COMMUNICATIONS AND MEDIA PROTOCOL 2012
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1. INTRODUCTION

The City of Joburg is a large organisation providing a wide range of services, managed by departments and Municipal Entities (ME’s) as its services delivery agents. Communications takes place at multi-levels and without proper coordination it would be difficult to ensure that the messages put out by the Council are consistent and accurate. However, if communication is managed affectively and in a coordinated manner, the city will be able to create and seize opportunities to communicate with stakeholders and the public and build an accurate and positive reputation.

To that extent, Group Communication & Tourism has been tasked with the responsibility of managing and coordinating the communication flow of the City. Specifically the department is tasked with developing the Integrated Communication Strategy for the City and leading its implementation. It also provides communication counsel to leadership and all employees of the City.

Having said that, communication is a collective responsibility. Therefore, leadership at all levels as well as line management has the responsibility to communicate.

The City has at its disposal an array of communication channels including the following: publications, electronic media, posters, leaflets, meetings, campaigns, promotional items, industrial theatre, intranet, and many others.

To be successful in implementing an effective communication protocol and media management policy, all internal stakeholders of the City and Municipal Entities (MEs) should at all times adhere to guidelines that regulates the flow of information, engagements with stakeholders and media interactions.

2. SCOPE OF DOCUMENT

The document gives guidelines on the following:

- Communication standards
- Media policy and media standards
- Crises management
- Events Management
- Brand Standards

3. TARGET AUDIENCE

The principles contained in this protocol apply to the following persons and / or entities:

- The Executive Mayor
- Members of the Mayoral Committee
- Speaker of the Council
- Chief Whip of the Council
- Chairpersons of the Section 79 Committees
- Councillors
- All employees
Senior Management
Regions
ME’s
Other persons representing the City and employees appointed to other city related organisations or bodies; and
Any person mandated to speak on behalf of the City
Consultants (PR Agencies) – To clarify the understanding that agencies and suppliers are not mandated to speak on behalf on CoJ.

4. COMMUNICATION STANDARDS

4.1. How to communicate

Role of Group Communication & Tourism

The department will ensure that communication throughout the City is planned, structured and coordinated. Group Communication and Tourism will undertake the following:

- Lead the communication planning on an annual basis and identify communication themes in conjunction with Clusters.
- It will lead the development of campaigns for the identified communication themes and execute in conjunction with Clusters.
- It will coordinate budgets for the campaigns in consultation with Clusters.
- Compile a calendar of events and projects for the City of Johannesburg

Approach to Communication

The City’s communication will be executed at multi-levels to ensure maximum penetration of the message and to influence change of behaviour. This means using multiple platforms to disseminate a message. In addition, our communication will ensure closer cooperation with the stakeholder communications management teams and the development of a stakeholder management communication plan. In order for us to success it will be important to segment stakeholders to their needs in order to influence behaviour.

- Executive Mayor
- MMC’s
- Councillors
- Stakeholder Managers
- Administrative Leadership
- Line management
Our Language of Communication

Our business language is English but the other three languages can be used: Afrikaans, Sotho and Zulu.

Our Tone of Communication

Our tone of communication should be simple to ensure that all stakeholders can understand it. It must also be:

- Honest
- Sensitive
- Engaging
- Informative
- Timely

Our Communication Channels

Our channels are the following:

- Executive Mayor
- MMC’s
- Councillors
- Stakeholder Managers
- Media
  - Electronic
  - Print
- Social Media
- Administrative Leadership
- Line management

Others are:

Events, meetings, telephone, SMS, social media, intranet, website, newsletters, forums, s, Z-fold, brochures, flyers and leaflets, boom gates, posters, notice boards, lifts, bathroom clips, buildings, imbzo’s, outdoor advertising, committees, pay slips, municipal bills, etc.

4.2 What to Communicate

All our communication must aim to increase the awareness of the Joburg 2040 Strategy:
Communication Objectives

All communication must seek to assist in realising the set out communication objectives.

- **Internal**
  - To mobilise all employees around the Joburg 2040 Strategy, and Programmes
  - To position the CoJ units & portfolios, resulting in the positive profiling of leadership (Political & Administrative)
  - To position the CoJ as an employer of choice

- **External**
  - To proactively create awareness about the City’s Vision & Strategy & Programmes locally and internationally
  - To position the CoJ as financially stable & sound (A well run municipality) locally, nationally & internationally
  - To position the City as a leading investment destination, locally, nationally & internationally
  - Mobilise the citizens of the City to support the CoJ programmes and pay for services
  - Build and enhance our relationship with the Media and other stakeholders

All our communication must seek to popularise our strategy through the use of our key messages as defined below;

- **External**

  **Economic Growth**
  - We are harnessing the potential of citizens for economic prosperity

  **Governance**
  - We are engaged, responsive, accountable, efficient and a productive City

  **Human and Social development**
  - We are building a prosperous, health, literate, sage and socially inclusive City

  **Sustainable Cities**
  - All our efforts ensure – A liveable City
• **Internal**

**Economic growth**
- Harnessing the potential of employees for economic prosperity

**Governance**
- We are engaged, responsive, accountable, efficient and efficient employer

**Human and Social development**
- Our actions build a prosperous, healthy, literate, safe and socially inclusive City.

**Sustainable Cities**
- Through our efforts, we ensure a liveable City.

### 4.3 Who to communicate to?

**Audiences**

- **Internal**
  - Employees (CoJ) and ME’s)
  - Leadership (Administrative and Political)
  - Councillors
  - Mes and Departments
  - Labour
  - Board Members

