



# Managing a Crisis

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*Crisis - readiness, response, recovery*

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# Definitions

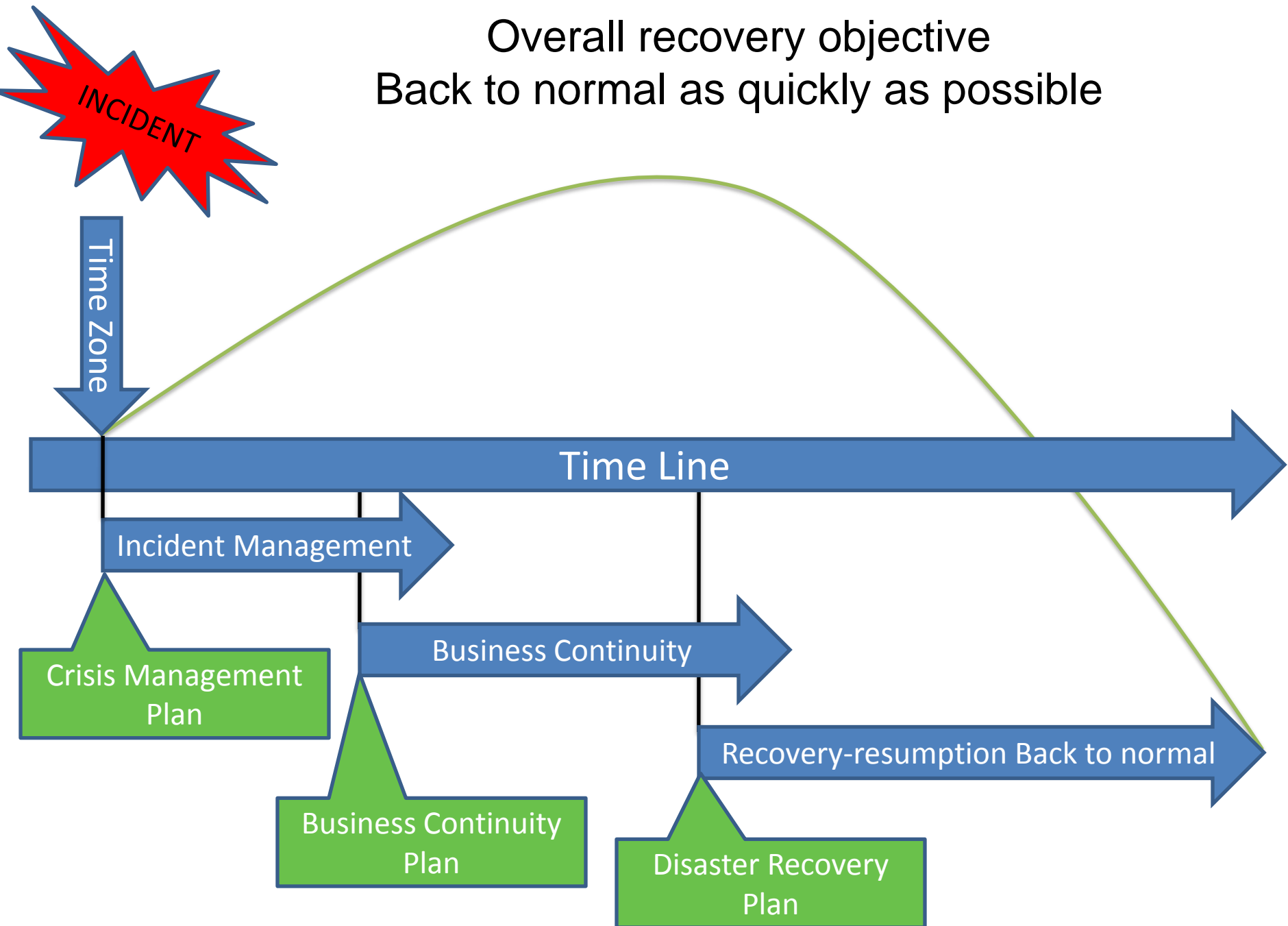
## **Crisis**

An abnormal situation or perception which threatens the staff, customers, operations or reputation of an organisation

