

Portfolio examples: Defence Risk

Selected Scenario defence risk projects



Scenario's approach to defence projects is founded on experience gained with transport, aid, defence and infrastructure authorities. Defence risk management methods have been applied to major procurement projects that extend over several years, but also to the daily procedures of military operations acting under real, practical business conditions. Defence risks occupy a particular zone for analysts and managers – often very low probability with extreme impact, and treated with different control measures than for losses that occur inadvertently or by accident.

Why Defence Risk?

A great deal of attention has been focused on terror risks in the last few years, leading to a greater emphasis on security. In traditional risk management terms, this is a "defence" risk treatment, which for many businesses and regional governing bodies, is the only measure available.

The focus on defences has a welcome benefit for more than the consulting sector. The flow-on effects include improved efficiency and greater awareness and vigilance for all security threats, such as environmental activists, animal-rights campaigners and industrial saboteurs.

But the drawbacks to excess security paranoia also need to be recognised. Over-restrictive counter-measures, nervous and distracted employees, and internal industrial relations issues associated with national stereotyping all impact on an enterprise's mission and objectives. It is for that reason that Scenario's security risk management work includes reasoned and practical measures to limit security losses without highjacking available resources.

Defence Projects

- BATES (Battlefield Artillery Target Engagement System). Human factors assessment, task analysis and usability analysis for UK defence contractors.
- Defence asset procurement risk assessment. The UK Government is replacing its fleet of air-to-air refuelling aircraft, to ensure adequate capability for future strategic needs. The project is a fundamental departure from traditional national security asset procurement approaches, as the assets will be owned and operated by third parties in peace-time, and rapidly configured as refuelling aircraft when needed. The commercial, operational, project and security risks associated with this nine-year delivery project were critically assessed and a risk treatment assurance programme designed and implemented.
- Emergency response training. Humanitarian aid groups in Indonesia, Malaysia and Japan received scenario-planning and emergency response training programmes conducted by Scenario through projects funded by the UN.
- Nimrod long-range maritime search aircraft risk assessments.
- Future Strategic Tanker Aircraft risk assessments (monte carlo simulations of project uncertainty).
- Military risk training workshops for MoD UK:
 - ~ Basic risk technologies.
 - ~ Risk engineering tools.
 - ~ Project risk management using Monte Carlo.
 - ~ System Safety Accident Investigation.
 - ~ Human Reliability Assessment techniques.
- Project risk management software tool development with defence contractor Line International (UK).
- Military uncertainty modelling. Scenario's work with the UK Defence Science Technology Laboratory resulted in the development of a "system-of-systems" methodology, which was applied to security situations where high conditions of uncertainty occur.