- **External**
  - City Residents
  - Ratepayers
  - Media
  - Business
  - Investors
  - Communities
  - Politicians
  - Labour
  - Diplomats
  - Other spheres of government (Provincial and National)
  - NGO’s and CBO’s
  - Tourism Industry
  - Opinion Leaders
  - Tourism Alliance partners
Location of our Audiences

- Johannesburg
- South Africa
- African continent
  - Angola
  - Kenya
  - Nigeria
  - Namibia
  - Mauritius
- International
  - Bric
  - USA
  - UK
  - Germany
  - Italy
  - France
  - Australia

4.4 When to communicate?

- On-going
  - Immediately
  - Hourly
  - Daily
  - Weekly
  - Monthly

4.5 Why communicate?

- Internal

Employees and Board Members
  - To create ambassadors for the City
  - To inform
  - To mobilise
  - To create awareness
  - To influence
• Politicians
  o To keep them abreast of developments
  o To get their buy-in

• External
  o Customers, Communities, NGO’s and CBO’s
    - Inform them about progress regarding service delivery
    - Manage expectations
  o Unions
    - Manage Relationships
    - Manage expectations
  o Media
    - Manage perceptions
    - Building confidence
  o Business Partners and Investors
    - Economic Development, Establish partnership and inform them of existing opportunities.
    - Sustainable City
  o Politician and Other spheres of government (Provincial and National)
    - Strengthening intergovernmental relations
    - To keep them abreast of developments
    - To get their buy-in and support.

4.6 Who communicates, how and what?

<table>
<thead>
<tr>
<th>WHO</th>
<th>HOW</th>
<th>WHAT</th>
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<tbody>
<tr>
<td>Executive Mayor</td>
<td>• Road shows</td>
<td>• Government policy</td>
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<td>• Media</td>
<td>• The Joburg 2040 Strategy</td>
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<td>• Releases</td>
<td>• The Flagship programmes</td>
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<td>• Briefings</td>
<td>• Strategic partnerships and twinning agreements</td>
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<td>• Newsletters</td>
<td>• City successes</td>
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<td>• Emails</td>
<td>• Service delivery issues</td>
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<td>• Social media</td>
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<td>• Telephone</td>
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<td>• Speeches</td>
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<tr>
<td>Executive Mayor Spokespersons</td>
<td>Media</td>
<td>Social media</td>
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<td>Member of the Mayoral Committee</td>
<td>Road shows</td>
<td>Media</td>
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<td>Releases</td>
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<td>Speeches</td>
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<td>Launches</td>
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<td>Address / convene</td>
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<td>o Public Meetings</td>
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<tr>
<td>MMC's Spokespersons</td>
<td>Media</td>
<td>Social media</td>
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<tr>
<td>Role</td>
<td>Responsibilities</td>
<td>City Manager and Chief Operations Officer</td>
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<td>-------------------------------------------</td>
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<td>-------------------------------------------</td>
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<tr>
<td>City Manager and Chief Operations Officer</td>
<td>- Road shows&lt;br&gt;- Press releases&lt;br&gt;- Newsletters&lt;br&gt;- Emails&lt;br&gt;- Social media&lt;br&gt;- Telephone&lt;br&gt;- Speeches&lt;br&gt;- Media briefings&lt;br&gt;- Launches</td>
<td>- The Joburg 2040 Strategy&lt;br&gt;- The Flagship programmes&lt;br&gt;- Strategic partnerships&lt;br&gt;- Service delivery issues&lt;br&gt;- Corporate and labour issues&lt;br&gt;  - Financial stability&lt;br&gt;  - Investment Opportunities&lt;br&gt;  - Credit Ratings</td>
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<tr>
<td>Director Group Communication</td>
<td>- Press releases&lt;br&gt;- Social media&lt;br&gt;- Interviews&lt;br&gt;- Media briefings</td>
<td>- The Joburg 2040 Strategy&lt;br&gt;- The Flagship programmes&lt;br&gt;- Operational issues&lt;br&gt;  - Operational performance&lt;br&gt;  - Service delivery issues</td>
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<tr>
<td>Functional Spokespersons</td>
<td>- Media&lt;br&gt;- Press releases&lt;br&gt;- Media briefings</td>
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<tr>
<td>- Finance&lt;br&gt;- Revenue&lt;br&gt;- Legal&lt;br&gt;- HR</td>
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<tr>
<td>ME MD's</td>
<td>- Road shows&lt;br&gt;- Press releases&lt;br&gt;- Newsletters&lt;br&gt;- Emails&lt;br&gt;- Social media&lt;br&gt;- Telephone&lt;br&gt;- Interviews&lt;br&gt;- Speeches&lt;br&gt;- Media briefings&lt;br&gt;- Press releases</td>
<td>- The Joburg 2040 Strategy&lt;br&gt;- The Flagship programmes&lt;br&gt;- Operational issues&lt;br&gt;  - Operational performance&lt;br&gt;  - Service delivery issues</td>
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NB: Speaks for the entire City
4.7 Communication Measurement

To ensure continuous improvement communication initiatives have to be measured for impact.

