



Berwicks

Berwicks support to strategic leadership advisory

“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

Introduction

Your clients rely on you when the stakes are highest. Berwicks helps ensure that the organisation behind your advice is able to deliver it.

Strategic advisory firms help leading organisations anticipate, prepare for and respond to critical situations. The most serious of these are seldom confined to communications. An operational failure, cyber incident or regulatory intervention requires the organisation to act as well as to speak, at the pace events demand.

Berwicks provides that operational capability. We are crisis, emergency and resilience specialists who support the operational side of a response: command, decision making, coordination, business continuity and recovery. We work alongside your team and do not compete for the communications brief, so that your advice remains credible and your clients retain control.

For a strategic advisory firm, a partnership with Berwicks broadens the service to existing clients, opens engagements that begin as operational issues and provides an experienced partner from the outset.

Who we are

Berwicks was established following the Piper Alpha disaster in 1988 and has its origins in emergency and crisis management for high-hazard industries. We now advise boards and operational teams in the nuclear, defence, energy, petrochemical, healthcare, manufacturing and transport sectors across the UK, Europe, the Middle East and North America.

Our consultants have held senior roles in industry, the emergency services and the armed forces, and have managed live incidents. As a Skills for Justice Awards approved centre, we design and deliver accredited training and have trained more than 2,000 leaders.



Our approach is to provide an objective assessment, implement what is effective and transfer capability to the client's own people.

The case for partnership

A partnership must deliver value to both parties. Berwicks offers the following to a strategic advisory firm.

- **Longer client engagements.** Operational preparedness, continuity and recovery work extends the scope of an engagement beyond the initial response.
- **Access to new engagements.** Many crises begin as operational failures before becoming reputational issues. Berwicks allows you to address both from the outset.
- **Access to our client sectors.** Our clients in nuclear, defence, energy, petrochemical and critical infrastructure face sustained reputational, regulatory and political scrutiny and regularly need strategic communications advice.
- **Credible advice.** Public positions taken on a client's behalf are supported by an operational plan capable of delivering them.
- **Flexible delivery.** We can work under your brand or alongside it, as the client relationship requires. We do not provide communications advice.
- **Responsiveness and discretion.** We deploy at short notice, hold government security clearances and work in person with leadership teams where possible.

The outcome is a more complete service for your clients and a broader relationship with them.

How our services complement yours

Crisis advisory work typically follows three stages: prediction, preparation and response. Berwicks contributes operational expertise at each stage and supports the client through recovery.

	YOU	BERWICKS
Predict	Reputation risk assessment, scenario planning and stakeholder analysis.	Enterprise risk reviews identifying operational dependencies and how a single event could affect the wider business.
Prepare	Crisis communications plans, simulations and media training for leadership teams.	Crisis and emergency management frameworks, business continuity plans and accredited command training, validated through exercises.
Respond	Management of media, stakeholder, regulatory and government engagement.	On-site crisis management support covering command, decision making and coordination.
Recover	Restoring trust and reputation after the event.	Recovery planning teams to manage an orderly, organisation-wide recovery.

Proposed first steps

We suggest the partnership is tested on a current client requirement. Options include:

- **Joint preparedness review.** Berwicks reviews the client's crisis and continuity arrangements while your team reviews communications, leading to a single report and agreed priorities.
- **Combined crisis exercise.** Berwicks designs the operational scenario and your team introduces media and stakeholder pressure, testing leadership under realistic conditions.
- **Nominated senior contact.** A named Berwicks director is available to your crisis team when a client matter develops an operational dimension.
- **Regular horizon scanning.** Periodic discussions on emerging client risks so that both teams are prepared in advance.

Benefits to your clients

- **Credible communications.** Public statements reflect what the organisation is able to deliver.
- **Operational continuity.** Leadership remains focused on running the business rather than reacting to events.
- **Long-term resilience.** Whatever the media, regulatory or stakeholder outcome, the business is positioned to recover once the immediate issue has passed.

Our approach to risk and resilience

Significant business risks are often identified, but by different functions working in isolation.

A procurement team may be aware of a supplier problem, operations of a capacity constraint, finance of pressure on margins or covenants and the commercial team of a customer commitment at risk. Each issue may be recorded, managed and reported correctly within its own function. What is often missing is an understanding of how these issues interact.



How crises escalate

Our experience of supporting organisations through complex, high-consequence situations shows a consistent pattern. Serious crises seldom worsen because of the original event alone. They escalate because pressure exposes weaknesses in the connections between different parts of the organisation.

- Communications, operations, legal, finance and leadership may each perform well individually while the coordination between them breaks down
- Operational decisions create communications risks and legal advice has consequences for stakeholders
- Customer commitments become operational obligations that cannot yet be met
- Leadership decisions have unintended consequences elsewhere in the organisation

These are seldom failures of individual functions. They are failures of coordination.

Berwicks helps leadership teams view the organisation as a connected system rather than a collection of separate functions and risk registers. We draw together existing knowledge, identify dependencies and concentrations of exposure and assess how a single decision, event or constraint could affect the wider business. The objective is to give the executive team a more accurate picture of what could affect performance, where intervention will be most effective and where risk can be accepted with confidence.

