St Barnabas

Business Continuity Plan

Crisis Comms

Routes of Communication

Internal	
Social Media	Staff & Volunteer Facebook Group
Intranet Post	Sharepoint
All-Staff Email	Outlook
Phone Call	3CX
Meeting	Teams / In-Person
Direct & Group Message	Teams
SMS	
Literature	Offices, Staff Rooms
Volunteer Newsletter	Mailchimp
Personal Email	

External	
Social Media	Facebook, Twitter, LinkedIn, Instagram, Tik Tok (shops only), Hootsuite, Charity Shops Page
Website Update via Laser Red	Homepage, Landing Page, News Story
Email	Mailchimp
Direct Mail	Ruddocks, Seale
Meeting & Conference	Teams / In-Person
Charities & Hospice-Led Organisations	Hospice UK, Hospice Income Generation Network, NHS
SMS	
Literature & Signage	Hubs, Shops
Videography & Photography	Distract
Local & National Press	Distract - Print, Online, Conference, TV, Radio

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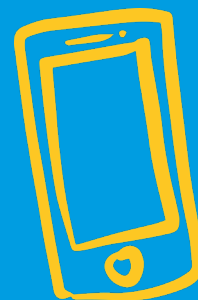
Notable Contacts

Internal

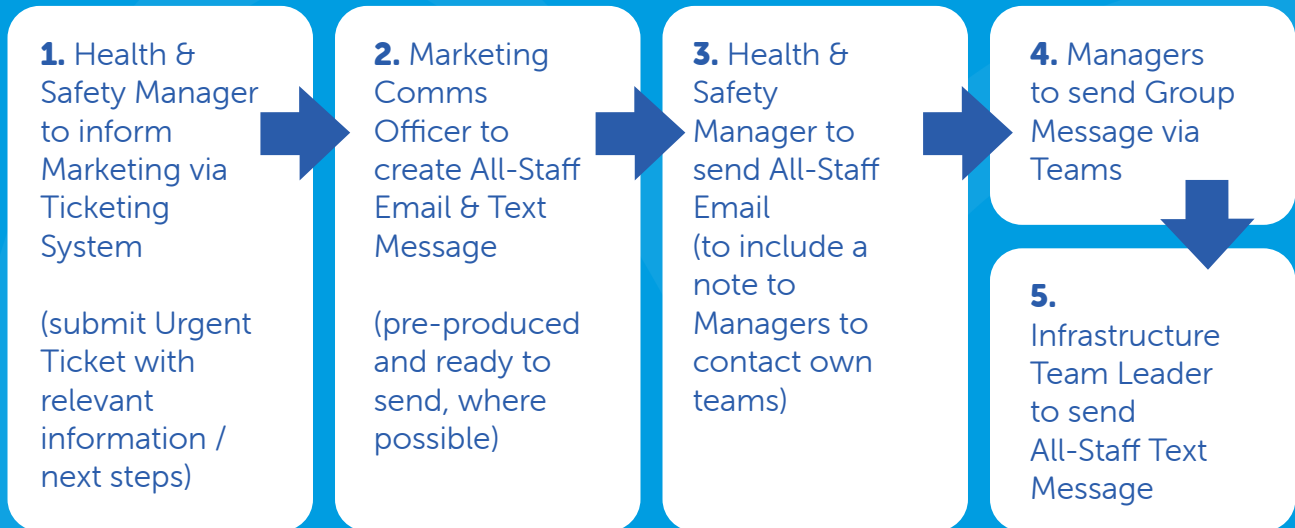|	
Warwick Davis Patron	**Charlie Thompson** Director of Income Generation
Chris Wheway CEO	**Amelia Chambers** Head of Marketing, Digital & Communications
Michelle Webb Deputy CEO	**Nikki Lambert** Head of Governance and IP&C Lead
Tony Maltby Chair of Trustees	**Diane Maltby** Health & Safety Manager
Dave Libiszewski Vice Chair of Trustees	**Cassie Scullion** Data Protection Officer
Becky Franks Director of Patient Care	**Chris Glazer** Supporter Engagement & Data Lead
Lisa Phillips Director of People	**Ozamata Asun** Infrastructure Team Leader

