

STRATEGIC ADVICE

Operational risk review and upgrade plan for major internet host facility



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In a review of reliability and risk to their business operations, a major internet host became concerned that its critical support infrastructure, including power supplies, air-conditioning and ventilation, fire and life safety systems were potential sources of failure and a serious risk to reliable operation. Integrated Technical Management was approached to carry out a thorough review of these systems, their operation and interdependencies from an operational risk perspective.

An operationally focused review addressing the installed systems and equipment, their current condition, operation and maintenance, combined with the site's current and future predicted operational requirements was carried out. The review was conducted by Integrated Technical Management professional staff experienced in the design, construction and operation of critical sites.

This review provided a detailed understanding of the installation plus an accurate and full appreciation of system weaknesses and where operational risks existed. Detailed recommendations for upgrades to the various infrastructure systems, substantiated by forecast operational reliability improvements were provided together with industry based budget costing. The proposed upgrade works options were structured and prioritised according to the defined level of operational reliability that the works could achieve for the site. This enabled the organisation to make an informed decision regarding the level of operational risk compared to investment and the reliability and risk profile outcomes.

The review also provided a detailed and staged program for the recommended works, including interdependencies to ensure the operation of the site would not be compromised during the upgrade and that each successive stage would tangibly reduce the risk profile of the site's operations. While these projects are viewed as risk reduction exercises, it is during upgrade works that the greatest risk to operations exists. As such, the installation process must be structured, planned and implemented with great care from a base of sound operational experience.