



**MANAWATU-WANGANUI CIVIL DEFENCE
EMERGENCY MANAGEMENT GROUP**

**PUBLIC EDUCATION AND INFORMATION STRATEGY
2009 – 2014**



The Manawatu-Wanganui Civil Defence
Emergency Management Group
is administered by

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1. Introduction

1.1 Purpose

This Strategy sets out a framework for the Manawatu-Wanganui Civil Defence Emergency Management Group (the Group) to communicate with its various communities. The Strategy includes communications to promote ongoing risk reduction and readiness as well as emergency-led response and recovery.

Divided into four parts, the Strategy aims to mirror national and local emergency planning as closely as possible:

Reduction and readiness

- Using education and general promotion to build public awareness
- Using education and general promotion to encourage action
- Developing resilient internal systems for response and recovery.

Response

- Managing public information
- Following internal systems for sharing and receiving relevant information

Recovery

- Managing public information
- Raising awareness of reduction and readiness messages for future emergencies

Monitoring and evaluation

- Measuring the levels of understanding and preparedness of communities
- Evaluating the effectiveness of campaigns and emergency related actions

1.2 Objectives

1.2.1 Reduction and readiness:

1. Build public awareness of:
 - hazards and risks that could potentially affect people and communities;
 - practical steps people can take to improve their safety before and during an emergency which builds on the national Get Ready Get Thru campaign;
 - the responsibility everyone has for their safety and that of their family, including the work place; and
 - the role of the Civil Defence Emergency Management (CDEM) Group, how it functions during an emergency and the relationship between district, city and regional councils and other agencies.
2. Encourage action that:
 - identifies local hazards and risks
 - minimises the potential impact of an emergency on the community
 - enables the community to provide for themselves in an emergency
 - lessens the risk to care facilities (early childhood, schools, rest homes and prisons)
 - mitigates or lessens the risk to businesses

3. Develop internal systems to:
 - standardise the Group approach to messages and how they are delivered, and to create a unified and agreed approach to public education and information across the CDEM Group
 - seek and implement innovative communication methods to enhance community resilience in this region
 - seek agreement between emergency services, the Group and Public Information Managers (PIM) on the best way(s) to communicate with each other (key contact people, cell phone, landline, fax (etc)) in an emergency
 - build value and understanding of emergency management information among Council staff
 - train PIMs and PIM support staff to support information needs during an emergency.

1.2.2 Response

1. Ensure all people involved in response efforts have access to accurate, relevant information as required. This includes members of the Group, territorial authorities, and PIMs.
2. Encourage all agencies involved in the response effort use the same key messages (where relevant) in their communication with the media and the public.
3. Ensure priority information is disseminated to members of the public directly affected by the emergency:
 - providing necessary information to affected persons as they need it;
 - focusing on the people worst affected to prevent loss of life and damage to property; and
 - using a wide range of communications channels
4. Ensure that general information is made available to the public:
 - using multiple communication channels;
 - targeting interested but unaffected members of the public (i.e. friends, family members and public living outside the affected area);
 - reducing the number of non-urgent inquiries to contact centres.
5. Maximise the reputation of the Manawatu-Wanganui CDEM Group as a reliable source of relevant and timely information.
6. Correct misinformation and rumours and provide answers to inquiries where possible.

1.2.3 Recovery

1. Provide ongoing information that helps the community restore itself where it has the ability to do so.
2. Maintain awareness of the Group in the media by continuing to provide media with relevant information during the recovery period.
3. Use increased awareness of hazards to promote readiness and reduction messages in the community.

1.2.4 Monitoring and evaluation

1. Use the results of baseline survey data to identify the areas requiring the most attention to raise awareness and preparedness.
2. Undertake further surveys to determine the effectiveness of campaigns
3. Monitor and evaluate the frequently asked questions during emergencies to determine public information needs.

1.3 Summary

This Strategy specifies that the Group's communication should:

- be unified across district/city boundaries;
- be consistent with the same messages used across district/city boundaries wherever relevant;
- follow a process when messages need to differ;
- follow guidelines or templates provided by Ministry of Civil Defence & Emergency Management (MCDEM) where one exists;
- be effective, having measurable outcomes outlined in this Strategy;
- provide the best return for available resources;
- be mindful of the needs of communities and their preferred communication methods;
- be user-friendly, easily accessible and straight-forward;
- be credible, reliable and trusted; and
- deliver key information to all parties involved in the emergency

2. Risk profile

The Group has identified the following hazards:

- River flooding
- Human pandemic
- Landslide – widespread hill country
- Earthquake
- Electricity failure
- Wildfire
- Volcanic activity – Ruapehu
- Hazardous substance spill
- Tsunami
- Coastal flooding / erosion
- Animal epidemic (foot & mouth disease)
- Severe wind

Several other factors can impact on the Group's Public Education and Information Strategy. These include:

- Shifting population statistics
- Industrial developments
- Residential subdivision development
- Altered service levels

The Group can improve communication during an emergency by understanding the consequences of hazards and risks. This is done by:

- Commissioning of research that may inform decisions by the Group that falls outside of core business for CDEM partners
- Integration of GIS based mapping of hazards with other GIS data and monitoring of the changing hazardscape
- Integration of GIS based mapping of risk and monitoring of factors that affect the riskscape

2.1 Public education and information issues

As a result of the risk profile of the Group, issues for public education and information have been identified. The issues should be considered when developing campaigns or responding to affected communities.

