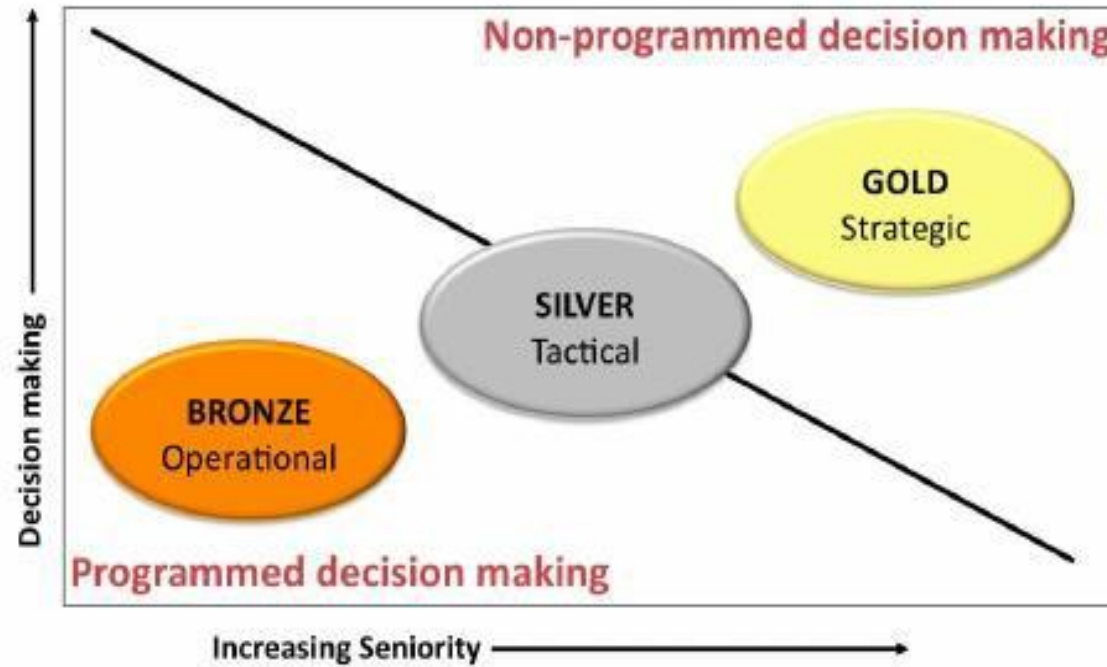# Outcomes First Group- Crisis Management Plan

Approach

Document control

Document History

Version	Date	Purpose	Author
0.1	7th June 2018	First Draft	Andrew Isaac
0.2	24th November 2019	Review One	Andrew Isaac
0.3	7th February 2020	Integration	Andrew Isaac/Chris Duffy
0.4	6th November 2020	Periodic Review	Ashley Walker/Chris Duffy
0.5	31st May 2022	Periodic Review	Ashley Walker

Distribution List

Name	Role
OFG Executive Team	management of the business
Divisional Leadership Teams	management of divisions
Head Teachers/Principals/Executive Heads	management of education and residential sites
Regional Residential Managers	management of care home sites
Regional Directors and Registered Managers , Fostering	management of registrations

Reviewers

Name	Role	Status
Jean-Luc Janet	Group CFO	
John Seaber	Group Property Manager	
Chris Duffy	Head of Legal & Compliance	
Ashley Walker	Group Health and Safety Manager	

Document Approval

Name	Role	Signature	Date
David Leatherbarrow	Group CEO		

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1. Definitions Used in this Document

Activity Resumption Plan (ARP): A list of actions that will restore the affected part of the business to a normal operating state. There will be multiple plans for each of the critical functions or business operations.

Business Continuity Plan (BCP): This deals with the recovery of resources, together with the restoration of business functions and processes into an operable state

Crisis: An abnormal situation or event, which threatens the operation, staff, customers or reputation of an organisation

Crisis Management: The process by which the business manages the wider impact of the crisis, such as media coverage.

Crisis Management Plan (CMP): This is the document detailing the management response to managing the impacts of a crisis.

Disaster: This is any accidental, natural or malicious event, which threatens or disrupts normal operations, or services, such as to endanger the success of the business enterprise.

Invocation Criteria: This is the point at which the crisis management process is initiated.