Where we add most value

Berwicks is of greatest value where a communications issue arises from a wider operational problem, including:

- **Cyber incidents and data breaches.** Restoring operations while the incident is being managed publicly.
- **Regulatory investigations and enforcement.** Demonstrating a credible remediation plan to the regulator.
- **Major incidents, safety and environmental events.** Ensuring that on-site command is consistent with external communications.
- **Product and service failures.** Resolving the underlying fault while protecting customers.
- **Supply chain disruption.** Ensuring that customer commitments are operationally achievable.
- **Restructuring and major transformation.** Maintaining operational stability while change is implemented.
- **Political and stakeholder pressure.** Ensuring that decisions can withstand scrutiny from all stakeholders.
- **Leadership and governance challenges.** Clarifying roles and decision-making authority when the board is under scrutiny.

In each case the communications and operational workstreams are coordinated and work from a shared understanding of the facts.

What we do

Resilience Consultancy

Strengthening organisational resilience through crisis management, emergency preparedness, business continuity and exercising, so that organisations can respond effectively and recover.

- **Crisis and emergency frameworks** designed around how the organisation operates.
- **Red team and blue team exercises** that test strategy and identify weaknesses before they are exposed.
- **Enterprise risk reviews that bring together the perspectives of different functions.**
- **Business continuity, safety, security and compliance** integrated into day-to-day operations.

Capability Development & Training

Accredited training and practical skills development for leaders and teams, with capability that is sustained after the course.

- **Approved Learning Centre status** with Skills for Justice Awards, the nationally recognised awarding body, since 2024.
- **Bespoke accredited programmes** benchmarked against recognised international standards.
- **Scenario-based courses** delivered in sectors including nuclear, aerospace, healthcare and transport.
- **More than 2,000 leaders trained** in decision making under pressure.

Programme Management

Leadership of complex, high-consequence programmes, delivered on time and to the required outcomes.

- **Chief of staff support** and embedded senior leadership during major programmes and recovery.
- **Recovery planning teams** that manage the transition from incident response to an orderly, organisation-wide recovery.
- **Stakeholder and resource coordination** across functions, sites and geographies.
- **Governance arrangements** that ensure decisions are taken by the right people at the right level.

Risk Advisory

Strategic risk advice that helps senior leaders make better-informed decisions, strengthen resilience and support sustainable growth.

- **Enterprise-wide risk management that brings together information held separately by each function.**
- **Business intelligence across Africa and the Middle East**, based on established local networks.
- **Independent testing of major decisions** before they are taken.
- **A structured process** for assessing risks and the opportunities associated with them.

Experience

Our work covers crisis management, organisational resilience, business continuity, emergency preparedness, governance, leadership development, exercising and risk-informed decision making.

For more than twenty-five years we have supported organisations in demanding sectors including defence, nuclear, energy, petrochemical, manufacturing, transport, public services and critical national infrastructure. Clients include AWE, Rolls-Royce, EDF, Westinghouse, LNER, NHS, ENEC (UAE), Babcock and Devonport Dockyard.

Our work is also recognised by regulators. The Office for Nuclear Regulation engaged Berwicks to develop its own emergency management capability, and a UK nuclear inspector described our work as representing industry best practice.

Where additional specialist capability is required, we work with established partners in due diligence, counterparty assessment, asset tracing, operational intelligence and security. This allows a broader service to be offered to your clients without diluting your own expertise.

“When I took over, I identified a need for a profound shift in organisational culture to empower and develop my leadership teams. Berwicks provided the programme which has transformed my team at every level. I would recommend them to any organisation.”

Managing Director, manufacturing

“Berwicks remain our provider of choice for crisis and emergency response. They bring deep practical knowledge based on hard-won experience from a range of different sectors. We have benefited significantly from their honesty and dedication.”

Chief of Staff, Proman AG

“Berwicks has directly assisted us in taking a multi-billion project from concept to reality. The speed of progress has been unprecedented in a project of this nature. Berwicks has impressed with their commitment, agility, flexibility and ability to get things done.”

Global Director, logistics & shipping

“Incredible experience, 17 years of emergency leadership courses and this has been the best one yet. The course constantly evolved, equipping me with the tools needed to go out into the workplace and handle situations to the best of my ability. The experience and knowledge shared was truly inspiring.”

Senior manager, global manufacturing

Who we work with

Berwicks supports organisations worldwide across a wide range of sectors.



InterGen



Office for
Nuclear Regulation



HOLMEN
PAPER



AW/E
NUCLEAR SECURITY TECHNOLOGIES



Sizewell C
The power of good for Britain



Sellafield Ltd



Westinghouse



ENEC
الإمارات للطاقة النووية



Nuclear Waste
Services

Instant
RETHINKING WORKSPACE



INTERPOL



Royal College of Art



نيوم NEOM



UNIVERSITY OF
LEEDS



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