<table>
<thead>
<tr>
<th>Communication Initiative</th>
<th>Measurement Method</th>
<th>Frequency</th>
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</thead>
<tbody>
<tr>
<td>Communication Campaigns</td>
<td>Research evaluation through surveys. The evaluation would look at the effectiveness of the campaigns in terms of: • Effectiveness of: • message • channel • Impact (Change of behaviour) Face to face feedback</td>
<td>Annual / Adhoc/Per project</td>
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<tr>
<td>Media Relations</td>
<td>Media monitoring &amp; analysis</td>
<td>Daily / Weekly / Monthly Per project</td>
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<tr>
<td>Advertising Campaigns</td>
<td>The evaluation would measure the following depending on the set advertising objectives: • Mentions on the chosen</td>
<td>Per project</td>
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<td>Channels</td>
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<tr>
<td>- Recall by the chosen target audience</td>
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<td>- Impact on the City image and reputation</td>
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<tr>
<td>Events</td>
<td>A post event measurement seeks to measure some of the following:</td>
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<tr>
<td></td>
<td>- Alignment of event to strategy</td>
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<td></td>
<td>- Effectiveness of communication of strategy</td>
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<td></td>
<td>- Suitability of venue</td>
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<td></td>
<td>- Food</td>
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<td></td>
<td>- Presenters / Speakers</td>
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<td></td>
<td>- Entertainment</td>
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<tr>
<td>Channels, i.e.</td>
<td>The evaluation would typically assess the following:</td>
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<tr>
<td>- Newsletter</td>
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<td>- Intranet</td>
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<td>- Internet</td>
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<tr>
<td>- Leadership</td>
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<td></td>
<td>- Accessibility of the channel (Ease of navigation, number of hits or visitation in case in intranet / internet)</td>
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<td>- Clarity to of message</td>
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<td>- Simplicity of language</td>
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<td></td>
<td>- Relevance of issues communicated.</td>
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5 MEDIA POLICY

Introduction

The City of Johannesburg is the biggest of municipality in the country. It is also the most significant in terms of contribution to the GDP. As a result, the country’s success is measured in terms of the City’s success. Its size and success also results in it receiving the highest media attention. Thus, effective media management is important to ensure that the media attention does not work against it.

Approach to Media

- The City’s approach will be coordinated and structured to minimise conflicting messages.
- It will always seek to minimise negative reporting and maximise positive reporting through institutionalisation of group editorial committees to enable gathering of news and incentivising City employees to direct positive stories to the media desk
- Induct members of the media on how the City works
- It will be proactive and led by a strategy
- It will seek to inform, educate and create awareness about the City’s strategy and services
- Be proactive, honest and open
- Maintain a mutual understanding by providing a professional and interactive information
- Deal with the media in an ethical and equal manner according to professional standards of conduct.
- Recognise editorial freedom and to act in compliance with the government’s Access to Information Act, Municipal Systems Act or any other act of parliament relevant to this profession and within Government Communications Framework.
- Proactively and effectively monitor media coverage on the City so that issues identified can be contained and addressed effectively.
- Respond timeously to all media issues

Media Spokespersons

In order to ensure coordinated approach to media, the following are the City’s spokespeople and their area of focus.
<table>
<thead>
<tr>
<th>WHO</th>
<th>FOCUS</th>
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<tbody>
<tr>
<td>Executive Mayor</td>
<td>Articulate the following in the media:</td>
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<td></td>
<td>• Government policy</td>
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<td></td>
<td>• The Joburg 2040 Strategy</td>
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<td>• Strategic partnerships and twinning agreements</td>
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<td>• Service delivery issues</td>
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<td>• Strategic partnerships and twinning agreements</td>
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<td>Executive Mayor</td>
<td>• Develop media releases on behalf of Executive Mayor</td>
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<td>Spokespersons</td>
<td>• Provide media comment on:</td>
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<td>• Government policy</td>
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<td>• Service delivery</td>
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<td>• Maintain media database</td>
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<td>• Organise media interviews</td>
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<td>• Prepare and host media briefings</td>
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<td>• Write, edit and issue media statements (to be approved by Group Comms)</td>
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<tr>
<td>MMC’s</td>
<td>Articulate the following in the media:</td>
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<td>• Government policy</td>
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<tr>
<td></td>
<td>• The Joburg 2040 Strategy</td>
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<td>MMC’s</td>
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<td>• Government policy</td>
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<td>• Service delivery</td>
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*NB: Speaks only for the Mayor*
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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</thead>
</table>
| City Manager and Chief Operations Officer | - Articulate the following in the media:  
  o The Joburg 2040 Strategy  
  o The Flagship programmes  
  o Strategic partnerships  
  o Service delivery issues  
  o Corporate and labour issues  
    - Financial stability  
    - Investment Opportunities  
    - Credit Ratings |
| Director Group Communication | - Articulate the following in the media:  
  o The Joburg 2040 Strategy  
  o The Flagship programmes  
  o Operational issues  
  o Operational performance  
  o Service delivery issues  
- Compile media calendar of events  
- Maintain media database  
- Organise media interviews  
- Prepare and host media briefing  
- Issue releases  
- Write, edit and issue media statements  
- Research and write speeches.  
  *NB: Speaks on behalf of the entire City*
| Functional Spokespersons     | - Comments on functional specific issues. However the commentary must be through Group Communication & Tourism  
  - Finance |
| ME MD's | Articulate the following in media:  
|         |   - The Joburg 2040 Strategy  
|         |   - The Flagship programmes  
|         |   - Operational issues  
|         |   - Operational performance  
|         |   - Service delivery issues |

| Ward Councillors | Articulate the following in media:  
|                 |   - Government policy  
|                 |   - Joburg 2040 strategy  
|                 |   - Service Delivery  
|                 |   - Ward base developments |