The Crisis Management Team (Gold level) deals with the internal and external communications. It provides a single channel of communication to the media, customers, Group and other stakeholders.

The Business Continuity Team (Silver level) is the group of management staff that manages the resources needed for optimum recovery of OFG's operations. Under certain disaster or sub-disaster circumstances the full Business Continuity Team may not be required.

The Activity Resumptions Teams (Bronze level) are responsible for implementing the operational recovery of the core business functions. Each department within OFG has its own Activity Resumption team. Activity Resumption plans are the most specific and detail actions to be taken under particular scenarios.

2. Crisis Management

Managing a crisis in an effective and efficient way

What is a crisis? A crisis may be defined as an event that causes or could cause disruption or interruption to the operation of any part of the business and that poses threats to life, property or to the reputation of OFG or its individual brands

It is essential the occurrence of any such events is planned for and that protocols are in place comprising of communication responses, mitigating processes, recovery procedures that may be implemented quickly by designated key staff. A plan that readies OFG for such a crisis enables quick action and minimises any adverse impacts.
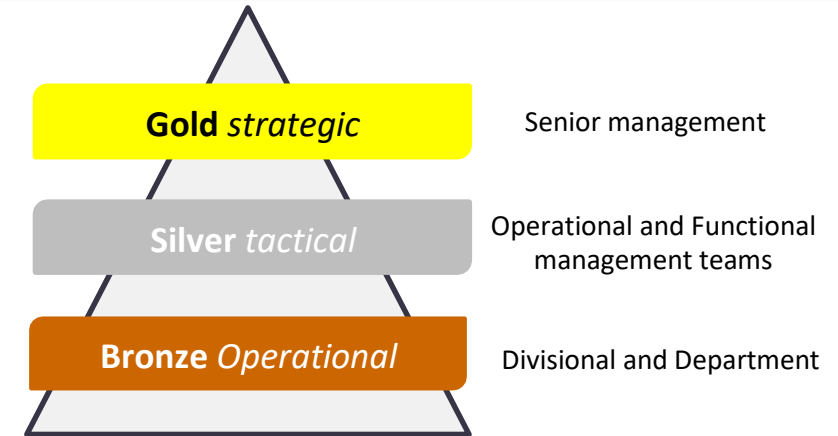
Gold *strategic* — Senior management

Silver *tactical* — Operational and Functional management teams

Bronze *Operational* — Divisional and Department

Figure 1 - Three level of corporate crisis management

The response to a crisis is managed throughout a business depending on its severity and timescales. OFG operate three levels of management: **Gold**, **Silver** and **Bronze**. **Gold** to manage the response strategy, **Silver** to oversee the management of the crisis and **Bronze** to manage the crisis operationally. Each level within this structure has a defined set of roles and responsibilities with a formal communication protocol operating between the various teams at all levels. The overall effectiveness of the business continuity management system depends on adherence to the separation of duties.

Gold level team: This team sets the overall crisis strategy for the business, deals with the internal and external communications. It provides a single channel of communication to the media, customers, Group and other stakeholders.

Silver level team: This team of management staff coordinates the response and manages the resources needed for optimum recovery of OFG's operations. Under certain disaster, or sub-disaster circumstances, the full Silver team may not be may not be required.

Bronze level team: This team is responsible for implementing the operational recovery of the core business functions. There will be separate operational recovery teams for Fostering, Residential and Education and Adult divisions. In turn the Education team will have School specific members where a crisis is specific to one location. ARPs are laid out to provide the most specific and detailed actions to be taken under particular scenarios.

Implementing the right plan of action at the right time

All incidents have the same initial objective, to restore business as usual. This may or may not be possible for some time depending on the severity of the crisis faced.

The crisis management plan (to be used by the Gold Team) provides the over-arching guidance for response to an incident. In addition to the continued care for its staff, the children and young people and adults looked after by OFG, the Gold Team will have a key role to protect OFG's reputation and its brands whilst leading an effective response.

The BCP (to be used by the Silver Team) provides guidance to enable divisional teams to operate to the best of their ability whilst the crisis is being managed.

The disaster recovery plan (to be used by the Bronze team) maps out the path to return to normal operations once the crisis has been mitigated. These are local and specific to each site.

