Appendix 8 - Communication Plan

Shire of Murray and Shire of Waroona

2023

Shire of Murray

SHIRE OF WAROONA
SEA TO SCARP

AWARE
All West Australians Reducing Emergencies

Disclaimer

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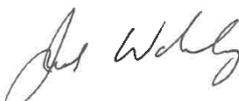
Communication Plan - Authority

The Communication Plan forms part of the joint Local Emergency Management Arrangements (LEMA) and has been prepared and endorsed by the Shire of Murray & Waroona Local Emergency Management Committee (LEMC) pursuant to Section 41(1) of the *Emergency Management Act 2005*.

A draft copy was distributed to the LEMC for final review in November 2022 and prior, to the District Emergency Management Committee - South Metropolitan (DEMC – South Metro) for comment and feedback during the drafting of the LEMA. A draft copy was submitted to the State Emergency Management Committee (SEMC) for noting pursuant to section 41(5) of the *Emergency Management Act 2005*.

Chairperson
Shire of Murray LEMC
Cr. Stuart Kirkham

Date
28/02/2023

Chairperson
Shire of Waroona LEMC
Cr. Mike Walmsley

Date
28/02/2023

Shire President
Shire of Murray
Cr. David Bolt

Date
28/02/2023

Shire President
Shire of Waroona
Cr. Mike Walmsley

Date
28/02/2023

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Distribution Matrix

The following matrix has been developed to identify the level of access persons in the Distribution List has to each of the below mentioned documents.

	Level 1 Access		Level 2 Access	
	Version	Folder	Version	Folder
Communication Plan (CP)	FV	A4	RV	SB

A4: A4 4D Ring Insert Binder – (Single Sided)

SB: A4 Spiral Bound Document – (Duplex)

FV: Full Version – (Including Electronic CD Copy)

RV: Restricted Version – (Removal of private contact information)

Distribution List

Shire of Murray	Hard Copy / Electronic Copy	Nº of Copies
Chief Executive Officer	Hard	1
SoM Shire President / LRCG Chairperson	Electronic	1
LEMC / Shire of Murray Councillor	Electronic	1
Director Place, Community and Economic Development / LRC	Electronic	1
Director Infrastructure Services / Deputy LRC	Electronic	1
Director Planning and Sustainability	Electronic	1
Manager Building Services	Electronic	1
Manager Environmental Health	Electronic	1
Director Corporate Services	Electronic	1
Manager Information Services	Electronic	1
Manager Governance & Strategy	Electronic	1
Manager Ranger and Community Safety	Electronic	1
Community Emergency Services Coordinator	Electronic	1
Emergency Management Officer/Ranger Administration Services	Electronic	1
Manager Community and Library Services	Electronic	1
Team Leader Customer Service (MALC) / LGWLO	Electronic	1
Manager Communications and Marketing	Electronic	1
CEO Executive Support Officer / Admin. Support Officer	Electronic	1
Chief Bush Fire Control Officer (CBFCO)	Hard	1
Deputy Chief Bush Fire Control Officer (DCBFCO)	Hard	1
Volunteer Bush Fire Brigades (VBFB)	Hard	5
Murray State Emergency Services Unit	Hard	1
Dwellingup Visitors Centre	Hard	2
Administration Office	Hard	1
Murray Library	Hard	1
Shire of Murray website	Electronic	1

Shire of Waroona	Hard Copy / Electronic Copy	Nº of Copies
Chief Executive Officer / LRC	Hard	1
Executive Assistant	Hard	1
SoW Shire President / LRCG Chairperson	Hard	1
LEMC Chairperson / Shire of Waroona Councillor	Hard	1
Director Infrastructure and Planning Services / Deputy LRC	Hard	1
Director Corporate and Community Services	Hard	1
Coordinator Community Development	Hard	1
Manager Corporate Services	Hard	1
Manager Recreation Services	Hard	1
Manager Works	Hard	1
Senior Planner	Hard	1
Building Maintenance Officer	Hard	1
Community Development Officer	Hard	1
Infrastructure and Development Services Officer	Hard	1
Corporate Compliance Officer	Hard	1
Chief Bush Fire Control Officer (CBFCO)	Hard	1
Volunteer Bush Fire Brigades (VBFB)	Hard	3
Waroona Visitor Centre	Hard	1
Waroona Administration Office	Hard	1
Waroona Library	Hard	1
Shire of Waroona website	Electronic	1
Local Emergency Management Committee	Hard Copy / Electronic Copy	Nº of Copies
OIC - Pinjarra Police Station / Local Emergency Coordinator	Electronic	1
OIC - Dwellingup Police Station	Electronic	1
OIC - Waroona Police Station	Electronic	1
Alcoa Australia Representative	Electronic	1

CEO - Bedingfeld Park Inc Aged Care Facility	Electronic	1
DC - Senior District Emergency Services Officer	Electronic	1
DFES - District Emergency Management Advisor - Metropolitan	Electronic	1
DFES - District Officer – Natural Hazards - South West	Electronic	1
DFES - District Officer – Emergency Management - South West	Electronic	1
Murray State Emergency Services Unit	Electronic	1
Pinjarra Volunteer Fire & Rescue Service	Electronic	1
St John Ambulance - Station Manager – Pinjarra Sub Centre	Electronic	1
Murray Waroona Schools – Network Principal	Electronic	1
Quambie Park Waroona Inc. - Representative	Electronic	1
Belswan Lifestyle Village	Electronic	1
Community Representative - Shire of Murray	Electronic	1
Community Representative - Shire of Waroona	Electronic	1
DoH - Manager Emergency Preparedness Disaster Response	Electronic	1
DBCA Parks and Wildlife - Senior Ranger	Electronic	1
DPIRD – Manager, Emergency Preparedness	Electronic	1
Harvey Water - Project Engineer	Electronic	1
Main Roads WA	Electronic	1
Water Corporation – Operations Manager	Electronic	1
Western Power – Field Operations Team Leader	Electronic	1
Other	Hard Copy / Electronic Copy	No of Copies
DFES – Superintendent – South West	Electronic	1
WAPOL – Superintendent – Metropolitan South	Electronic	1
Western Power – Resource Manager South Metropolitan	Electronic	1
CEO – Shire of Boddington	Electronic	1
CEO – City of Mandurah	Electronic	1

CEO – City of Rockingham	Electronic	1
CEO – Shire of Serpentine/Jarrahdale	Electronic	1
CEO – Shire of Wandering	Electronic	1
CEO – Shire of Harvey	Electronic	1
PWS – Dwellingup Office	Electronic	1
PWS – Mandurah Office	Electronic	1
DC – Mandurah Office	Electronic	1
Department of Education – South Metro Regional Education Office	Electronic	1
Alcoa World Alumina – Refinery and Mine Site Managers	Electronic	2
Rotary Club – Pinjarra Branch	Electronic	1
Salvation Army – Mandurah	Electronic	1
Murray District Hospital	Electronic	1
DEMC – South Metro	Electronic	1
State Emergency Management Committee (SEMC)	Electronic	1
Total:		**98**

Amendment Record

Suggestions and comments from the community and stakeholders can help improve the plan and subsequent amendments.

Feedback can include:

- What you do and don't like about the plan,

- Unclear or incorrect expression,

- Out-of-date information or practises,

- Inadequacies; and,

- Errors, omissions or suggested improvements.

To forward feedback copy the relevant section, mark the proposed changes and forward it to the Emergency Management Officer/Ranger Administration Services.

Shire of Murray		**Shire of Waroona**	
Post:	PO Box 21	Post:	PO Box 20
	PINJARRA WA 6208		WAROONA WA 6215
Email:	mailbag@murray.wa.gov.au	Email:	warshire@waroona.wa.gov.au

Any suggestions and/or comments will be referred to the LEMC for consideration. Amendments promulgated are to be certified in the following table when entered.

Nº	Date	Details	Resolution Number	Amended by (Initials)
1	1 February 2023	Original Document – LEMC endorsed	LEMC23/002	
	23 February 2023	Original Document – Shire of Murray endorsed	OCM23/007	
	28 February 2023	Original Document – Shire of Waroona endorsed	OCM23/02/004	

Document Availability

Copies of the joint Communication Plan are available for inspection, free of charge, by members of the public during office hours and can be found at:

- Shire of Murray Administration Building, 1915 Pinjarra Road, Pinjarra,

- Shire of Waroona Administration Building, 52 Hesse Street, Waroona

- Murray Library, Corner Pinjarra Road and Forrest Street, Pinjarra

- Waroona Library, Corner Thatcher Street and Hesse Street, Waroona

- Dwellingup History and Visitor Information Centre, Marrinup Street, Dwellingup; and,

- Waroona Visitor Centre, 37 South Western Highway, Waroona.

or alternatively online at: www.murray.wa.gov.au or www.waroona.wa.gov.au

All information relating to the joint Local Emergency Management Arrangements and associated documents will be recorded on the Shire of Murray and Shire of Waroona record-keeping systems to ensure that all records are recorded, registered, maintained and stored. This will allow for efficient retrieval of information.

SoM HPE Content Manager – Emergency Management Files	
Local Emergency Management Committee (LEMC)	7206
Local Recovery – Financial	1/2281
Local Recovery – Communications	1/2282
Local Recovery – Coordination Group	1/2283
Local Recovery – Other	1/2284
Evacuation Centres	1/2161

SoW Synergysoft – Emergency Management Files	
Bushfire Service	23/1
Emergency Services	51/1
Local Emergency Management Committee (LEMC)	51/2
Bushfire Brigades	24/1

Acknowledgements

Introduction

This document is an Appendix to and should be read in conjunction with, the joint Local Emergency Management Arrangements (LEMA).