### 6 MEDIA HANDLING

#### Group Level

- Group Communication & Tourism (GCT) will co-ordinate all media enquires and arrange appropriate responses. They will prioritise enquiries, decide if a political response is required, source relevant information for enquirers, and arrange interviews.

- Officials who are directly approached by a member of the media should not attempt to answer questions themselves; instead they should refer the journalist to GCT unit who will manage the response.

- Executive members should be careful to ensure they get pre-agreed lines; GC staff needs to seek clearance from directors, other senior officers or members before responding to them

- When seeking a response to an enquiry, GCT staff will advise officers and members of journalists’ deadlines and, where appropriate, of the consequences of not meeting those deadlines.

- If in the uncommon instance relevant official is unable to supply information for a response to a media enquiry within the journalist’s stated deadline, GCT unit will issue
statements which avoid detail but which seek to protect the City, e.g. the matter will be investigated.

- In all other circumstances the phrase ‘no comment’ will not be used as a response to a media enquiry. The council is open and accountable and should always explain if there is a reason why it cannot answer a specific enquiry. A no comment response will only apply to exceptions, e.g. confidential information, Section 79 reports.

- Avoid unscheduled telephonic comments but if circumstances do not allow, stick to the 10 Golden Rule of talking to the media as outlined above and always follow up comments with written statements.

- Be careful not to give “off the cuff” or “off the record” comments because journalists will always use your opinion as “official” comment. Always be quick and give well-formulated responses to media enquiries or the City side of the story would be left out of a story.

- Always assume that conversations with the media are “on the record”. Even “off the record” should still reflect the city’s position and not your own opinions.

- No non-designated person (including PR agencies) is allowed to issue media statements, conduct briefings (on or off the record) unless this has been cleared in terms of the City’s media policy or being specifically delegated to do so:

- All media interview requests or queries received directly by the above-mentioned personnel must be referred to GCT for facilitation and not summarily done impromptu.

- If unsure of the procedure or policy, any designated City, MOE, or Regional official may approach the Director of Communication for advice

- This does not pertain to purely operational issues that Departments and MEs might encounter on day to day bases such as maintenance work, minor disruption of services, traffic problems, rescue operations etc. It is, however, imperative that the GC is kept in the loop in order to ensure synergy of messages.

**ME Level**

- The Media Liaison/Communicator within an ME is responsible for co-ordinate all media enquiries and arrange appropriate responses. They will prioritise enquiries, decide if a political response is required, source relevant information for enquirers, and arrange interviews.

- To ensure effective media management, the Media Liaison/Communicator will keep the GCT abreast with all queries directed at an ME through established Issues Management Forums and other platforms available to ensure consistency of message.

- If an issue has to be escalated to GCT, this will be discussed and agreed upon between GCT and an ME.

- All other media protocols as reflected in the Group Level section will apply to an ME level.
Issues Management

Aims

- To proactively manage negative issues with a view of minimising their impact through proactive planning, i.e. conferring timeously with owners of issues and developing holding statements. To give effect to this, the following have been instituted:
  - Daily communicators teleconferencing which is mandatory for all citywide communicators and stakeholder liaisons in the Regions and the MMC’s offices.
  - A weekly face to face issues meeting hosted by CM and attended by GCT Communicators as well as ME MD’s and their Communications/Media Liaison Officers.
  - Daily media analysis and identification of issues

Media Responses

Many negative stories can be charged though timeous and accurate reporting. For this research media responses will be categorised as “a red” status.

- 0 – 8 hours as response time from offices (admin and political) to Comms team.
- 0 – 12 hours has response time from Comms team to all media
- 24 hours – for sign off / approval off all media statements.
- Immediate response to Twitter, 0 – 2 hours for Facebook

Media Interviews

Media interviews are important for profiling of the city’s programmes and officials. Although we understand that some interview requests are immediate, in the majority of cases, the following guidelines will be adopted:

- Minimum 3 days notice for request for interviews with CoJ officials for broadcast and print interviews
- Longer lead times for magazines and features
- Clear interview briefs to be provided.