Figure 2 – Phases of crisis management

Business continuity timeline

OFG aims to minimise the disruption to the business. As a general guide the Maximum Tolerable Period of Disruption (MTPD) should not exceed 48 hours unless in extreme circumstances or during a period of national disaster or Government intervention. In addition, the minimum level of service must be retained at the earliest point in time when it is safe to do so. OFG have a Recovery Time Objective (RTO) of 24 hours whereby we would be looking to be providing a minimum of at least 50% of the usual service level. The initial hour is seen a critical to be able to shape and define quick effective decisions in order to return the business to 100% of its service level or have adequately dealt with the crisis. Once the status of a crisis is sufficiently ascertained, strategies to return to business as usual can be outlined and implemented (Figure 3).
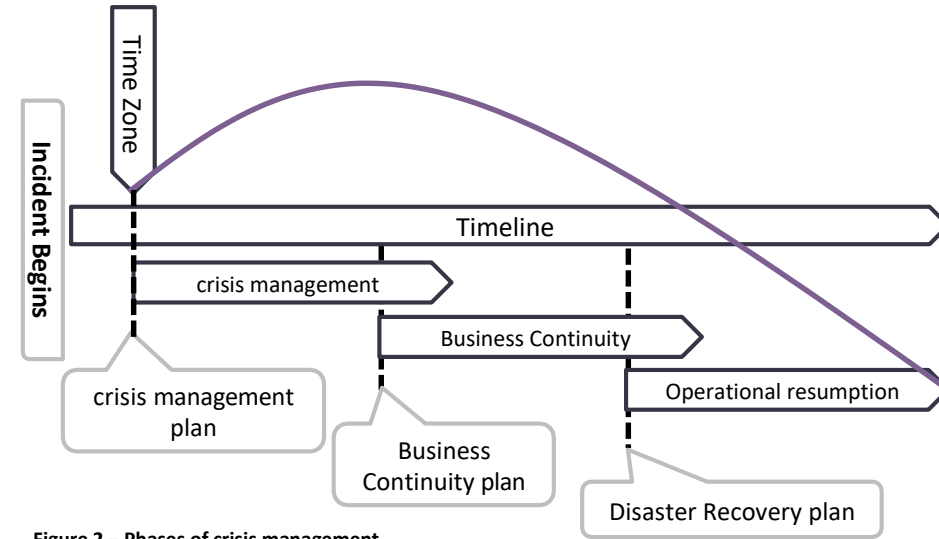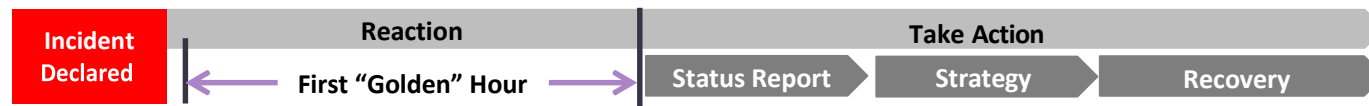
4 Declaring a Crisis

It is important to recognise when an incident becomes a crisis as the declaration of a crisis signals the formal start of the crisis management process. It is accepted that it is difficult to gauge what is or is not considered a crisis. Escalation conversations through line/Duty management will add clarity.

Local teams may feel that they manage forms of crisis everyday and they should continue to manage issues where:
- Events are within the scope of the site or division to solve;
- Financial repercussions are within existing commercial boundaries;
- There is no probability of the situation worsening;
- There is no serious PR implications or likelihood of serious PR implications; or
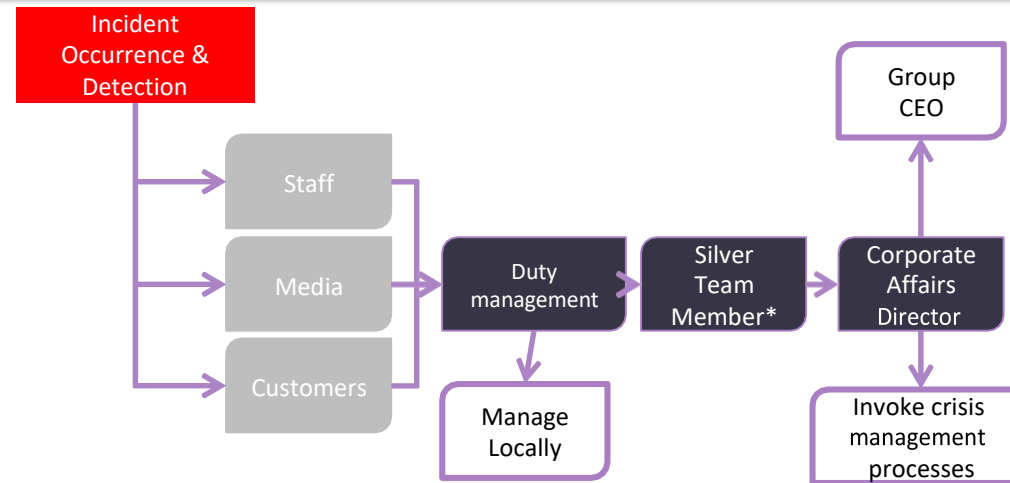- There is little or no likelihood of litigation.

