Risk and Crisis Management in the Public Sector

Second edition

Lynn T. Drennan, Allan McConnell and Alastair Stark



Contents

	List of figures, tables and boxes Acknowledgements Abbreviations Preface	xiii xv xvii xix
1	Risk and crisis: definitions, debates and consequences	1
	Risk as probability, threat and opportunity 2 Strategic and operational risks 4 Public sector risk 8 The development of risk management 10 The role of codes and standards 11 Defining crises: schools of thought 14 Understanding the plethora of crisis definitions 19 The crisis management cycle 30 Conclusion 32	
2	Risk and crisis management: drivers and barriers	38
	Adopting a systematic approach to risk and crises 39 Justifying risk and crisis management 40 Environmental drivers 46 Barriers to effectiveness 54 Understanding the causes of crises 55 Identifying crises before they arrive 59 Conclusion 63	
3	Assessing, evaluating and communicating risks The changing focus on risk assessment 70 Risk identification 71 Risk evaluation 75 Risk perception 77 What is acceptable risk? 81	69

	The precautionary principle 84 Risk communication 89 Conclusion 94	
4	Responding to risk: strategies and methods	100
	Strategies for responding to risks 101 Methods of risk control 108 Issues of proportionality 113 Auditing and reviewing 115 Benchmarking risk management performance 116 Business continuity planning and management 117 Risk management versus business continuity management 120 The resilient organization 121 The business continuity management process 123 A risk management implementation strategy 126	
5	Contingency planning and crisis preparedness	131
J	Planning and preparedness: a primer 132 A cycle of preparedness 133 The concept of resilience 145 Ideal planning versus public sector reality 147 Conclusion 155	-5-
6	Managing the acute phase of crisis: from politics to technology	160
	Acute crisis management: elementary issues 161 Functions and response patterns 163 Influences on the acute stage of crisis management 177 Acute-stage management: a high-wire balancing act 185	
7	After the crisis: evaluation, learning and accountability	191
	Post-crisis evaluation: learning and accountability in context 192 The challenge of evaluation: what constitutes a successful crisis response? Post-crisis policy reform and learning 198 Accountability and blame games 206 Factors influencing the crisis aftermath 211 Conclusion 216	194
8	Risk and crisis management in a global world The paradox of globalization 221 Emerging global risks 222 Growing risks 224 Interval risks 229 Speculative risks 230	220

Humanitarian crisis management 231 Remote crisis management 234 Transboundary crisis management 239 Conclusion 241	
Conclusion	245
Managing risk in public service organizations: a case study	247
Crisis management: a personal account by Ed van Thijn, former Mayor of Amsterdam	254
Index	257