Media Toolbox

Internal
• On the Intranet, on JIKE portal and make available to all communicators including ME’s:
  – Updated and relevant media list
  – City Spokesperson’s list (comprising of their area of responsibility, picture, contact details including cell number and email)
  – Induction procedure of new personnel to Group Comms & the city
  – Government communicators list (province, national, agencies)
  – A-list contacts
  – Templates
    • Media invites
    • Briefing templates
    • Mayor’s crest/template
  – Officials’ pictures
  – Stock pictures of Joburg
  – Profile of executives
  – Language policy
  – Media protocol document
  – Summary of Joburg 2040 Strategy
  – Quotation and Advert documents
  – Boiler plates of key messages

External

• To be placed on CoJ websites for use by media
  – Speeches
  – Profiles of officials
  – Q & A’s of City issues
  – Stock pictures/image library
  – Spokesperson list and contact details, areas of responsibilities
City corporate videos

Functions and Media Briefings
The following should be adhered to for media briefings:

Pre-event:
- Parking arrangements
- Security/Accreditation
- Reception (branded and staffed to manage media arrivals; registration & pack)
- Refreshments
- Registration form
- Media pack containing press statement, facts on issue for discussion, pictures of officials or project being communicated
- Outdoors – anticipate weather, and have plan B
- Reserved seating for official VIP's and Media
- Interview rooms
- Event branding/Wall banners/backdrops in good condition
- Choice of venues – to take into consideration condition. Dilapidated venues cast city brand in negative light
- Equipment – mikes/sound/podiums
- Social media feeders

Post event
- Debriefing/learnings
- Event picture – same day despatch
- Simultaneous social media updates
- Internal updating of website/intranet

Training
All city spokespersons to be training on:
• Media handling & management (TV, radio, print)
• Presentation skills
• Writing skills
• Social media handling skills
• Crisis and Reputation management

7 CRISIS COMMUNICATION

a) Classification of crisis

• Operational crisis
  As a consequence of a major technical incident – road accidents, non-availability of service, power outages, water disruptions and others.

• Communications crisis
  As a consequence of a wrong message or press release issued, City falls under media spotlight because of subject headlines, rumour mongering, and others in conjunction with a high media coverage or as a consequence of customer (billing issues) political message leading to citizens (service delivery protest) and other incidents.

• Internal Crisis
  As a consequence of strikes, bomb threats, IT glitches, and others.

• External Crisis
  As a consequence of customer’s complaints due to billing, City is subject of demonstration, legal action or litigation Stampede and other actors.

• Environmental issues
  As a consequence of natural incidents e.g. outbreak of cholera, water contamination, grass fire, floods, and others.

• Political and Socio Economic Challenges
  Human settlements, xenophobic attacks on non-South Africans, attack on asylum seekers, elections campaign remarks, etc.

b) City’s context of a crisis
Any situation that is threatening or could threaten to harm people or property, seriously interrupt business, damage reputation and/or negatively impact share value.

An incident could be considered to be a crisis when the City is unable to respond using its usual resources and methods. In particular when it involves stakeholders internally or externally, and when the problem is likely to become public, leading to disastrous consequences.

The incident is serious, and may offer shocking image for TV (casualties, damages)

Parties other than City are involved. The situation could be aggravated due to the conflicting interest.

There are still uncertainties about the incident’s consequences and duration.

The incident has consequences for human health. (Death, illness, injuries)

The incident may have consequences for human health.

Customers/ Citizens or Residents have to be warned or made aware, particularly for health reasons.

The incident affects vulnerable sectors of the public in terms of the media (infants, pregnant women, elderly people, and handicapped person) or public figure (celebrity, politicians)

The incident affects a large area, or the incident affects a symbolic location

c) Management of crises

Crisis Committees

Crisis teams to be established at Group and all MOE’s

Composition of committees

• Group
  • CM – Chairperson
  • CM Exco
  • ME MD’s
  • Group Head GCT
- Director Group Communication

- ME
  - MD - Chairperson
  - ME Exco
  - Communications personnel (MOE & Director Group Communication)

Objective of committees

- To ensure coordinate accurate, timeous and deliberate responses to crises.
- To mobilize speedy feedback from operations.
- To ensure coordinated information flow to all stakeholders
- To protect the CoJ reputation

Activation of crises committees

- Chairpersons of committees will activate crises meetings in consultation with the Communications team
- To enable speedy contact and communication with members, a database of all members will be developed and communicated to each member.

Managing Crises in CoJ

WAR Room / Crises Boardroom

All Group and ME Crisis Committees to have a “WAR Room” equipped with necessary equipment to facilitate effective and efficient communication during a crisis:

- IDSN Lines
- Email facilities
- Skype
- Laptops
- Presentation equipment (ie, screens and projectors)
- Teleconference equipment

Crises Spokesperson
• The chairpersons may identify spokesperson depending on the crises at hand. It may be the Communications Spokesperson or a Functional Spokesperson.

• All crises committee members will be trained on crises handling and media handling.

**Stakeholder Communication during a crisis**

**Message during a crisis:**

• In order to ensure that all critical Stakeholders are aware of accurate details pertaining to be specific crises, the crises committees will ensure the following:

**MOE Level**

• MD to brief CM on an ongoing basis until the crises subsides. Briefings can take the form off:
  • Telephone calls
  • Emails
  • Face to face meetings
  • SMS messages

• CM to brief EM and all MMC’s irrespective of their portfolios.