*May be the same member of staff depending on the division

Figure 4 – Process to declare a crisis

Invocation Criteria

When it is clear that a crisis situation has arisen, the relevant Divisional Silver Team Director must be notified. Where there is imminent risk of litigation, negative PR or financial loss outside of ordinary commercial boundaries, the declaration process (Figure 4) should be followed. Where there is a 50% probability of these issues occurring then the Bronze and Silver Teams should be placed on Standby.

IF IN DOUBT, ALWAYS ASSUME IT IS A CRISIS AND ESCALATE AND DISCUSS WITH THE IMMEDIATE ESCALATION POINT

Access to crisis management Documents

All plans will be stored in paper copy in the relevant admin offices. Where these documents are inaccessible the electronic copy can be accessed through the corporate document management system.

4. Categorising an Incident

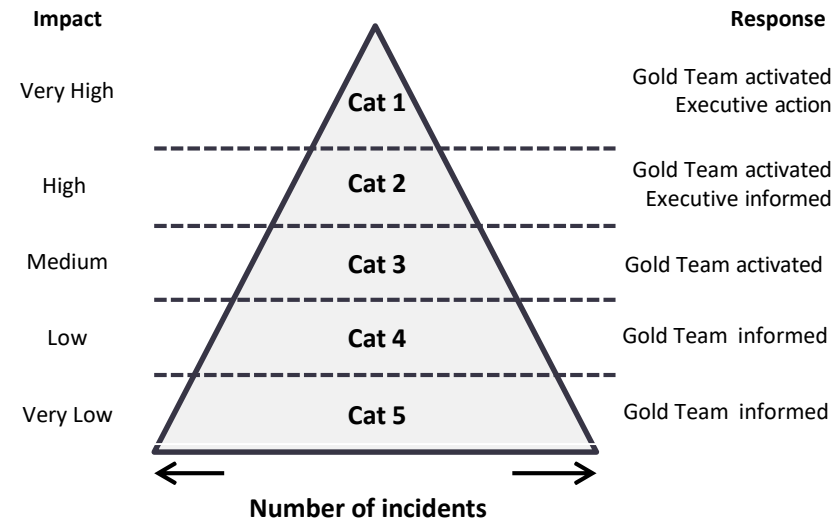The categorisation of a crisis or incident will determine the level of response, decision making and people required

Impact

Response

Very High	Cat 1	Gold Team activated Executive action
High	Cat 2	Gold Team activated Executive informed
Medium	Cat 3	Gold Team activated
Low	Cat 4	Gold Team informed
Very Low	Cat 5	Gold Team informed

Number of incidents

Figure 5 – Incident categories

The categorisation of an incident will determine the level of crisis management required. If it is category 1, the highest level, then the Gold team will be activated and take executive action. If it is Category 5, the lowest level, the management will remain local with the Gold Team being informed appropriately. Incidents may have their category downgraded once more information is received. This will be determined by the Gold team.