The joint LEMA is available at www.murray.wa.gov.au or www.waroona.wa.gov.au

LEMA and Associated Documents

- Local Emergency Management Arrangements
  - Local Recovery Plan
    - Local Recovery Resource Manual
  - Emergency Evacuation Plan
  - Animal Welfare Plan
  - Communication Plan
  - Local Emergency Welfare Plan – Peel Region (Department of Communities)

Aim

The aim of the joint Communication Plan is to assist emergency management agencies with the preparation and execution of best-practice responses within the Shire of Murray and the Shire of Waroona during an emergency event.

Purpose

During the response phase, the Hazard Management Agency (HMA) has the task of managing communications in an emergency. The HMA officially hands this responsibility to the relevant local government/s leading the recovery via the Comprehensive Impact Assessment, in the transition to the recovery management phase. Coordinating the affected community in recovery, including communications, rests with the local government.

Communities threatened or impacted by emergencies have an urgent and vital need for information and direction. Such communities require adequate, timely information and instructions in order to be aware of the emergency and to take appropriate actions to safeguard life, property and the environment.

The purpose of the joint Communication Plan is to –

- guide the SoM and SoW staff to communicate effectively with its key stakeholders during the *recovery phase* of an emergency,

- define the Shire's stakeholders,

- ensure communication is relevant, respectful, clear and targeted specifically to stakeholders,

- outline the communication tactics which can be used during recovery; and,

- ensure communication occurs with stakeholders both directly affected and indirectly affected by the emergency.

Emergency Communications Response Philosophy

If an emergency occurs, the Shire of Murray and/or Shire of Waroona Communication teams shall implement a response philosophy that deals directly with the dissemination of public information, based on:

Overreact	An assumption that a credible worst case has occurred, do what needs to be done to ensure sufficient people are being mobilized to provide effective communications.
Assess	Continually assess requirements so that the right expertise, whether internal or external, are available to support a communications response.
Respond	Employees have a responsibility to act quickly and decisively.
Stand down and learn lessons	When an emergency is under control, it is important to clearly confirm when response will stand down. The process of learning lessons then begins.

When an emergency occurs, communications response priorities should reference, in this order, the

Safety of:

- People

- Environment

- Assets (Property and Business)

- Reputation

Principles of Communication

During recovery, standard communication principles will apply but there will be additional considerations including the following key principles:

- Assist the community by providing relevant, clear and timely information

- Target communications and utilise appropriate methods of communications for all audiences

- Communications to be accessible

- Reiterate key messages and re-communicate regularly

- Acknowledge the impact to help validate people's experiences

The SoM and SoW community engagement activities during recovery aims to:

- recognise that communication with a community should be two-way and that input and feedback should be sought and considered over an extended time,

- ensure the use of best-practice community engagement including: inclusiveness, commitment, building relationships and mutual respect, integrity, transparency and accountability, feedback; and evaluation; and,

- ensure early engagement with clear and consistent information to hasten and promote the recovery process and provide community the opportunity to address issues.

Communications Response Structure

```
Hazard Management Agency (HMA)
            │
            ▼
Incident Management Team/
Response Team
            │
            ▼
Media and Public Information Officer
MPIO
(usually CEO)  ──────────────►  Shire President
            │
            ▼
Media and          Recovery Communications        Community and
ministerial  ◄──   Manager/ Coordinator    ──►    stakeholder
liaison                                            engagement
            │
            ▼
Communications Team
            │
    ┌───────┼───────────────┐
    ▼       ▼               ▼
Media     Social media      Internal
monitoring  monitoring,     communications
          publishing and
          engagemetn
```

In almost any emergency, each of these activities is important and must be done. In small emergencies, two people may cover all the activities. In very large emergency events, each of the teams could expand with additional members. The primary point is to establish a clearly defined structure with clearly defined responsibilities.

Roles and Responsibilities

Shire of Murray	
Role	**Position Responsible**
Media and Public Information Officer	Chief Executive Officer
Recovery Communications Manager or Coordinator	Manager Communications & Marketing
Media Liaison and Community Liaison	Manager Communications & Marketing
Media and Ministerial Liaison	Manager Communications & Marketing
Community Liaison and Stakeholder Engagement	Manager Communications & Marketing
Publications and Social Media	Manager Communications & Marketing and Communications and Marketing Officer
Internal Communications and Publications	Manager Communications & Marketing and Communications and Marketing Officer
Shire of Waroona	
Role	**Position Responsible**
Media and Public Information Officer	Chief Executive Officer
Recovery Communications Manager or Coordinator	
Media Liaison and Community Liaison	
Media and Ministerial Liaison	
Community Liaison and Stakeholder Engagement	
Publications and Social Media	

Media and Public Information Officer (MPIO)

- **Shire of Murray**

The Shire of Murray CEO will act in the position as MPIO, Deputy MPIO or as delegated by the Incident Controller (IC) within this structure during the emergency. The Shire of Murray's role is to provide local information and knowledge.

- **Shire of Waroona**

The Shire of Waroona CEO will act in the position as MPIO, Deputy MPIO or as delegated by the Incident Controller (IC) within this structure during the emergency. The Shire of Waroona's role is to provide local information and knowledge.

The Media Public Information Officer (MPIO) is a key member of the recovery team. The Response team operates under the Australasian Inter-Service Incident Management System (AIIMS) structure with the formation of an Incident Management Team (IMT).

The MPIO supports the information needs of the response, establishes, maintains and deactivates the communications team; and advices the President on all public information matters.

The MPIO must be able to use information about the community, SoM or SoW (as applicable) and response efforts to develop strategic communication goals. They must be able to anticipate the public's need for information.

Key responsibilities:

- Serve as principal advisor in the role of MPIO or Deputy MPIO, to the IMT and / or response team on all matters relating to external communications and interactions with the media.

- Advise Shire President on all relevant information and issues related to reputation and public information.

- Inform and advise response team on public perception issues, significant emerging trends and the implications of actions being taken or considered.

- Recommend actions, plan modifications and communication strategies to maximise positive perception of the SoM or SoW (as applicable)

- Approve communication material (statements, press releases, Question and Answers (Q&A), staff communications), in collaboration with Shire President prior to release.

- Provide approval to disseminate public information products e.g. Frequently Asked Questions (FAQ)

- Inform the response team about content and tone of media reports.

- Develop and implement communications plan and activities.

- Conduct regular briefings with entire communications response team.

- Attend all response team briefings and meetings.

Recovery Communications Manager or Coordinator

The primary responsibilities of the Recovery Communications Manager or Coordinator is to lead and manage the recovery communications work and team.

Key responsibilities include:

- Lead recovery communications team

- Establish resourcing requirements for the recovery communications team including rosters and additional staffing support

- Ensure resource requirements take into account fatigue management issues that may arise

- Keep abreast of all communications related to the emergency (from its outset) from the HMA and other sources

- Provide support to the Local Recovery Coordinator

- Advise the Local Recovery Coordinator on any additional resource requirements for communications

- Ensure timely briefing and debriefing for team members is completed

- Develop a Recovery Communications Plan

- Develop and coordinate time critical recovery messaging for the community

- Coordinate and prioritise recovery messaging for the SoM or SoW (as applicable)

- Be a member of the LRCG or sub-committee

Community Liaison

The community liaison function undertakes direct liaison with key community groups. This includes obtaining and providing information and messages received to and from the affected community via the recovery centre, telephone line, outreach and any other methods. This function can have a direct link to the Community Liaison Unit within the Hazard Management Agency (if utilised by the HMA) and the Community Development/ Engagement team or officer with the local government.

Key responsibilities include:

- Gather, coordinate and maintain community contact lists;

- Maintain liaison through various channels such as the recovery centre, telephone line and outreach;

- Coordinate key information analysis from the Community Liaison Unit (where available) and the local government community development/engagement team or officer;

- Coordinate public information messaging and gathering at community events such as public meetings;

- Contribute to key recovery messaging using intelligence gathered from community liaison activities and provide to the Local Recovery Coordination Group;

- Provide input to the Recovery Communications Plan; and

- Be part of briefing and debriefing with team members.

Stakeholder engagement

The stakeholder engagement function coordinates with key agency, organisation and local government stakeholders and keeps them informed, engaged and involved. The stakeholders may be assisting directly as a member agency of the Local Recovery Coordination Group or relevant sub-committee or outside of this arrangement supporting recovery activities within the affected community.

Key responsibilities include:

- Coordinate and maintain key stakeholder contacts;

- Ensure information flow is coordinated from all agencies and organisations in and out of the local government;

- Ensure relevant organisations who are integral to the recovery effort are represented at appropriate times on the Local Recovery Coordination Group;
- Contribute to key recovery messaging using intelligence gathered from liaison with stakeholders;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Media Liaison

The media liaison function has direct contact with media stakeholders and support key messaging in recovery.

Key responsibilities include:

- Coordinate and maintain media contact list;
- Coordinate media opportunities for the local government with the media;
- Brief local government spokesperson before and after media interviews and conferences;
- Contribute to key recovery messaging using intelligence gained from liaison with the key media contacts;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Social Media

The social media function provides expertise in social media applications that may be used by the local government in communicating with the affected community during recovery. This function requires the use of social media to gather intelligence and to provide up-to-date information and engage with the community.

Key responsibilities include:

- Coordinate and maintain social media platforms utilised by the local government to engage with the community;
- Monitor community-led social media sites to gather intelligence to contribute to recovery decisions by the Local Recovery Coordination Group;
- Contribute to key recovery messaging using intelligence gathered from social media platforms;
- Provide input to the Recovery Communications Plan; and
- Be part of briefing and debriefing with team members.

Internal communication

The internal communications function coordinates information and messaging about what is happening in recovery to keep staff within the local government informed. Internal reporting mechanisms are used as appropriate, to support staff dealing with the affected community in a face-to-face, customer service and on the ground environment on a daily basis.

Key responsibilities include:

- Coordinate and maintain information to staff on relevant platforms utilised by the local government for internal communications;

- Contribute to key recovery messaging using intelligence gathered from staff members who have direct liaison with the community;

- Provide input to the Recovery Communications Plan; and

- Be part of briefing and debriefing with team members.

