

APPENDIX A



CRISIS COMMUNICATIONS PLAN

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Crisis Communications Plan

Bingley Music Live 2017

How to use the Plan

This Crisis Communications Plan has been prepared for the event Bingley Music Live which is organised and managed by Bradford Council.

- The plan will be utilised when responding to a crisis event or situation.
- The plan provides the framework for effective communication in an integrated and coordinated manner.
- The plan contains fundamental elements aiding crisis preparedness and includes sections on protocol for activating the plan, roles and responsibilities of key responders, integrated crisis management and other robust contingency measures giving support to communicating during a crisis.

Foreword

This Crisis Communications Plan has been produced taking into consideration that anticipation, assessment, prevention, preparation, response and recovery are the key areas in planning and responding to a crisis situation. These key areas are essential to ensure that the Council and its partners are able to respond effectively to a crisis which may occur, as far as reasonably practicable.

The plan has been produced to assist officers and staff of the City of Bradford Metropolitan District Council involved with the Bingley Music Live event in a major incident and aims to identify key personnel, services and resources which are best placed to affect the correct response.

The role of the Council in a major incident arising from the event includes managing its own response, supporting and assisting the wider community and liaising with emergency services and other responding agencies, endeavouring to minimise the effects of a crisis as far as reasonably practicable. Event staff and officers of The Council will strive to continue its normal business, and will lead the process of restoring the community and victims of a crisis to normality.

Officers and staff will be supported with training relative to their individual roles to ensure the Crisis Communication Plan is validated. The plan will be subject to continual review and it is the responsibility of the Event Manager to ensure the contacts in the Contacts Directory are up to date.

1.0 Introduction

A crisis can be defined as an incident which has the potential to affect long term confidence in an organisation or its services/products or which can interfere with its ability to continue operating normally.

The event industry is susceptible more than others to the dangers posed by crisis. For example some events are of such a high profile that they are potential targets for sabotage or terrorist attack e.g. Papal visit, Royal occasion; however more recently ISIS terrorist attacks have targeted less obvious and unexpected events such as the Bataclan theatre massacre in (Paris Nov 15), Ariana Grande Concert (Manchester May 17) and the London attacks (March and June 17). Other events simply attract mass gatherings of people which in itself, if not managed correctly, have the potential for disorder and/or casualties.

Whilst the nature of a major incident is difficult to determine in advance and impossible to prepare exact plans, being prepared on how to recognise a crisis situation and how best to react when one does occur is essential.

The impact on Bradford Council could be severe with major repercussions on its reputation if a major incident situation is handled incorrectly. The Kensington and Chelsea Council response to the Grenfell Tower disaster (June 17) is a prime example how not to respond in a crisis.

It is therefore crucial to be prepared, to remain in control and to provide prompt and decisive action. It is also essential to ensure effective communication when communicating with Elected Members, local people, press and media and other stakeholders.

1.1 Types of Crisis

The types of crisis that could affect Bingley Music Live can broadly be categorised into three groups:

1. Victim: As an organisation there is very little responsibility attributed to the crisis. We ourselves are a victim of the crisis.

E.g. terrorist attack, bomb scare, hazardous chemical release.

2. Accidental: Minimal responsibility. Other factors not in our control may contribute towards the crisis.

E.g. A situation leading to the abandonment or cancellation of the event such as a structural collapse or a catering unit fire.

3. Preventable: Perceived by stakeholders to be fully responsible for the crisis.

E.g. Improper crowd management/breach of capacity resulting in crushing/serious injuries or death.

1.2 Risk Appetite

Having assessed the different types of major incidents that could affect the event, the likelihood of them occurring and the level of impact/exposure the risk could have on Bradford Council, the following risk levels have been determined

Level 1

High Risk: (Preventable)

Perceived by stakeholders as fully responsible for the crisis.

Impact:

- Long term damage to the future viability of the event.
- long term damage to the integrity and reputation of Bradford Council, partners and associate sponsors.

Examples of crisis:

- Improper crowd management.
- Irresponsible approach to safety and security
- Lack of proper contingency planning.
- Fatality/casualties as a result of ignorance of HASAW Act 1974

Level 2

Medium Risk: (Accidental)

Perceived by stakeholders to have minimal responsibility due to other factors contributing towards the crisis.

Impact:

- Potential damage to the future viability of the event.
- Tarnished reputation of the event, Bradford Council, partners and associate sponsors.