Category 1	May impact the whole business: death of a child or adult in our care, serious loss of IT system, significant data loss/cyber-attack, explosion, fire, flood, or other impact on property, terrorist action or threat or natural disaster, outbreak of contagious disease, or claims of child abuse, under cover reporting.
Category 2	Affecting a department or division or someone who has suffered a serious injury or life threatening incident at a premises or groups of premises. Localised loss of IT capability
Category 3	Affecting a building (non-life threatening) that required evacuation and public services alerted. Terrorist action or threat in local vicinity.
Category 4	Affecting a room or part of premises that can be contained with little risk of worsening.
Category 5	Confined to a small area or affects only an individual that can be managed and rectified locally

Gold Team

Gold Team

Gold Team Contact Details

Role	Name	Tel 1	Tel 2
Gold Team Director	Paul Wood Jean-Luc Janet	07774095277 07841 996 081	
Gold Team Communications	Helen Williams	07866 717357	
Health & Safety	Ashley Walker	07436 141295	
Customer Liaison Officer	David Spencer	07801 529094	
Financial/Treasury Advice	Ryan Edwards (Fostering) Helen Lecky (Education & Residential)	07805 336 131 07807 241461	
Legal Advisor	Internal Chris Duffy External Madeleine Abas	07548 128415 07799 414159	
Administrator/Co-ordinator	Helen Lecky Jo Whalley	07807 241461 07384 256988	
Property	Richard Cooke John Seaber	07795 570254 07792 986 881	
Insurance Broker	Paula Capell	07814 934416	
Claims Crisis Policy Advisers (cyber, BI)	Via Paula Capell		

Gold Team Objectives

- To manage the release of information, so as to ensure the reputation of the business is not put at risk.

- To correct any misinformation that might be disseminated, or any rumours that may be in circulation.

- To authorise actions for business continuity and emergency requirements.

Gold Team Role

- Collection, collation and verification of data, preparation of statements, press briefings; staff briefings; liaison with the Silver Team.

Gold Team

Communication

All media enquiries should be directed to the Gold Team, who will control media relations and releases, i.e. external communications, on behalf of OFG. No other person is in a position to speak about the crisis to the press or members of the public. The Gold Team will ensure that OFG's media protocol is circulated to the relevant parts of the business.

Statement

Until a statement has been prepared, no information may be released about the crisis, other than an acknowledgement that a crisis has occurred with a promise to provide further details as they become known.

Copies of the original Gold Team Director's statement should be made available to all senior staff to relay the message to their staff.

Communication with Silver Team (Business Continuity Team)

- Gold Team point of contact = Information Officer Communications Lead
- Silver Team point of contact = Deputy Team Leader

Authorisation

The Gold Team Director(s)/CEO will authorise the business continuity actions. Authorisation includes:

- Emergency funding under the proviso that accurate records are kept for insurance purposes;
- All recovery and resumption activities are undertaken with the approval of the loss adjuster or other representatives of the insurance company;
- Any actions that don't meet with the approval of the insurers, or in which time is of the essence and the insurance company are not in a position to approve a claim, must be specifically signed off by the Gold Team Directors.

After Crisis Debriefing

All debriefings should be conducted as soon as it is practicable. Where required independent investigations will be commissioned if the subject matter of the questions is subject to criticisms whilst they are conducting an internal investigation.

Gold Team

Gold Team Members individual roles
Gold Team Directors' Responsibilities

- Group briefings;
- Delivery of press statements and briefings assisted where necessary by external support;
- Delivery of senior staff briefings;
- Evaluate the information available and prepare to brief all interested parties acting as the authorised spokesperson for OFG;.
- Regulatory reporting to appropriate bodies where applicable. Such reports must be recorded for the incident log; and
- Provide crisis debrief to OFG Directors.

Communications Adviser's Responsibilities

- OFG's external press agency (JPL) is to be appointed for external communications advice;
- Production of pre-prepared holding statements regarding the calibre, reputation and past record of OFG;
- Production and proof read of press releases in regard to the crisis in conjunction with crisis management team; and
- Assist with rehearsal of statement delivery and media training.

Gold Team's (all) Responsibilities

- Collect and establish accuracy of information from the affected site and recovery areas, regarding the cause, nature and progress of the crisis.
- Analyse impact on customer base.
- Monitor media reaction, collate, analyse and supply regular information and progress reports to the Communications Adviser and the crisis Director.

Customer Liaison Officer

- Play the lead role in consultation with the our customers e.g. Local Authorities
.

Financial & Legal Advisors

- Provide expert financial and legal guidance and support to the Gold Team and deal with any matters that may arise.

