# CRISIS MANAGEMENT PLAN

# EXAMPLE

# Contents

# SECTION 1: INTRODUCTION

## Objectives

The objectives of this Crisis Management Plan are to:

- provide structure for the Crisis Management Team to respond to major disruptions
- provide a clear decision-making and action driven process
- outline the time critical priorities for the business during a major disruption
- manage and mitigate risk during a major disruption

## When to invoke the Crisis Management Plan (CMP)

CMP is invoked to respond to major events or disruptions which may cause the following impacts (crises may not always fit with the below descriptions so this should only be used as a guide):

- **Colleagues:** (+ impact description)
- **Customer:** (+ impact description)
- **Operations and technology:** (+ impact description)
- **Finances:** (+ impact description)
- **Third Parties:** (+ impact description)
- **Legal and regulatory:** (+ impact description)
- **Reputation:** (+ impact description)

Example scenarios which cause the above impacts may include: cyber attacks, major fires, floods, IT outages, data theft, damage to premises, loss of supply chain, adverse weather (tailor these to your business).

## Principles to follow for our crisis response

The principles for our response are to:

- prioritise the safety of our colleagues
- quickly achieve control by being proactive in response and decision making
- prioritise customers and industry by being proactive and transparent in communications
- take action and decisions in a sustainable, socially and environmentally responsible manner
- work collaboratively across the business to respond effectively
- + other principle(s) – these could be linked to corporate values if they are not covered above.

## Our business priorities to follow in a crisis

During our response, our strategic and operational priorities include:

1. The safety and security of colleagues and external stakeholders
2. Payroll
3. Internal communications to colleagues and external communications to media and the market
4. The financial performance of the organisation
5. + other priorities

Based on the situation, our priorities may change; consider the range of impacts on page 4 to determine what the priorities will be for the specific response.

## Who is part of the Crisis Management Team?

The Crisis Management Team includes senior level colleagues with the authority to make critical decisions, communicate with the organisation and implement responses that are specific to their areas of expertise:

| Role | Name |
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Individual roles and responsibilities, including deputies, are in Appendix A.

## Assess the business impacts to make the critical decisions

The ultimate decision maker is the Chair of the CMT.

The CMT is authorised to make critical decisions; an impact assessment must be completed (or at least followed) for any critical decision.

This will include assessing the potential impact on (in no particular order):

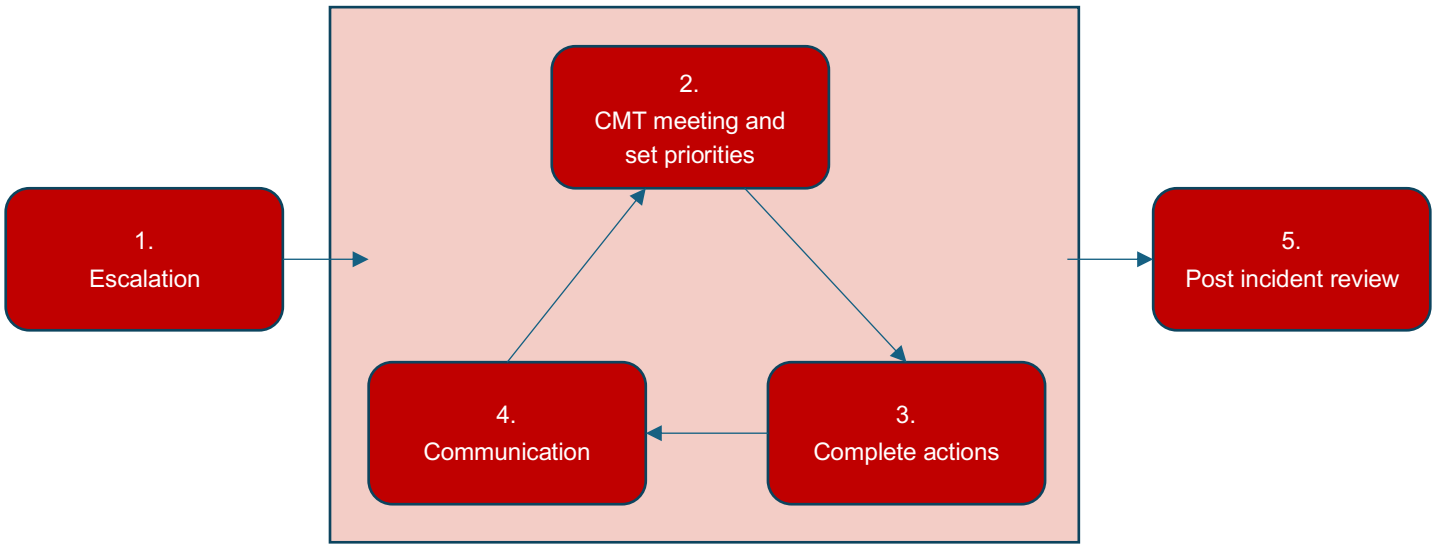
| | | | | | |
|---|---|---|---|---|---|
| Colleagues and external stakeholders | Premises and equipment | Technology | Data | Service providers | Time critical services / business priorities |
| Customers | Reputation | Legal | Finance | Operations | Deadlines we need to meet (daily, weekly) |