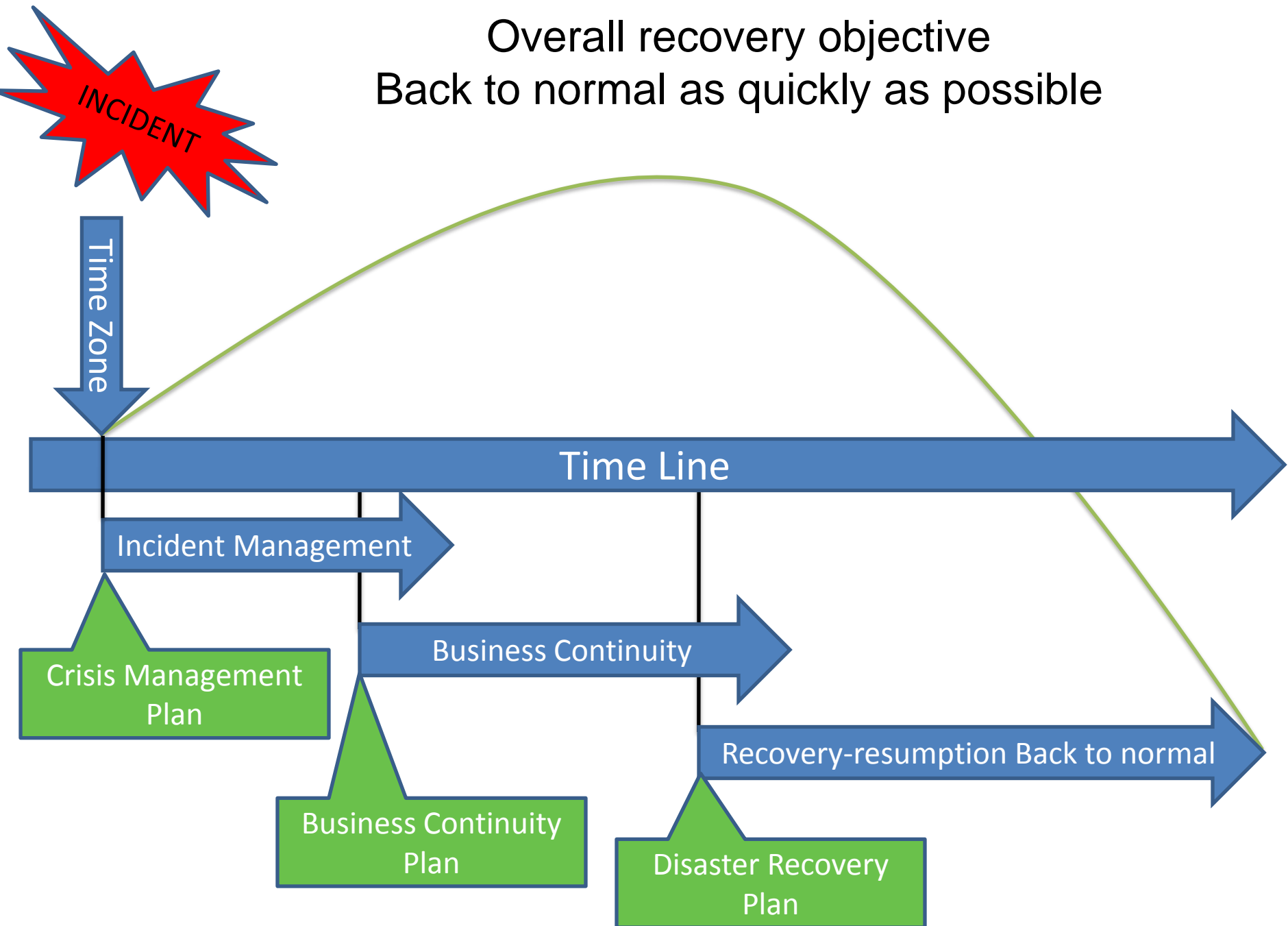
## **Crisis Management**

The over-arching process by which the organisation provides the appropriate leadership, decision making and management of the wider impact of a crisis, including crisis communications and media handling.

Overall recovery objective  
Back to normal as quickly as possible



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Back to normal as quickly as possible



# Fire at London Business

## Case Study

# Overall Response

## Poor - due to the following:

- Lack of awareness of the Business Continuity Plan (BCP)
- No Crisis Management Plan
- No crisis management exercise undertaken

# Lessons Learned

## Approved BCP not followed

- The contingency location, not used
  - 140 staff therefore sent home

# Crisis Management Characteristics and Principles

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# What does a Crisis Management Team do?