- The range of hazards and risks faced by our communities is both diverse and complex. The Group should continue to emphasise individual and community responsibility for managing hazards and risks. An on-going programme of generic preparedness should be maintained and an annual hazard awareness theme should be used to promote issues associated with a particular hazard.
- The geographic spread of communities means that areas will have different levels of risk from the variety of hazards. e.g. tsunami risk is low in Ruapehu and volcanic risk is low in Horowhenua. Although this is the case, populations move and hazard awareness is relevant regardless of the home environment. Clarity in emergency information will also be an issue when advice differs (with good reason) across the Group.
- The number of participants in education and information makes this a complex business. The CDEM Group must work hard to establish a reputation as a reliable source of accurate and timely information during an emergency. The Group should also be aware of who to refer people to for agency specific information

- There is a significant reliance on infrastructure to get public information to communities in need during an emergency. Inter-dependencies should be understood and communities encouraged to be self-reliant.

3. Reduction and readiness

3.1 Education and general promotion

3.1.1 Key messages

The key public education messages for the CDEM Group are:

1. The region is vulnerable to a variety of hazards and you should understand the hazards that might affect you;
2. An emergency can happen at any moment;
3. Take responsibility for yourself and your family and you must be prepared for an emergency;
4. Being prepared means:
 - Knowing where to find guidance before, during and after an emergency; and
 - Reducing personal risk
 - Knowing what can happen and what to do during an emergency;
 - Having survival items in your home to survive at least three days;

3.1.2 Target audiences

Target audiences are the different people or groups of people who you want to receive your communication messages

	Gen Y	Gen X	Boomers	Seniors
Newspaper – dailies	Y	Y	Y	
Newspaper – community	Y	Y		Y
Radio	Y	Y	Y	Y
Television	Y	Y	Y	
Web sites	Y	Y	Y	
Static and dynamic displays	Y	Y	Y	Y
Yellow pages	Y			Y
Publications				
Presentations/speakers			Y	Y
School education	Y	Y		
Social media	Y	Y		

GenY – teens – 28 age group, living with parents, flatting, studying or in the workforce, used to creating content for the web and expect to participate rather than read: creating videos, networking, socializing. Significantly lower television usage than previous generations, and lower radio usage

GenX – 28-45 age group, children are babies through to teenagers in school, majority in workforce, majority use internet frequently and are used to using interactive online content: writing blogs, watching videos, reading news.

Baby Boomers – 45-65 age group, children are teenagers or have left home, caring for elderly parents, majority in workforce, community or business leaders, most have some familiarity with online content.

Senior – 65+ age group, living on own, with family or in care, some in workforce, higher participation in groups (i.e. Rotary) than any other generation, some are familiar with internet.

See 7.1 Appendix 1 for specific information about the communication channels listed above. See 6.0 Monitoring and Evaluation section for guidelines on measuring the effectiveness of these communication channels.

3.1.3 Actions

1. General education programmes may be used to communicate the Group's key messages. These programmes may include:
 - speaking engagements with different social community groups who are already well established e.g. Rotary, Lions
 - training programmes with communities e.g. teachers, tourism operators
 - Integrating with schools educational initiatives (e.g. 'What's the Plan Stan?' Green RIG programme)

Emphasis will be given to training teachers in emergency management material that they can pass on to their classes. This recognises the Group's limited time and resources. Participation in multi-agency activities at a school should still be considered.

2. The Group may choose to promote risk reduction programmes for utility providers, communities, care facilities and businesses to inform these groups and to encourage self responsibility.
3. Significant events that occur nationally and internationally sometimes get considerable media coverage. Use this publicity to reinforce the Group's messages. For local newspapers, feature stories using photographs and comparisons to our situation (potential and past) will gain more attention than a 'normal' press release.
4. Where possible, comment should be made to the local media about any events, nationally or globally, and relate them to similar situations that may occur here. The public often talks about last night's small local earthquake at work the following day. Consider contacting radio stations or newspapers to relate it to a larger event and to remind people of preparedness requirements and safety needs. This also gives reporters a perspective on the news and links it to the local community.
5. Time media releases and advertising messages to coincide with significant dates and national mass media programmes is a good way to reinforce the Group's messages. Some key dates include:

3 February	Napier earthquake
15-16 February	Lower North Island Flood Event
2 March	Edgecombe earthquake
October	Disaster Awareness Week
21 December	Gisborne earthquake

There are dates where other events are occurring in communities that can be used to promote the Groups key messages. These are designed to focus promotional effort during the year – rather than spreading resources too thinly. Each campaign is multi-layered with news reports, press and radio advertising and centered on a high profile external event or issue that people can relate to.

For specific notes on using forms of mass media see 7.1.

3.2 Internal systems

3.2.1 Key messages

1. Co-ordination between response agencies will provide opportunities to promote CDEM Group and agency messages
2. Inter-agency planning, training and exercising will promote enhanced readiness for response activities and a better understanding of agency roles and responsibilities.

