



Berwicks

# Building Operational Resilience: End-to-end Business Continuity Programme

Leading European Nuclear Energy  
Provider — Critical National  
Infrastructure

From Business Impact Analysis through to BC Plan development, review and live exercise; a full-lifecycle resilience programme in one of Europe's most complex high-hazard operating environments.



## Our mission

Security of energy supply became the defining challenge for governments as geopolitical instability and conflict reshaped the energy landscape. For nuclear energy providers, responsible for the backbone of national electricity generation, the stakes could not have been higher. This organisation needed to know it could keep the lights on, whatever happened.

Recognised as leaders in operational resilience for high-consequence environments, Berwicks were sought out to address a critical gap. The organisation recognised that its Business Continuity plans needed to be strengthened and validated against operational reality. It needed more than documentation; it needed confidence that its plans would work when called upon.

Berwicks were engaged to do exactly that, structuring the programme into three phases: Business Impact Analysis to establish the foundation; BC plan review and development to translate findings into operational plans; and live testing and exercising to ensure plans work under pressure.

- **Scale: multiple nuclear sites, complex interdependencies spanning operations, safety and compliance**
- **Complexity: multiple technology generations in parallel, obsolescence and an opaque IT/OT boundary**
- **People: technically expert, time-pressured teams with no capacity to develop BC plans**

## Programme Highlights



**Fleet-wide BIAs. 1,000+ systems assessed, 300+ personnel engaged**



**BC Plans reviewed, redrafted and grounded in reality**



**Exercise programme ongoing – testing plans under real conditions**



**Ongoing partnership – Berwicks as a trusted resilience partner**



In today's world, it is not a question of if your Business Continuity plans will be needed, but when. Disruption is inevitable. What separates organisations that recover quickly from those that don't is not having a plan, it's having one that works under pressure.”

*Director of Risk & Resilience, Berwicks*

## How we delivered

### Phase 1 — Business Impact Analysis

Over 20 site visits and hundreds of discussions with 300+ personnel, nuclear safety specialists, engineers, system architects and operations teams. Each site received a detailed BIA and tailored recommendations, surfacing cascading risks and vulnerabilities.

### Phase 2 — BC Plan Review & Development

Building on the BIA findings, Berwicks reviewed the organisation's existing BC plans, identified where they fell short of operational requirements and worked with the business to strengthen them. Plans were updated to reflect how the organisation functions under pressure.

### Phase 3 — Testing, Exercising & Embedding (Current)

Berwicks is working with the organisation to test and embed the plans through a structured exercise programme, with each session building confidence and sharpening the plans based on what is learned.

## Outcomes

Protecting billions in annual generation value and ensuring national energy security, the stakes in this environment could not be higher. The programme has fundamentally changed how the organisation understands risk, moving from limited visibility of how systems interact to a clear, evidence-based picture of vulnerabilities across 1,000+ critical systems and multiple sites.

BC plans that previously existed only in name have been reviewed, strengthened and grounded in how the organisation operates. They reflect the decisions that need to be made by the right people at the right time.

Exercises are now underway and the organisation is building the confidence and capability to execute under pressure. What Berwicks delivered was not a programme; it was a shift in how this organisation thinks about and manages its resilience. When disruption hits, it will be ready.



## What next?

Beyond the current programme, Berwicks continues to support the organisation across its wider resilience agenda, ensuring cyber, BC, crisis management and emergency response work together when it matters.



## Contact us

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