Publications

The publications function is to develop, produce and maintain key documentation used in recovery to support communications within the affected community such as newsletters, pamphlets, flyers, website etc.

Key responsibilities include:

- Develop, produce and maintain documents to support the local government's recovery activities;

- Ensure key recovery messages are included in the recovery documents produced;

- Provide input to and document the Recovery Communications Plan; and

- Be part of briefing and debriefing with team members.

Ministerial liaison

The ministerial liaison function supports the role of the State Recovery Coordinator to ensure coordination and consistent messaging between the relevant ministers, local government and the affected community. It supports dealings with the local government and contact with the Department of Local Government, Sport and Cultural Industries, Department of the Premier and Cabinet, Premier, Ministers, Ministerial Advisers, Members of Parliament and local members.

Key responsibilities include:

- Coordinate and maintain ministerial contact lists;

- Maintain liaison with relevant departments, Ministers and Ministerial Advisers;

- In conjunction with the State and Local Recovery Coordinators, coordinate ministerial visits to the affected community and community venues;

- Contribute to key recovery messaging by gathering intelligence from Ministers and local members who have direct contact with the community;

- Provide input to the Recovery Communications Plan; and

- Be part of briefing and debriefing with team members.

Multi Agency Response

The SoM and/or SoW will play a part in any multi-agency response and will work collaboratively with designated authorities and other organisations during an emergency.

Communicating externally about the integrated effort will typically become a function of the IMT once command and control has been established.

The communications team may find themselves working with or coordinating with other external agencies such as DFES, WA Police and should be familiar with their response systems and expectations.

Communication Protocols

Controlling Agencies manage public information as part of their standard operating procedures, during day-to-day business. During the **response** to an emergency, responsibility for the management of the emergency public information function rests with the Controlling Agency, in consultation with the HMA.

The HMA officially hands this responsibility to the relevant local government/s leading the recovery via the Comprehensive Impact Assessment, in the transition to the **recovery management phase**. Coordinating the affected community in recovery, including communications, rests with the local government.

Media and Public Information management is to reflect multi-agency involvement and will be authorised by the Incident Controller/Manager and the following principles will apply:

- The HMA is to manage all media releases,

- All media releases and public information alerts for the incident are to be authorised by the Incident Controller/Manager after consultation with the Emergency Coordinator and other Combat Agencies,

- All media releases are to reflect multi-agency Incident Management and detail all agencies' involvement,

- Must relate to the incident only, not to operational protocols, procedures or administration. These issues will be referred to the relevant agency,

- All media releases are to carry the agencies' identification,

- Copies of multi-agency incident media releases are to be provided to each agency as soon as possible before release; and,

- All media releases issued by any agency at state level will reflect multi-agency involvement.

Local Government Authority

Shire of Murray

Section 2.8(1)(d) of the *Local Government Act 1995* ('LG Act') gives the authority for the Shire President to speak on behalf of the SoM.

The President may delegate this authority to the SoM Chief Executive Officer under Section 5.41(f) of the LG Act. The SoM has delegated authority to speak on behalf of their Local Government.

Shire of Murray Policy M3 specifies that no contact between the media and any employee (other than the CEO) is permitted. This includes the taking of photos of any kind. In practice, this may be delegated to the Manager, Communications and Marketing.

Any information for release to the media or public must be forwarded through the Manager Communications and Marketing (SoM), and approved by the SoM Chief Executive Officer. Statements to the press on behalf of the SoM shall only be made by the SoM Shire President or the SoM CEO.

The Shire of Murray Chief Bush Fire Control Officer (CBFCO), or a delegated representative, may make statements to the media or public on behalf of the Shire of Murray in regards to Bush Fire operational matters only.

The SoM, or a delegated representative, will be their Shire's designated MPIO.

Shire of Waroona

Section 2.8(1)(d) of the *Local Government Act 1995* ('LG Act') gives the authority for the Shire President to speak on behalf of the SoW.

The President may delegate this authority to the SoW Chief Executive Officer under Section 5.41(f) of the LG Act. The SoW CEO have delegated authority to speak on behalf of their Local Government.

Shire of Waroona Policy CGP003 specifies that no contact between the media and any employee (other than the CEO) is permitted. This includes the taking of photos of any kind.

Any information for release to the media or public must be forwarded through the Executive Assistant to the CEO (SoW), and approved by the SoW Chief Executive Officer. Statements to the press on behalf of the Shire shall only be made by the SoW Shire President or the SoW CEO.

The Shire of Waroona Chief Bush Fire Control Officer (CBFCO), or a delegated representative, may make statements to the media or public on behalf of the Shire of Waroona in regards to Bush Fire operational matters only.

The SoW CEO, or a delegated representative, will be their Shires designated MPIO.

Related Shire Policies:

Shire of Murray		Shire of Waroona	
Council Members and CEO Public Statements Policy	M3	Elected Members and Chief Executive Officer Public Statements	CGP003
Communications	M4		
Community Engagement	G15		
Information Services	A5		

Refer to **LEMA - Part 9 – Appendices – Emergency Contacts Directory** for further contact details.

Information Management

Accurate and timely recording of information plays a vital role in providing an audit trail of decisions made and actions taken. This is essential where legal action could arise either during the response or afterwards.

The communications team working on the response must work together to ensure full compliance with documentation management requirements.

This includes, but is not limited to:

- All documents, including emails, that are related to an issue could become subject to disclosure. Employees are to ensure that all documents created in response to the issue are kept and filed.

- Where possible, seek advice from legal / governance before the circulation of potentially sensitive documents.

- Speculation and opinion must be avoided wherever possible.

Evacuation

The Emergency Evacuation Plan is an appendix to the LEMA, and the LEMA and the EEP should be read in conjunction with the Communication Plan when considering communication activities during and following an evacuation event.

The establishment of the public information strategy during an Evacuation is the responsibility of the CA and / or HMA, including determining the most appropriate methods of communication.

Animal Welfare

The Animal Welfare Liaison Officer will provide information relevant to the SoM Communications and Marketing Manager and/or the SoW Executive Assistant to the CEO for public release.

The SoM Communications and Marketing Manager and/or SoW Executive Assistant to the CEO will liaise with the HMA and DPIRD to provide local information that may include:

- Information for persons evacuating with animals including what resources are available and how they are able to request assistance

- The state of the general welfare of animals involved in the emergency

- The location/s of animals

- Information to enable owners to find and reunite with the animals

- Information regarding public donations

Further information regarding Animal Welfare during an emergency evacuation is contained in the **AWP which is an appendix to the LEMA** and should be referenced.

Getting Prepared

Develop a Communication Plan

Key Contacts List

- Contact details for key internal resources

- Contact details for key external resources (communications agencies, digital film etc.)

- List of key external stakeholders including emergency services (police, agencies etc.) and media agencies

- Contact details for SoM and SoW spokesperson (Shire President / CEO)

- Build database of local and state journalists through Telum (https://www.telummedia.com/). Manager Communications and Marketing, Communications and Marketing Officer and FIPWA Communications and Marketing Officer all have logins.

Refer to **LEMA Part 9 – Emergency Contact Details** for information.

Communications Resourcing Plan

- Roles and responsibilities of the communications team members

- Staffing roster

- Agreed protocols – press and social media

- Plan to scale up resources as the emergency progresses

- Shift and handover processes

- Agreed access for working from home, facilities and equipment (e.g. Meeting room, printer, IT links etc.)

Protocols and Processes

- Agree escalation and approvals process for communications materials including protocols on information release

- Process for setting up issues tracking / media monitoring and regular checks on SoM social channels

- Process for setting up emergency helpline if required and in conjunction with HR

- Process for setting up a call centre for customers and the community

Templates and tools

- Media statement / press release template

- Guidance and scripts for switchboard / customer service, media specialist

- Up-to-date factsheets and Q&A

- Information Hub

Training for Communications

Training communication team members to ensure they gain further understanding of the roles and responsibilities that each individual may play within an emergency. Scenarios used in training and exercises should reflect local issues and risks.

Resources – Internal and External

All communications team members should have a resources directory for use. It is important to have contact details for all key stakeholders in one central location and ensure that it is reviewed on an annual basis. Further details are available at the following locations:

- **LEMA – Part 9 – Emergency Contacts Directory**
- **LEMA – Part 10 – Resources and Asset Register**
- **LEMA – Part 11 – Evacuation and Welfare Centres**

External resources include, but are not limited to:

Standard Emergency Warning Signal (SEWS)

The Standard Emergency Warning Signal (SEWS) is a distinct siren sound to alert the community to the broadcast of an urgent safety message relating to a major emergency or disaster.

The signal is intended for use as an alert signal to be played on public media such as radio, television, public address systems and mobile sirens as it aims to draw listeners' attention to the emergency warning that follows.

People are strongly advised to become familiar with the Standard Emergency Warning Signal [SEWS Sound].

Emergency WA

Emergency WA was developed by the Government of Western Australia to improve the way in which information was provided to the community.

Emergency WA provides community warnings and other emergency management information for bushfires, storms, cyclones, floods, prescribed burns, hazardous material incidents and more.

Emergency Alert (Phone Warnings)

Emergency Alert is the national telephone warning system used during an emergency to send messages to landlines and mobile phones within a defined area where lives and homes are deemed to be under direct and imminent threat.

Emergency Alert is not used for every incident DFES responds to. A DFES Incident Controller assesses the level of danger to the community and if lives and homes are under direct and imminent threat, he or she will request an Emergency Alert be issued within that specific geographical area.

Emergency Radio Broadcasts

Radio is the most immediate communication tool and is used to provide essential information, such as location, direction of fire or cyclone, timing etc. ABC local radio 720AM ABC Perth and 684AM ABC South West undertakes emergency broadcasts during its programs' when requested (quarter to and quarter past the hour when activated).