- Find out what has happened
- Assess the impact
- Develop an action plan
- Implement it.

# Human Factor

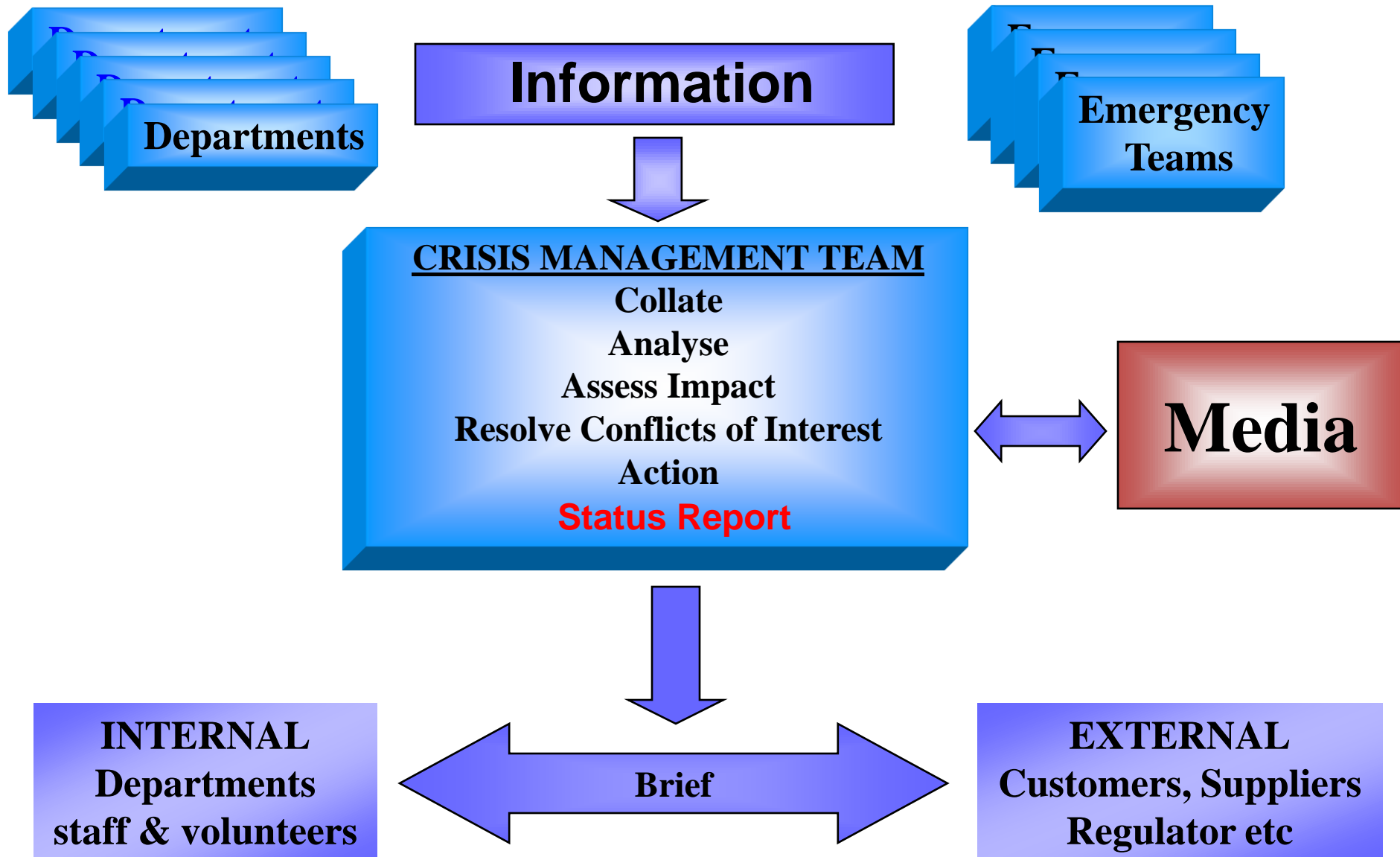


- There may be casualties
- People may be frightened
- It may be difficult to think
- There is a thirst for knowledge