Examples of crisis:

- Structural collapse
- Barrier/fence collapse
- Fire
- Cancellation due to adverse weather

Although Bingley Music Live has no previous crisis history, any prior negative reputation or reoccurring negative events in level 2 would be seen as an intensifying factor and would increase the risk factor of level 1.

Level 3

Low Risk: (Victim)

No level of responsibility for the crisis.

Impact:

- No impact on event and reputation of Bradford Council, partners or associate sponsors.

Examples of crisis

- Natural disaster
- Discovery of explosive device
- Terrorist attack
- Toxic fallout from chemical smoke plume.

1.3 Key objectives

The key objectives when faced with an emergency or crisis situation are:

- To respond promptly and decisively
- To maintain effective communications throughout an emergency incident
- To limit the damage to the reputation of Bradford Council
- To restore stakeholder confidence
- To address damage to victims and make available support to aid recovery

1.4 Communications

Reliable and uninterrupted communications are vital to any emergency response whether it be for activation purposes or continued information sharing. There are various methods which ensure communication can continue even in difficult circumstances. Arrangements have been made by the Emergency Management Team to utilise a variety of forms of standard types of communication should an emergency occur. In the event that standard systems cannot be used the team have access to a variety of alternative systems to ensure the response can continue. These include Mobile Telephone Preference Access Scheme (MTPAS), Satellite Phone and the Raynet radio network.

1.5 Contacts Resource Directory

The Emergency Planning Team is also responsible for The Emergency Management Plan; the overarching plan detailing the Council's response to an emergency. This plan is supported by the Contacts and Resource Directory which details appropriate points of contact within the Council and external organisations with regard to emergency response.

Access to the Contacts and Resource Directory in a crisis situation will be through the Crisis Co-ordinator (Emergency Planning Manager) and/or Emergency Planning Team.

1.6 Activating the plan

Activation of the Crisis Communications Plan will be co-ordinated by the Council's Emergency Planning Manager who will liaise with the Crisis Communication Team and Services/Organisations appropriate to the nature of the crisis.

For larger crises a full activation would be made in consultation with the Chief Exec or Corporate Management Team Duty Officer (out of office hours) where there are likely or there is potential for significant implications for the community and/or the authority.

1.7 Crisis response

1.7.1 Immediate

The strategy for communicating in the event of a crisis is to present a series of holding statements whilst the facts of the incident are being gathered. Having prepared statements and communicating at an early stage will enable Bradford Council and its partners to take control of the situation as opposed to the media taking control.

A set of holding statements for communicating with press and media follow:

a. Initial holding statement with the Council's immediate response.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming.

b. Holding statement if there are arrangements for a news conference for the release of further information.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming. A news conference has been arranged for (time) at (location) where further information will be released.

c. Statement/press release where more information is known i.e. there are known casualties but the number of and degree of injuries are not confirmed.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming. We have been informed that there are casualties but as yet we are unable to confirm the actual number and degree of injuries that have been sustained. A news conference has been arranged for (time) at (location) where further information will be released.

d. Statement/press release where further detailed information has been gathered i.e. Number of casualties and the degree of injuries is confirmed. (No fatalities). This information should be definitive and not speculative. Everything said in this statement should be verified.

A (what happened) at (location) involving (who) occurred today at (time). Emergency services are attending the scene and the incident is under investigation with (who e.g. Police, H&S Exec). We have been informed that there are (number) casualties. The injuries sustained include (type of injuries). A news conference has been arranged for (time) at (location) where further information will be released.

e. Statement/press release where further detailed information has been gathered i.e. Confirmed number of fatalities and other casualties including the degree of injuries. This information should be definitive and not speculative. Everything said in this statement should be verified.