ABC local radio will broadcast an emergency message immediately, repeatedly and for as long as necessary. WAPOL or an authorised representative of the HMA can request this in order to notify listeners that a significant emergency is occurring in their area. The alerts are only to be issued under strict instruction.

For further information regarding these resources refer to the **LEMA – Part 4 Response – Public Warning Systems**.

Resources – Spokespersons

Should the CEO and / or Shire President both be unavailable or not contactable, the Deputy Shire President or Acting CEO delegate is to be called. A media training record is to be maintained by the communications team.

Develop Fact Sheets and Frequently Asked Questions (FAQ)

Factsheets can be very valuable in the critical and early hours of an emergency, as they allow the SoM and/or SoW to start communicating even though information on the actual emergency is minimal. Factsheets and FAQ can be supplied to the media as usual background while details are investigated, checked and approved for release.

Communications Response Toolkit

Initial Response Priorities

As soon as the SoM and/or SoW MPIO is notified of an emergency, they will consult with the Incident Controller to establish context and develop situational awareness.

MPIO Decisions / Actions

- Promptly notify internal resources
- Begin message preparation
- Confirm the message review process (eg CEO only, CEO and Shire President)
- Determine if and what communication resources are needed, and mobilise them
- Designate a deputy MPIO and / or Recovery Communications Manager or Coordinator who will help oversee and coordinate communications activities
- Review prepared emergency event staffing plan, including transition plans
- Establish distribution and inquiry management plan together with monitoring strategy
- Designate a venue for press briefings (if required)

Establish a communications workflow based on the model below:

Monitoring → Information gathering → Information production → Dissemination → Inquiry → Engagement

Planning Staffing Needs

During the response phase of the emergency event review the available resources within the Shire/s to undertake all recovery communication functions, bearing in mind that recovery communications may be required for weeks, months or even years.

If additional assistance is required over and above available local resources, consider enacting the MOU with the City of Mandurah, City of Rockingham, Shire of Serpentine Jarrahdale and Shire of Waroona. This may be applicable during a large-scale emergency event and a copy of the MOU is available in the **LEMA – Appendix 10**.

Transition Time

Managing team members and handovers means planning for transition. Time must be allowed for a thorough debrief on what has occurred, the status of current work, information about upcoming plans, events, schedules etc. At last one hour is required. Team members should be briefed on the importance of managing the transition, including making notes through the shift to share with replacements.

Response Team Actions Checklist

This checklist summarises actions that should be completed by the communications team through the phases of an emergency. Some or all of these are likely to be required.

- When notified of emergency event, assess likely communication needs based on the 'overreact' philosophy. In this first instance, this would likely be posts on social media channels acknowledging awareness of the issue. Arrange additional support as required

- Brief the communications team members and assign roles and responsibilities

- Ensure holding statement is completed and ready for distribution following the review process. Agree on the distribution timing and strategy

- Establish a community strategy to take in relation to the incident

- Brief the response team of the potential reputational risks, escalation triggers and mitigation measures

- Source factsheets, video and photographs if required

- Decide how media and other stakeholder inquiries will be handled.   MPIO to make recommendation on working with other agencies

- Establish media monitoring, print, broadcast and digital communications strategy including:

  o Preparation / establishment of dedicated response side or hub

  o Use of and access to other digital distribution channels (eg Social Media)

  o Agree team contact / update schedule

- Initiate contact with key partners / stakeholders

Ongoing Activities Checklist

Update communications materials throughout the emergency event	
Brief SoM and/or SoW spokesperson (as applicable)	
Identify ongoing issues and support needs. Brief and agree task and resource requirements with CRT	
Regularly liaise with media responders to receive updates on level of media interest, emerging themes etc.	
Liaise according to agreed schedule and identify further actions	
Reassess everything on a rolling basis, build on successes, develop key messages the CEO and / or Shire President can deliver, strengthen your communications counselling role, review number, type and length of briefings, frequency of fact updates etc.	
Monitor effectiveness of communications team members and schedule breaks, move people to where they can be most effective, check impact of stress on the team	
Assess requirement for leader check-ins	
Recommend when the communications team should stand down	

Stand Down Checklist

Consider follow up engagement plan with any identified stakeholders, develop engagement plans as appropriate	
Hold communications team debrief to establish key lessons	
Incorporate communications about the emergency in the business as usual or 'new normal' routine of the communications function	

Emergency Messaging

All communications materials need to have clear key messages demonstrating our priorities:

Safety of

- People
- Environment
- Assets (Property and Business)
- Reputation

Messages should express all the elements of the four-part message model below. This expression should not include admissions of liability or guilt or responsibility, or make promises without obtaining legal advice.

The broad categories of information that needs to be communicated (perhaps in different ways and at different times) in the recovery process are covered by the following questions:

- what has happened in the community?
- what areas have been affected and how have they been affected?
- what historical emergency events have taken place?
- what do the community see as issues and priorities?
- what is recovery likely to involve?
- what plans are in place for the wellbeing of the community?
- what services and resources are available for recovery of the community?
- what information will assist the community to achieve recovery?

In support of the National Principles of Disaster Recovery, the Australian Red Cross (Communicating in Recovery) specifically outlines nine principles of recovery communications which ensures people are carefully considered during a stressful and disruptive time in their lives. These include:

- Public information, not public relations;
- The right to know;
- Respect people;
- Build on local assets;
- Ask the community how they want to receive information;
- Repeat information;
- Remember the 'unaffected';
- Acknowledge the impact; and
- No spin

Four Part Message Model

1. **Show care and emotion** – express compassion for anyone affected and the environment

2. **Detail your responsible actions** – Demonstrate control over the situation at the most senior levels. Explain that an emergency plan has been activated.

3. **Describe cooperative efforts** – Describe how the SoM and/or SoW is working closely with other agencies or key stakeholders etc.

4. **Demonstrate your resolve** – commit to acting responsibly with regard to the impact of the incident and finding out the cause.

For messages to be credible, they must balance facts with emotion and be backed up by tangible examples or 'proof' points. The following three basic rules to follow in the very initial stage of providing information:

1. Don't deny the obvious

2. Don't speculate

3. Don't minimise

Message Themes and Proof Points

Care and Concern

Demonstrate your care and concern for people and the environment and the Shire's commitment to protect them. Audiences are watching closely to gauge the nature of the Shire and will make value judgements based on the emotional content of the messages.

- Develop a statement quote outlining how the SoM and/or SoW feels about what has happened

- Consider an apology, expressing regret about what has occurred while reaffirming commitment to respond

- Express a desire to treat any affected people with courtesy and respect

- Think about if it's appropriate for the CEO and/or Shire President to comment on the emergency event etc.

- Show and give evidence of a commitment to find solutions to the problems people face

For example:

"We regret what has happened / we are deeply saddened…"

"The health and safety of our community is our primary concern…"

"We are extremely sorry for the inconvenience this emergency event has brought upon our community. We are working hard to limit the impact and to help in any way we can. We have activated our emergency plan which includes… "

"Our primary concern is for the safety and wellbeing of those who were injured. We are making sure they get proper medical attention and we are hoping for their full, speedy recovery…"

"As a member of this community, I am concerned about protecting the quality of our air, land and water. That is why we have asked a wide array of environmental specialist to help us make sure we are doing the right thing…"

"We are deeply sorry for what has happened and are doing everything we can to make it right, we have… "

Detail Responsible Actions

Never assume that the media or any of your key audiences realise you have an emergency plan in place, make this explicit.

Use "doing" language – explain the practical steps you are taking to mitigate and resolve the emergency event but do not admit liability. Show you are working hard to do what is right. Demonstrate control over the situation at the most senior level.

- Document the actions you will be taking

- Give evidence and examples of scope and scale of the response, the resources you are bringing to bear, the level of expertise, training and preparedness

- Confirm that the CEO is closely managing the situation

- Detail the measures taken previously to prevent this type of issue arising and refer to safety or lessons learnt

- Demonstrate your commitment to do what is right and provide precise, detailed evidence of threat commitment in action

"Every possible action is being taken to bring the situation under control"

"We have activated our emergency plan, and we are escalating our response. Experts in safety, XYZ are working together to find a resolution."

"As a precautionary measure we have."

"We are using every resource we can to effectively response to this incident. So far we have… "

Cooperation

Describe your cooperative efforts and demonstrate your cooperative attitude. Communicate a team approach to emergency response, citing key response partners.

- State that we are working closely with other agencies

- Describe the additional expertise that you are bringing in

- Be clear that public concerns will be considered

"We are working with the emergency services to contain the fire / evacuate the site."

"We would like to express our appreciation for the efforts of… "

"We are getting excellent cooperation and assistance from…. "

"We appreciate the need to share information with our community, media and others who want information about what we are doing. That is why we have established a series of briefings… "

Commitment

Demonstrate commitment to act responsibly with regard to the impact of the emergency event and resolve to find out the cause. Detail the things that are happening to deal with and overcome the emergency event.

Statements

It is important to have a quick response ready for the media in the initial stages of an emergency event. Take into account if we should be leading or supporting the communications response.

The Initial Statement template is provided in **Appendices 4 and 4A**. It is intended to be amended and adapted with relevant information relating to the emergency event. Remember, all media releases must be signed off as appropriate.

Media Release / Statement Checklist

1. Does the statement include the following priorities?

   Safety of

   - People

   - Environment

   - Assets (Property and Business)

   - Reputation

2. Is all information factually correct and checked?

3. Does the statement tell you?

   - What has happened, where and when?

   - How many people are involved?

   - What are we doing about it?

   - What resources are available?

   - Who we have told and who we're working with?

   - Contact number for media liaision

Refer to **Appendix 7 – Media Release**.

Briefing Customer Services and Reception

Customer services and reception will often be the first point of contact for external contacts e.g. media, during an emergency event.

We need to communicate with them to give them the tools and support they will need to deal with incoming enquiries eg.Issue a briefing note to give guidance on how to respond.