See Appendix D for the Impact Assessment template which can be used to summarise impacts to the above.

# SECTION 2: CRISIS MANAGEMENT PLAN (CMP)

## CRISIS MANAGEMENT RESPONSE PROCESS

The crisis management response follows the 5-stage process below; this should be applied until the disruption is over or the impacts and recovery can be managed by business-as-usual ('BAU') processes.




## 1. ESCALATION

Follow the below actions to assess the incident and mobilise the CMT if required.

| **Action** | Owner | Complete? |
|---|---|---|
| Once significant issues are detected, gather information and assess the situation in terms of severity and risk (see section 3 of the CMT Meeting Agenda below for the areas to focus on for the assessment). | | ☐ |
| If required, seek further information on the situation and give direction on how to proceed. | | ☐ |
| If impacts correlate with "when to invoke the Crisis Management Plan" on p.2, mobilise the CMT:<br>• In person meeting (during office hours): [X location].<br>• Alternate location: [X location]<br>• Virtual call via (using X tool) (during or out of office hours). | | ☐ |

# 2. COMPLETE CMT MEETINGS AND SET PRIORITIES

Use this agenda for the CMT Meeting; this can be altered for each meeting and is dependent on the situation faced.

<table>
<tr><th>Focus area</th><th colspan="2">Considerations</th></tr>
<tr><td>1) Meeting participation</td><td colspan="2">Complete roll call and confirm team roles and responsibilities.<br>Confirm if additional team members are required.<br>Confirm who is leading on the Action Log, Decisions Log and Situation Report.</td></tr>
<tr><td>2) Confirm the facts</td><td colspan="2">What is the known situation:<br>○ When and where did the incident start?<br>○ What is currently known about the incident?<br>○ What details have not yet been confirmed (and where can we get the information)?<br>○ Who is leading the current response activity?</td></tr>
<tr><td rowspan="2">3) Known impacts, risks and issues</td><td colspan="2">What are the known <u>impacts</u>, <u>risks</u> and <u>issues</u> to:</td></tr>
<tr><td>○ Colleagues and external stakeholders<br>○ Premises and equipment<br>○ Technology<br>○ Data<br>○ Service providers<br>○ Our time critical services / business priorities</td><td>○ Customers<br>○ Reputation<br>○ Legal<br>○ Financial<br>○ Operations<br>○ Deadlines we need to meet (daily, weekly)<br>○ Any barriers and blockers</td></tr>
<tr><td>4) Potential impacts / opportunities (consider how the incident may evolve)</td><td colspan="2">In the near future, what are the potential / likely impacts and risks to the above?<br>How could the incident evolve?<br>Does the situation provide any opportunities for the organisation to capitalise on?</td></tr>
<tr><td>5) Prioritise actions</td><td colspan="2">In relation to the known and potential impacts:<br>○ Confirm the priority actions and timelines<br>○ Confirm contingency options and timelines<br>○ Confirm communication requirements, external comms support (if necessary) and timelines<br>○ Confirm any barriers and blockers on actions and contingency options<br>○ (for next CMT meeting – review decisions and actions)<br>See immediate actions in Section 3 below.</td></tr>
<tr><td>6) Critical decisions & investments</td><td colspan="2">What critical decisions and / or investments need to be made and authorised and when? And what is the timing for these decisions?</td></tr>
<tr><td>7) Next meeting</td><td colspan="2">Confirm time, date, invitees and expectations for the next meeting.<br>Can we stop operating as a CMT and return to BAU operations / recovery?</td></tr>
</table>

# 3. COMPLETE PRIORITY ACTIONS

The following actions should be used as a checklist based on the situation faced and the decisions made by the CMT (some actions are also replicated in the individual roles and responsibilities in Appendix A).