Administrator

- To log all activities, the decisions made, instruction given or briefings that occur

Team communication

Establishing a virtual command centre

The geographical nature of OFG's business means that a physical command centre in most circumstances may not be possible and an attempt to establish one could adversely impact the speed of response. In the event that a crisis occurs, the Gold team will be convened virtually through the use of teleconferencing/Teams facilities.

A number of the Gold Team members have access to the use of these facilities and detail will be sent out to team members when the team is activated.

Silver Team

Silver Team

Silver Team Contact Details - Fostering

Role	Name	Tel 1	Tel 2
Silver Team Director	Steve Christie	07827 352370	
Quality Assurance Director	Mike Blakey	07786 435746	
Facilities Recovery Manager	Matt Ellis	07876 873416	
Liaison Officer	John Keane Catherine Rioda	07966 280565 07908 794635	
Administrator	Nicky Manwaring	07901 202695	

Silver Team Contact Details – Child Care

Role	Name	Tel 1	Tel 2
Silver Team Director	Richard Power	07710 255888	
Care & Improvement Director	Alison Blyth-Bishop	07737 510531	
Assurance Manager	Helen Potter	07850 852 692	
Facilities Recovery Manager	Matt Ellis	07876 873416	
Liaison Officer	Hannah Fellows	07775 000 665	
Administrator	Nicky Manwaring	07901 202695	

Silver Team

Silver Team Contact Details – Child Education and Care

Role	Name	Tel 1	Tel 2
Silver Team Director	Richard Power	07710 255888	
Silver team Deputy Director	Craig Ribbons	07530833495	
Assurance Manager	Helen Potter	07850 852 692	
Facilities Recovery Manager	Matt Ellis	07876 873416	
Liaison Officer	Hannah Fellows	07775 000 665	
Administrator	Nicky Manwaring	07901 202695	01204 558073

Silver Team Contact Details – Adult Care and Education

Role	Name	Tel 1	Tel 2
Silver Team Director	Richard Power	07710 255888	
Silver team Deputy Director	Graham Norris Helen Cook	07872 501430 07872 501452	
Assurance Manager	Howard Rice	07860 182006	
Property Recovery Manager	Matt Ellis	07876 873416	
Liaison Officer	Hannah Fellows	07775 000 665	
Administrator	Nicky Manwaring	07901 202695	01204 558073

Silver Team

Corporate Silver Team – ALL DIVISIONS

Role	Name	Tel 1	Tel 2
Financial Shared Services centre	Ryan Edwards Helen Lecky Joanne Walley	07805 336 131 07807 241461 07384 256988	
IT Director	Diane Beddingfield IT Emergency 24 hour number	07774 076924 07436 532636	
Supplier Liaison	Matthew Simpson	07860 404744	
Employee Relations & HR Support	Carmel Walberg	07799 821136	0118 935 2526

Silver Team

Silver Team Objectives

- To provide a control centre in order to oversee and manage the recovery of OFG's business operations in a disaster scenario;

- Decide and communicate whether a disaster is to be declared or advise following Local or National Government action;

- Oversee and coordinate departmental ARPs (Bronze level);

- Adapting the ARP to account for prevailing circumstances;

- Prioritising the recovery of business functions, so as to minimise the impact;

- Initiating, controlling and co-ordinating the recovery operations;

- Analysis and fixing of the cause of the disaster where internal to OFG;

- Providing recovery status information to Senior management;

- Assembling and verifying information for the Gold Team, who will control its release to the media and stakeholders.

Silver Team Director's responsibilities

- Declaring a crisis/disaster following discussion with Gold Team if Cat 1 or 2;

- Mobilising the business continuity actions delivery team and establish objectives;

- Consult with Gold Team and agree an appropriate recovery strategy;

- Dealing with the emergency and managing any subsequent recovery;

- Establishing a control centre;

- Ensuring reporting to the Gold Team takes place.

- Ensure business continuity team identified, competent and maintained

Silver Team

Quality Assurance Manager's responsibilities

- Support the Silver Team Director and provide advice and guidance in regard to the business continuity or activity resumption process and procedures.
- The ongoing maintenance and testing of the crisis management, business continuity and activity resumption plans as well as the provision, maintenance and testing of the resources which are required to support those plans.
- Guidance and communication with all relevant regulatory bodies (Ofsted etc)

Liaison Officer's responsibilities

- Managing communications with the activity resumption teams. It is the liaison officer's responsibility to establish which teams are active locally and ensure that they communicate with each other. Where necessary the liaison officer will act as the messenger or arrange one to be provided.