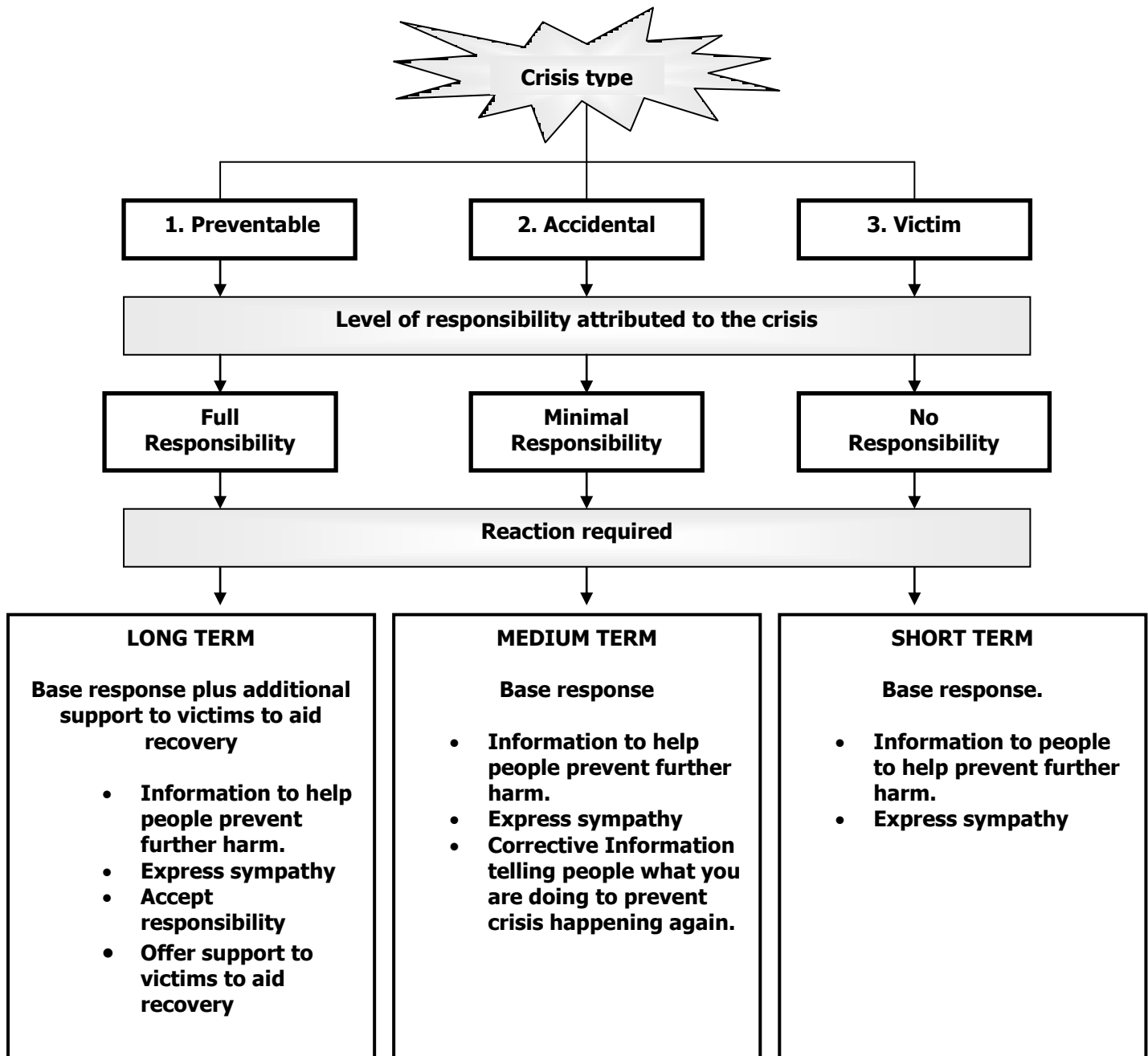
A (what happened) at (location) involving (who) occurred today at (time). We can confirm that there are (number) fatalities and (number) casualties that have sustained (degree of injury e.g. life threatening/serious/minor) injuries including (type of injuries). Our sincere thoughts are with the families and loved ones of those who have lost their lives or who have suffered as a result of this incident. We would also like to thank and praise the efforts of the emergency services who are attending/have attended the scene. The incident is under investigation with (who e.g. Police, H&S Exec). As further information into the cause of the incident is known a news conference will be arranged for the release of information.

1.7.2 Medium term

A major incident no matter how well it is handled is still a negative event. When stakeholders experience negative events they try to make sense of the situation and make attributions of responsibility. Stakeholders will try to decide whether Bradford Council is responsible for the crisis or if it was something that was beyond our control.

The diagram on the next page provides guidance on the appropriate level of response required against the 3 types of crisis as described in 1.1 above.

The 3 types of crisis are: 1. Preventable, 2 Accidental and 3. Victim.



