

Berwicks

Risk Review

An independent view on what is actually holding your business back, and what to do about it

“Berwicks helped me understand how to better approach risk in my business; it has changed the way we think about risk and drive growth, safety and success across the organisation.”

Chief Executive, UK Energy & Renewables Supplier

The Risk Review

An independent view of what is holding your business back - and what to do about it.

Independent	Board to frontline	Light touch	Actionable
An outside view, free of internal assumptions	Focused interviews and observation	Low disruption and proportionate cost	Evidence, priorities and next steps

Why the real problem is hard to see

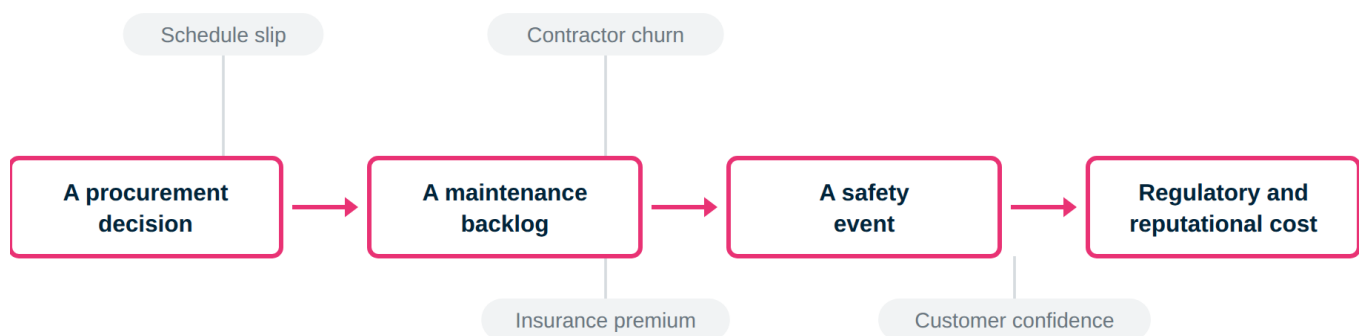
You know something is holding the business back. You just can't put your finger on it; same delays, same errors and opportunities going elsewhere. Changes hold in the short term, then surface somewhere new. Identifying the challenge is easy, fixing it is what keeps you awake at night.

The warning signs are familiar:

- Project delays
- Lack of growth
- Organisational changes
- Poor performance
- Losing market share
- Safety culture
- External environmental pressures
- Supply chain challenges
- Regulatory changes

Each can look like a local problem with a clear owner. Often it is the visible effect of a risk that began elsewhere and travelled across functions before surfacing as delay, cost or underperformance.

Risk does not respect the org chart



By the time it reaches your desk it looks nothing like where it started.

Why internal fixes often fail

- Risks are reported in columns: Each function may be in control, while the connections between them are not.
- Nobody owns the gaps: The space between functions often belongs to no one.
- Assurance is not visibility: A report may confirm that a risk is managed without showing what it affects elsewhere.
- Cross-functional issues are difficult to raise: The cause may sit in another director's budget or remit.
- The obvious alternative is heavy: A conventional consulting programme can be costly, disruptive and slow.

Local remedies may deliver short-term improvement. Lasting change depends on identifying the underlying cause.

This is the trap: the organisation keeps fixing individual symptoms while the underlying misalignment remains. A holistic view of risk exposes the connections between strategy, operations and people. It shows where ownership, priorities or decisions are misaligned and helps leaders address the cause.

“Berwicks asked me what kept me awake at night and what I was really concerned about. They helped me to understand how to better approach risk in my business; it has changed the way we think about risk and drive growth, safety and success across the organisation.”

Chief Executive, UK Energy and Renewables supplier

What the Risk Review is

The Risk Review is a short, discreet engagement that shows how risk is handled in practice. We assess executive alignment, silos, gaps in ownership and the issues most likely to affect performance over the next six to eighteen months.

The review is independent, light touch and led by senior consultants. It does not demand a large programme or distract the leadership team from running the business. It offers an outside view, free from internal history and assumptions.

Every organisation takes risk. The strongest use it deliberately to support performance and opportunity. We therefore build the review around your organisation, sector and board priorities rather than apply a generic model.

