

<b>Policy</b>	<b>Contingency Plan</b>
<b>Effective Date</b>	1 February 2017
<b>Date Last Reviewed</b>	March 2020
<b>Authorised by</b>	Trustees Meeting
<b>Scheduled Review Date</b>	March 2021
<b>Supersedes</b>	All previous Policies and/or Statements

## 1. INTRODUCTION

This contingency plan aims to assist decision-making and the implementation of any changes to a concert due to unforeseen circumstances, whether during the planning phase, on concert day or after a concert has started. The plan covers the following responses:

- A Replace artist
- B Re-locate to another venue
- C Postponement
- D Cancellation
- E Stop (and start) event

## 2. FACTORS TO CONSIDER

The factors to consider in decision-making include our insurance cover, contract law and public relations.

### Abandonment Insurance

Our *Making Music Insurance* includes *Abandonment Insurance* which covers:

“The interruption or postponement or cancellation or abandonment of the Event during the Period of Insurance from any cause outside the control of the Policyholder. Provided that the Liability of the Company shall not exceed the Limit of Indemnity

Loss shall mean:

- i) any expenditure necessarily incurred in completing the Events over and above the expenditure which would have been incurred but for the occurrence giving rise to the loss
- ii) any expenditure incurred in connection with the Events which shall be rendered entirely abortive and valueless as a direct result of the occurrence giving rise to the loss”

On the one occasion it has been used it covered agreed cost of hired orchestra and various other matters. The actual items to be covered will change depending on the circumstances of the abandonment

Our *Abandonment Insurance* excludes (amongst other things):

- cancellation where there have been poor ticket sales;
- cancellation due to restrictions on or fears of travelling due to a communicable disease.
- Breach of contract unless demonstrably caused by an event beyond the control of the party breaching the contract (in other words if a soloist or artiste drops out they must have a good cause for doing so)

**We must do all reasonable things to minimise or avoid losses.**

Following the Covid-19 Pandemic the Trustees are reviewing our insurance and seeking advice

**Breach of contract relating to the venue**

Breach of contract occurs if a venue becomes unsafe or inadequate, since the venue has contracted to provide sufficient water, lighting, heat etc. Here, the financial liability is held by the venue and there should be no financial loss to HCS.

**3. SCENARIOS AND RESPONSES**

Nr	Scenario	Response
<b>HCS RISKS</b>		
1	Artist <sup>1</sup> unable to appear due to causes outside their control: - Incapacity (illness, injury, death, road traffic accident) - Failure of public transport - Abnormal national weather conditions	A Replace artist C Postponement D Cancellation
2	Concert becomes hazardous due to - Weather conditions - Communicable disease <sup>2</sup> - War, civil commotion, terrorism <sup>3</sup>	C Postponement D Cancellation
3	Concert becomes inappropriate following national event - Death of national figure or major Royal <sup>2</sup>	D Cancellation E Stop and start
<b>THIRD PARTY RISKS</b>		
4	Venue becomes unsafe or inadequate due to: - Structural failure - Failure of water supply, power or heating - Failure of stage lighting	B Re-locate C Postponement D Cancellation E Stop and start
5	Key orchestra member unable to appear (note - we need to clarify this in our contracts that this responsibility lies with the orchestra)	
Notes 1. Artist = conductor, soloist, compère (if applicable) 2. Excluded from insurance.		

**4. CONSTRAINTS ON TIMING**

Response	Earliest and latest start times	Constraints
A Replace artist	From three months before, up to xx weeks/days/hours before a performance	Unviable if big name appearing
B Re-locate	Any time, up to the end of Saturday rehearsal	Unviable if no alternative venue available
C Postponement	Any time, up to start of concert	Unviable if time is of the essence (eg. Jubilee celebration concert)
D Cancellation	Any time, up to start of concert	<b>Option of last resort</b>
E Stop and start	After concert has started (eg. due to fire, power cut)	Always viable

4. CONTINGENCY PLAN

Step	Tasks	Who?
1	<p><b>Gather information</b>                      Locate substitute artist/s (A)                      Inspect alternative venues, including staging, auditorium, backstage (B)</p> <p>Assess availability of alternative dates for venue and all performers (C)                      Assess insurance cover (D)</p>	<p>Music Director/Business Mgr                      Executive <del>Concert</del>                      Manager/Orchestra Mgr</p> <p>Executive <del>Concert</del> Manager                      Treasurer</p>
2	<p><b>Assess options and make decision</b>                      Assess financial implications of change                      Assess public relations impacts                      Assess contractual impacts                      Agree preferred solution</p>	<p>Executive <del>Treasurer</del>                      Executive <del>Marketing</del> Trustee                      Executive <del>Concert</del> Manager                      Trustees <del>Committee</del></p>
3	<p><b>Implement decision</b>                      Appoint substitute artist/s (A)</p> <p>Mobilise venue preparation team (B)                      Make provisional bookings for alternative date (C)</p>	<p>Executive with Business                      Manager  <del>Concert</del> Manager  <del>Concert</del> Manager</p>
4	<p><b>Communicate decision in advance of concert</b>                      Notify participants at venue                      Notify participants not at venue                      Notify media (draft statement in Appendix B)</p>	<p>Chairman/Music Director                      Committee                      Marketing Trustee</p>
5	<p><b>Re-plan concert (B only)</b>                      Re-allocate audience tickets to new seats                      Prepare choir seating plan                      Prepare choir assembly plan                      Prepare seating for choir and orchestra                      Short rehearsal to test acoustics</p>	<p>Ticket Secretary / Box Office                      Secretary                      Concert Manager                      Concert Manager                      Music Director</p>
6	<p><b>Communicate decision to concert-goers</b>                      Prepare posters for venue entrance (A, B, C, D)                      Notify audience members arriving at venue (typically 6:30pm to 8:00pm) (B, C, D)                      Notify audience at start of concert (A)</p>	<p>Secretary                      Committee</p> <p>Venue or Deputy MD</p>
7	<p><b>Communicate decision to stop or start (E only)</b>                      Notify audience of problem                      Advise whether to stay seated or evacuate                      If re-start, notify audience                      If evacuate, hand over to venue</p>	<p>Venue / Music Director                      Venue / Music Director                      Venue / Music Director                      Venue</p>
8	<p><b>Recovery</b>                      Re-plan postponed concert (C)                      Arrange ticket refunds (D)                      Publicise ticket refunds or alternative dates                      Submit insurance claim (if required)</p>	<p>Trustees                      Treasurer/Ticket Secretary                      Marketing Trustee                      Treasurer</p>

**APPENDIX A: LIST OF CONTACTS**

<b>Organisation</b>	<b>Contact number</b>
<b>Emergency services</b>	
Police	
Fire	
Ambulance	
<b>Utilities</b>	
Yorkshire Water	
Electricity	
British Gas	
<b>Venues</b>	
Harrogate Royal Hall, Duty Manager	
Harrogate International Centre	
Ripon Cathedral	
<b>Media</b>	
Stray FM	
Harrogate Advertiser	
<b>Artistic</b>	
Making Music / various agencies	
<b>Financial</b>	
Making Music Insurance	

**APPENDIX B: COMMUNICATION WITH THE PUBLIC/MEDIA**

Insert draft press release for Stray FM re. cancellation and/or postponement -

**Change Control History**

<b>Date of Change</b>	<b>Summary of Revisions Made</b>
Feb 2018	Minor changes to titles of responsible officers
March 2019	No changes needed
March 2020	Noting the need to review our insurance