**Crisis Communications Plan**

***Opening the New*** and ***Take Flight***

**Saturday 16 September 2017**

**VENUES**

**Hull New Theatre**

**Queens Gardens**

**Trinity Square**

**PARTNERS**

**Hull City Council**

**Hull Theatres/Hull Culture & Leisure**

**Hull UK City of Culture 2017**

**The Royal Ballet**

**Limited Circulation - Strictly Private and Confidential**

**KEY CONTACTS**

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| **HULL 2017 TEAM** |

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| Ben McKnight | Hull New Theatre | 07718 100793 | ben.mcknight@hull2017.co.uk |
| David Watson | TBC poss all | 07702 670 088 | david.watson@hull2017.co.uk |
| Rosie Millard | Hull New Theatre | 07889 021 466 | rosie.millard@virgin.net  |
| Alix Johnson | Queens Gardens | 07718 100 784 | alix.johnson@hull2017.co.uk |
| Matt Walton | Queens Gardens | 07894 104 819 | matthew.walton@hull2017.co.uk |
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| Haitham Ridha | Trinity into QG | 07541 288 478 | haitham.ridha@hull2017.co.uk |
| Melissa McVeigh | QG | 07557 398 447 | melissa.mcveigh@hull2017.co.uk |
| Aidan Lesser | Hull New Theatre | 07828 926 751 | aidan.lesser@hull2017.co.uk |
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| **HULL CITY COUNCIL** |

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| Jacqui Gay | Hull New Theatre | 07714 597 340 | Jacqui.Gay@hullcc.gov.uk  |
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| **HULL THEATRES** |

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| Janice Wincott | Hull New Theatre |  | Janice.Wincott@hcandl.co.uk |
| Natalie Murphy | Hull New Theatre |  | natalie.murphy@hcandl.co.uk |
| Mitch UpFold | QG |  |  |

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| **ROYAL BALLET** |

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| Ashley Woodfield | Hull New Theatre |  |  |
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| **BOLTON & QUINN** |

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**SOCIAL MEDIA**

#Hull2017

@2017Hull

@TheRoyalBallet

@NewTheatreHull

@Hullccnews

**INTRODUCTION**

This crisis communications plan has been produced to ensure clarity about roles and responsibilities in the run up to, on the day of and following the staging of **Opening the New** by The Royal Ballet, which is the official opening event for Hull New Theatre following its £16 million rebuilding programme.

Opening the New involves a number of partners, including Hull City Council, Hull Culture and Leisure, Hull 2017 and The Royal Ballet, as well as other stakeholders who have a keen interest in the successful reopening of Hull New Theatre, including the contractors Esteem and Sewell Construction and key funders such as Arts Council England.

For the purposes of this plan the core team comprises Hull City Council, HCAL, Hull 2017 and The Royal Ballet and the intention is to ensure each party is clear about the sign off process for statements and responses, including interviews, to issues and crises as they emerge and which party has responsibility for responding to any given situation.

Examples include a delay to the start of the event in Hull New Theatre, a dancer being unable to perform, incidents involving members of the public at the theatre, in Queens Gardens or Trinity Square and any number of technical issues or failures. Also issues in the run up to the opening event, including Take Flight in Trinity Square earlier in the day, as these would have an impact on the perception of the overall event experience.

The primary objective of this document is to enable the media relations and communications teams within the relevant organisations, key staff and stakeholders to support overall event communications and, where appropriate, the management of particular situations, in the event of a crisis or serious event. The aim is to ensure clarity about responsibilities, channels of communication and protocols for approving and delivering messages.

**KEY TIMINGS (subject to change)**

15:45 & 16:45 **Take Flight, Trinity Square**

19:30 **Opening the New, Hull New Theatre**

19:30 (delay will be in interval) **Live Relay, Queens Gardens**

22:00 **Dancers take final bow, Queens Gardens**

**ROLES & RESPONSIBILITIES**

**EVENT MANAGEMENT**

Niccy Hallifax is Executive Producer with overall responsibility for the event, working alongside **Janice Wincott** for Hull New Theatre and **Chris Clay** leading on Technical and Operations.