Facilities recovery Manager

- Managing the facilities aspects with the activity resumptions team. It is there responsibility to ensure that the local Activity Resumption plan is being implemented and to provide guidance to staff on the ground to ensure a safe resumptions of facilities functions.

Administrator

- To log all activities, actions, instructions given or communications that occur

Bronze Team

Bronze Team

Ensuring local response teams are ready

Local recovery plans are specific to each one of the OFG locations and therefore separate plans exist for all of them and must include the information stated within the Guides and Useful Summaries section below. The Silver Team Director has responsibility to ensure these are fully completed and maintained for each location within their responsibility.

Team roles will be crisis specific but will include some core functions:
• Activity Resumption Manager
• Deputy Resumption Manager

Wider than the core roles, we will have established leads for the following functions at a local level:
• Information Technology
• Property
• Communications
• Placement/pupil/adult and staff team welfare
• Commercial
• Salvage

Description	Target	Complete	Sign Off
Disaster detected.	0 hours		
Disaster declared.	< 1 hour		
Convene Business Continuity Team.	< 4 hours		
Facilities Recovery team meeting.	< 12 hours		
Support Services Recovery team meeting.	< 12 hours		
Production Recovery team meeting.	< 12 hours		
Essential functions & services restored.	< 48 hours		
Support functions & services restored.	< 4 days		
Progress update.	< 5 days		
Full Cutover.	< 7 days		
Progress Review.	< 2 weeks		
Debriefing and stand-down.	< 3 weeks		

Communicating between the teams

Silver to Gold

- **Who** – Silver Team Director to Gold Team Director
- **When** - As soon as the Silver Team Directors considers implementing business continuity actions or to deliver a situation report during the event.
- **Why** – To inform the Gold team and enable them to prepare as necessary

.

Silver to Bronze

- **Who** - The Liaison Officer (Silver) to Activity Resumption Manager (Bronze)
- **When -** Throughout the event.
- **Why** – Main communication channel between Silver and Bronze teams.

Bronze to Silver

- **Who** - Bronze Activity Resumption Managers establish and maintain contact with each other.
- **When** - The duration of the incident.
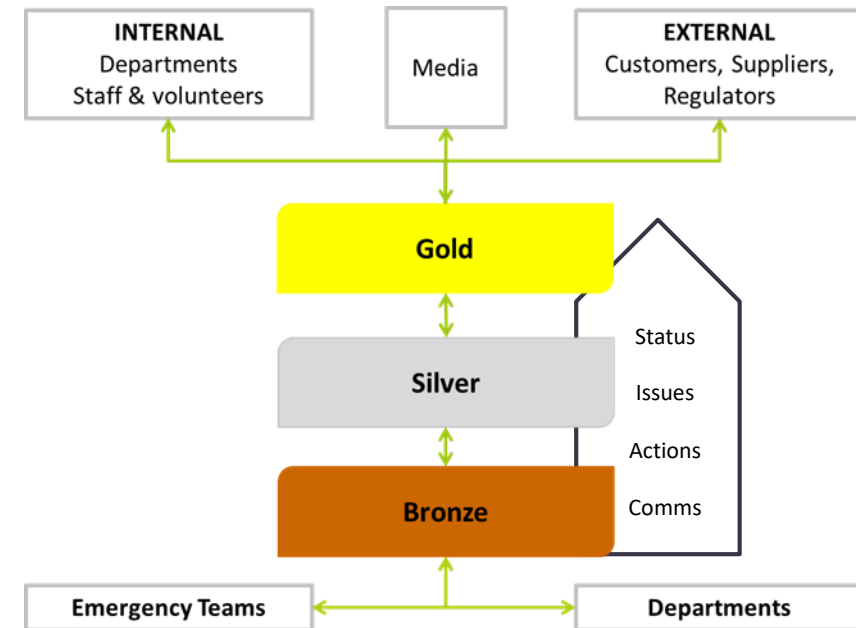- **Why** - Ensuring that nothing gets overlooked and local activities are synchronised.

Figure 6 – Communication flows

Guides and Useful Summaries

Overview of teams

The three levels of management are outlined below highlighting which members of staff/positions would sit in each team and the functions which they are expected to carry out.