For example:

Hello Team,

We are currently handling an emergency regarding (insert brief explanation) and we are expecting calls. These may include:

- *Media inquiries*

- *Community members, AFAC members*

- *Concerned relatives*

- *Hoax calls*

- *Threatening calls*

As the face / voice of the Shire, your role in dealing with the emergency is vital and there are certain procedures we must ask you to follow:

Calls from the media should be directed to the Manager Comms and Marketing, or, if not possible, please ask for name, publication/media organisation, phone number, email, deadline date and time, and what their specific request is, and send through CRMS to the Manager Communications and Marketing

Any phone calls you may receive from concerned relatives, friends, and employees should be passed onto the HR team.If any numbers are unavailable, take the callers details (name, phone, date and time of call) and send the message by email to: mailbag@murray.wa.gov.au or warshire@waroona.wa.gov.au

You should:

Deal with concerned callers sympathetically

Not be drawn into conversation or speculation

Not volunteer or promise information.

Note any relevant facts on your call log

Be prepared for:

Angry, threatening or upset callers

Difficult and persistent questioning

If you run into any problems, explain that you are unable to help, offer to take the caller's details and pass the message immediately onto the Communications and Marketing team.

Show visitors or representatives of the media (who have turned up unannounced) into the reception area and call the Manager Communications and Marketing (SoM).

I understand that incidents like this put a pressure on all of us, and add to your workload. I really appreciate your help and support during this incident.

Manager, Comms and Marketing

Drafting Questions and Answers (Q&A)

The process of drafting Q&A helps the Shire's spokesperson deliver consistent messaging and enables them to respond to difficult questions and deal with questions they may not have the answers to.

Identify the critical and worrying questions that are likely to be asked by a journalist or other stakeholder and formulate a reply that allows the responder to link to the key messages that they want to express.

Guidelines for Drafting Q&A

- Set out the rules for using Q&A at the start of the document (e.g. Q&A should never be distributed to the press or general public)

- Check answers to avoid ambiguity, jargon and inconsistency

- Detail any background or supporting information that the responder may be able to offer

- Just as with press releases, all Q&A must be approved by the CEO

- Use the 'Giuliani method' of

    o What we know

    o What we don't know

    o What the Shire of Murray and/or Shire of Waroona is doing

    o What we need you to do

Sample Q&A

Q:	What has happened?
A:	Information from latest statement.
Q:	How did this happen?
A:	It's too early to say. We just don't know at this stage. Our priority is to deal with the emergency incident. A full investigation will begin as soon as it is possible to do so and we will do everything we can to establish how this incident happened.
Q:	Do you accept liability of the emergency?
A:	The Shire accept responsibility to do all it can to manage this emergency event and its consequences. The issue of legal liability may take a long time to determine and we don't want legal considerations to slow our efforts to help.
Q:	Why did it take so long to respond?
A:	Initial response actions began immediately. Included in the initial response were…
Q:	What are the names of the injured?
A:	Our primary concern at the moment is to ensure those involved receive the best medical care and support. We are not in a position to release personal details.
Q:	How much will you need to spend to fix the issue?
A:	Money is not our concern right now. Making things safe, ensuring everyone is protected is our sole focus.

Engaging Stakeholders

Initial Communications Strategy Assessment

One advantage of colour coding events is you can use them to help set initial strategy.

Green	Holding statement – reactive strategy.
Yellow	Initial statement published on website – semi proactive strategy.
Red	Initial statement widely distributed, website, email lists, social media channels.

Shire of Murray

The Manager Communications and Marketing (SoM) will need to make a recommendation to the MPIO on an appropriate communications strategy.

Shire of Waroona

The SoW CEO, as the MPIO will recommend the appropriate communications strategy for the SoW.

The table below is a graphic tool used as part of the assessment and to help frame strategy recommendations.

Levels	Impact	Media, stakeholder or public interest	Communications strategy
Green	Minor if at all.	No media, some stakeholder interest.	No public communications, very targeted and limited stakeholder communications.
	Minor to moderate.	Limited media and public interest, moderate stakeholder.	Prepare holding statement. Holding statement used for media and public inquiries. Targeted stakeholder communication.
Yellow	Major to potentially catastrophic impact.	No media or public interest, but high stakeholder interest. Moderate media and public interest, moderate to high stakeholder interest.	Holding statement, no public message on website. More aggressive direct messaging to stakeholders. Publish limited statement on website. Prepare Q&A or factsheets for possible release. Aggressive direct messages to stakeholders.
Red	Catastrophic	High media and public interest.	Proactive distribution, widest possible distribution.

Analysing Stakeholders

Make information available to all stakeholders as close to simultaneously as possible. The Shire's website and social media will be a key tool to deliver information to most groups, and must be current and accurate.

In any emergency, we need to identify stakeholders and manage communications with them carefully.

We look at the impact of the emergency in terms of:

- Which stakeholders do we need to speak to immediately, are they a high or low priority?

- Why do we need to talk to them?

- Do we want to talk to them proactively or just react to their questions?

- Who owns the relationships with each stakeholder?

- How do we engage with them – do we have one on one meetings in person, calls, emails, teams?

- What are we saying? Use the key messages

- Who does what, and how do we record who has spoken to who?

The individuals, groups and organisations to be considered are innumerable; however, special mention needs to be made of the information needs of the identified key stakeholders which include, but are not limited to:

- Directly affected community members,
- Shire of Murray community members and/or Shire of Waroona community members,
- Indigenous and culturally and linguistically diverse communities (CaLD Community),
- Children and Youth,
- Elderly People,
- Nursing Homes,
- Aged Care Facilities,
- Persons with Disabilities,
- Schools,
- Childcare Centres,

- Family Day Care Providers,
- Playgroup Centres,
- Hospitals,
- Tourist Facilities,
- Caravan Parks and Camp Grounds,
- Local Businesses,
- Recovery Agency Partners,
- Local Media,
- State Media,
- Local Government/s; and,
- State Government
- Elected members
- Employees

Reputation, Risks and Impacts

When setting a communications strategy, it is essential to look forward and understand the best, worst and most likely scenario for the SoM and/or SoW.

This approach will help identify how an emergency might develop over time, what the potential reputation risks might be, the potential escalation triggers and what steps we might take to mitigate and prepare for these risks.

Engaging the Community

Communicating with an affected community needs to be carefully planned and managed, and should be done so based on the key principles outlined in the 'National Principles of Disaster Recovery'.

Communication with stakeholders should commence as soon as an emergency occurs. Communication should focus on long-term support and the recovery of individuals, households and communities within the SoM and SoW.

Successful engagement with a community can act as a type of community development; empowering the community and individuals to understand and influence their recovery, increase social cohesion and assist in rebuilding the social fabric of the group that has undergone significant dislocation.

Engaging Employees

During an emergency event, it is important that employees are supported by being provided information regarding all ongoing activities, needs, challenges and actions being undertaken. This is particularly important for those staff dealing with the affected community face to face, those involved in customer service and those employees on the ground. The purpose of employee communications is to arm staff with the facts of an emergency as well as to reassure and motivate. They are likely to compare external sources with what they see and hear inside the organisation in order to discern fact from fiction.

Message Development

All internal messages must mirror external messages. Modifications to tone may be advised to make sure they are appropriate for the audience. These modifications must be approved.

Once the facts are confirmed and messages approved, communications are a core conduit for the distribution of these facts without any changes.

For example:

I wanted to provide you with an update / I regret to have to tell you that (insert details – what, who, where and when).

The response team is coordinating support services and has contacted the relevant authorities.

Details about the situation are not yet known, but every possible action is being taken to keep our people safe.

More information will be released as soon as it becomes available, but in the meantime, if you are approached for information by outside sources, you should direct them to XYZ.

Thank you.

LRRM Appendix 33 Bushfire Evacuation Template is an example of a message and handout that may be used by personnel delivering a door-to-door message in a recommended or directed evacuation. This has been developed by DBCA in consultation with DFES and WAPOL for the use in a bushfire to enhance and/or reinforce the level of information that may be provided verbally to the resident. Tools such as these provide consistency in the delivery of information to the community.

Leadership Role

In times of emergency, employees are key ambassadors for the SoM or the SoW (as applicable). It is critical to keep them informed and motivated.

Some of these key roles are outlined in the table below:

Position	Action	Deliverable
CEO	Often, the CEO's presence conveys that the situation is serious enough to impact the organisation's future.	All hands meetings, all staff emails, short video updates – all of which should be made available on the intranet.
Shire President / Council	Council can lend added credibility to a situation.	Short video interviews. Quotes or sound bites.
Team leaders	Research shows that leadership is seen as the most credible source of information for employees. Team meetings are a good means of collecting questions and feedback.	Briefing sheets and statements issued from response team. Team meetings and / or teleconferences.
Subject Matter Experts (SME)	To explain and demystify difficult concepts, particularly when they relate to a solution to the emergency event	Video and / or information graphics. In person.

Channel Strategy

Leverage existing channels, introducing others as the emergency event dictates. A select few channels should be the core source of information and messages, with this key information replicated across others. Your channel strategy should consider:

- What questions do employees have?
- When do we share information internally in relation to external?
- Do we issue a note from the CEO? At what frequency?
- Do we have a conference call to brief team leaders?
- Do we need to provide materials for team leaders to communicate with employees?
- Do we update the intranet?
- Do we need a webcast or an all hands meeting?
- What other HR issues will there be?
- The most effective way to build awareness of employee counselling service?

Think about how you can 'push' information and what channels allow employees to 'pull' information on a 24/7 basis.

Push – produced a regular interval	Pull – updated adhoc and available 24/7
• Email	• Website / Intranet
• Team briefing paper	• Video interviews
• Teleconference	• Social media sites
• Monday.com	

Distribution and Delivery

Establish a routine to coordinate the development and distribution of information, including regular briefing and planning meetings with channel owners. These meetings should cover timing considerations and review / approval requirements.