1.7.3 Long term

Those affected by a crisis may require advice and assistance on how to progress matters such as insurance claims to longer term emotional support e.g. counselling. Such services may be made available in Emergency Assistance Centres, through a phone line service or through access points in the community, whatever method is deemed appropriate.

In addition to trauma and welfare support provided by Council services, contact may be made and strategies implemented with the assistance of the National Health Service and other wider community support frameworks. The Fire Service may activate British Red Cross's Victim Support Unit at the time of an emergency to cater for the immediate needs of those

affected. The purpose of this area is to ensure the trauma and welfare support of those affected by the community both during the emergency itself and during the longer term recovery phase.

1.8 Business Continuity Management

Business Continuity Management will be undertaken by Bradford Council's Business Continuity subgroup which is comprised of a wide variety of agencies, community groups and other people which will be determined as the sub group is established. The subgroup will address key corporate issues that may arise within the Council following either a crisis affecting the community or a Business Continuity crisis specific to the Council. It is possible that the group may deal with issues relating to both the response to a major incident and that of a Service disruption within the Council at the same time. In these instances the Corporate Officer heading the subgroup will direct issues appropriately within the framework of the Council's Emergency Response Structure.

1.9 Crisis Communication Team

The Crisis Communication Team is comprised of people predominantly from local authority departments including:

- Corporate Management Team,
- Legal Services,
- Department of Environment & Sport,
- Emergency Planning Team,

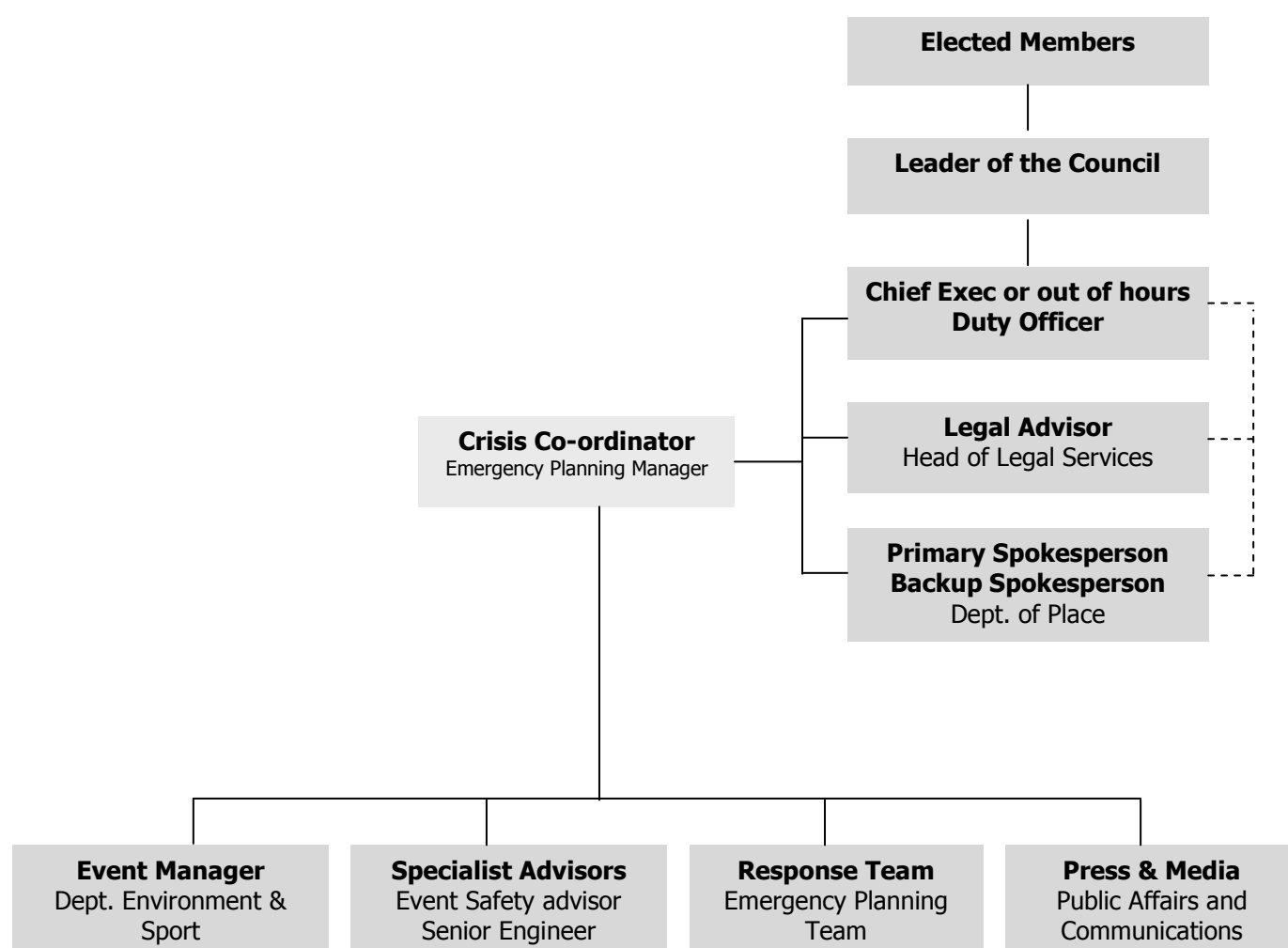
The Crisis Communications Team also includes people with specialist knowledge who may be called upon in a crisis situation including:

- The Event Safety Advisor (for Health & Safety expertise)
- Senior Engineer, Building Control (for Structural expertise)
- Environmental Health Officers (for Food Poisoning/Pollution)

The team is led by a Crisis Co-ordinator; the Emergency Planning Manager, Bradford Council.

Figure 1 on the following page shows the organisational structure of the Crisis Management Team for Bingley Music Live.

Figure 1. Crisis Communications Team – Organisational Structure



1.9.1 Roles and responsibilities

The roles and responsibilities appropriate to the crisis communications team are set out below:

1.9.2 Crisis Co-ordinator

The crisis co-ordinator is responsible for co-ordinating the appropriate response in consultation with the crisis communication team.

The Crisis Co-ordinator nominated is Bradford Council's Emergency Planning Manager who's normal function is to head up the Council's Emergency Planning Team. The knowledge, experience and expertise of this person in dealing with emergency and crisis situations make them the model person to undertake the crisis co-ordinator role.

Roles and responsibilities:

- To maintain a log of actions and any decisions taken.
- Collect Emergency Plan(s) and Contacts and Resource Directory if appropriate.
- Regularly review any messages and tasks ensuring they are updated as appropriate
- Liaise with multi-agency partners at all times concerning the incident and appropriate command and control arrangements
- Co-ordinate any media or press statements with the Primary Spokesperson, and the lead from Public Affairs and Communications.
- Alert and brief the Chief Executive and/or the Corporate Management Team (CMT) Duty Officer of the major incident.
- Identify and deploy response teams (Council Liaison Officers) to attend the scene (Bronze) and multi-agency tactical control (Silver) if appropriate, ensuring liaison is maintained throughout the crisis.
- Give guidance where required to the Chief Exec or CMT Duty Officer.
- Give guidance and advice where required to the Primary/backup spokesperson.
- Seek legal advice and receive legal advice where required from the Head of Legal Services and/or nominated officer from Legal Services.
- Co-ordinate the Council's services where required pertaining to Business Continuity Management.
- Co-ordinate the Crisis Support Group and Business Continuity Management subgroups where required for longer term recovery issues.
- Provide regular briefings and updates with the Crisis Communications Team throughout the crisis.
- Brief the Chief Exec on the impacts on the community and the associated Council response required.
- Co-ordinate the collation of documentation from all involved in the crisis for preparation of debrief sessions, production of post crisis report and for archiving.
- Prepare and maintain Grab bag containing: Mobile Telephone with relevant chargers/batteries Car/house/work keys and money (petrol, refreshments etc), Council employee identification card, '**Emergency Team on Duty**' windscreen sign (if applicable – available from the Windscreen Sign Public Folder), Appropriate attire (i.e. Personal Protective Equipment (PPE) appropriate to the type of crisis and weather conditions), A to Z street atlas to aid direction around the district.

1.9.3 Chief Executive or Corporate Management Team Duty Officer (Out of hours)

The Chief Exec is the lead in determining the strategic aims and objectives of the Council response which in turn provides direction to Strategic Director/Assistant Director levels of response. Liaison will be maintained with the Corporate Management Team and any Strategic Co-ordinating Group (multi-agency Gold level) to ensure a co-ordinated multi-agency approach/response is achieved. The Chief Exec will not get involved in the tactical or operational activities of the response but will instead retain a strategic overview and identify and implement appropriate management measures for longer term issues which may arise from the crisis.

