoring and coaching in-house personnel.

## Results

Our team has created a sustainable and practical response programme. We have equipped the business to meet its legislative obligations, improve operational effectiveness and manage risk. The coaching and mentoring programme was deemed a success, reassuring senior management and giving the in-house team the confidence to carry out their own operational risk inspections.

The Office for Nuclear Regulation endorsed the project, saying the process now in place "...absolutely represents industry best practice".

**"The support that we have received from the Berwicks team, has been exceptional, and has enabled us to move forward in 2016 with confidence".**

Senior Manager  
In-house fire and rescue service