

Policy	Contingency Plan
Effective Date	1 February 2017
Date Last Reviewed	August 2024
Authorised by	Email consultation with Trustees
Scheduled Review Date	August 2025
Supersedes	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 with particular reference to public health guidelines and restrictions, 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.

It is not possible to insure against losses due to Covid but we are including a Covid clause in contracts issued to artistes and are negotiating with other bodies to roll contracts forward when necessary.

**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 C D	Replace artist Postponement Cancellation
2	Concert becomes hazardous due to - Weather conditions - Communicable disease <sup>2</sup> - War, civil commotion, terrorism <sup>3</sup>	C D	Postponement Cancellation
3	Concert becomes inappropriate following national event - Death of national figure or major Royal <sup>2</sup>	D E	Cancellation 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 C D E	Re-locate Postponement Cancellation 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 /Orchestra Mgr</p> <p>Executive</p> <p>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                      Executive                      Executive                      Trustees</p>
3	<p><b>Implement decision</b>                      Appoint substitute artist/s (A)                      Mobilise venue preparation team (B)                      Make provisional bookings for alternative date (C)</p>	<p>Executive / Business Manager                      Executive / Concert Manager                      Executive / Business 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                      Concert Manager                      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>Concert Manager                      Trustees</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	999/112
Fire	999/112
Ambulance	999/112
<b>Utilities</b>	
Yorkshire Water	0800 573553
Electricity	105
British Gas	0800 111999
<b>Venues</b>	
Harrogate Royal Hall and Harrogate Convention Centre	Account Manager Carine Mills 01423 537237 <a href="mailto:Carine.Mills@harrogateconventioncentre.co.uk">Carine.Mills@harrogateconventioncentre.co.uk</a>
Ripon Cathedral	General enquiries 01765 603462 Operations: 01765 603462 Out of Hours/Emergency Contact The Chapter House 01765 602072
St Wilfrid's Church, Harrogate	Rebecca Oliver, Facilities and Commercial Manager 01423 504629
The Garden Rooms at Tennants Leyburn	Jessica Warren, Events Manager, 01969 621146
<b>Media</b>	
Stray FM (Now Greatest Hits Radio (Harrogate and the Yorkshire Dales))	
Harrogate Advertiser	01423 594823?
<b>Artistic</b>	
Making Music / various agencies	General queries: 020 7939 6030 <a href="mailto:info@makingmusic.org.uk">info@makingmusic.org.uk</a>
<b>Financial</b>	
Making Music Insurance	All insurance enquiries are handled by Making Music Insurance Services. 0330 8187645 or email <a href="mailto:makingmusic@marshcommercial.co.uk">makingmusic@marshcommercial.co.uk</a>

**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

March 2021	Insurance is under continued review
August 2021	Note added in respect of Covid 19
August 2022	Factors to consider: Particular reference to public health guidelines added  Changes made to responsibility holders, aligned to appointment of a HCS Business Manager and amended role of Secretary (non-trustee)  Emergency contacts added for emergency services and utilities, St Wilfrid's venue contact details added
August 2023	No changes needed
August 2024	Amendments to some contact details and Tennants Leyburn added