• EM & MMC briefs Provincial and National Political leadership to ensure uniformity and message alignment

• ME Communicator to brief Director Group Communications and Group Head

• Director Group Communications to brief ME Spokesperson and communication counterparts in the Province to ensure uniformity of message

• ME Communication team to keep staff abreast through statements utilising internal channels

**Group Level**

• CM to brief EM and all MMC’s on an ongoing basis until the crises subsides. Briefings can take the form off:
  • Telephone calls
  • Emails
  • Face to face meetings
• SMS messages

• EM & MMC briefs Provincial and National Political leadership to ensure uniformity and message alignment

• Director Group Communications to brief ME Communications team, ME Spokesperson and communication counterparts in the Province to ensure uniformity of message

• Director Group Communications to issue statements internal audiences:
  
  o Staff
  o Councillors, etc.

8 EVENTS STANDARDS

a. Category of Events

The City’s events can be categorised into the following:

- Corporate Events
  - Media Briefings
  - Workshops
  - Campaigns
  - Mayoral Road shows
  - Public Meetings
  - Sod Turnings
  - Opening of City Facilities
  - Regional Project Launches
  - Employee games / OR Tambo Games
  - Joburg exhibitions and trade shows
  - Outdoor activations (taxi rank, malls)
  - Open days
  - Employee Awards

- Partnership Events
- Sporting Events
- Music Events
- Inter-governmental Events
- Special Events e.g. Freedom for the City etc.

- Legislative Events
  - SOCA
  - Budget Day
  - IDP Consultations
  - National Calendar events

b. Approach to Events Management

Our approach to events is according to levels. The levels assist in informing the amount of resources both human and financial to be invested in an event. The levels are designated according to the seniority of the politicians/officials who will be invited or are attending. Examples are mentioned below:

- Level A-Events
  - Mayoral / MMC
  - City Manager

- Level B-Events
  - Region
  - MOE
  - Departmental

- Level C-Events
  - Workshops
  - Activations
  - Community engagements
  - Ward council / public meetings (ward based on initiated)

c. Events management guidelines according to Levels
Level A- Events

- **Invite**
  - Save the date (8 weeks)
  - Invitation (6 weeks)
  - Invitation design and programme look and feel must be signed off by Group Events and Marketing
  - Event project manager must provide Group with final guest list.

- **Venue**
  - Holding Room / Media Room
  - Technical (PA System, sound, lights)
  - Map, floor plan and directions
  - Décor
  - Note pads and pens
  - Guest relations (Seating plan, registration, table place cards, branded parking decals)
  - Mayoral podium, ceremonial, scissors cushion, ribbon and flag (where applicable). Not red carpet.

- **Media**
  - Media briefing session
  - Messages / Press kits (press release, fact sheet, pens, note pads, speech, Q&A,

- **Photography / videography**
  - Media briefing sessions: Messages / Press kits (press release, fact sheets, pens, note pads, speech, O&A)

- **Catering**
  - Utilize services of a suitably qualified reputable service provider
  - Regions to recommend local service providers to be brought up to group level standards (annual reviews)
• Branding
  (Fill in)

• Official Plaques
  - Use the Braamfischer version (see enclosed)

d. Level B- Events

• Invite
  - Save the date (8 weeks before)
  - Invitation (6 weeks)
  - Invitation design and programme look and feel must be signed off by Group Events and Marketing (GEM)
  - Event Project manager must provide GEM with final guest list.

• Venue
  - Holding Room / Media Room (where applicable)
  - Technical (PA System, sound lights)
  - Map, floor plan and directions
  - Décor
  - Note pads and pens
  - Guest relations (Seating plan, registration, table place cards, branded parking decals)

• Media
  - Media briefing session
  - Messages / Press kits (press release, fact sheet, pens, note pads, speech, Q&A,

• Catering
  - Utilize services of a suitably qualified reputable service provider
  - Regions to recommended local service providers to be brought up to group levels standards (annual reviews)
- Branding
  (Fill In)

e. Level C- Events

- Invite
  - Save the date (8 weeks before)
  - Invitation (6 weeks)
  - Invitation
  - Event project manager must provide GEM with final guest list

- Venue
  - Technical (PA System, sound, lights) where applicable
  - Guest relations (Seating plan, registration)

- Photography

- Community media

- Catering
  - Utilize services of a suitably qualified reputable service provider

- Branding
  Fill in

- Events Templates
  To ensure uniformity, templates will be developed for all events to be used by Group and ME's. They include:

<table>
<thead>
<tr>
<th>Event look and feel templates</th>
<th>Branding layout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Save the date templates</td>
<td>Media attendance register</td>
</tr>
<tr>
<td>Invite templates</td>
<td>Event evaluation and comment sheets</td>
</tr>
<tr>
<td>Programme templates</td>
<td>Event d-brief template</td>
</tr>
<tr>
<td>Final guest list</td>
<td>Attendance register</td>
</tr>
</tbody>
</table>
Branding

- CoJ events - COJ generic branding (no personalized regional or department branding)
- MOE events – co branding (70% COJ generic, 30% MOE)
- Mayoral / MMC events – GDS branding