# What will CM take account of?

- Safety of people
- *Assets*
- *Business Priorities*

# Crisis Management Process



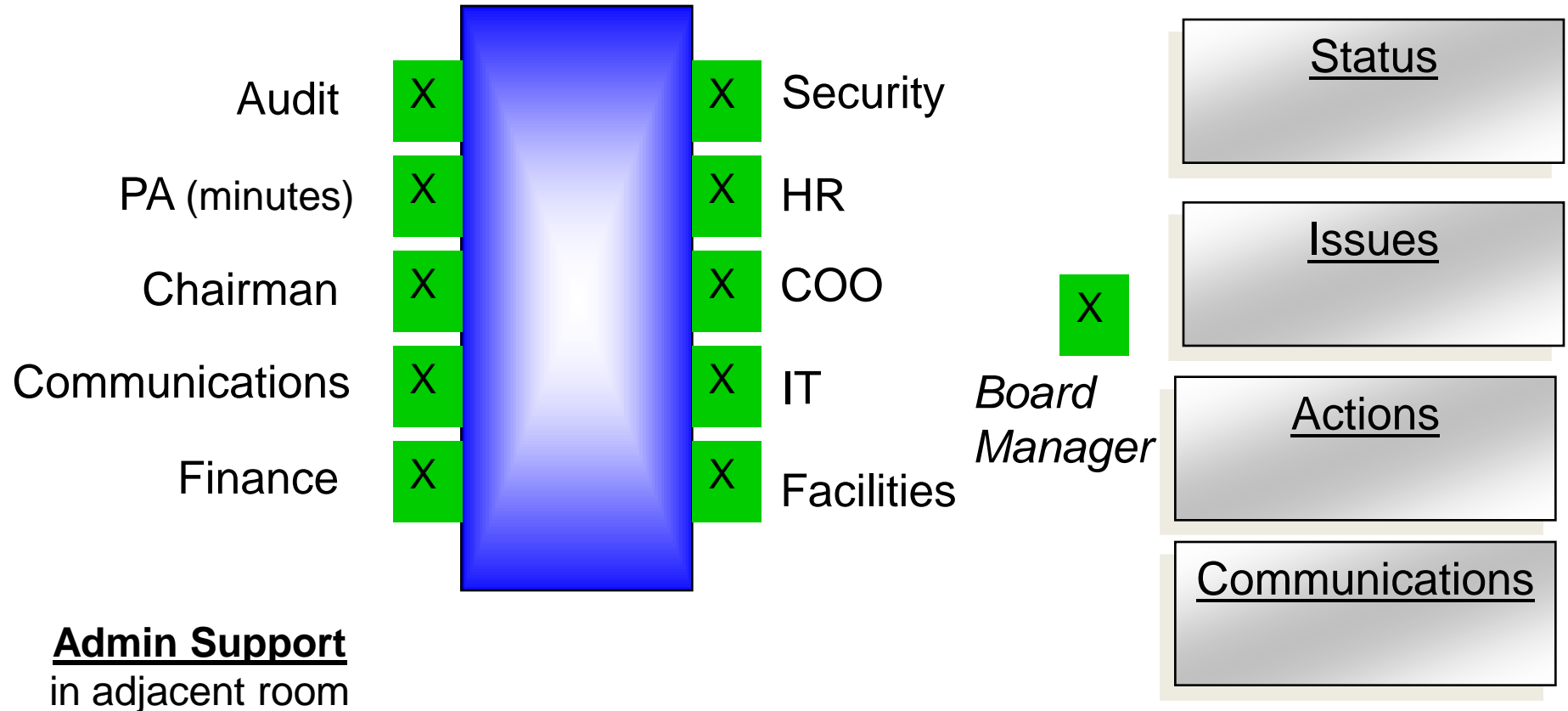
# What is important?

