

Policy	Contingency Plan
Effective Date	1 February 2017
Date Last Reviewed	August 2023
Authorised by	Email consultation with Trustees
Scheduled Review Date	August 2024
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	
HCS RISKS			
1	Artist ¹ 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 ² - War, civil commotion, terrorism ³	C D	Postponement Cancellation
3	Concert becomes inappropriate following national event - Death of national figure or major Royal ²	D E	Cancellation Stop and start
THIRD PARTY RISKS			
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	Option of last resort
E Stop and start	After concert has started (eg. due to fire, power cut)	Always viable

4. CONTINGENCY PLAN

Step	Tasks	Who?
1	<p>Gather information 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>Assess options and make decision Assess financial implications of change Assess public relations impacts Assess contractual impacts Agree preferred solution</p>	<p>Executive Executive Executive Trustees</p>
3	<p>Implement decision 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>Communicate decision in advance of concert 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>Re-plan concert (B only) 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>Communicate decision to concert-goers 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>Communicate decision to stop or start (E only) 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>Recovery 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

Organisation	Contact number
Emergency services	
Police	999/112
Fire	999/112
Ambulance	999/112
Utilities	
Yorkshire Water	0800 573553
Electricity	105
British Gas	0800 111999
Venues	
Harrogate Royal Hall and Harrogate Convention Centre	Account Manager Darren Peters 07920 747600 Darren.peters@harrogateconventioncentre.co.uk
Ripon Cathedral	General enquiries 01765 603462 Operations: 01765 603462 Any other contact?
St Wilfrid's Church, Harrogate	Rebecca Oliver, Facilities and Commercial Manager 01423 504629
Media	
Stray FM (Now Greatest Hits Radio (Harrogate and the Yorkshire Dales)	
Harrogate Advertiser	01423 594823?
Artistic	
Making Music / various agencies	General queries: 020 7939 6030 info@makingmusic.org.uk
Financial	
Making Music Insurance	All insurance enquiries are handled by Making Music Insurance Services. 0330 8187645 or email makingmusic@marshcommercial.co.uk

APPENDIX B: COMMUNICATION WITH THE PUBLIC/MEDIA

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

Change Control History

Date of Change	Summary of Revisions Made
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