9. EVENTS JOC

- JOC (Joint Operations Committee comprises of the Johannesburg City’s MOE’s (Municipal Owned Entities) namely City Power, City Parks, Emergency Management Services/Fire Safety, Disaster Management, Environmental Health, Johannesburg Water, SAPS, Waste Management, Pikitup, COJ Event Management, JMPD, Johannesburg Development Agency, Johannesburg Roads Agency (JRA), Bus Rapid Transit (BRT) and Metrobus.
- This JOC officially meets every Thursday throughout the year. The JOC presentation meetings start promptly at 07h30 in the Egoli Boardroom, B Block, Ground Floor, Metro Centre, Braamfontein, and Johannesburg. Event Organisers need to make prior bookings for a Presentation time slot with the Event Management Unit on the e-mail address: joc@joburg.org.za or alternatively on office telephone number: (011) 407-7512.
- The mission of the JOC is to make sure that all events held in the City of Johannesburg are safe and that the event organizers comply with all the By-Laws and Regulations of the City, as well as per the Safety at Sports and Recreational Events Act no. 2 of 2010.
- As per the new Safety at Sports and Recreational Events Act, it is now a legal requirement for all Events with 2000 and more participants/spectators/audience to have Event Plans thereof submitted by the Event Organizers to the National Commissioner of SAPS, a month before the event, for Risk Grading purposes.

a. JOC REQUIREMENTS

<table>
<thead>
<tr>
<th>1. Overview of the event</th>
<th>11. Traffic management plans, and indemnity form (JMPD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Floor plans, Site plans, gas plan/ Road Maps</td>
<td>12. Venue permission letters</td>
</tr>
<tr>
<td>3. Emergency contact numbers (organizers)</td>
<td>13. Waste Management Plan</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>4.</td>
<td>JOC requests (30 days notification)</td>
</tr>
<tr>
<td>5.</td>
<td>Certificates of Approval for temporary structures and COC’</td>
</tr>
<tr>
<td>6.</td>
<td>A Day Programme of the event and a list of VIP’s attending the event</td>
</tr>
<tr>
<td>7.</td>
<td>Security plan, Parking plan &amp; Medical plan</td>
</tr>
<tr>
<td>8.</td>
<td>Disaster management and evacuation plan</td>
</tr>
<tr>
<td>9.</td>
<td>Fire Safety (Application form)</td>
</tr>
<tr>
<td>10.</td>
<td>Environmental Health (COA for caterer and noise control applications)</td>
</tr>
<tr>
<td>14.</td>
<td>JRA Way leave</td>
</tr>
<tr>
<td>15.</td>
<td>Minutes of planning meetings before the event</td>
</tr>
<tr>
<td>16.</td>
<td>Public Liability (Insurance for the Event)</td>
</tr>
<tr>
<td>17.</td>
<td>SAPS and ward councilor confirmation letters</td>
</tr>
<tr>
<td>18.</td>
<td>8 Hardcopies (files) of your operational plans</td>
</tr>
<tr>
<td>19.</td>
<td>NPO Number and Proof from SARS (certificate)</td>
</tr>
<tr>
<td>20.</td>
<td>Proof Of Payment to relevant departments</td>
</tr>
</tbody>
</table>

b. **JOC MEMBERS & ROLES**

**Event Management Unit**

- The event organiser needs to make contact on the e-mail address: [joc@joburg.org.za](mailto:joc@joburg.org.za) or contact (011) 407-7512 and will be provided with a standard JOC checklist as a requirement that the organiser needs to comply with.

- Bookings for JOC presentations, enquiries and additional information are available within this Unit.

**Disaster Management**

- Disaster Management will keep a file on the event and monitor progress – the event organiser must make use of this checklist provided by the Event Management Unit as a guideline.

- Disaster Management needs a floor plan of the venue with evacuation routes, final approval for any temporary structure and confirmation of public liability insurance.

- On the day of the event, an incident report will be kept by the Venue Operations Centre (VOC).

**City Parks**

- City Parks will assist with information to communities, as well as a list of park facilities, with associated costs if applicable.

- Park wardens are provided if needed. An application needs to be done if necessary.

- All additional requirements (sanitary, water, temporary structure plans, etc) must be organised by the event coordinators.

- City Parks may provide a waste service – at a cost.
• Parks should be left clean, tidy and undamaged. If not, City Parks will do the cleaning up and send the costs to the event organiser involved.

City Power

• City Power may refer the event organiser to Eskom, depending on the venue.

• Where no additional/ temporary power is required, an inspector is sent to check power/electrical compliance.

• If there is to be additional power, the necessary application form has to be filled in, and the event organiser will get written confirmation of what will be done.

• Notification needs to be sent to City Power if a generator is to be used.

• All electricity supply points at the venue will be checked by City Power officials, who have to be informed if more power will be needed on the day of the event. Application thereof needs to be done 30 days before the event.

• All costs need to be paid for upfront.

Emergency Management Services (EMS)

• Information about the following must be supplied to EMS:

• any temporary or permanent structures going up, site plans, certificate for fire retardation, a request for medical services or an operational plan for medical assistance if a private company will be used, requirements for collapsible fencing, flammable substances, compliance certificate for electrical work, plans for vehicles display in buildings, request for the allowance of open flames and pyrotechnics.

• A final certificate of compliance is used prior to the event.

• Local hospitals are to be notified.

• Identify ambulance evacuation routes and helipads.

• Ensure all the necessary services are organised, such as fire engines, ambulances, response vehicles.

• An EMS form must be completed and submitted to EMS office.

• EMS payment to be done before the event.