- Selecting the correct members of the Crisis Management Team
- The crisis management process
- Understanding the team dynamics
- Managing the information flow
- Decision making process
- Lines of communication – internal and external
- Media handling

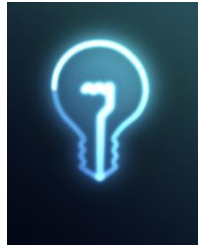
# Crisis Management Team

- Operations
- Finance
- HR
- Security
- Facilities
- IT
- Communications
- Audit

# Crisis Management Team



# Information Gathering: Solution



## Issues

- 1:- Injured member of staff
- 2:- Site unavailable for 48 hours

1

## Actions

- 1a:- Ambulance called
- 1b:- First Aider to accompany to hospital
- 2 Activate Recovery site

2



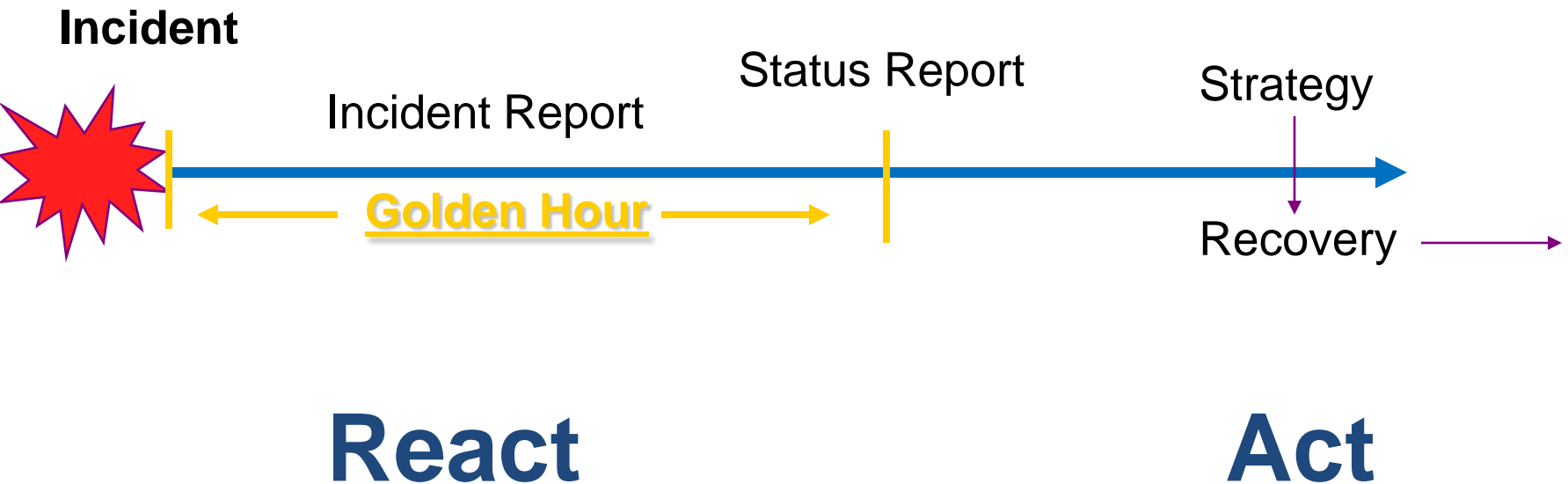
# Communications Board

ORG / GROUP	TIME	DETAIL
Executive		
Board		
Staff		
Customers		
Business Partners		
Suppliers		
Media		
Regulator		
Emergency Services		

# When notified of an incident

- Confirm the incident as per the Incident Report
- Start a log of events
- Consider activating call-out system
- Confirm attendance of CMT, its location and time of first meeting
- Confirm if building is to be evacuated
- Consider activating or standing by recovery location (Incident Commander's decision)
- Consider briefing deputy and establish status
- Move to CMT meeting location.