**MEDIA MANAGEMENT**

**Ben McKnight** is coordinating media handling, working alongside **Natalie Murphy** for Hull New Theatre and **Jenny Langrick** for Hull City Council, plus **Ashley Woodfield** and **Dennis Chang** for The Royal Ballet. Interview requests for The Royal Ballet to go via Ben, who will forward to Ashley and Dennis.

**MEDIA HANDLING ON THE GROUND**

Ben McKnight will be mainly based at Hull New Theatre, but can get across to Queens Gardens as required. Ben should be looped into queries about issues that may arise across the different locations.

**Hull New Theatre**

Natalie Murphy and Jenny Langrick to manage media opportunities within the theatre, supervising any filming inside or arrival activity. **NB –it will not be possible to do filming in the auditorium itself.**

Natalie and Jenny will also assist as required ticketed media getting to their seats.

**Ben McKnight** will be based mainly at Hull New Theatre and assist as required.

Niccy, Ben and Chris will be in contact with each other if required to delay or challenges on the night

**Queens Gardens**

Alix Johnson and Mike Berriman to sign in members of the media working in Queens Gardens.

Matt Walton will be at hotel to meet with Dennis Chang and Jane Quinn from Bolton & Quinn, who are travelling with media coming up from London.

**Preview opportunities inside Hull New Theatre**

Natalie Murphy to manage requests for preview opportunities in days leading up to Saturday, for example, interviews involving HCAL or HCC.

The rehearsal on Friday night will be jointly managed by Natalie Murphy, with Ashley Woodfield (Royal Ballet) and Ben McKnight.

**SOCIAL MEDIA**

**David Watson** is managing social media, digital and broadcast activity for overall event, working with [NAME] for Hull New Theatre and [NAME] for The Royal Ballet.

**SPOKESPEOPLE / INTERVIEWEES – GENERAL EVENT AND ISSUES**

All parties may potentially be interviewed about the positive elements of Hull and Hull New Theatre staging the event, within the context of Hull being UK City of Culture. Hull CC/HCAL will front any requests for interview about investing in the new building, the Hull New Theatre programme and its role within longer term city strategy.

In the run up to, on the day of and following Opening the New, there will be interview opportunities and potential calls to respond to issues or criticisms about different aspects of the event.

Requests for The Royal Ballet and dancers to be filtered via Ben McKnight, who will pass on to Ashley Woodfield at the Company.

**Outline protocol for statements and interviews:**

|  |  |  |
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|  | **SPOKESPERSON** | **ISSUES & SITUATIONS** |
| **Hull City Council / Hull Culture & Leisure** | Cllr Brady? Cllr Geraghty? Cllr Hale?  | Will respond to issues specifically relating to the building, including tech and snagging, restaurant and bar, getting audience into and out of the building, investment in Hull New Theatre.Jenny and Natalie to facilitate, advising Jacqui and Ben as appropriate, |
| **Hull 2017** | Martin Green/Niccy Hallifax | Will respond to issues relating to production of the event, problems in Queens Gardens and Trinity Square.Ben and Hull 2017 team to facilitate. |
| **Royal Ballet** | Ashley Woodfield to coordinate | Issues relating specifically to the dancer and The Company.Ben to forward to Ashley and Dennis. |

**EMERGENCIES**

In the event of an emergency, major incident or evacuation a coordinated response by the Hull 2017 and Hull CC will take care of the media on site.

**PUBLIC ADDRESS SYSTEM**

In the event of an emergency, major incident or evacuation the PA system will be used to provide emergency directions / instructions to help manage or disperse crowds. In the Theatre

**STEWARDS**

In the event of an emergency, major incident or evacuation stewards will support any police operation, by providing emergency directions / instructions to help crowd management in the event of an emergency, major incident or evacuation.

**HULL 2017 WEBSITE & SOCIAL MEDIA**

In the event of an emergency, major incident, evacuation, cancellation or other situation David Watson's team will organise updates on the website and via social media. Such updates will be done following consultation with Niccy Hallifax, Ben McKnight, partners and relevant agencies, such as the police.

