

Operational risk and performance assurance

Protecting operational performance – and the leadership accountable for it

Over 40 years of strengthening operational performance through independent, risk-based verification in live operating environments – evolving from traditional HSEQ oversight into operational risk & performance assurance.

The reality at executive level

Operations do not fail because procedures are missing. They fail when critical controls degrade without detection.

The consequences are immediate:

- Non-productive time
- Contractual exposure
- Regulatory escalation
- Reputational damage
- Executive accountability

The issue is not whether systems exist. It is whether critical risks are actively controlled in practice.

What we do

We provide independent verification of operational readiness, control effectiveness, competence systems and governance discipline in complex operational environments.

Our work provides leadership with independent assurance that operational risk is genuinely controlled in the operating environment.

Independent. Risk-based. Operationally grounded.

Our approach

Operational risk & performance assurance focuses on verifying the small number of operational factors that drive the majority of risk exposure and performance variability.

Our assurance work is conducted directly in the operating environment, where operational controls, supervision and task execution can be verified in practice.

Verification activities may include:

- Physical inspection of equipment and safeguards
- Observation of operational task execution
- Review of certification and documentation
- Interviews with operational personnel
- Evaluation of supervisory oversight and operational discipline

Findings are evidence-based, risk-focused and written for operational leadership, providing clear visibility of control effectiveness and systemic weaknesses.

Core service capabilities

Operational readiness

- Independent verification of operational readiness during mobilisation, start-up, operational transitions and major operational changes
- Operational interfaces between organisations
- Readiness of critical operational activities
- Condition and availability of key equipment
- Documentation versus operational reality verification
- Action tracking and corrective action close-out
- Ensures operations commence with verified readiness and control integrity

Control verification

- Verification that critical operational controls are functioning consistently and reliably in practice – not simply defined in procedures
- Dropped object prevention programmes and structural exposure
- Lifting equipment condition and lifting operations control
- Safety-critical equipment certification and condition
- Control of work discipline in high-risk activities
- SIMOPS and operational interface management
- Confirms that critical operational barriers exist, are understood, and function effectively in the operating environment

Competence assurance

- Independent evaluation of whether competence systems produce capable personnel and effective operational supervision.
- Competence framework effectiveness
- Quality and integrity of competence evidence
- Assessor capability and governance
- Alignment between training and operational tasks
- Supervisory control and leadership discipline
- Ensures competence systems support operational performance rather than administrative compliance

Governance confidence

- Evaluation of whether organisational assurance systems provide leadership with genuine operational confidence
- Operational assurance model effectiveness
- Contractor governance frameworks
- Internal verification processes
- Risk-based audit programmes aligned with ISO 19011
- Management system integration
- Assurance reporting and leadership visibility
- Emergency preparedness governance and assurance
- Provides leadership with credible assurance that operational governance systems are functioning effectively

Independent investigation

- Independent investigations following operational incidents or control failures
- Investigations focus on understanding why operational controls failed and how organisational systems allowed failure to occur
- Evidence-based causal analysis
- Barrier failure mapping
- Identification of systemic control weaknesses
- Governance and leadership insights
- Corrective actions designed to prevent recurrence

Leadership outcomes

- Reduced operational and commercial risk exposure
- Greater operational readiness and mobilisation reliability
- Improved control consistency across operations
- Clear executive visibility of systemic operational risk
- Defensible independent assurance under regulatory or partner scrutiny

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