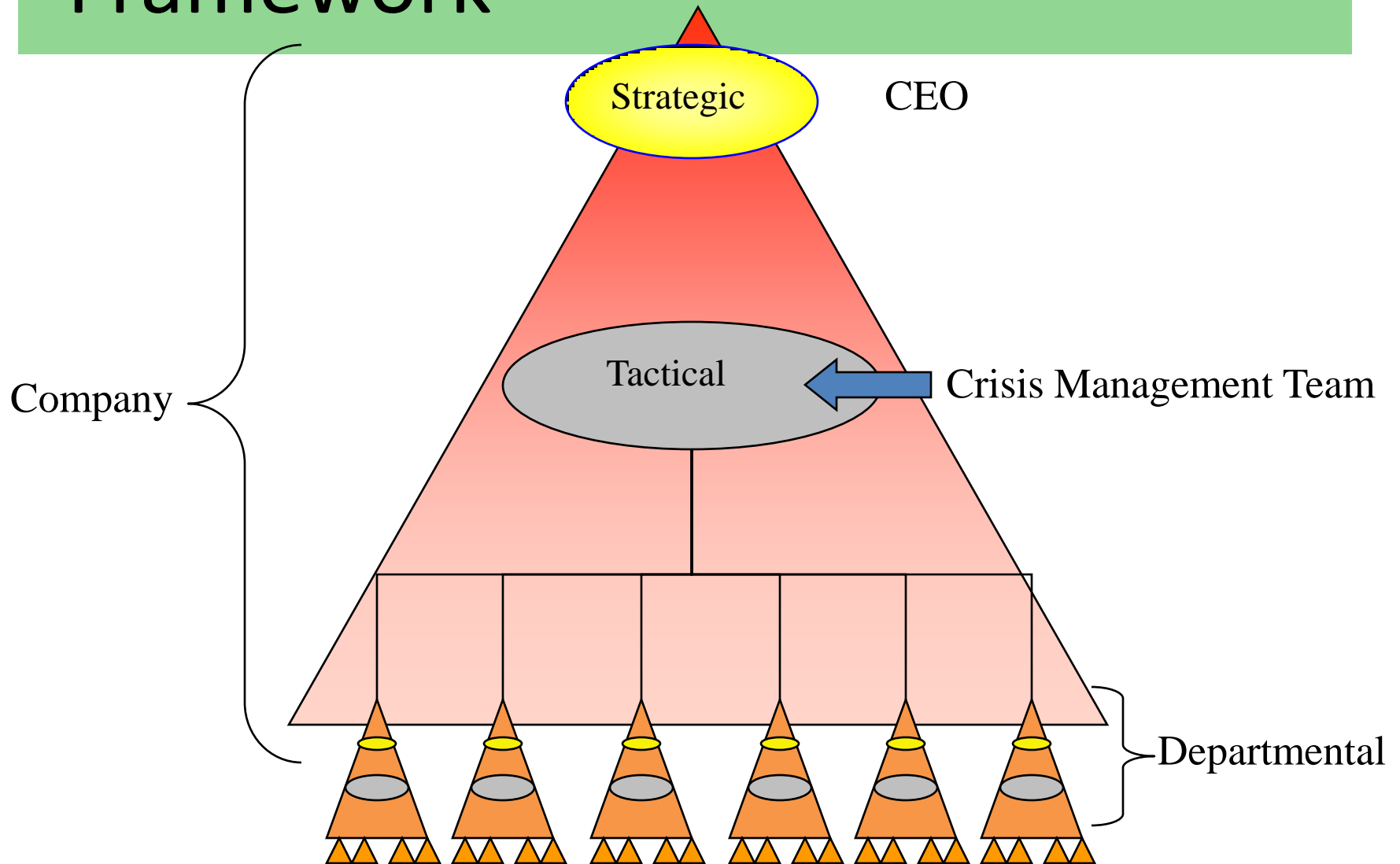
# Process – Time Line



# Incident Report

- Detail of incident
- Description (location & time)
- Confirmed / unconfirmed
- Impact
- Any injuries
- Action taken
- Who has been notified
- Estimate of time to recover
- Other relevant info
- Actions needed
- Next report expected

# Framework



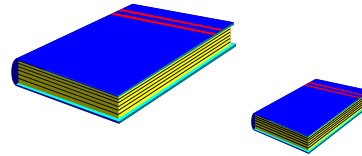
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# Aide-memoire

## Crisis Management Plan

- Members of CMT
- Responsibilities
- What to do on notification
- Meeting locations
- Incident Report Form
- Agenda – for meeting
- Battle Box contents

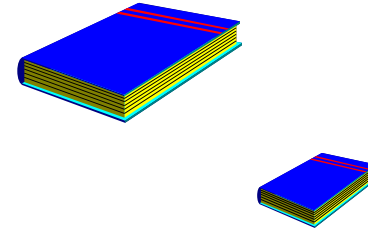


## Contact Details

- CMT members + deputies
- Major stakeholders
- Suppliers
- Useful numbers
- Conference call procedure
- Map to Recovery Site

# Summary of principles

- KISS
- Develop a generic plan
- Issue an aide-memoire to CMT
- Exercise the CMT + deputies
- Keep contact details up to date
- Manage change
- Add detail as plan is developed.





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