Environmental Health Services

• The event organizer must inform Environmental Health about their upcoming event.
• Produce a certificate of acceptability from caterers if food is to be served.
• Apply for exception to Noise Compliance if it is an open-air event.
• Have a waste management plan.
• State if all service providers are to have specific accreditation to enter the venue.
• Consult with Environmental Health on all of the following requirements: waste, water, sanitation, food and ensure that venues and accommodation establishments such as hotels have been approved.

Johannesburg Development Agency (JDA)

• JDA provides venues within the City’s precinct at a cost.

Johannesburg Metro Police Department (JMPD)

• The event organizer must get an acknowledgement of application letter from the JMPD.
• A “Notice under the Regulations of Gatherings Act” must be completed.
• The Metro Police will identify general security needs and the Johannesburg Police specific security needs.
• JMPD provides traffic control on public roads.
• An indemnity form is to be completed and signed by event organiser.
• The JMPD has to have an application for an event 30 days prior to the due date.
• JMPD assists with dry runs prior to the event or road races.

Johannesburg Water

• Event organisers must make sure that there is adequate water for the event.
• If dedicated or additional water supply is required, Johannesburg Water has a number of options available which will be supplied on request.

Johannesburg Road Agency (JRA)

• The JRA and JMPD work closely together once initial qualified approval has been given.
• If road closures are needed, a way leave application must be applied for at a nominal fee.
Johannesburg Metropolitan Bus Services/Bus Rapid Transit (BRT)

- Busses can be hired from the respective service providers and must be paid in advance. The Event organiser needs to complete an indemnity form.
- Busses are driven by service provider drivers with PDP (Professional Drivers Permit).

PIKITUP

- Pikitup is only responsible for public areas, i.e. streets.
- If more waste removal services are needed, these can be discussed and arranged with Pikitup's Waste Management Consulting Service.
- Should the event be held on private property and Pikitup does the waste removal, a fee is charged.

South African Police Services (SAPS)

- The SAPS heads up the (VOC) Venue Operations Centre on the day of the event.
- SAPS will provide the event organiser with a confirmation letter stating that they are aware of the event.
- If private security firms are used, SAPS must get a security plan.

10. BRANDING STANDARDS

Background

Branding standards create a uniform and consistent image of the organisation to prevent the image of the company from being tarnished. One key way to build brand equity is to create a set of branding guidelines that tie together the look and feel of all branding material. These rules are often referred to as ‘branding standards’. Branding standards create awareness for the City of Johannesburg brand and differentiate the brand from other brands.

Why do we brand?

- To leverage and grow the brand
- Branding serves as landmark to identify venues/premises where events are taking place for brand positioning
- For brand recognition
- Building the CoJ brand
How events should be branded

a. Level A events
   - Large set up dependant on the size of venue
   - Use Joburg 2040 branding only
   - 70% Joburg 2040 branding, 30% ME branding (where applicable)
   - Directional signage is required
   - Designated parking signage is required
   - Indoor and outdoor branding to be utilised
   - A dry run must be undertaken done for all category A events

b. Level B events
   - Medium set up dependant on the size of venue
   - Use CoJ generic branding only
   - 70% Joburg generic branding, 30% ME branding (where applicable)
   - Indoor and outdoor branding to be utilised
   - Directional signage is required

c. Level C events
   - Small set up or no branding is required dependant on the nature of the event
      (MM – what do u mean by “nature of event?”)
   - Use CoJ generic branding only
   - 70% Joburg generic branding, 30% ME branding (where applicable)

d. Media briefings
   - All media briefing should have a CoJ generic banner wall and 2 generic CoJ
     pull up banners at the venue (WHAT IF IT INVOLVES AN ME?)

e. Branding Requests
   - All branding requests must be submitted to Group Marketing 7 days before the
     event
   - No end user must engage the service provider directly
• Group Marketing will engage the service provider and obtain the required branding quotes
• All rigging must be done 3 hours or one day before (where applicable) depending on the nature and location of the event
• All rigging must be removed within 2 hours of the event ending or it must secured if left overnight).

f. **Procurement**
• The end user must ensure that they follow supply management processes and obtain a purchase order before execution of the event
• All invoices must be processed for payment within 2 days after the event execution

g. **Branding at partnership events**
• A branding plan is required for all partnership events and must be signed off by Group Marketing
• For Provincial and National events, the City will brand according to the branding guidelines as stipulated by the National and or Provincial Departments
• For all ME initiated events, only ME branding must be utilised
• All ME branding must be according to the CoJ corporate identity guidelines

h. **General branding guidelines**
• No department-specific branding is allowed (regions and departments) with the exclusion of the following core departments (JMPD and EMS)
• All current personalised branding must be handed over to the service provider for recycling and reuse
• All branding must be clean and in a good condition
• Branding structures must be set up professionally
• No department may procure their own branding without the design sign off by Group Marketing
• All newly procured branding must be signed off by Group Marketing
• All incorrect and damaged branding must be destroyed
• Group Marketing will conduct branding inspections periodically.
11. Conclusion

Inculcation of Protocol

The Protocol will be communicated on an on-going basis to ensure adherence by staff.

Monitoring

The application of the Protocol will be monitored by Group Communications and Tourism and deviations escalated to Heads of Departments for rectification.