3.2.2 Target audiences

The target audience for internal systems includes:

- Coordinating Executive Group
- Emergency Management Committee
- Welfare Advisory Group
- Lifelines Advisory Group
- Central Plateau Volcanic Advisory Group
- Members of the media
- Central District Communications Manager for NZ Police
- Linton Army Camp Communications Manager
- MidCentral District Health Board Communications team
- St John Communications Officer
- Massey University Communications team
- MSD for welfare

The group secretary for Horizons Emergency Management will ensure the list is up-to-date by confirming the contact details annually.

3.2.3 Actions

1. Agree by way of a PIM Procedure, on the best way to communicate with key groups during an emergency. This includes knowing who the key contact people are, how frequently they expect to hear from the Group in an emergency and by what means.
2. Keep media contact details and communication material current. Current media contact lists should be sought from a media liaison person every year and distributed among the Group.

MCDEM provides templates for communication material in the booklet *Public Information Management*. A list of the templates available is contained in 7.4 Appendix 4. Each council is responsible for preparing these templates with their local branding, ready for use during an emergency.

3. Include training on CDEM and its structures in any induction training for new staff of agencies. Councils and emergency services with a responsibility for managing emergencies need to make sure staff:
 - Understand emergency management information and the role of the Group; and
 - Are able to support the communication needs of the Group and PIMs during an emergency;

4. Inform media about the CDEM Group and how it functions in an emergency. Use national CDEM initiatives, current events outside the Group and past events to give context.
5. Training PIM staff.
6. All Public Information Managers should maintain a strategic relationship with editors, reporters, account managers and station managers to improve trust in the Group and the Group's messages. A good working relationship with the media will help when we need to organise messages during an emergency.
7. Aim to create a strong profile for the team of Controllers and emergency managers in the local media, so they are seen by the local community as the 'experts,' with sound, easy-to-follow advice and a confident manner.

4. Response

This Public Education and Information Strategy forms a part of the Civil Defence Emergency Management (CDEM) Group Plan for the Manawatu-Wanganui CDEM Group. It provides clear guidance to the Local or Group Public Information Manager and those people who are involved in the various aspects of managing public information during and after an emergency.

4.1 Providing public information

4.1.1 Key messages

The general key messages for any emergency will need to include the following:

- The emergency declaration that has (or has not) been made, and what that means;
- What has happened, where it happened and who or what has been affected;
- What current response actions are being taken;
- Evacuation, welfare and other publically accessible response facility locations and purpose;
- Status of key lifelines utilities and likely restoration times;
- Recovery actions and planning to be undertaken;
- Agency contact details and key personnel details; and
- When further information will become available.

Other more specific information includes:

Life-saving/health preservation instructions

- What has happened (and why do people have to do anything)?
- What to do (and why)?
- How to signal that emergency assistance is needed.
- What the 'emergency' telephone numbers are. Emphasise to out-of-area media that people should not telephone into the area. Lines must be kept open for emergency calls.
- Evacuations:
 - Routes
 - Instructions (including what to do if vehicle breaks down)
 - Arrangements for people without transport, people to take medical needs/medication
- Information (for parents) on status and actions of schools and childcare facilities
- Instructions and precautions about the use of electricity, gas and water supply, and how to turn them off
- Which essential services are available—hospitals, grocery stores, banks, pharmacies etc
- The location of welfare/medical/coroner facilities, food, safe water, and the status of hospitals
- Weather hazards (if appropriate)
- Curfews
- Road, bridge and dam conditions, and alternative routes to take
- Hazardous/contaminated/congested areas to avoid
- What not to do (and why)
- Get Ready Get Thru website
- Government 0800 number (managed by MSD and is always 0800 779 997)

Emergency status information

- Media hotline number. Public enquiry hotline number
- Description of the situation, including number of deaths and injuries, property damage, people evacuated
- Description of Government and private response efforts (welfare, medical, search and rescue, emergency repair, debris clearance, fire/flood fighting, etc.)
- Summary of what has happened, what people are to do and why, and communication links
- Status of the emergency declaration
- Where people should report or call to volunteer
- How people in other areas can obtain information about relatives and friends in the affected area; (coordinate with Police and the welfare section on release of this information); how disaster victims can locate family members
- Any limitations on travel, highway information on NZ Transport Agency website
- Channel for donations to relief funds

Information to help community start restoring itself

- Central Government assistance available;
- Disaster assistance centre/One Stop Shop opening dates/time;
- Safety procedures or instructions during clean-up; and
- Emergency number for reporting contaminants or hazardous situations

4.1.2 Target audiences, tools and actions

Communication channels used to reach key groups of people during an emergency can differ from those used for public education messages. Phone and internet networks may go down for periods of time, and power outages limit access the public has to television, fax machines and some phone systems.

Members of the community will be affected to varying degrees. Those impacted by the emergency will need information given directly to them. Others will be impacted to a lesser degree or simply interested in the emergency. This group includes family members of those impacted and the general public living outside the affected area.

