



CRISIS COMMUNICATIONS
PROPOSAL

Crisis Communications: why is it important?

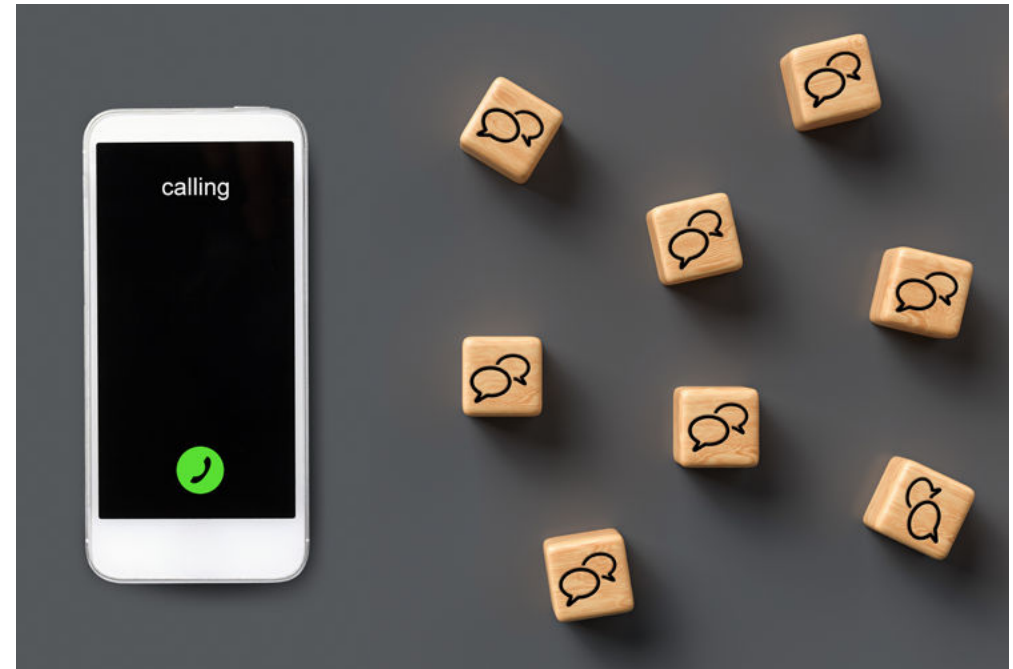
Scandal sells news – which is why there is a whole sector within the communications industry devoted specifically to crisis and reputation management. At Magenta, we know the type of crises organisations within the built environment are most likely to encounter; we have managed an array of crises and know the dos and don'ts; we can offer practical ways to prepare ahead for any eventuality; we can suggest how to manage the situation while in the eye of the storm; and we can handle the communications on your behalf – whether that's with the press, your customers, employees and stakeholders.

Types of crisis

Crisis communications doesn't just apply to headline-grabbing controversies. Within the built environment a seemingly low-key issue, if left unchecked, can boil over into full blown crisis that damages the standing of the organisation. For example, a services supplier took over a new contract and along with the staff, inherited an ongoing industrial dispute. This resulted in them not only being embroiled in a costly strike, but being dragged through the mud as an unfair employer.

In another scenario, a maintenance company was criticised roundly in the press when it was discovered that every time it changed a set of lightbulbs within a large public sector building this cost the taxpayer thousands of pounds. The fault lay in the original design of the lighting, not the M&E contractor, but they still received the criticism.

And in a sector where a good reputation is a fundamental ingredient to attracting and retaining business and talent, this could drastically impact on the bottom line.



A potential crisis may include:

- Any media enquiry however apparently innocent
- An accident or dangerous occurrence as defined within the Reporting of Injuries
- Diseases and Dangerous Occurrences Regulations (Riddor)
- An incident which involves the emergency services, particularly the police
- Threat by customer or employee to contact the press
- Terrorism threat/bomb scare
- Serious attack on an employee
- Staff dispute with management
- Asylum and immigration issues

Any of these issues can result in a storm of negative publicity, which must be managed carefully to avoid it blowing up into a major crisis.

Why Magenta is good in a crisis?

Magenta's specialist crisis team has:

- Acted at the key lead and main point of contact for crisis and issues situations for large FM and property service providers for more than twelve years
- Advised exec team (and all employees) on crisis management and communications strategy and tactics
- Created and implemented crisis strategies and plans for firms across the built environment
- Dealt with every type of crisis over the years across a number of industries and in presence of intense media attention
- Created positioning statements for all key issues (both industry and company specific) for our clients
- Media trained exec, management and comms teams to deal with crisis situations.

We have managed all types of crisis including:

- High-level whistleblowing incident at the heart of government
- Union disputes over pay and conditions by both recognised and non-recognised unions
- Disgruntled former employees going to the press to air their grievances
- Current employees involving the press when they feel they have an unresolved grievance, typically around pay
- Health and safety incidents including serious injuries and deaths
- Undercover journalists at client sites revealing negative information about the client/service, etc
- Branded vehicles being seen/filmed/pictured driving/parking inappropriately, particularly in disabled bays
- Criminal activity by employees both in and outside of work
- Clients being involved in court cases
- Clients being caught failing to pay the minimum wage to employees
- Environmental problems from an employee fly tipping a client's branded waste, to an employee disposing of hazardous material in a river
- Inappropriate use of social media by employees including posting public comments about a client's high-profile guests/customers
- A client's website being hacked and child pornography prominently displayed



How we can help?

When a crisis breaks, the two teams most likely to manage the response are legal and communications. The two must work together. Our prerogative is to protect an organisation's reputation in the event of a crisis. To that end, we will often advise our clients to be accountable if there is fault, human, empathetic and not just willing but proactive when it comes to making necessary changes. The legal team's prerogative is to avoid blame or being sued. We are well versed at working with legal teams to ensure a collaborative approach and a balanced outcome, to protect your reputation and to limit liability.

With that in mind, our crisis comms offering is broken down into three parts.

1. PLAN & PROCEDURE

- Determining the scope, aim and objective of the plan
- Issuing guidance to employees
- Issuing guidance on how to identify an issue or crisis situation
- Assessing the severity of a crisis
- Establishing the Crisis Communications Management Team
- Role-setting and clarification within the Crisis Communications Management Team
- Activating the Crisis Communications Management Team
- Compiling documentation and resources including:
 - Emergency Contact Details
 - 'What to do in a crisis' document
 - Crisis response flowchart
 - Positioning statements/comments

From £4k depending on level of support required

2. WORKSHOPS & TRAINING

- Crisis risk assessment mapping – working directly with the C Suite, we will identify the Achilles heel of an organisation
- Facilitated workshop with the senior leadership and marketing team, focusing on the organisation's past history of crises, including how they were handled, and discussion around any current or potential crises and how they should be managed
- Media training
- Public speaking training

From £4k depending on level of support required

3. MANAGEMENT

- Managing a crisis communications response line in order to handle incidents as they occur
- Liaising with clients and emergency services' press functions where appropriate
- Liaising with legal teams and relevant third parties
- Media management
- Social media analysis
- Social media management
- Internal communications
- Customer/client communications
- An out of hours 'on call' service

Standard hourly rate: £300/hr.

On-call flat fee (6pm – 9am): £300/night.

Out-of-hours rate (6pm – 9am): £450/hr.



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