Level

Function

GOLD

crisis management

Strategic Direction

- Setting terms of reference and developing policy
- Selection of response strategies
- Authorisation of tactical and operational recovery measures
- Acquisition and analysis of information regarding unexpected or unforeseen challenges
- Leadership and decision making under difficult circumstances
- Communication with internal and external interested parties.

SILVER

Business Continuity

Tactical Control

- Implementation of appropriate response strategies
- management of tactical and operational recovery measures
- Damage assessment in the wake of a disaster
- Leadership and decision making under difficult circumstances
- Communication with internal and external interested parties
- Liaison with the emergency services

BRONZE

Operational Resumption

Operational management

- On-site investigation and provision of situation reports
- Adoption and implementation of tactical and operational recovery measures
- Co-operation with third parties such as the emergency services
- Health and safety issues
- Accommodation and equipment to support the business needs

(E = Education F = Fostering R = Residential)

Initial Actions

Gold Team

ACTION	Check
Disaster detected or suspected	
Crisis Director alerted and briefed by Silver Director	
Select a crisis management Centre if applicable	
Crisis Director convenes crisis management Team (Handover optional dependant on scenario)	
Open a log to record all crisis management Team activities.	
Prepare and deliver Senior management Briefing	
Prepare for press Briefing where required and arrange venue	
Alert the regulatory bodies where required	
Press Briefing	

Initial Actions

Silver team

ACTION	Date/Time	Agreed by
Alerted		
Mobilise Business Continuity team		
Declare Disaster		
Start Activity Log		
Communicate to crisis management Director		
Select and communicate command and control centre		
Agree and document strategy		
Contact and instruct Activity Resumption managers as required		
IT to decamp to IT disaster recovery centre as per IT plan		
Initiate Damage Assessment		
Agree Critical Milestones		

Activity log

Type = Activity, Decision, Instruction or Briefing (A, D, I or B)

Resumption Checklist

Items for Consideration Have the following been done or considered?	Sign Off
Staff evacuated	
All accounted for	
Casualties or fatalities	
HR advised	
Health and safety issues	
Health and Safety Executive advised	
Business Continuity Team called	
History log started	
Staff instructions developed	
Staff instructions issued	
Incident reported to head office	
crisis management team alerted	
Liaison with other Activity Resumption Teams	
Liaison with Facilities Recovery Team	
Liaison with Salvage Team	
Damage assessment organised	
Estimate of impact on the business	
Service Impact	
Clinical Impact	
Financial Impact	
Enhanced security organised	
Regulators advised (through crisis management Team)	
Temporary staff engaged	
Temporary issued with adequate instructions	
Temporary staff deployed	

Emergency Contacts

IMPORTANT – Contacts should be identified for ALL relevant categories, by each office or business location

Emergency Services

Agency	Phone	
Fire and Rescue	999	03456 009 009
Police	999	101 (non emergency)
Ambulance	999	111 (non emergency)
Hospital (A&E Dept)	01483 571122	Royal Surrey Hospital
Doctor	01483 571122	Royal Surrey Hospital
Salvage Engineers		
Health and Safety Executive	0300 003 1747	HSE offices - London
Security	01243 776814	PA Fire
Other Emergency	01634 471 900	Surrey Air Ambulance

Internal Contacts

Agency	Name	Phone number
Fire Marshals	Rob Walton (lead)	07912 440404
First Aiders	Rob Walton (lead)	07912 440404
Parent Company Representatives	Richard Power Chief Operating Officer	07710255888
Facilities Manager	Alan Tyers	07826167422
Departmental Contacts		
Other Internal Contacts	Internal Radios	
H&S Contact	Roy Cochran-Patel	07990078104

Emergency Contacts

IMPORTANT – Contacts should be identified for ALL relevant categories, by each office or business location

External Contact

Agency	Contact Name & Company	Phone
Agents		
Critical Customers		
Document Salvage Specialists		
List ALL regulatory bodies		
Insurance Broker		
Loss Adjuster		
Off-Site Storage Locations		
Landlord if applicable		
Public Services (e.g. Food supplies)		
Salvage Engineers		
Security Companies	Mark Cook, PA Fire	01243 776814
Transport Services		
Other External Contacts		