Communication strategy for people affected by emergency				
Audience	Messages	Tools	Actions	Helpful notes
<ul style="list-style-type: none"> 1. Worst affected (i.e. injured, evacuated, separated from family etc.) 2. Less affected (i.e. lost power, lost access to clean water, roads blocked etc.) 	<ul style="list-style-type: none"> Key messages as above Helpline phone number 	<ul style="list-style-type: none"> Local radio stations Television stations Websites, including CDEM Group site, local authority sites, lead agency sites Call Centre Welfare Centres 	<ul style="list-style-type: none"> Provide call centre staff with key messages and ongoing press releases Send copies of media releases sent to media to EOCs, Welfare Centres, CEG agencies, EMC members, Advisory Groups (as appropriate) React to media requests Drive vehicle with loudhailer / letter box drop (if power out) Facilitate public meetings 	<ul style="list-style-type: none"> Ensure these people are given information they need, as they need it Focus on the people worst affected first The PIM will make provision for broadcasting public information in Maori or other relevant languages when this is appropriate. See list of translation services 7.5 Appendix 5

Communication strategy for people unaffected by emergency				
Audience	Messages	Tools	Actions	Helpful notes
<ul style="list-style-type: none"> People who have not been affected by the emergency but who are still interested in what is happening e.g. friends and family members who live outside the affected area, the public nationally and internationally 	<ul style="list-style-type: none"> Key messages as above Who to contact to obtain information about friends and relatives 	<ul style="list-style-type: none"> National newspapers National television Website 	<ul style="list-style-type: none"> React to media requests Load all press releases and any other information to Group and/or Council websites National radio 	<ul style="list-style-type: none"> Make information easily accessible so these people can find it Keep phone lines free for emergency calls by having a line available for non-urgent calls

Audience	Key / Target message	Tools	Actions	Helpful notes
Media	<ul style="list-style-type: none"> • Key messages as above • Where to get information 	<ul style="list-style-type: none"> • Media releases • Media conference • Interviews • Site visits • Email • Phone • website 	<ul style="list-style-type: none"> • Refer media to websites • Produce ongoing releases and make access to these clear to all media • Respond quickly and concisely to information requests • Prioritise media requests according to their audiences i.e. community papers may be more important in the initial stages than national TV 	<ul style="list-style-type: none"> • Respond to information requests, arrange site visits and interviews • Keep media contacts list updated to prevent people (gatecrashers) from trying to view emergency area(s) • MCDEM provides templates for recording contact with the media. A list of these templates can be found in 7.4 Appendix 4 • Media will be given reasonable access to affected areas at the discretion of the Controller. If necessary the PIM should advise the news media representatives to establish a pool of reporters that will represent all media and be accredited for that purpose by the CDEM organisation
Councillors and council staff	<ul style="list-style-type: none"> • Key messages as above • Where to find more detailed information 	<ul style="list-style-type: none"> • 'All Staff' and internal emails • Website • Intranets 	<ul style="list-style-type: none"> • Phone (councillors) • Keep internal people informed about the situation and what their role might be 	<ul style="list-style-type: none"> • Use council staff to take calls in the Call Centre during busy times. This could be done by putting information on a website for council staff to use to answer the public's questions

Communication strategy within the Group

Audience	Messages	Tools	Actions	Helpful notes
	<ul style="list-style-type: none"> • Key messages as above • Where to find information needed to respond effectively. 	<ul style="list-style-type: none"> • PIM Google page • Groove • Email • Phone • Meetings • Website 		

4.1.3 Communication risks

Risks	Action to minimise risk
<p>People in risk area(s) are slow to respond, or start to respond inappropriately.</p>	<p>Monitor the response of the people in risk area(s) to identify:</p> <ul style="list-style-type: none"> • The people responding too slowly • The people responding inappropriately, and what they are doing that is inappropriate; and • Why they are acting slowly or inappropriately (i.e. don't know correct way to respond, distrust the information provided, belief that they can 'tough it out') • All Councils in the Group use the same key messages about what actions the public should take • Use timeframes when urging the public to act quickly
<p>Rumours spread unhelpful information.</p>	<ul style="list-style-type: none"> • Monitor social media tools like blogs, text messages, social network sites • Record rumours being used by the public and people involved in response efforts. Send this information back to PIM. Use Rumour Log provided by MCDEM • If possible post correct information on blogs and social network sites, if identified and time allows
<p>Isolated areas may not have access to communication channels</p>	<ul style="list-style-type: none"> • Use radio stations that transmit to isolated areas • Provide a helpline number, but be aware phone lines may not be working • If mobile phone networks are functioning, ask people to text information to friends and family in isolated areas • If contact with Welfare Centres in isolated areas is possible, ask people to pass on messages to the community in that area. • Emergency management staff visit Welfare Centres if no other means of communication possible
<p>Media broadcast incorrect and misleading information based on a message received during a disaster but not verified.</p>	<ul style="list-style-type: none"> • Provide media with regular updates after initial media release. State when information is not yet verified, i.e. <i>We do not yet know how many people have had to evacuate their homes. Further information will become available as it is received</i> • Monitor messages media are using with the Media Log provided by MCDEM. Contact radio stations, newspapers and website authors to correct misleading information, i.e. <i>There have been media reports of two children swept away; however at this stage the authorities have not received information to confirm this</i>
<p>Journalists visiting off-limits sites.</p>	<ul style="list-style-type: none"> • Journalists to follow site visit procedure and report to the PIM on site

