

SMS Best Practice/Good Practice Submission			
State whether this is a Best or Good Practice:		Best Practice	
ANSP	ENAIRO	Date of submission	10 July 2025
Contact Details			
SoE Study Area	SA 8.1, SA 8.2 & SA 9.1		
BP/GP title	RISK, RESILIENCE, CRISIS AND RECOVERY COMMITTEE (CR2CR)		
In use since	2021		
ANSPs using this practice (for BP specifically)	ENAIRO		
Key Words	RISK, RESILIENCE, CRISIS, RECOVERY.		

The Risk, Resilience, Crisis and Recovery Committee (CR2CR) was created in 2021. It is considered a "first level committee", chaired by the Director General, the Secretariat is managed by the Head of Department Protection and Management of Emergencies, and the following roles are members:

- Air Navigation Services Director
- Coordinación Civil-Military Director
- Deputy Directorate of Air Navigation Services
- Operations Director
- Director of People
- Systems Director
- Communication Director
- Finance Director
- Strategy and Innovation Directorate
- Secretary General
- Head of Safety

The **OBJECTIVE** is to improve the resilience of ENAIRE as an organization, ensuring the identification and monitoring of risks, the existence of plans and strategies that provide adequate responses to each type of risk, as well as to ensure the management of crisis situations that could be triggered and allow a rapid recovery of services and compliance with the objectives of the organization. All this is based on an effective security and safety management system for ENAIRE.

The main functions of CR2CR are:

RISKS

- To identify, assess and strategically analyse the different types of risks faced by ENAIRE.
- Drawing up the Organisation's Risk Map and updating this assessment on an annual basis, as well as when the environment and/or circumstances make it advisable.
- Establish the classification of events, situations or incidents, by means of a system of indicators, that could generate a crisis for ENAIRE or that could prevent or hinder the achievement of the organisation's objectives.
- Setting the level of acceptable risk at all times and ensuring that it remains within the thresholds defined as acceptable by the Steering Committee. Validate the management report and follow-up actions carried out by the risk managers.
- Supervise the analysis of indicators and risks to anticipate and react to a possible crisis.
- Establish the response to the risks identified and decide on the risks to be specifically monitored (risks to be supervised), managed using an IT tool (Archer).
- Alerting the Steering Committee in coordination with the risk manager when approval and implementation of the necessary measures or response plans are required to mitigate the impact of the risks identified and verifying their effectiveness.
- Receive, analyse and update the information submitted by all risk areas.
- Ensure the maintenance of the information and internal control systems used to control and manage the aforementioned risks.

RESILIENCE

- Monitor any incident whose consequences could be serious for ENAIRE, due to its strategic, operational, reputational, economic, financial and regulatory compliance impact, in order to anticipate, prepare and respond to any possible crisis for the organisation, reducing the risks and minimising its effects.
- Establish a support structure for this Committee by means of a Working Group, as well as the alert assessment cells required.
- Increase ENAIRE's resilience by ensuring the review, monitoring and maintenance of the Contingency and Self-Protection Plans and any other available plans.
- Strengthen the communication channels that ensure the anticipation and identification of risks and the management of crisis situations in which they may arise.
- Coordinate and establish the appropriate channels of collaboration with other organisations to anticipate, assess and respond to any type of threat or crisis.
- Maintain the 'ENAIRE Crisis Management Procedure' up to date.
- Establish the necessary training for the units involved in relation to risk, resilience, crisis and recovery.
- Establish the frequency, plan and execute crisis drills.
- Coordinate the mitigation measures established for resilience, maintenance of services and recovery.
- Set up a database of human and material resources that can be used in crisis management.

- Ensure the investigation of the management of crises that may occur in ENAIRE, in order to detect areas for improvement, promoting actions and procedures for risk reduction and recovery, thus improving the resilience of the organisation.

RECOVERY

- Ensure the necessary recovery plans that enable ENAIRE to re-establish, achieve and maintain its services and objectives.
- Analyse the information received from the different ENAIRE units or the working groups associated with the Committee for decision-making.
- Drawing up a crisis communication plan that enables effective messages to be issued from the outset with transparency and institutional coordination.
- Maintain the 'ENAIRE Crisis Management Procedure' up to date.
- Establish the necessary training for the units involved in relation to risk, resilience, crisis and recovery.
- Establish the frequency, plan and execute crisis drills.
- Coordinate the mitigation measures established for resilience, maintenance of services and recovery.

This committee meets on a quarterly basis. To date, 16 meetings have been held, at which numerous issues have been addressed to improve the organisation's risk identification and mitigation processes. This has involved defining indicators and actions to prepare for and respond to these risks, with the aim of reinforcing resilience and ensuring an adequate response and rapid recovery in crisis situations. The following actions promoted by this committee are worth mentioning:

- Definition of organisational risks, indicators and alert thresholds.
- The establishment of monitoring groups for situations that could lead to a crisis.
- Identification and updating or definition of contingency plans.
- Implementation of support tools for the R2CR Committee and the Crisis Committee.
- Definition and preparation of crisis management drills.
- Review and update of the 'ENAIRE crisis management procedure'.
- Review of interlocutors in cases of crisis and coordinate meetings with different stakeholders.
- Review of measures established for service recovery.

Practical examples of its actions include:

- Defining a working group to monitor and take action in the event of a satellite re-entering the atmosphere.
- Carrying out crisis management simulations following an air crash, cyber-attack, or failure of ATS systems.
- Creation of a working group to identify lessons learnt and opportunities for improvement following events such as the DANA storm, flooding in Valencia, and the electricity blackout in Spain and Portugal.
- The establishment of a new 'Protocol for action in situations that hinder access to ATS facilities', which defines the necessary actions upon learning of a possible event that could prevent or severely hinder ENAIRE personnel's access to ATS facilities, with the aim of maintaining service continuity.

Over the last four years, the operation and actions promoted by this high-level committee in different situations have demonstrated its effectiveness and efficient functioning.

By submitting this document, your organisation is willing for the proposed Best or Good Practice to be shared with other ANSPs.

For Best Practices, this document should be sent together with the SoE in SMS questionnaire, to: soe_2025@eurocontrol.int by **15th July, 2025 at the latest**.

Submissions for consideration as Good Practices may be sent by the above date. They may also be identified during the survey interview sessions with the assessment team, following which a Good Practice submission document will be requested.