Where does your business actually sit?

Proactive	Siloed and proactive Effort pulling in different directions	Aligned and proactive Risk drives better decisions
	Siloed and reactive Each function fights its own fires	Aligned and reactive Good people, waiting for the call
Reactive		
Siloed		Aligned

The Risk Review tells you which box you are in, on evidence.

Three principles guide the review

- **Clarity:** Make risk understandable and actionable across the business.
- **Alignment:** Connect strategy, operations and people around one view.
- **Confidence:** Help leaders act early and perform under pressure.

How we do it

Senior consultants combine focused document review, leadership interviews and operational observation to build a clear picture of how risk functions across the organisation.

Review	Engage	Summarise	Report
Strategic plans Structure and accountabilities Risk information Stakeholders and competitors	Interview board and executives Meet the workforce Observe operations Test culture and risk appetite	Business context Alignment to strategy Risk themes Strengths and gaps Opportunities	Executive summary Risk overview Priorities and quick wins Next steps Executive briefing

What the report gives you

- An enterprise view: How risk affects operations and strategic intent.
- Strengths and gaps: Where capability is proven, assumed or misaligned.
- Opportunities: Where better risk decisions can improve performance.
- Priorities: Practical quick wins and the longer-term actions worth planning.
- Executive briefing: A face-to-face discussion of the findings and implications.

Where it pays off

- Faster resolution: Problems are resolved earlier and at the right level.
- Better alignment: Leaders work from the same view of risk.
- Earlier opportunities: The organisation can act before competitors do.
- Honest positioning: Evidence shows whether the business is proactive, reactive, aligned or siloed.

Where a Risk Review can lead

A Risk Review for a global petrochemical group identified that no one at Group level owned recovery after an incident had been stabilised. Two later incidents demonstrated the value of correcting that gap: one followed the established approach; the other used the Berwicks recovery process. The comparison showed a material difference in recovery time, disruption and avoidable cost.

\$114m Unnecessary spend avoided	14 days To restored production	\$750k Lost production, per day	6 months Expected recovery without an RPT
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Handed back to the business

INCIDENT Catastrophic component failure, explosion and fire.

THE TASK Replace around \$80 million of critical plant and return safely to production.

THE MODEL Responsibility went back to the business. No Recovery Planning Team, and no single Group-level owner.

WHAT HAPPENED Priorities competed across the Group. Procurement, logistics and contractors fell out of step. Executive visibility faded.

RESULT Around 270 days out of service and roughly \$250 million of avoidable cost.

Run as a formal Recovery Planning Team

INCIDENT Serious fire at another facility in the same group.

THE TASK Stabilise the plant, coordinate Group resources and restore production.

THE MODEL Berwicks supported the Group crisis team, then moved the organisation into an empowered Recovery Planning Team with one accountable executive lead.

WHAT CHANGED One operating picture, disciplined reporting, executive governance and enterprise-wide prioritisation.

RESULT Production restored in 14 days, avoiding up to \$114 million of unnecessary spend.

Days out of production, two comparable incidents in one group

Recovery handled the usual way



about \$250m avoidable exposure

Recovery led by a formal, CEO-backed team



up to \$114m unnecessary spend avoided



“Post-incident lessons identified material improvements in communication, situational awareness, decision-making, coordination, efficiency and response tempo. The client recommended that the methodology become standard practice for future major programmes.”

Generation Transformation Director, UK Nuclear

Who we work with

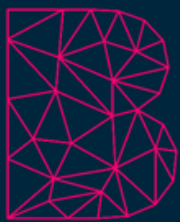
Founded in 1999, Berwicks supports high-hazard, regulated and complex organisations in the UK and internationally. Our senior consultants work from boardroom to frontline across nuclear, energy, healthcare, transport, defence, education and hospitality.



“The work Berwicks have done to review and align risk across the business instigated changes to our risk management practices. The benefits have been significant, including a reduction in our insurance premium of \$4 million dollars this year.”

Director of Global Operations, Petrochemical, USA and Trinidad

A better understanding of risk leads to better decisions, stronger alignment and more consistent performance. Find out where your business stands - and what could be holding it back.



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