Risks	Action to minimise risk
	<ul style="list-style-type: none"> • Use Site Visit Log provided by MCDEM
Members of the Group not able to get to their workplaces.	<ul style="list-style-type: none"> • Have copies of contact lists saved in the system that is accessible outside work, e.g. Outlook, Groove or Gmail • Ensure updated hard copies are with the CE and/or senior managers and other appropriate personnel
Misleading information leaked from staff or unauthorised staff.	<ul style="list-style-type: none"> • Staff are advised that any leaked information will become a performance matter which could lead to serious misconduct • Send emails/media releases to all staff when sending media releases to media • Refer to Council website for updated info

4.2 Internal systems

4.2.1 Key messages

- Key messages as described in 4.1.1
- Where to find information needed to respond effectively

4.2.2 Target audiences

- All responding agencies
- Public (as described in 4.1.2)

4.2.3 Actions

Gather information

Gather information about the emergency and how this has affected the community, to ensure the Group collects sufficient information to:

- create key messages
- supply the Group and others involved in the response with information required to make decisions
- inform the media; and
- inform the community directly

Use 7.3 Appendix 3 as a guide to ensure all necessary information is collected.

Sign-off general consistent messages

A sign-off process on general messages (for example Response details and what the public should and should not do) will take place to ensure messages are consistent throughout the region. The PIMs working in the area(s) affected by the emergency will agree on the key messages with the relevant Controller.

When a message changes (in the case on new information or a change or situation) the updated version of the message will be uploaded to Groove and the PIM Google homepage. Other PIMs are to accept or acknowledge the updated messages.

In some cases councils will find some of the messages are not relevant to their area (ie coastal information in Ruapehu district). PIMs may omit these messages. The purpose of sharing and agreeing to the same messages is to prevent conflicting messages from being sent out from the different councils.

Follow public information fundamentals

During emergencies, the following primary principles will underpin the public information aspects of the operations:

- Disclosure of information will be honest and released at the discretion of the controller.
- All public communications from the CDEM Group will be authorised by the Local or Group Controller and coordinated through the Public Information Manager (PIM).

This authorisation will occur when the Controller initials the communication material for release and has added the date and time. Authorisation will not be required for media advisory messages or updating of factual information that has been checked by the PIM for accuracy.

- Public comment will only be made by authorised and clearly designated spokespeople and coordinated through the PIM. The PIM (or his/her delegate) will gather information from credible sources, check the accuracy and the timeliness of the data, frame that material into appropriate formats and then publicise the information once the Controller has authorised it.
- All public enquiries will be referred to the spokesperson, PIM or authorised staff.
- Contact will be made with other PIM's early on and share information on an ongoing basis as is relevant.
- Emergency Operating Centres (EOCs) within the region will ensure that accurate, timely information flows freely between them.
- The National Crisis Management Centre (NCMC) will be kept fully updated on all authorised communications.

Assign personnel

Each local Council must appoint and assign a PIM for each emergency. This person must be trained to the levels indicated in the CDEM Group Plan.

In a Group-wide local emergency the PIM with overall responsibility for public information management will be the Horizons Regional Council appointed PIM (on behalf of the CDEM Group). Communications staff from the regional, city and district councils will assist the Group PIM in staffing a public information centre if this is required. Public relations staff from other agencies and media organisations may supplement this number where necessary.

The PIM will be responsible directly to the Controller to ensure the direct line of communication with the public is unimpeded. The PIM is responsible for coordination of all aspects of the public information function including:

- Media liaison (links to broadcast, print and other media for prior planning and dissemination of warnings and information during an emergency)
- Public information (the provision of advice to people affected by an emergency, either through mass media or information centres)
- Public enquiry (answering questions about the status of people in the impact area)
- Visitor reception (arranging visit programmes, reception, and escorting of important visitors to the affected area)

Other communication / public information roles to be considered

- Writers (information gathering, checking authenticity, writing and distributing media releases, website information, speeches, media statements, brochures, flyers, copy for adverts and any other material)
- Web master (entering information, media releases and photos on website)
- Facilities manager (coordinate facilities including reception area, briefing rooms and conference rooms, coordinate visitor functions and internal communications)
- Media liaison manager (brief media, coordinate media facilities, liaise between media and writers, liaise between PIM and media)
- Receptionists / data processors/telephonists (administer information flows, keep records of events, and administer visitors)
- Enquiry and information manager (link to information centre manager, coordination of enquiry centre)

The size and scale of each of these elements will vary depending on the nature and severity of the emergency and the level of response required and the resources available.

These roles could be performed by:

- Council communications and information staff
- Other appropriate council staff that could assist during a prolonged emergency
- Public relations and communications staff from around the region:
 - Central District Communications Manager for NZ Police
 - Linton Army Camp Communications Manager
 - MidCentral District Health Board Communications team
 - NZ Fire Service
 - Red Cross
 - St John's Communications Officer
 - Ministry of Social Development
 - Massey University Communications team
- PR/communications personnel working in businesses throughout the region who could assist in a prolonged emergency.
- Communications personnel from neighbouring councils.
- Professional journalists where appropriate.

