

# **CRISIS MANAGEMENT PLAN**

# **EXAMPLE**

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# 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.

## Crisis Management Plan

### 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

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

## Crisis Management Plan

### 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):

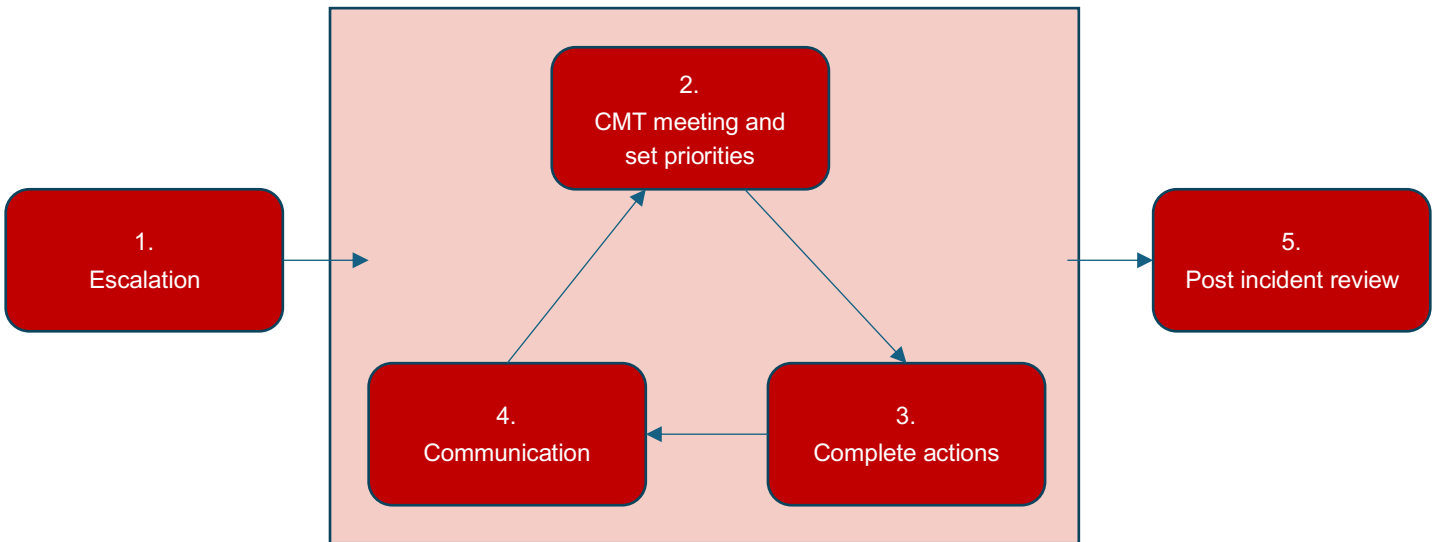
Colleagues and external stakeholders	Premises and equipment	Technology	Data	Service providers	Time critical services / business priorities
Customers	Reputation	Legal	Finance	Operations	Deadlines we need to meet (daily, weekly)

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).		<input type="checkbox"/>
If required, seek further information on the situation and give direction on how to proceed.		<input type="checkbox"/>
If impacts correlate with "when to invoke the Crisis Management Plan" on p.2, mobilise the CMT: <ul style="list-style-type: none"> <li>In person meeting (during office hours): [X location].</li> <li>Alternate location: [X location]</li> <li>Virtual call via (using X tool) (during or out of office hours).</li> </ul>		<input type="checkbox"/>

## 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.

Focus area	Considerations		
<b>1) Meeting participation</b>	<p>Complete roll call and confirm team roles and responsibilities.</p> <p>Confirm if additional team members are required.</p> <p>Confirm who is leading on the Action Log, Decisions Log and Situation Report.</p>		
<b>2) Confirm the facts</b>	<p>What is the known situation:</p> <ul style="list-style-type: none"> <li>○ When and where did the incident start?</li> <li>○ What is currently known about the incident?</li> <li>○ What details have not yet been confirmed (and where can we get the information)?</li> <li>○ Who is leading the current response activity?</li> </ul>		
<b>3) Known impacts, risks and issues</b>	<p>What are the known <u>impacts</u>, <u>risks</u> and <u>issues</u> to:</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li>○ Colleagues and external stakeholders</li> <li>○ Premises and equipment</li> <li>○ Technology</li> <li>○ Data</li> <li>○ Service providers</li> <li>○ Our time critical services / business priorities</li> </ul> </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li>○ Customers</li> <li>○ Reputation</li> <li>○ Legal</li> <li>○ Financial</li> <li>○ Operations</li> <li>○ Deadlines we need to meet (daily, weekly)</li> <li>○ Any barriers and blockers</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>○ Colleagues and external stakeholders</li> <li>○ Premises and equipment</li> <li>○ Technology</li> <li>○ Data</li> <li>○ Service providers</li> <li>○ Our time critical services / business priorities</li> </ul>	<ul style="list-style-type: none"> <li>○ Customers</li> <li>○ Reputation</li> <li>○ Legal</li> <li>○ Financial</li> <li>○ Operations</li> <li>○ Deadlines we need to meet (daily, weekly)</li> <li>○ Any barriers and blockers</li> </ul>
<ul style="list-style-type: none"> <li>○ Colleagues and external stakeholders</li> <li>○ Premises and equipment</li> <li>○ Technology</li> <li>○ Data</li> <li>○ Service providers</li> <li>○ Our time critical services / business priorities</li> </ul>	<ul style="list-style-type: none"> <li>○ Customers</li> <li>○ Reputation</li> <li>○ Legal</li> <li>○ Financial</li> <li>○ Operations</li> <li>○ Deadlines we need to meet (daily, weekly)</li> <li>○ Any barriers and blockers</li> </ul>		
<b>4) Potential impacts / opportunities (consider how the incident may evolve)</b>	<p>In the near future, what are the potential / likely impacts and risks to the above?</p> <p>How could the incident evolve?</p> <p>Does the situation provide any opportunities for the organisation to capitalise on?</p>		
<b>5) Prioritise actions</b>	<p>In relation to the known and potential impacts:</p> <ul style="list-style-type: none"> <li>○ Confirm the priority actions and timelines</li> <li>○ Confirm contingency options and timelines</li> <li>○ Confirm communication requirements, external comms support (if necessary) and timelines</li> <li>○ Confirm any barriers and blockers on actions and contingency options</li> <li>○ (for next CMT meeting – review decisions and actions)</li> </ul> <p>See immediate actions in Section 3 below.</p>		
<b>6) Critical decisions &amp; investments</b>	<p>What critical decisions and / or investments need to be made and authorised and when?</p> <p>And what is the timing for these decisions?</p>		
<b>7) Next meeting</b>	<p>Confirm time, date, invitees and expectations for the next meeting.</p> <p>Can we stop operating as a CMT and return to BAU operations / recovery?</p>		

