

CAPABILITY STATEMENT

Practical capability for complex organisations and operations.

Gray Risk Advisory provides independent senior-level support across safety, enterprise and operational risk, resilience, governance, assurance and management systems. The focus is clear judgement, practical delivery and systems people can actually use.

SAFETY · RISK · RESILIENCE
Experienced capability. When you need it.

Core capability

Flexible support from a discrete review through to broader improvement and implementation work.

01 Safety & WHS / OHS OHS/WHS advisory; Safety Management System review and uplift; ISO 45001 alignment; contractor safety; psychosocial risk; incident learning; leadership support.	02 Enterprise & operational risk ISO 31000-aligned frameworks; facilitated risk assessment; risk registers; appetite and reporting; critical controls; control effectiveness; governance decision support.
03 Resilience, emergency & continuity Business continuity; business impact analysis; emergency management; crisis decision-making; organisational resilience; scenario design; tabletop exercises.	04 Governance & assurance Independent reviews; assurance planning; control testing; management-system review; governance reporting; action tracking; practical improvement programs.
05 Health, food safety & occupational health Food safety systems and pre-inspection readiness; environmental and public health risk; occupational-hygiene informed reviews; health protection and operational health risks.	06 Training & facilitation Safety leadership; practical risk management; contractor safety; crisis decision-making; management systems; leader briefings; tailored workshops and exercises.

Ways to engage

Defined projects Clear scope and finish line	Independent reviews Objective view and priorities	Subcontract / overflow Extra specialist capacity	Workshops & exercises Focused capability building	Ongoing advisory Flexible senior support
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Remote and on-site delivery by agreement. Weekend and after-hours delivery available where useful.

Senior experience. Personal delivery.

Cross-sector experience is used as evidence of adaptability, not as a claim of specialism in every industry.

Lewis Gray

Founder & Principal Consultant

Lewis is a safety, risk and health professional whose career began as an Environmental Health Specialist with the UK Royal Air Force, managing occupational and environmental health, food and water safety, health protection, emergency preparedness and operational risks in routine and deployed environments.

Since then he has worked across workplace safety, enterprise and operational risk, assurance, management systems, resilience and organisational leadership in healthcare, education, government, consulting, infrastructure and sport. His approach combines systems thinking with practical judgement and a strong understanding of how risk, people and performance intersect.



Qualifications & credentials

- Master's degree in Environmental & Occupational Health
- ISO 9001 Lead Auditor
- ISO 31000 Risk Management Practitioner
- BOHS W501 / W502 / W503 / W505 / W506 / W507 training
- ISO 45001 Lead Auditor
- ISO 22301 Lead Implementer
- NEBOSH Occupational Health & Safety
- First Aid / CPR and emergency response qualifications

Operating environments

Defence & aviation	Utilities & infrastructure	Healthcare & public health
Government & local government	Education & universities	Sport & community organisations
Warehousing & logistics	Consulting & professional services	SMEs & growing organisations

Typical engagements

Safety Management System Review Independent review against legislation, ISO 45001 and organisational risk profile, with a prioritised improvement roadmap.	Risk & Control Review Facilitated identification and evaluation of strategic, operational or activity-specific risks and control effectiveness.	Contractor Safety Review Assessment of contractor governance, procurement, onboarding, monitoring and assurance.
Emergency & Crisis Exercise Realistic tabletop exercises to test plans, roles, decisions and organisational readiness.	Business Continuity Review Business impact analysis, continuity planning and practical resilience improvement.	Food Safety Readiness Review Practical review of food-safety arrangements, procedures, controls and pre-inspection readiness.

Experience examples reflect Lewis Gray's professional experience across current and previous roles. They are not presented as claims that every engagement was delivered through Gray Risk Advisory.

Need an independent view or additional capability?

Tell me what you are working through, where you need support and the timeframe. I will give you a straightforward view on whether I can help.

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