The PIM may also consider whether there is a requirement to establish a public enquiry centre. This centre can either be established locally or, if the situation is larger, established through the Red Cross. These centres are established to respond to individual information requests about the emergency generally or particular people. Information for the Enquiry Centre is to be sourced from the Local Welfare Manager. Plans should clearly outline the process for responding to requests taking into account privacy issues.

5. Recovery

5.1 Provide ongoing information

5.1.1 Key messages

1. Where to get information for recovery
2. Readiness messages and lessons learned
3. Transition and expectation management

5.1.2 Target audiences

As in the response section.

5.1.3 Actions

1. Continue to provide the public with information to help the community restore itself where it has the ability to do so. As services return to normal the Group can use the communication channels laid out in the *Reduction and Readiness* section to reach each target audience.
2. The Group will have enjoyed a higher profile in the media during the emergency response. Maintain this increased profile by continuing to provide the media with regular information during the recovery. This time period may last several months or years depending on the scale of the emergency.
3. The Group will use the increased awareness of hazards following an emergency to communication reduction and readiness messages. To ensure this works well:
 - Timing is critical. Begin using reduction and readiness messages as soon as the response is over;
 - Include reduction and readiness messages with reports of the emergency impact and clean up efforts; and
 - Give specific examples of ways the community could prepare for a future emergency i.e. how to store water safely
4. After the excitement around the response the media frequently look for stories about things that went wrong. This could be the one household in fifty that did not receive a flier, or a local person who believes damage could have been reduced if the council had closed/opened/demolished a culvert years ago. These 'retribution' stories are often made into bigger stories than the on-going recovery.
5. To minimise the impact of such stories and highlight the recovery efforts, the Group will refrain from responding defensively:
 - Ask public to inform the Group if they need help, or are not happy about what is being done;
 - Continue issuing updates on the good work being done; and
 - Continue issuing updates on any problems that are encountered, and what the Group is doing about them.

6. Monitoring and evaluation

This section details how the Group can assess whether the objectives in section 1.2 are being met.

6.1 Reduction and readiness

The effectiveness of public education (reduction and readiness) messages will be measured through a public awareness survey. This survey is statistically reliable and will assist the Group to determine the levels of awareness and preparedness of our communities. The survey results also assist in defining appropriate awareness and preparedness initiatives and to measure the effectiveness of campaigns undertaken by the Group.

The public awareness survey should be undertaken no less than 3-yearly and the same questions should be used in order to track trends over time.

6.2 Response and recovery

After each emergency the Group and PIMs debrief to evaluate the effectiveness of communication during the response and recovery. This allows us to use our learning around communication channels, key messages and communicating with each other in future emergencies.

Apart from achieving the strategy's objectives some of the measurable criteria for effective communication during Response and Recovery are

Response

- Key messages on district and regional councils' websites within 1 hour of emergency occurring
- Key messages on radio within 1 hour of emergency occurring
- Feedback members of public give customer call centre about accessing relevant information is recorded and analysed every few hours for trends. Trends were acted on as soon as it is practical
- All EMOs and PIMs responding to emergency used open methods of communication in timely manner
- Barriers to communication identified and removed as soon as it is possible
- Call centre staff provided with key messages within one hour of emergency occurring
- Trained personnel are available and prepared to answer queries by the media/ press
- Media uses our key messages
- Experts available at all times as they are on call rota
- Only those people with authority to speak to media does so: Controllers, PIMs, Mayor

Some of the methods that can be used include

- Team meetings to assess current speed and relevance of content during response period.
- Surveys to gather feedback
 - from people that responded to emergency
 - from council staff and Councillors

- Media analysis to see if key messages were used by media
- Feedback from members of media gathered in media log

7. Appendices

7.1 Appendix 1 – Mass Media

Newspapers

Newspapers have the benefit of providing pictures and longer articles that people will take a little time to absorb if they are interested. They are particularly effective in giving detailed information, they can be read at the reader's convenience and they reach a wide range of people.

Newspapers are hindered, however, by having long gaps between deadlines so they are not suitable for fast-expiring information. They are also highly reliant on physical distribution methods – even though some offer website access.

Our region's newspapers are generally daily and paid for by consumers (dailies), or weekly and free to wider communities (communities).

The regional dailies have limited circulation/subscription but are recognised as leading on news so have more impact. These papers are good for promoting public awareness of the CDEM Group and are also useful for public information during emergencies.

The regional communities are a key media as these go to almost every home in the region and they make good use of well written, topical material that is relevant to their local area but not necessarily hard, current news. These are a particularly good for delivering public awareness messages due to their coverage. Due to infrequent distribution, they are not so useful during emergency response periods but they are excellent for recovery operations.

National and international newspapers will only be interested in our messages in an emergency situation.

These are our most useful newspapers, where they are distributed and on what day/s.