**ISSUE & SCENARIOS – RESPONSE PROMPTS**

The following is for guidance and intended as starting point for any response that might be required. Partners are asked to liaise with their counterparts as required, or to alert them to any statements or interviews given.

**TAKE FLIGHT, TRINITY SQUARE**

**Overcrowding / people unable to get into the square to see the performance**

Hull 2017: There are two performances, the first at 3:45pm, the second at 4:30pm, so it should be possible for people to see at least one.

**Accident or injury to dancer**

Hull 2017: The cause is being investigated and we will update when more is known.

**Delay to the performance**

Hull 2017: Inform audience of the delay.

Weather needs to be added here. And poss postponement if really bad.

**HULL NEW THEATRE**

**Delays arising from snagging problems at Hull New Theatre, for example, electrical failure, or a leak in**

Hull CC/HCAL

**Complaints about delays at the theatre's bars, restaurant, or other facilities.**

Hull CC/HCAL

**Delays getting audience members seated.**

Hull CC/HCAL (doors open at 19:00 to theatre),

**Complaint about where an audience member has been seated.**

Hull CC/HCAL

**Building needs to be evacuated.**

Hull CC/HCAL

**QUEENS GARDENS**

**Problem with relay from Hull New Theatre to Queens Gardens.**

Hull 2017: We are investigating the delay and will update as soon as possible.

**Rain or wind affects the screening.**

Hull 2017: Screening to proceed unless weather (wind) becomes extreme, affecting the screen itself.

**Information and welfare**

Stewards and staff will be fully briefed. This will detail what to do in the event of an emergency or if the audience needs information in relation to lost children or first aid. Stewards and staff will be act as points to offer information.

**Lost children/safeguarding**

There will be a designated area for lost children.

**PERFORMERS**

**Dancer unable to perform, for example due to illness or injury.**

Hull 2017/Royal Ballet: in the New Theatre We are sorry to inform you that [performer] is not able to perform. We hope they will have a swift recovery. It will not affect tonight's event.

**Young dancer unable to perform.**

Hull 2017: We are sorry to inform you that [performer] is not able to perform. We hope they will have a swift recovery. It will not affect today's event.

**Dancer injured on the day**

Hull 2017/Royal Ballet: We are sorry to inform you that [performer] is not able to perform. The cause is being investigated. We hope they will have a swift recovery. It will not affect today's event.

**Why are only two dance schools taking part in Opening the New at Hull New Theatre?**

Hull 2017:

**Why are only four dance schools taking part in Take Flight? How were they selected?**

Hull 2017: Hull has an incredible reputation for producing world-class dancers who perform across the globe and it has an extraordinary number of dance schools. It was not possible to feature every school, but we are pleased to have been able to feature four of them. We are pleased that young people from other dance schools are able to watch the show.

**Will any of the Take Flight dancers also perform at Hull New Theatre?**

Hull 2017:

**GENERAL EVENT & TICKETING Q&A**

**How many tickets went on sale to the public?**

More than 300 tickets were given free to young people studying dance in Hull or with a special interest in dance.

The largest proportion of theatre tickets available – a total of 500 – are going on sale to the public.

In addition, the live screening is enabling a further 5,000 people to see the show, with tickets costing only £6. The 5,000 includes a proportion of tickets being set aside so that young people from across Hull can be invited to enjoy the live screening for free as part of the ongoing commitment to ensure youngsters in every part of the city have the opportunity to participate in this City of Culture year.

**Why did tickets cost £40?**

Opening the New is a unique event, which features some of the finest dancers in the world and the ticket price, which is lower than were they to be seen at the Royal Opera House, is going towards the staging of the show. We are pleased to be able to offer tickets to the live screening in Queens Gardens at only £6 enabling thousands more people to enjoy the event. In addition we have hundreds of free tickets that have gone young people from across the city.

