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Item 5: Crisis Management in Regulatory Systems

Introduction to draft recommendation
ECE/TRADE/C/WP.6/2011/14

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What is a crisis



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- ★ **CRISIS** : an unexpected event that threatens strategic objectives such as the functioning of a regulatory system
- ★ Crises can occur in many other spheres, but include events that raise questions about the effectiveness of technical regulation, conformity assessment or market surveillance

Aircraft failure



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Crises are to be expected where there are risks



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- ★ Some risks are impossible to identify or cannot be mitigated
- ★ When risks materialise, there is a need to revisit regulation
- ★ Re-examination should be based on evidence ..
- ★ ..and the normal cycle for risk analysis, evaluation and treatment
- ★ But often hasty crisis response has led to disproportionate regulation

Foot and mouth outbreak



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Crisis management as part of regulatory risk practice



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- ★ Crises can unfold quickly, through 24/7 media and pictures circulating via social networks
- ★ Individuals are often affected
- ★ A challenge of crises is that they do not occur often
- ★ Governments are pressed into premature responses, such as promises of regulation
- ★ Contingency plans for should be an integral part of the risk management process

Flooding



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Crisis management needs to be comprehensive (R3)



- ★ Crisis management processes should cover:
 - preparation, including contingency planning, training and rehearsal
 - stabilization and continuation of critical functions
 - recovery
 - follow-up

- ★ These steps are consistent with the approach of other bodies, for example international standards setters

Planning Ahead (R4, 5, 6 and 7)



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Planning should:

- ★ be partly generic, allowing response to an unidentified risk
- ★ identify resources and processes in advance
- ★ include a wide range of stakeholder contacts
- ★ establish authority to act in response
- ★ include rapid communications – hours if not minutes

Fukushima



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Some key steps to a good outcome (R 8, 9, 10)



- ★ Provide an immediate focus on affected individuals
- ★ Launch a reliable data collection process to allow the crisis to be managed well
- ★ Activate the crisis management team; delay often leads to regulatory authorities being swamped
- ★ Organise follow-up so that later judgements are evidence based
- ★ Build capacity in advance

Conclusions



- ★ The expert panel concluded that crisis management should be an integral function in regulatory systems
- ★ The draft document circulated offers practical guidance; useful improvements have been offered
- ★ Only modest resources are required for planning, training and exercising staff who are mostly already in place