Regional Dailies		
Manawatu Standard	Manawatu/South Hawkes Bay	daily pm
Wairarapa Times Age	Wairarapa	daily pm
Wanganui Chronicle	Wanganui/Waimarino/ Rangitikei/South Taranaki	daily am
Hawke's Bay Today / Dannevirke News	Hawke's Bay/Tararua	daily
Dominion Post	Wellington/National	daily am
Regional Communities		
Bush Telegraph	Dannevirke to Eketahuna	Tuesday
Taihape Times	Ohakune/Hunterville/Taihape/Waiouru/Manawatu	Tuesday
District Monitor (The)	Rangitikei	Thurs pm
Feilding Herald	Feilding and districts	Tues/Thurs
Guardian	Palmerston North/Feilding and rural districts	Thursday
The Chronicle	Levin/Horowhenua/Kapiti	Wednesday/Saturday
Rangitikei Mail	Rangitikei/Manawatu	rdy
River City Press	Urban Wanganui/Wanganui/Waverley RDs	Tuesday
Ruapehu Bulletin	National Park/Turoa/Whakapapa/Ohakune/Raetihi/	Thursday
		Tuesday

Regional Communities		
Ruapehu Press	Waiouru Taumarunui/Ruapehu/Owhango/ Raetihi/Whakapapa and Turoa skifields/National Park/Turangi/Waiouru/ Te Kuiti	Wednesday
Tribune	Palmerston North/Ashhurst/Linton/ Feilding/Sanson/Bulls/Marton/Foxton/ Foxton Beach/Shannon/Pahiatua/ Woodville	Sunday
Wairarapa Times Age 'Midweek'	Cape Palliser to Mangatainoka	Tuesday
Wanganui Midweek	Wanganui and district	Wednesday
Horowhenua Mail	Otaki/Tokomaru	Thursday
Horowhenua News	Tokomaru to North of Otaki	Wednesday
Otaki Mail	Manakau/Otaki/Te Horo	third Thursday each month

Information can be placed in newspapers in several ways:

- **News releases** – these are free but used only at the newspaper’s discretion. A news release should be used when a significant statement is to be made and relayed to a number of media organisations. Other information via telephone may be requested by the newspaper
- **Letter to the editor** - these are free but used only at the newspaper’s discretion. A letter to the editor is an opportunity to correct or clarify a falsely reported matter particularly when there is a contentious issue in the public arena
- **Advertising supplements** – usually editorial is only published for advertisers but sometimes they run stories for free
- **News statement** - When information needs to be published verbatim, a paid-for news statement (to be run as an advertisement) is an option
- **Feature stories** – these are full-length magazine-style articles that get information out to the public in an easily digestible story format. They are not often accepted unless very good media relationships exist and should be written by very experienced journalists. Sometimes it is useful to pass ideas for such stories onto the media without actually writing them
- **Advertising** – an expensive option that can be effective but only when careful graphics and visual detail is used
- **Reactive interviews** – this is when a reporter seeks out a spokesperson to make comments on a certain topic. These situations are best handled by experienced spokespeople who have had some time to prepare answers

Radio

Radio is concise, immediate and easily accessible to most people as it is divided locally into different stations. However, the public tend to favour one radio station over another so a number of stations must be used to achieve the best coverage. Radio is the dominant media in an emergency. Radio is an excellent medium for both public education and public information messages. The most high profile stations in our region are below.

The Radio Network		
Classic Hits	92.7 FM	Horowhenua
	97.8 FM	Manawatu/Rangatikei
	99.9 FM	Ruapehu

<i>The Radio Network</i>		
NewsTalk ZB	90.1 FM	Tararua
	89.6 FM	Wanganui
	89.4 FM	Horowhenua
	927 AM	Manawatu/Rangatikei
	846 AM	Tararua
Radio Sport	1197 AM	Wanganui
	1377 AM	Horowhenua
	1089 AM	Manawatu/Rangatikei
	91.9 FM	Tararua
ZM	1062 AM	Wanganui
	91.1 FM	Horowhenua
	90.6 FM	Manawatu/Rangatikei
	96.8 FM	Wanganui
<i>RadioWorks</i>		
More FM	95.1 FM	Horowhenua
	92.2	Manawatu/Rangatikei
	89.3 FM	Tararua
The Rock	92.8 FM	Wanganui
	91.9 FM	Horowhenua
	95.4 FM	Manawatu/Rangatikei
	95.2 FM	Wanganui
The Breeze	98.6 FM	Manawatu/Rangatikei
	93.8 FM	Manawatu/Rangatikei
Radio Live	98.1 FM	Tararua
	96.0 FM	Wanganui
Solid Gold	94.3 FM	Horowhenua
	94.6 FM	Manawatu/Rangatikei
	93.3 FM	Tararua
	94.4 FM	Wanganui
BSport (was Radio Pacific)	95.2 FM	Horowhenua
	93.5 FM	Manawatu/Rangatikei
	954 AM	Tararua
	91.1 FM	Wanganui
<i>Independent stations</i>		
Manawatu Access 999	999 AM	Manawatu
Coast Access Radio	104.9 FM	Horowhenua
Arrow FM	92.7 FM	Tararua
Beach FM	106.3 FM	Horowhenua
Kia Ora	89.8 FM	Manawatu/Tararua
Awa FM	100 FM,	Wanganui
	91.2 FM,	
	93.5 FM	
	91.9 FM,	Ruapehu
	92.7 FM,	
	96.5 FM,	
	99.6 FM	

Information can be placed on the radio in several ways:

1. **News releases** – these are free but used only at the news editor's discretion. A news release should be used when a significant statement is to be made and relayed to a number of media organisations.
2. **Advertising** – an effective option that is cheaper than newspaper advertising but can only contain a small amount of information and needs to be repeated frequently at different times of the day to ensure best coverage.
3. **Reactive interviews** – this is when a reporter seeks out a spokesperson to make comments on a certain topic. These situations are best handled by experienced

spokespeople who have had some time to prepare answers and who have a radio-friendly voice.