**How many tickets are going to VIPs and funders?**

The majority of tickets have gone to members of the public (500 paid tickets, 300 free to Hull young people). Around 250 tickets have gone to partners and sponsors, whose support has helped enable this and the Hull 2017 programme to happen. This number has been kept as low as possible.

I didn’t go to the screening because f the weather can I have a refund

Chairs were not allowed in and it was wet

No glass and I had champagne in my picnic

Inappropriate content for very young children

Were the pigeons injured in the show, who's decision was it to use live animals

**Why is the event only on for one night?**

This unique performance features some of the finest dancers in the world who are available to gather in Hull for one night only.

*Opening the New* celebrates the theatre's re-opening and is part of a day of events, which includes two free and unticketed performances of a newly commissioned dance piece by The Royal Ballet and Hull 2017 in Trinity Square.

In addition, the live screening in Queens Gardens will enable an additional 5,000 people to see the theatre show for a nominal ticket price of £6.

People with an interest in dance should look out for other productions that are coming to Hull New Theatre, including Northern Ballet in October and the Russian State Ballet of Siberia in January 2018, as well events presented by Hull Dance.

**Have sponsors and partners paid for their tickets?**

Their tickets are part of sponsorship and partnership agreements and are therefore not charged for.

**What does the £40 theatre ticket price include? Where does money from the tickets go?**

The £40 price is for the ticket only. Proceeds from ticket sales for the theatre and the screening are going towards the costs of staging this event.

**I have booked tickets for the theatre but now I can’t attend, can I have a refund?**

Please contact the Hull New Theatre box office team for assistance as these tickets may be re-sold through the theatre's official channels.

**How are you going to stop people selling-on theatre tickets to make a profit?**

The usual terms and conditions of sale for theatre tickets apply and purchasers may not resell or transfer tickets to third parties.

Anyone who books theatre tickets and is no longer able to attend this event is asked to contact the Hull New Theatre box office team as these tickets may be re-sold through the theatre’s official channels.

**Is the event being streamed anywhere online?**

There will no streaming due to licensing and performance rights.

# MAJOR ISSUES & CRISES – SCENARIOS, OUTLINE PROMPTS AND CUES

**SCENARIOS - media responses are for guidance only**

**Bomb threat**

If any suspect package is found, it will not be touched and the police will be informed via Event Liaison. All spectators and staff in the immediate vicinity of the package will be moved. The nature of response is dependent upon the circumstances at the time and involves a wide range of factors which will be assessed by the staff at the forward control point. Media response to be led by the police.

**LINE:** We are in close contact with the police and will continue to monitor the situation and urge the public to remain vigilant.

## Crowd disorder (Queens Gardens)

Stewards will inform the supervisor who will assess the risk. Minor incidents will be dealt with by the SIA Door Staff badged security guards, if a major incident occurs the supervisor will contact the Safety Officer who will assess the risk. The police will be called and given the nature of the disorder and the location. Stewards will be alerted and will guide the police to the incident. Further action could be taken to reduce the disorder i.e. cancel the event or quieten the entertainment. A log will be made of the incident

**LINE - CHECK WITH/REFER TO POLICE:** We are aware of an incident and are liaising with the police. This kind of behaviour is totally unacceptable and we would urge anyone who has any information to come forward.

## Inclement weather (Queens Gardens)

We will continually monitor the weather, taking appropriate action if it is likely to delay the screening in Queens Gardens or result in cancellation.

**LINE (if cancellation required):** The Event Manager and Safety Officer have assessed the weather conditions with regard to crowd safety, , site structures and electricity. It is with regret that due to extreme weather conditions the event has had to be cancelled. Every effort is being made to inform the public and the media about the cancellation, which was beyond our control.

## Evacuation (Queens Gardens)

Niccy Hallifax and Chris Clay will assess whether a situation makes it necessary to evacuate the site. The Event Manager and Safety Officer, in consultation with the management team and emergency services, will make this decision. In an extreme situation emergency services may take supremacy.

**LINE - CHECK WITH/REFER TO POLICE:** The Hull 2017 team is assessing the situation and we are in contact with the police. There will be an update in due course.