Roles and Responsibilities

- Determine strategic aims and objectives for the Council's response to the crisis, in line with multi-agency aims and objectives where defined.
- Give strategic guidance where required.
- Discuss and resolve issues raised by the Crisis Co-ordinator in particular those pertaining to the Council's services and Business Continuity Management.
- Determine if the Crisis Support Group and Business Continuity Management subgroups for longer term recovery issues should be convened and if so initiate appropriate response.
- Receive and provide regular briefings and updates through the crisis co-ordinator.

- Regularly brief the Leader of the Council, other Group Leaders, the appropriate Executive Member and appropriate ward councillors. Regular information, usually in the form of emails, should also be provided to all councillors.
- Determine the impacts on the community and the associated Council response required.
- At the end of the crisis consider the status of any recovery issues and establish an emergency response framework for:
 - regular briefings, information flow, communications with the Leader of the Council,
 - Business Continuity Management issues and the delivery of Council services for the continuing provision and support of the Council's response
 - financial implications and the longer term aspects of the response and recovery period
- Maintain regular liaison with the Crisis co-ordinator.
- Ensure effective and ongoing liaison with the Head of Legal Services, lead from Public Affairs and Communications and Strategic Director responsible for the event.

1.9.4 Leader of the Council

The Leader of the Council will not normally get involved in the strategic, tactical or operational activities of the response but may be the Council's spokesperson, in their democratic community leadership role. The Leader of the Council will retain an overview of the crisis through regular briefings from the Chief Exec.

Roles and responsibilities

- To maintain an overview of the crisis through briefings from the Chief Exec.
- Act as the Council's spokesperson to inform and support local people.
- Receive enquiries from elected members/party leaders.

1.9.5 Elected Members

Elected Members can play a key role assisting in the response during a crisis in particular for relaying/reassuring or simply briefing constituents with information. The following guidelines will assist elected members on any contact or input they may have during a crisis and any recovery periods:

- Elected members for the District will be kept informed of the situation through regular email and phone briefings from the relevant officers.
- Any media or press interest through elected members should be conducted in consultation with the lead from Public Affairs and Communications. Head of Public Relations or the Public Relations and Communications team.
- Any enquires from the public through elected members, where possible should be directed through the Emergency Helpline if this is operational, or the Crisis Co-ordinator.

1.9.6 Legal Advisor

The Head of Legal Services or nominated officer is the Crisis Communication Team Legal Advisor intended to provide a focus point for advice with regard to the crisis and any legal issues which may arise.

Roles and Responsibilities:

- Advise and support the crisis communications team with regard to any legal issues arising from the crisis.
- Deal with any litigation action being taken against the Council.

1.9.7 Primary Spokesperson

Refusing to comment or merely issuing a written statement does not constitute communicating and raises doubts about the credibility and competency of Bradford Council. It also causes stakeholders to wonder what the organisation is hiding or whether the crisis is worse than was thought.

Senior management's commitment to communicate and be accessible as spokesperson to the media has been obtained and the Director of Place has been selected as Primary Spokesperson. However, depending on how the incident develops e.g. if the situation involves serious injuries or fatalities the Chief Exec or Leader of the Council may be called upon to undertake this role. The decision on the selection of spokesperson is a question on timing and judgement as it is felt that bringing in a senior management spokesperson too soon looks like the situation is worse than it is. The Director acting as spokesperson heads the department responsible for the Bingley Music Live event and has the greatest knowledge of the organisation, its services and the event itself. Backup spokespersons will be the Crisis Co-ordinator (Emergency Planning Manager).

All spokespersons have been selected taking into consideration the necessary qualifications and effective media skills required to represent the Council and its stakeholders.

Roles and responsibilities

- To be available at all times in the role of spokesperson throughout the duration of the crisis.
- To be experienced, professional, knowledgeable, courteous, sincere and credible when dealing with the media.
- To disseminate only confirmed information and not to speculate.
- To receive regular briefings from the crisis co-ordinator.
- To maintain a log of interviews undertaken making note of the following information:
 - Reporters name
 - Media outlet affiliation
 - Contact information
 - Questions asked
 - Answers given
 - Questions for which you had no answers
 - Issues raised

1.9.8 Press & Media

It is essential that key messages and important information is disseminated in an appropriate form and appropriate to the crisis. The dissemination of messages to the public should utilise the most appropriate media and channels which may include: press, TV, information leaflets, email, websites, blogging sites and other social networking sites etc. The lead from Public Affairs and Communications will liaise with all aspects of the media with regard to the crisis and arrange for the broadcast and dissemination of key messages where appropriate. Messages for the media and the lead authority will be determined by the lead from Public Affairs and Communications in consultation with The Primary Spokesperson. All media requests for information and interviews should be addressed to lead from Public Affairs and Communications. It should be noted that the media response is likely to be an ongoing activity during a crisis and all calls/requests for interviews should be appropriately logged on the call log sheet (Figure 2, page 17).