External

Software

Bluestream
Exchequer
Donorflex
Enthuse
Datix
IT Helpdesk
Marketing Helpdesk
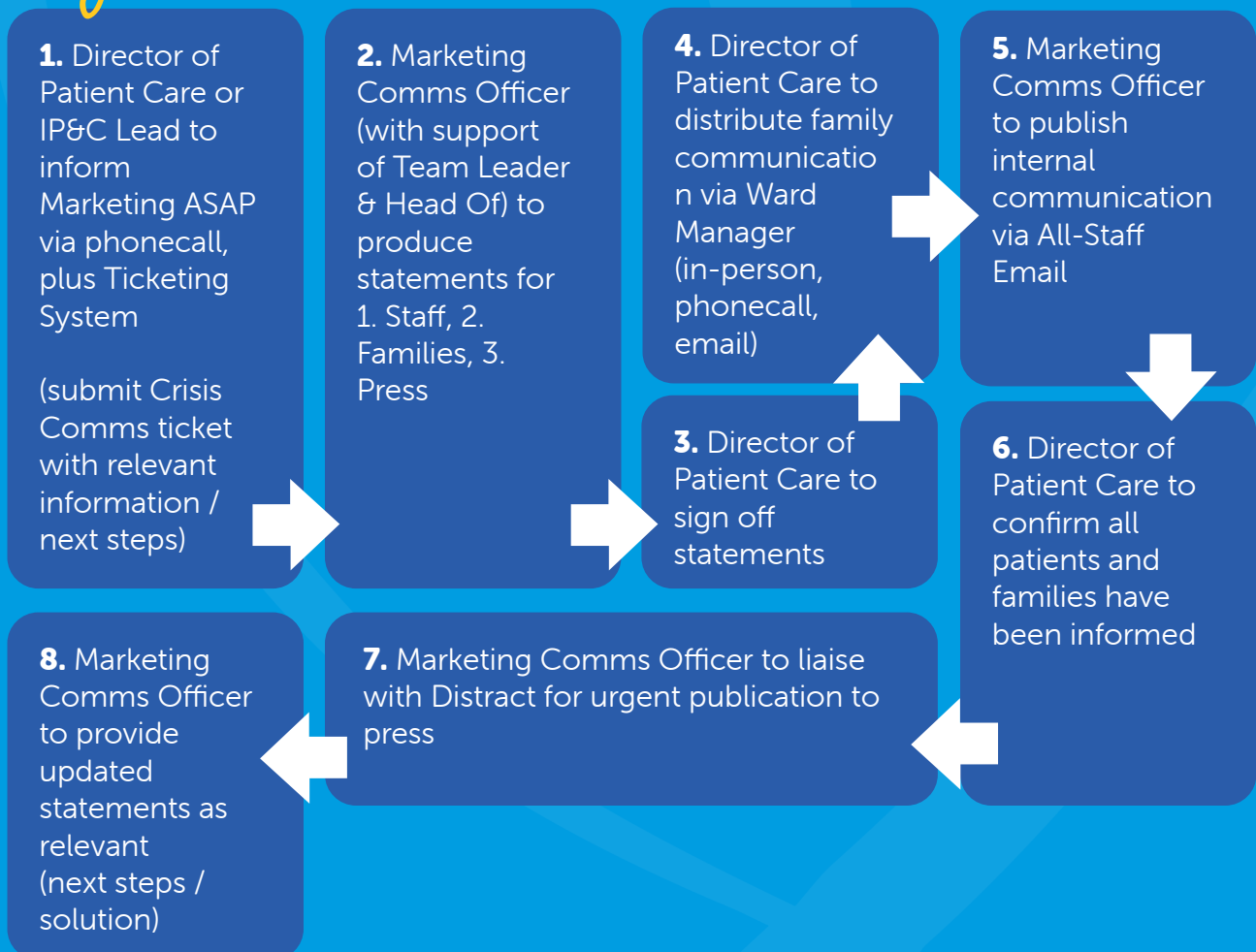Izuka
Vantage

Suppliers & Other Support

Distract
Laser Red
Ruddocks
Visual Print
Seale
Catsnake
Wallbreaker
Lincolnshire ICB
Legal representation
Care Quality Commission
Charity Commission
Information Commissioner's Office