Communication methods include, but are not limited to:

- community meetings – refer **Appendix 8 – Community Meeting Checklist**,
- pre-planned meetings (presenting information at existing community group meetings),
- community kiosks (an informal workshop with displays encouraging small group discussion),
- community displays / noticeboards (exhibiting the draft Plan in public areas),
- panels and focus groups (establish a group to represent a cross section of the community),
- media (utilising local newspapers, television, radio stations, circulars, newsletters, posters, pamphlets, flyers and brochures to distribute information and request feedback) – refer **Appendix 7 – Media Release**,
- social media and online (utilising the internet, websites and social media networks to distribute information and request feedback),
- email (establish an email address for public enquiries and comments),
- text messages (Telstra Integrated Messaging System – TIMS); and,
- word of mouth.

Communication locations where information can be provided include, but are not limited to:

- any place where people spontaneously or normally congregate (churches, shopping centres, schools, community halls, sporting facilities, etc,
- disaster sites (if it is safe to do so) such as mass-casualty events, train or aeroplane crashes, bridge or tunnel collapse etc,
- reception or assembly points (airports, evacuation holding locations in central business districts, hospitals etc),
- relief, recovery centres/one stop shops, which can be used for the short, medium or long term—these services provide the opportunity for face-to-face information provision, as well as a central repository for up-to-date newsletters and agency specific information such as fact sheets, posters and leaflet,
- outreach programs,

- community information forums, or neighbourhood or community meetings— these can include congregations of sporting, spiritual, recreational and school groups,
- community events (street/neighbourhood barbeques, memorials, anniversary events, social occasions); and,
- through a central website with links to relevant government and non-government service information — websites can establish email networks and use pre-existing community groups' databases. Note: using community groups' databases for email contact has privacy law issues.

Communication Tactics

Community Meetings

- Disseminate information between key stakeholders.
- Gather concerns, dispel rumours and correct misconceptions.
- Capable to tailor information to suit key stakeholders' needs.
- Provide instant feedback and Q&A time.
- Meetings may involve many state government agencies such as the HMA, along with local government and community organisation representatives.
- The Master of Ceremony and spokesperson are delegated by the SoM or SoW (as applicable)

Refer to **Appendix 8 – Community Meeting Checklist.**

Face-to-Face Communication

- Disseminate information between key stakeholders.
- Capable to tailor information to suit key stakeholders' needs.
- Provide instant feedback and Q&A time.

Word-of-mouth

- Disseminate information between key stakeholders.
- Simple messages.
- Request for further information.

Publications (Flyers, Newsletters)

- Hardcopies can be retained by stakeholders for future use.
- Reinforces key messages.
- Easy to produce given resources are available.
- Easy to distribute.

eNewsletters / Email

- Easily targeted to specific stakeholders.
- Ideal for reaching residents across both Shires, especially those in isolated locations.
- Easy to create and distribute through the Shires eNewsletter program (SoM – Murray News, SoW – Sea to Scarp).

Notice Boards

A central notice board that is in a key location in the community can be used to provide information during a recovery.

- General and localised information.
- Targets stakeholders in frequented locations across the Shires.
- Easy to disseminate.
- Include contact numbers and places to go to obtain additional information.
- Can be used to gain feedback from the community if required.

SMS Alerts

- High mobile phone usage in both Shires.
- Information can be disseminated quickly.
- Stakeholders can save information for later use.
  - Reaches stakeholders who are affected by distance or isolation.
  - Excellent platform for directing people to more detailed sources of information such as the website.

Website

- Easily updated with current information.
- Allows comprehensive information to be listed on the site.
- Accessible by mobile devices and home computers. Eliminates distance barriers.

LED Sign – Shire of Murray only

- Easy to update.
- Targets motorists and pedestrians travelling along Pinjarra Road, Pinjarra.
- Operates continuously (unless power outage).
- Simple messages.

Communication Barriers

During the recovery phase of an emergency, there are a number of barriers that the Shires may be faced with and must consider when communicating with its stakeholders. These include:

BARRIER		TO OVERCOME THIS
Retention	The amount of new information that can be taken in and understood by stakeholders can be reduced as a result of an emergency.	- Ensure information is accurate, short and sharp. - Use clear language and do not use complex words which may not be understood by all stakeholders. - Provide information in various formats, e.g. verbal and print – so that stakeholders can take with them and read later. - Repeat information frequently

Access	During the recovery period the community may not have access to certain communication channels as a result of electricity or internet failure.	• Utilise all of the Shires available communication channels to ensure that the dissemination of information is widespread. • Always provide contact details for access to further information. • Utilise opinion leaders and community groups to disseminate information
Emotional Distress	Communications may be difficult as stakeholders may be vulnerable and emotionally distressed from the emergency, depending on the degree in which they were affected.	• Ensure communication is respectful at all times. • Use positive language wherever possible. • Emphasise two-way communication and encourage feedback from the community. Illustrate the support available to the community.

Inclusive communication

When communicating with stakeholders, it is important that information disseminated is inclusive and easily accessible to stakeholders who may be considered 'vulnerable'.

AT RISK GROUPS	POTENTIAL ISSUES	HOW TO OVERCOME ISSUES
Aboriginal and Torres Strait Islanders	• Mistrust of government and welfare services • Low literacy rates • Residing in remote areas	• Direct communication through Elders first. Utlise Elders as opinion leaders to disseminate information on behalf of the Shire • Utilise word of mouth • Ensure information is clear and does not use complex words or sentences • Use electronic modes of communication to reach those in remote areas • Use pictures, maps and diagrams in communication where possible
Children	• Varying literacy levels • Limited life experience dealing with emergencies	• Engage in dialogue with children

	• Can be easily emotionally distressed	• Tailor information to children and their parents • Use pictures, maps and diagrams in communication where possible
Elderly	• Hearing and vision impairments • Isolated due to lack of mobility	• Engage a sign language interpreter • Use large font on print and electronic materials • Use electronic communication to reach isolated stakeholders
Physical/Mental Impairment	• Stakeholders unable to read or understand information • Isolated due to lack of mobility	• Engage a sign language interpreter • Engage specialist organisations to assist with communication • Use large font on print and electronic materials • Use electronic communication to reach isolated stakeholders • Provide information verbally

Community Information Briefings

In the event of a major incident, community information (including community briefings and meetings) are often led jointly by emergency services, local governments and state government departments. The role of community briefings in the recovery context is to provide:

- clarification of the emergency event (CA),

- advice on services available (recovery agencies),

- input into the development of management strategies (lead recovery agencies, often local government); and,

- advice to affected individuals on how to manage their own recovery, including the provision of public health information (specialist advisers).

Internal Feedback

One of the key roles internal / employee communicators can play during an emergency event is to help leaders 'listen' to employees by developing and maintaining ways to ensure two-way communication across the organisation. This can be done through information networks and monitoring questions that come through email and websites. Listening groups are preferred to online surveys. The goal is to provide leaders with a sense of the concerns and issues employees have so that they can take action to address them, or at least demonstrate that their views are being heard.

Feedback trends and themes should be shared with the MPIO so they can modify future messages and channel strategies. This raw data and feedback – both quantitative and qualitative – must be documented and retained in line with record keeping.

External Feedback

Obtaining feedback ensures two-way communications is taking place. Two-way communication involves the sharing of perspectives, beliefs, and positions between interested parties, and between an emergency recovery agency and its stakeholders. Building a feedback strategy into the communications plan is important to ensure the communication being provided is beneficial to the community. Feedback can be obtained from the community by utilising the following methods:

- Include council contact details on all communications (address, email, telephone number, web address),

- Have feedback and evaluation systems integrated into all communications,

- Gather data from community meetings, via note taking and face to face communication; and,

- Talk to employees and volunteers that are returning from the affected area to ensure information and knowledge is transferred.

Engaging Media

In the past, communications plans focused almost solely on media management. Today, multiple channels and many new factors influence public opinion.

Public participation and the ability to interact directly with many important audiences means we must be our own 'broadcaster' in the event of an emergency, providing the most up-to-date and credible information about what's happening. However, the media remain a key stakeholder and there will be a number of requests for the communications team to handle.

Benefits of using media outlets:

Newspapers

- Widespread distribution of information through hardcopy newspapers and their associated social media platforms.
- Existing distribution network and followers already in place.
- Can be seen as a trusted source of information.

Radio

- Disseminating information quickly and efficiently.
- Widespread network of listeners across both Shires.
- Trusted source of information.
- Ability to distribute information and overcome distance and spatial barriers.
- Enables public participation and conversation with stakeholders.

Media Interviews

Consider these questions and create a schedule. *Prioritise the requests from media outlets.*

- Who are we trying to communicate with? Think about stakeholders

- Who are the most influential media outlets / journalists? i.e. who will set the tone/agenda for media coverage?

- Will your spokesperson get a better opportunity to explain the Shire's position speaking to one journalist over another?

- Could there be a backlash from one section of the media if your spokesperson continues to favour one broadcaster / journalist?

- Where should the interview be held?

- What does the location of the interview say to the viewer about the Shire's response?

- Is it suitable to conduct and interview over the phone?

- Can you obtain questions ahead of the interview itself?

Media Conference

A media conference can be organised if there is public and media interest after the emergency and can be used to get specific messages across the media, general public and the community.

Refer to **Appendix 9 – Media Conference Checklist**.

Media Response Officers

Do	Don't
• Give your name. • Get positive news out proactively. • Emphasize key messages – have these latest statements and fact sheets to hand. • Log journalist's details and interview requests. • Correct any misinformation as soon as possible. • Assume everything you say may be reported.	• Speculate in conversations with journalists. • Admit responsibility or speculate regarding liability. • Discuss or speculate actions that preceded the emergency event. • Be drawn into 'off the record' conversations. • Use jargon or acronyms. • Make things up or give out unofficial information. • Get irritated (easy to do at the end of a long day). • Be drawn into criticising the Shire of Murray or Shire of Waroona (as applicable) or colleagues.