Roles and responsibilities:

- Provide media relations support, training and handle media requests.
- Record enquiries and action taken.
- Liaison with the crisis co-ordinator and primary/backup spokesperson.
- Co-ordinate the arrangements for the media briefing centre

- Co-ordinate the setting up of an emergency helpline.

1.9.9 Response Team

During the initial stages of the crisis the Emergency Planning Team bronze departmental co-ordinator will be deployed to co-ordinate an integrated management response in accordance with the Council's overarching Emergency Management Plan. The responsibility areas cover: corporate, environment, evacuation, information, infrastructure, welfare and recovery. Each area identifies the appropriate council service necessary to engage specialist services to deal with the appropriate area of response to the crisis. E.g. Adult Services for Trauma/Welfare support, Cleansing etc. A response matrix (Figure 3, page 18) shows the appropriate areas by service area.

Roles & responsibilities

- Co-ordinate an integrated management response to the crisis by service area.
- Communicate with Council staff to ensure effective communication.
- Warning and informing the public with respect to the crisis situation.
- To maintain a log of actions and any decisions taken.
- Collect Contacts and Resource Directory if appropriate.
- Receive briefings and instruction from the crisis co-ordinator.

1.9.10 Event Manager

The Event Manager has overall responsibility for event health & safety, the production and the delivery of the event. As such the Event Manager is the person with the most knowledge and information relating to the various phases of the event including: Planning, the build, the show itself, breakdown and recovery. The Event Manager is therefore at the heart of the crisis and is a key person in terms of having the most knowledge of the event and the dissemination of information to the crisis co-ordinator where required.

Roles & responsibilities

- Being available at all times during the crisis.
- To assist in the crisis by producing information pertaining to the event as required.
- To assist in the crisis by producing copies of event risk assessments and event management plans as required.
- To provide all relevant health & safety documentation relating to contractors.
- To brief the crisis co-ordinator as required.

1.9.11 Specialist Advisors

Specialist advisors may be called upon in a crisis to pass on expertise advice and/or comment on a particular specialist area. E.g. Safety Advisor if crisis relates to Health & Safety issues, structural engineer if crisis relates to a structural collapse, electrician if crisis relates to electrocution. There may be crossovers in each crisis event which may involve one or more specialist advisors being called upon to obtain their opinions.

Roles and responsibilities

- To be available during a crisis for expert or professional advice/opinions on specialist areas pertaining to the crisis.
- To be available for interview by press and media.
- To liaise with the crisis co-ordinator where required.

1.10 Contacts

| Role | Name | Office | Mobile | Home | Pager | Email |
|------------------------------------|------|--------|--------|------|-------|-------|
| Crisis Co-ordinator | | | | | | |
| Chief Exec | | | | | | |
| Leader of the Council | | | | | | |
| Elected Members Bingley | | | | | | |
| Bingley Rural | | | | | | |
| City Solicitor | | | | | | |
| Primary Spokesperson 1 | | | | | | |
| Primary Spokesperson 2 | | | | | | |
| Press & Media | | | | | | |
| Event Manager | | | | | | |
| Specialist Advisor Health & Safety | | | | | | |

| | |
|-------------------------------------|--|
| Specialist Advisor Structures | |
|-------------------------------------|--|

Figure 2. Call log sheet

| ABOUT THEM | |
|-----------------------------------|--|
| Date and Time: | |
| Name of Caller: | |
| Who they represent: | |
| Who they wish to speak to: | |
| Question/s asked | |
| Telephone Number: | |
| Email Address: | |

| ACTION | |
|---|--|
| Who is the person responsible for response: | |
| Details sent for response: | |
| Date and time details sent: | |
| Additional follow up needs: | |
| | |
| | |

[illegible]

Figure 3. Response matrix - Identification of Service areas

[illegible]