### 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?
<b>Agree priorities</b>	Ensure the actions in this checklist are complete for the immediate response.	[Insert name]	<input type="checkbox"/>
	Confirm the CMT's response priorities and timelines: <ul style="list-style-type: none"> <li>• Business priorities as outlined on Page 3</li> <li>• Recovery options for critical dependencies (people, technology, data, premises and service providers)</li> </ul>		<input type="checkbox"/>
<b>Safeguard people</b>	Confirm impact to colleagues (escalate / communicate as appropriate)		<input type="checkbox"/>
	Confirm CMT response actions to safeguard colleagues (including visitors to our premises).		<input type="checkbox"/>
<b>Set up logs and report templates.</b>	Confirm owners of the i) action log (Appendix E), ii) decision log (Appendix F) and iii) Situation Report (Appendix B).		<input type="checkbox"/>
	Confirm recipients of the updates and send Situation Report to all CMT members.		<input type="checkbox"/>
<b>Protect operations and technology</b>	Confirm contingency options for critical operations.		<input type="checkbox"/>
	Confirm likely periods of delay and identify recovery strategies.		<input type="checkbox"/>
<b>Assess immediate deadlines</b>	Confirm contingency / recovery / communication options if immediate deadlines could be missed.		<input type="checkbox"/>
<b>Agree handover procedures to deputies</b>	Communicate with deputies to: <ul style="list-style-type: none"> <li>• outline the situation</li> <li>• agree ways to handover information</li> <li>• agree immediate working arrangements to support the crisis response</li> </ul>		<input type="checkbox"/>
<b>Confirm individual response roles</b>	Confirm additional individual response roles and responsibilities based on the situation.		<input type="checkbox"/>
	Highlight any risks and issues concerning individual roles.		<input type="checkbox"/>
<b>Start proactive communications</b>	Agree immediate internal and external communications priorities.		<input type="checkbox"/>

#### 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).





## 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.		<input type="checkbox"/>
<p>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.</p> <p>The review must include:</p> <ul style="list-style-type: none"> <li>a) Summary of the incident / crisis</li> <li>b) Strengths of the response</li> <li>c) Areas for improvement for the response (ie improvement to plans, training on roles, clarity on decision making etc.)</li> <li>d) Additional training requirements</li> <li>e) Investment needs</li> <li>f) Timelines and owners for remediation activity</li> </ul>		<input type="checkbox"/>
Continue to communicate with relevant stakeholders the status of the recovery and the changes resulting from the incident and the recovery from it.		<input type="checkbox"/>
If required, commission an independent audit (internal / external) of the incident.		<input type="checkbox"/>

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

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

e.g. Operations: [name + deputy]

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>



## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

e.g. IT: [name + deputy]

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## Crisis Management Plan

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

Focus area	Action	Complete?
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>
[Add focus area for this role]	[Add action for this focus area]	<input type="checkbox"/>

## 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.

<b>Date and time of report:</b>	
<b>Report prepared by:</b>	
<b>Incident title:</b>	
<b>Response lead:</b>	

<b>Incident description:</b>	
<b>What has happened?</b>	
<b>When and where did it start?</b>	
<b>How did it start?</b>	

<b>Current situation (impacts)</b>	
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)	

<b>Communications</b>	
<b>Internal communications</b>	Completed: Planned:
<b>External communications</b>	Completed: Planned:

<b>Risks</b>	
<b>Issues</b>	
<b>Barriers and /or Blockers</b>	

<b>Critical decisions and investments</b>	What critical decisions need to be made and authorized? What investments need to be made?
---	--

<b>Next update</b>	[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	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

## Crisis Management Plan

### Scenario 2: XXX

Focus area	Action	Complete?
TBC by XXX	TBC by XXX	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>



## Crisis Management Plan

### Scenario 3: XXX

Focus area	Action	Complete?
TBC by XXX	TBC by XXX	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

## Crisis Management Plan

### Scenario 4: XXX

Focus area	Action	Complete?
TBC by XXX	TBC by XXX	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

## Crisis Management Plan

### Scenario 5: XXX

Focus area	Action	Complete?
TBC by XXX	TBC by XXX	<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

## 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

## F. Decisions Log

Decision taken	Approved by	When