- Say 'no comment'. Better to say 'nothing to add to what we have said' or 'there is no further confirmed information at the moment'.
- Assume prior knowledge.
- Promise to call back if you won't have time.

Guidance for CEO and Shire President Speaking on Behalf of Council

Before the interview ensure that boundaries are set.

- Tell the reporter what you know about the facts of the situation – it is likely you are the best source of information. Be equally clear about what you don't know.
- Ask the reporter what they have heard and what they want to talk about. This way you can correct misinformation and understand the likely course of questioning.
- Secure verbal agreement to the length of the interview. Ideally is should be no longer than five (5) minutes in an emergency situation.
- Ask how the interview will be used and who else is being interviewed as part of the story.

Know the Facts and Stick to Key Messages

Prepare three key messages that you want to emphasis and practice them.

Don't feel obliged to answer every question specifically. Make a transition from an undesirable or hostile question using bridging or connecting phrases such as:

- "Look, it's too early to speculate, but what I can tell you … "
- "I don't have that information at this time, but what I can say is… "
- "That speaks to a bigger point… "

If you can't answer a question, don't simply say 'no comment' or 'I can't answer that'. Explain why e.g. Proprietary information and bridge to a topic or message point that is important to you.

The list below is a reminder for media spokespeople ahead of media interviews.

Do	Don't
- Be open and honest. - Talk about issues in this order of protection and empathy – people, environment, property and assets, and finally reputation. - Stick to facts and your key messages. - Be clear what you want to say. Make your most important points in the first 15 seconds.	- Guess, estimate, speculate or give personal opinion. - Admit liability, place blame, accuse anyone of negligence or discuss remedial or other actions. - Rely on notes in an interview. - Use the term 'no comment'. You imply that you know but won't say. - Give analytical answers to emotional questions.

• Use plain language rather than technical or local government speak. • Use proof points such as safety statistics or figures that put the situation into perspective. • Remember that presentation, tone, dress and appearance matter. • Maintain eye contact with the reporter. • Anticipate difficult questions and prepare answers.	• Refer to previous answers. Each answer must stand on its own. • Fold your arms, recline, slouch, tap or fiddle with anything. • Fill the silence. When you've completed the answer. Stop. • Forget, nothing is ever 'off the record'.

Engaging Online

Information Distribution

There are various online platforms to reach different audiences, these include Facebook, Instagram, Twitter and Linkedin. The information dissemination lead should coordinate and distribute approved content through the most appropriate platform for each community and the process recorded.

Social Media

Information can to be disseminated quickly and tailored for specific audiences using mobile technology and other online platforms. This has changed the nature of emergency communication for the public and the media, as well as for the organisations responding to the incident.

Benefits of using Social Media include:

- Easy to access and update.
- Generates open dialogue with stakeholders.
- Allows stakeholders to share information easily with other stakeholders.
- Allows stakeholders affected by distance or isolation to interact with other stakeholders.
- Targets stakeholders of all ages.
- Excellent platform for directing people to more detailed sources of information such as the website.

When using social media considerations should be given to:

- Graphics that are developed need to be designed in a way where they can be used for both Facebook, Instagram and Twitter; and
- Using correct dimensions.

All communications must continue to follow the approval process outlined in Communication Protocols.

Monitoring

The communications team need to have a good understanding of how the media are reporting the emergency event, as well as the emerging issues resultant of commentary on websites and social media platforms.

The key to effective monitoring is quality rather than quantity. It is important to set a clear and targeted monitoring strategy to identify issues and reflect how our response is being perceived. Join up data from social media, web channels, inquiry management and media for real time insights. Standard searches and tools such as google alerts and twitter searches can identify stories almost as soon as they emerge.

With this information, we can monitor trends, track the effectiveness of communications, adjust the communications strategy and tactics, respond to issues that warrant immediate action and ensure that inaccuracies are corrected as quickly as possible.

Checklist for Effective Issues Monitoring

Initial Actions:

- Agree the goals and objectives for monitoring

- Determine key influencers and hastags / topics / themes being used

- Conduct a search of media and online sources

- Target a range of channels and sites

- Link up to make sure you are receiving print, broadcast and media reports

- Interrogate information about how our websites are being used by site visitors

- Set up a log of media and online coverage

- Remind all staff of social media guidelines / policy (refer to Related Policies)

Ongoing Actions:

- Agree the timing and format of updates or reports to the CRT. Reports should focus on how media are covering the story (their focus, line of questions, emerging risks etc) and how our response is being perceived

- Share top line information with Council, CRT and OMT

- Prepare evaluation of spokesperson interview

Deactivation and Lessons

Recording Communication

- Keep a record of all materials and information distributed.

- Monitor and record social media reach and dialogue.

- Record all website visits to the applicable pages associated with the recovery.

- Record the number of times media releases are picked up by local media.

Standing Down the Communication Response

Communications may continue for quite some time in the recovery phase of an emergency event, even if the response team has been stood down following the completion of the operational response.

Acknowledging the Team

Acknowledgement of the commitment and effort of those involved in the communications response is very important. Often during an emergency event the team may be required to work long hours and this may result in high levels of stress. For this reason, it is important that team leaders and managers monitor team members for signs that they may require extra levels of care or support as they move back into their ongoing roles within the organization. Team members may need to take time in lieu, or undertake counselling service and should be referred to the Employee Assistance Program if required.

Capturing and Learning Lessons

Completing a review of what has been learned after any scale of emergency event is very important and must include recommendations on how to make changes.

The report should contain the following:

- What was the overall goal of the communication effort?

- Was it successful? How was this measured?

- How successful were the response leaders in communicating the goals of response?

- How well did the emergency event communications effort meet those goals?

- What factors contributed to the inability to achieve the goal/s?

- Identify:

    o Messages, channels or strategies that were effective

    o Messages, channels or strategies that were ineffective and disappointing

- What communication strategies work well and should be retained?

- What communication strategies should be changed in order to improve response efforts?

Terminology used throughout this Communication Plan shall have the meaning as prescribed in Section 3 of the *Emergency Management Act 2005* (EM Act) or as defined in the State Emergency Management Glossary (EM Glossary).

AIIMS – Australasian Inter-Service Incident Management System is a nationally adopted structure to formalise a coordinated approach to emergency incident management.

Controlling Agency - an agency nominated to control the response activities to a specified type of emergency.

Coordination – the bringing together of organisations and elements to ensure an effective response, primarily concerned with the systematic acquisition and application of resources (organisation, manpower and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates, vertically, within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control.

Disaster – see EMERGENCY.

District – means an area of the State that is declared to be a district under section 2.1 of the *Local Government Act 1995*.

Emergency – the occurrence or imminent occurrence of a hazard which is of such a nature or magnitude that it requires a significant and coordinated response.

Emergency Management – the management of the adverse effects of an emergency. See PPRR.

Evacuation Centre – A centre that provides affected people with basic human needs including accommodation, and water. In addition, to enhance the recovery process, other welfare/recovery services may also be provided.

Exercise - simulation of emergency management events, through discussion or actual deployment of personnel, in order: to train personnel; to review/test the planning process or other procedures; to identify needs and/or weaknesses; to demonstrate capabilities; and to practice people in working together.

Hazard – an event, situation or condition that is capable of causing or resulting in loss of life, prejudice to the safety, or harm to the health of persons or animals; or destruction of, or damage to property or any part of the environment and is defined in the *Emergency Management Act 2005* or prescribed in the *Emergency Management Regulations 2006*.

Hazard Management Agency (HMA) – a public authority, or other person, prescribed by the *Emergency Management Regulations 2006* to be a hazard management agency for emergency management, or an aspect of emergency management, of a hazard.

Incident – the occurrence or imminent occurrence of a hazard.

Incident Controller (IC) – the person designated by the relevant Controlling Agency, to be responsible for the overall management and control of an incident within an incident area and the tasking of agencies in accordance with the needs of the situation.

Incident Management Team (IMT) – a group of incident management personnel comprising the incident controller, and the personnel he or she appoints to be responsible for the functions of operations, planning and logistics. The team headed by the incident controller which is responsible for the overall control of the incident.

Incident Support Group (ISG) – a group of agency / organisation liaison officers convened by the Incident Controller to provide agency specific expert advice and support in relation to operational response to the emergency.

Local Emergency Management Committee (LEMC) – a local emergency management committee established under section 38 of the *Emergency Management Act 2005.* The Chair of the joint LEMC is the Shire of Murray Councillor (as appointed) or the Shire of Waroona Shire President.

Mitigation - measures taken in advance of a disaster aimed at decreasing or eliminating its impact on society and environment.

Operational Area Support Group (OASG) - a group of agency / organisation liaison officers convened and Operational Area Manager to provide agency specific expert advice and support in relation to strategic management of the emergency.

PPRR - an acronym for Prevention, Preparedness, Response and Recovery.

Prevention – the mitigation or prevention of the probability of the occurrence of, and the potential adverse effects of, an emergency.

Preparedness –preparation for response to an emergency.

Response – the combatting of the effects of an emergency, provision of emergency assistance for casualties, reduction of further damage, and help to speed recovery.

Recovery – the support of emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, and the psychological and economic wellbeing.

Risk – a concept used to describe the likelihood of harmful consequences, arising from the interaction of hazards, communities and the environment. The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood. A measure of harm, taking into account the consequences of an event and its likelihood. For example, it may be expressed as the likelihood of death to an exposed individual over a given period. Expected losses (of lives, persons injured, property damaged, and economic activity disrupted) due

to a particular hazard for a given area and reference period. Based on mathematical calculations, risk is the product of hazard and vulnerability.

State Emergency Management Committee (SEMC) – committee established under section 13 of the *Emergency Management Act 2005*.

Telecommunications – the transmission of information by electrical or electromagnetic means including, but not restricted to, fixed telephones, mobile phones, satellite phones, e-mail and radio.