**Immediate actions**

| Focus area | Action | Lead person | Complete? |
|---|---|---|---|
| **Agree priorities** | Ensure the actions in this checklist are complete for the immediate response. | [Insert name] | ☐ |
| | Confirm the CMT's response priorities and timelines:<br>• Business priorities as outlined on Page 3<br>• Recovery options for critical dependencies (people, technology, data, premises and service providers) | | ☐ |
| **Safeguard people** | Confirm impact to colleagues (escalate / communicate as appropriate) | | ☐ |
| | Confirm CMT response actions to safeguard colleagues (including visitors to our premises). | | ☐ |
| **Set up logs and report templates.** | Confirm owners of the i) action log (Appendix E), ii) decision log (Appendix F) and iii) Situation Report (Appendix B). | | ☐ |
| | Confirm recipients of the updates and send Situation Report to all CMT members. | | ☐ |
| **Protect operations and technology** | Confirm contingency options for critical operations. | | ☐ |
| | Confirm likely periods of delay and identify recovery strategies. | | ☐ |
| **Assess immediate deadlines** | Confirm contingency / recovery / communication options if immediate deadlines could be missed. | | ☐ |
| **Agree handover procedures to deputies** | Communicate with deputies to:<br>• outline the situation<br>• agree ways to handover information<br>• agree immediate working arrangements to support the crisis response | | ☐ |
| **Confirm individual response roles** | Confirm additional individual response roles and responsibilities based on the situation. | | ☐ |
| | Highlight any risks and issues concerning individual roles. | | ☐ |
| **Start proactive communications** | Agree immediate internal and external communications priorities. | | ☐ |

**Ongoing response:**

- Following each CMT meeting, continue to review the above checklist for response actions.
- Confirm an individual or team whose responsibility it will be to consider how the situation could progress / worsen based on the information available.
- Agree and reassess response actions and priorities for the medium term (ie next few days and weeks).

# 4. COMPLETE INTERNAL AND EXTERNAL COMMUNICATIONS

The crisis communications team will use the crisis communications plan; the below serves as a checklist for the CMT: for each stakeholder group confirm **i)** how best to communicate, **ii)** a lead person and **iii)** when to communicate.

| Stakeholder groups | How to communicate | Confirm lead(s) | When to communicate |
|---|---|---|---|
| **(Company name or group of stakeholders e.g. regulators, customers, government, media etc.)** | (e.g. email, call, webinar, bulletin) | TBC based on scenario | e.g. day 1, day 2 etc. |
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# 5. COMPLETE POST INCIDENT REVIEW

We will complete a post incident review to identify areas for improvement.

| Action | Lead person | Complete? |
|---|---|---|
| Confirm the crisis response can be handed over to BAU. | | ☐ |
| Organise and lead a lessons learned exercise (with CMT members); use the decisions and actions log as well as any other records and experiences captured by those involved.<br>The review must include:<br>a) Summary of the incident / crisis<br>b) Strengths of the response<br>c) Areas for improvement for the response (ie improvement to plans, training on roles, clarity on decision making etc.)<br>d) Additional training requirements<br>e) Investment needs<br>f) Timelines and owners for remediation activity | | ☐ |
| Continue to communicate with relevant stakeholders the status of the recovery and the changes resulting from the incident and the recovery from it. | | ☐ |
| If required, commission an independent audit (internal / external) of the incident. | | ☐ |

# APPENDIX

## A. Individual roles and responsibilities

**e.g. Team Leader / Chair: [name + deputy]**

The below is an example to highlight an appropriate level of detail for the role descriptions. The subsequent pages provide blank templates for each role.