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Example Process

Minor Wet Weather

1. Health & Safety Manager to inform Marketing via Ticketing System

(submit Urgent Ticket with relevant information / next steps)

2. Marketing Comms Officer to create All-Staff Email & Text Message

(pre-produced and ready to send, where possible)

3. Health & Safety Manager to send All-Staff Email (to include a note to Managers to contact own teams)

4. Managers to send Group Message via Teams

5. Infrastructure Team Leader to send All-Staff Text Message

Major IPU Disease Outbreak

1. Director of Patient Care or IP&C Lead to inform Marketing ASAP via phonecall, plus Ticketing System

(submit Crisis Comms ticket with relevant information / next steps)

2. Marketing Comms Officer (with support of Team Leader & Head Of) to produce statements for 1. Staff, 2. Families, 3. Press

3. Director of Patient Care to sign off statements

4. Director of Patient Care to distribute family communication via Ward Manager (in-person, phonecall, email)

5. Marketing Comms Officer to publish internal communication via All-Staff Email

6. Director of Patient Care to confirm all patients and families have been informed

7. Marketing Comms Officer to liaise with Distract for urgent publication to press

8. Marketing Comms Officer to provide updated statements as relevant (next steps / solution)

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Crisis Communications Policy

This plan outlines the structure for communicating effectively during a crisis, ensuring the reputation of St Barnabas Hospice is protected. It enables the organisation to respond swiftly, consistently, and compassionately during incidents that could cause serious disruption or reputational harm.

Consultation Process

Role	Responsibility
Head of Marketing	Leads the communications response and responsible for the crisis communications policy
Director of Income Generation	Signs off public-facing messaging and reviews the crisis communications policy
Director of People	Leads on internal communications and HR-related issues
CEO	Overall leadership and media spokesperson if required
Relevant Department Head	Provides specific detail/input (e.g. Clinical Lead, IT, Safeguarding)

Definition of a Crisis

A crisis is any event or series of events that threatens to harm the organisation's people, services, reputation, finances, or ability to operate.

Types of crises include:

- Patient or service-related incidents
- Serious safeguarding or clinical governance issues
- Media investigations or reputational threats
- Significant financial announcements (e.g. public deficit disclosure)
- Data breaches or cybersecurity issues
- Staff or volunteer misconduct or accidents
- External events with internal impact (e.g. national policy change, sector scrutiny)

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Objectives During a Crisis

- Protect patients, staff, volunteers, and stakeholders
- Uphold the charity's values and reputation
- Communicate quickly, clearly, and consistently
- Comply with regulatory and legal obligations
- Provide reassurance to supporters, the public, and staff and volunteers

Escalation Pathway

1. Crisis identified by any staff member or external report → **2.** Immediately escalated to relevant Executive Board member → **3.** Executive Board member contacts the Head of Marketing → **4.** Draft statement prepared and reviewed within 2 hours of activation (if urgent) ↓

7. Review crisis communications policy following any major incident (or annually) ← **6.** Post-crisis debrief to be held within 10 working days ← **5.** All crisis-related communications must be logged by the Marketing team

Messaging Framework

- Clear, honest, and transparent language
- Acknowledge the issue, provide facts, outline action being taken
- Show compassion and accountability
- Maintain consistent tone across all platforms

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Example Statements

Shop break-in:

"We are saddened to discover that our [location] charity shop has been broken into overnight. We are assessing the extent of the damage, including how much stock has been taken. It is apparent that the visible damage and loss of trading will have a significant impact. If you have any information that could help, please contact the police, quoting incident number: xxx"

Financial deficit:

"Like many hospices and charities across the UK, we are facing increasing financial challenges. Rising costs and limited statutory funding mean we must raise over £40,000 every single day to keep our services running. We are considering every option to manage our resources wisely and reduce costs where possible."

Data breach:

"We have identified a data breach affecting some of our records. We are investigating this as a priority and have informed the Information Commissioner's Office. Affected individuals are being contacted directly."

Patient/Service Issue:

"We are aware of an incident involving one of our services. Our priority is always the wellbeing of our patients and families. We are working with all relevant partners and will provide further updates in due course."

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