Appendix 2 - Acronyms

AIIMS	Australasian Inter-Service Incident Management System
AWP	Animal Welfare Plan
CA	Controlling Agency
CEO	Chief Executive Officer
CP	Communication Plan
CRT	Critical Response Team
DEMC	District Emergency Management Committee
EMA	Emergency Management Authority
EEP	Emergency Evacuation Plan
HMA	Hazard Management Agency
ISG	Incident Support Group
IMT	Incident Management Team
IRT	Incident Response Team
JOINT	Shire of Murray and Shire of Waroona
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LRP	Local Recovery Plan
LRRM	Local Recovery Resource Manual
MPIO	Media and Public Information Officer
MOU	Memorandum of Understanding
OMT	Organisational Response Team
SEMC	State Emergency Management Committee
SEWS	Standard Emergency Warning Signal
SoM	Shire of Murray
SoW	Shire of Waroona

Appendix 3 – Recovery Communication Plan Template (two versions – which one)

Aim	What is the purpose of the Recovery Communication Plan?			
Objectives	**S**pecific			
	Measurable			
	Achievable			
	Realistic			
	Timely			

Part A: Identify Audience and Message

WHO is the Audience? *Identify and prioritise target audience and appropriate engagement level*	**WHAT** are the Key Messages? *Using clear, succinct statements*	**HOW** and **WHERE** are messages delivered? *Communications methods*	**WHEN** *Must be timely*	**FEEDBACK** *Strategy for collecting feedback*
Affected community members				
Shire of Murray and/or Shire of Waroona community members				
Indigenous and culturally and linguistically diverse communities (CaLD Community)				
WHO is the Audience? *Identify and prioritise target audience and*	**WHAT** are the Key Messages?	**HOW** and **WHERE** are messages delivered?	**WHEN**	**FEEDBACK**

appropriate engagement level	Using clear, succinct statements	Communications methods	Must be timely	Strategy for collecting feedback
Persons with Disabilities				
Children and Youth including Schools, Playgroup Centres, Childcare Centres and Family Day Care Providers				
Elderly People including Nursing Homes and Aged Care Facilities				
Hospitals				
Tourist Facilities				
Caravan Parks and Camp Grounds				
Local Businesses				
Recovery Agency Partners				
Local and State Media				
Local Government/s				
State Government				

Employees				

Part B: Action Plan

Date Raised	Serial Number	Item Number	Subject	Action	Priority	Responsible Officer	Completion Date / Status

Appendix 4 – Initial Statement Template

Shire of Murray

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[INCIDENT] AT SHIRE OF MURRAY

[Place, Month, Day, Year]: The Shire of Murray confirms that we are aware of [incident]. We understand the [incident] began [where, when] and our incident response team is now working with [partners] to get more information.

Our priority is to secure the safety of the [people group/s] and/or [environment/assets] and that is why we are implementing our Local Emergency Management Arrangements (LEMA). These arrangements set out the agreed response to an incident of this nature, and the community can have confidence that we will provide further information as soon as it becomes available.

Regular updates will be posted on our Facebook page, with further details on murray.wa.gov.au

For additional information:

Name: Bobbie Walton

Title: Manager Communications and Marketing

Mobile Number: 0466 263 122

Email: bobbie.walton@murray.wa.gov.au

Website: www.murray.wa.gov.au

Facebook: https://www.facebook.com/ShireofMurray

Appendix 4A – Initial Statement Template

Shire of Waroona

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[INCIDENT] AT SHIRE OF WAROONA

[Place, Month, Day, Year]: The Shire of Waroona confirms that we are aware of [incident]. We understand the [incident] began [where, when] and our incident response team is now working with [partners] to get more information.

Our priority is to secure the safety of the [people group/s] and/or [environment/assets] and that is why we are implementing our Local Emergency Management Arrangements (LEMA). These arrangements set out the agreed response to an incident of this nature, and the community can have confidence that we will provide further information as soon as it becomes available.

Regular updates will be posted on our Facebook page, with further details on waroona.wa.gov.au

For additional information:

Name: xxxx

Title: xxx

Mobile Number: xxxxx

Email: xxxx

Website: www.waroona.wa.gov.au

Facebook: https://www.facebook.com/Shire-of-Waroona-763655380667714/

Appendix 5 – Status Update

Summary

Incident Date	Incident Description	Prepared by

Status Summary

Steps taken	% done	Due Date	Assigned to	Notes

Risk and Issue History

Issue	Assigned to	Date

Conclusions/Recommendations

Adapted from SEMC – Communicating in Recovery Guidelines 2018

Appendix 6 – Talking Points

Summary

Incident Name/Date	Version Date/Time	Version Number

Key Points

Talking Points
In this section, summarise the latest key Talking Points. This could be a mix of new important information and older information that is still important or contentious. Where possible limit this to 5-6 points, but don't leave something critical out just to save space.
1.
2.
3.
4.
5.

Latest Points

In this section you can provide further background information that is in an easy to read bullet point form. You may wish to use sub-headings such as 'Personal Support', 'Infrastructure', 'Utilities', 'Roads', or other relevant themes based on your recovery priorities. You may also choose to use the 'FAQ' format if there are specific matters of high public interest.

For example:

Personal Support
• Residents who are experiencing financial difficulties should contact the Shire's Rates Officer to discuss the postponement of rates payments.
• The Shire's day care facilities are offering short term care available to parents who need to attend to property repair matters
•

Infrastructure
• The Town's maintenance crews have been tasked to focus on community centre infrastructure first, including the Town Hall, Library and Primary School
• The repaired centres will be used as multi-purpose facilities while other infrastructure including the Business Centre, Swimming Pools and Skate Park are repaired.
•

FAQS
Q: Is it true the Shire has diverted work crews from the aged care facility to work on the council building?
A: The aged care facility is being repaired by commercial contractors as one of the first priorities, and due to the exposed dangers at the site the Contractor has requested only their staff remain there. Council crews that were due to work there have been diverted to other urgent works matters.
Q:
Q:
Q:

Conclusions/Recommendations

Permissions	
Author	
Cleared by	
Consultation	

Adapted from SEMC – Communicating in Recovery Guidelines 2018

Appendix 7 – Media Release

<INSERT SHIRE LOGO>

<INSERT DATE>

Media Release

[Incident update]

First and/or second sentences must explain what the recovery announcement is. The most important information is at the top of the media release.

Short snippets of information should be gathered from your talking points to provide key information that can be easily picked up and used by the media.

The essential recovery information priorities are:

Safety of:

- People

- Environment

- Assets (Property and Business)

- Reputation

The essential recovery information should include:

- What has happened, where and when?

- How many people are involved?

- What are we doing about it?

- What resources are available?

- Who we have told and who we're working with?

Ensure that local government spokesperson is "regularly quoted" throughout the media release.

If a joint statement with other agencies please ensure that relevant logos are also included.

Media Contact:

<Name>

<Title>

<Phone>

<Email>

Appendix 8 – Community Meeting Checklist

BEFORE	DURING
• Determine the Master of Ceremony (MC) and SoM and/or SoW spokesperson • Ensure key speakers from the HMA, combat agencies, support organisations and SoM and/or SoW are included, invited, allowed to contribute to the agenda and briefed. • Invite relevant Community Liaison Unit from the HMA to attend the meeting to support the community with their information needs during the response phase. • Select an easy, central and significant location for the community meeting. • Prepare a clear agenda using talking points, time frames and input from all agencies. • Determine a question and answer feedback option for community members during and after the meeting. • Advise and notify community members of the meeting details including location, time and agenda. • Organise audio visual requirements, parking, seating, catering, record of attendance and feedback capture. • Test all audio equipment, electrical outlets and sound system. Consider filming the speakers to be hosted on the local government website if appropriate. • Brief and prepare SoM and/or SoW spokesperson by practising answers. • Plan for the presence of media at the meeting.	• MC to communicate agenda to the audience and introduce speakers. Agenda is used as a structure for the meeting but allow for other issues at the end of the meeting to be discussed • MC to review previous community meetings including any issues and updates that need to be communicated. Mc to advise when the next meeting will be or how often the meetings will continue for. • Determine community members preferred communication methods. Consider using a voting system with dots/sticker/post it notes on the walls to get a clear picture of preferred methods. • Assign a person who will take notes, action issues and advise the recommended completion or action time to the community. Advise how these will be distributed or communicated after the community meeting. • Ensure all speakers adhere to the Giuliani method of information communication. • Allow questions from the community using a roaming microphone. • MC to thank attendees and advise of availability of refreshments after the conclusion of the meeting.

AFTER
• Ensure speakers are available for further discussion or any contact details available or point of reference for further information.

- Ensure the DC and other support agencies, such as Australian Red Cross are attending the community meeting to provide psychological well-being to community members if required.

- Provide follow up ways to gather information for any audience members that were unable to ask questions during the meeting

- Upload recording of the meeting to the local government website or provide a summary of the information presented.

Adapted from SEMC – Communicating in Recovery Guidelines 2018

Appendix 9 – Media Conference Checklist

BEFORE	THE DAY OF AND DURING
• Consider the news cycle timings. • Make a media invitation list and send invite via email. • Select an easy access location for the media conference. • Arrange for parking and catering requirements (only if remote and needed). • Arrange for seating so all media have clear access to the spokesperson – if this is a small event, media can be standing. • Position local government logo on the podium or behind the spokesperson – if this is a small conference, a podium and the logo may not be needed. • Test all audio equipment, electrical outlets and sound system. • Brief and prepare SoM and/or SoW spokesperson by practising answers.	• Make it clear where the media should go when they arrive • Prepare and distribute any information to give to the media. • Arrange catering (only if needed). • Start exactly on time. • Introduce SoM and/or SoW spokesperson or they introduce themselves. • Ensure cut off time is adhered to, including time for questions. • Thank the media for their attendance

Adapted from SEMC – Communicating in Recovery Guidelines 2018