| Focus area | Action | Complete? |
|---|---|---|
| **Crisis Management Team meeting** | Invoke the CMP based on known / potential impacts. | ☐ |
| | Chair first CMT meeting (using CMT meeting agenda). | ☐ |
| | Confirm decision making authority (command and control approach) / sign off requirements based on the situation. | ☐ |
| | Confirm the future schedule / cadence of CMT meetings. | ☐ |
| | Chair future CMT meetings. | ☐ |
| **Business priorities** | Confirm short, medium and longer term business priorities based on the situation. | ☐ |
| | Set short, medium and longer term timelines for response actions in agreement with CMT. | ☐ |
| **Board updates** | Update the Board with the i) latest situation, ii) impacts, iii) actions taken and planned. | ☐ |
| **Roles** | Confirm a deputy for your role based on the situation. | ☐ |
| | Ensure individuals / deputies are comfortable with their roles. | ☐ |
| | Allocate resources to specific areas of the response based on timeframes, skills requirements and subject matter knowledge. | ☐ |
| | Delegate decision making authority to a deputy for when you are not available. | ☐ |
| | Assign a team or individual to look at i) the ways the scenario could progress in the short, medium and longer term and ii) the potential risks / impacts. | ☐ |
| | Invite specialists (ie IT, HR, facilities, cyber security etc.) to provide updates or sit as part of the CMT as required. | ☐ |
| **Strategy** | Set the direction and define what success will look like for the response (based on the situation). | ☐ |
| **Media communications** | Confirm the most appropriate spokesperson / people based on the details of the scenario and the impacts faced. | ☐ |
| **End of incident decision** | Confirm whether we still need to operate as a CMT or whether we can de-escalate to BAU operations / recovery. | ☐ |

**e.g. Team Leader / Chair: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

## e.g. Internal and External Communications: [name + deputy]

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Legal: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Operations: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Human Resources: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. IT: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
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| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Finance: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
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| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Regional / Function Lead: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
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| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

**e.g. Action Logger / Scribe: [name + deputy]**

| Focus area | Action | Complete? |
|---|---|---|
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
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| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |
| [Add focus area for this role] | [Add action for this focus area] | ☐ |

# B. Situation report template

Use this template to update the CMT on the latest situation at agreed intervals; it may be easier to add this format to an email to allow for additions throughout.

| | |
|---|---|
| **Date and time of report:** | |
| **Report prepared by:** | |
| **Incident title:** | |
| **Response lead:** | |

| **Incident description:** | |
|---|---|
| What has happened? | |
| When and where did it start? | |
| How did it start? | |

| **Current situation (impacts)** | |
|---|---|
| People (internal and external) | |
| Premises and equipment | |
| Technology | |
| Data | |
| Service providers | |
| Our time critical services | |
| Customers | |
| Reputation | |
| Legal | |
| Financial | |
| Operations | |
| Deadlines we need to meet (daily, weekly) | |

| **Communications** | |
|---|---|
| **Internal communications** | Completed:<br>Planned: |
| **External communications** | Completed:<br>Planned: |

| **Risks** | |
|---|---|
| **Issues** | |
| **Barriers and /or Blockers** | |

| **Critical decisions and investments** | What critical decisions need to be made and authorized?<br>What investments need to be made? |
|---|---|

| **Next update** | [time and date] |
|---|---|

# C. Considerations for high risk scenarios

Below are high level considerations for five potential scenarios that may need to be addressed:

## Scenario 1: XXX

| Focus area | Action | Complete? |
|---|---|---|
| TBC by XXX | TBC by XXX | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |

## Scenario 2: XXX

| Focus area | Action | Complete? |
|---|---|---|
| TBC by XXX | TBC by XXX | ☐ |
| | | ☐ |
| | | ☐ |
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| | | ☐ |
| | | ☐ |
| | | ☐ |
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## Scenario 3: XXX

| Focus area | Action | Complete? |
|---|---|---|
| TBC by XXX | TBC by XXX | ☐ |
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| | | ☐ |
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| | | ☐ |

## Scenario 4: XXX

| Focus area | Action | Complete? |
|---|---|---|
| TBC by XXX | TBC by XXX | ☐ |
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| | | ☐ |

## Scenario 5: XXX

| Focus area | Action | Complete? |
|---|---|---|
| TBC by XXX | TBC by XXX | ☐ |
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| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |
| | | ☐ |

# D. Impact Assessment

Use this template to assess the known and potential impacts to the specific impact areas. This will help to determine whether the situation needs to be escalated and discussed with the CMT.

| Impact area | Known impact | Potential impact (short and longer term) | Escalate to CMT? (y/n) |
|---|---|---|---|
| **Colleagues** | [assess the known impacts] | [assess the potential short and longer term impacts] | |
| **External stakeholders** | | | |
| **Premises and equipment** | | | |
| **Technology** | | | |
| **Data** | | | |
| **Service providers** | | | |
| **Our time critical services** | | | |
| **Customers** | | | |
| **Reputation** | | | |
| **Legal** | | | |
| **Finance** | | | |
| **Operations** | | | |
| **Deadlines we need to meet (daily, weekly)** | | | |
| **Other** | | | |

# E. Actions log

| Action | Owner | By when | Requirements |
|---|---|---|---|
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# F. Decisions Log

| Decision taken | Approved by | When |
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