Television

Television is an expensive medium that is mostly only an option in emergency situations when interest in our region is high. Nevertheless, both major news channels now have staff based in Wanganui and a studio available in Palmerston North so innovative story angles may have more traction than before.

Our television stations include:

- TVNZ (channels 1,2, 6,7 and Ondemand)
- TV3
- Prime TV
- Maori Television (see frequencies below)
- Tararua TV (see frequency below)

<i>Independent TV stations</i>		
Maori Television - UHF	48 kb	Horowhenua
	631 kb	Manawatu/Rangitikei
	138 kb	Ruapehu
	184 kb	Tararua
	91 kb	Wanganui
Tararua Television	UHF	Tararua
	Channel 40,	
	623Mhz	

Information can be placed to television stations in several ways:

- **News releases** – these are free but used only at the news editor’s discretion. A news release should be used when a significant statement is of national interest and it should be sent to the local TV representative.
- **Reactive interviews** – this is when a reporter seeks out a spokesperson to make comments on a certain topic. These situations are best handled by experienced spokespeople who have had some time to prepare answers and are aware of the do’s and don’ts of TV interviews.
- **Advertising** – very effective but cost-limiting unless several councils join together to produce an advert.

Telephone directories

Telephone directories can be used for promotion of messages as every landline phone owner has at least one copy and most people use them regularly. They are printed annually and the Ministry has the inside front cover of the Yellow Pages as a key information source.

White Pages listings need to be followed up by individual Groups. There are eight different directories covering different parts of the Group.

Find out when the new telephone directories are being delivered locally and give publicity to the Yellow Pages section relating to preparedness, for example:

Date: Telephone book released late October - early November each year.

Aim: To increase awareness of the Telephone directories as an easy reference on preparedness advice and what to do in an emergency.

Method: Advertisements in papers during week of Telephone directory distribution, use radio package for specific promotion and support with displays or messages to staff etc. Press releases with key messages for people to refer to Yellow Pages.

Publications

Information-rich publications are effective when they can be distributed easily and inexpensively. They can be tailored according to audience and message but the cost varies. These are an excellent way of delivering public education messages.

The key publications to be used in this Group are:

- “Are You Prepared?” booklets.
- Hand outs such as the Household Emergency Plan and Checklist, and other promotional material as approved by the CEG.
- Horizons Regional Council produces a paper called “Across The Region”. This is produced quarterly and goes to all homes in the region. This document is for Regional Council business and space is made available to the CDEM Group as needed.
- Manage the distribution and stocking of publications in public places, eg libraries and public information centres.
- Develop a series of promotional material (hazards sheets) starting with fact sheets on each hazard, posters and fold-out brochure on preparedness.

Website

- The CDEM Group is to develop its own website (by the end of 2009). Local authorities and other agencies within the CDEM sector should have links to this site.
- Include website information in all advertising, telephone listings etc.
- Internet access in some rural areas is poor. To address this, prepare websites in both broadband and dial-up quality.

Displays and presentations

Use of these media is effective if bright, visual and interesting material is used and venues are carefully chosen. Displays or notice boards are very effective in emergency situations when large groups of people have to gather in set areas.

Regional display boards are available for use and are held by Regional Council.

A national display is available from MCDEM and can be booked through the Ministry’s communications department.

It must also be borne in mind that many other agencies are attempting to communicate with the community as well. Organisations that support people with disabilities or special interest groups are good conduits for getting messages to these people.

The Fire Service is proactive in many communities with targeted programmes. Where these are occurring, particularly in smaller communities or with at-risk communities then efforts

should be made to both assist with these programmes and promote the Groups key messages.

Where they exist links should be made to the local Neighborhood Support networks.

Consideration should be made to include public education initiatives and planned campaigns at a local Emergency Management Committee level. This will enable agencies to combine resources and effort when delivering messages to smaller communities.

Displays in local public libraries and Information Centres can coincide with key events and should be considered as semi-permanent to maintain awareness.

Presentations may be made to various community groups as requested. This is recognised as an excellent opportunity to advise interested parties on steps they can take to be prepared.

Consideration should also be given to communicating information through various interest groups. For example blind, deaf, disabled or cultural groups tend to regularly communicate to their community. Assess the needs of these groups before, during and after an emergency, and the best means of getting their attention.

Use opportunities at large public events such as the Central Districts Field Days.

7.3 Appendix 3 - Gathering complete information

The incident or emergency
What happened:
Where it happened:
When it happened:
Whether the situation is resolved or the response is ongoing:
What caused it (ONLY if the cause is reasonably certain):
What is likely to happen:
Current response actions
What actions have been or are being taken to protect Public health: Safety: Public and private property:
What is expected of the public – what they should do:

Casualties
How many dead, and apparent cause of deaths:
How many injured, how badly, and where they are being treated:
How many missing, in what circumstances:
General identification of casualties: e.g. Age and sex. (Release of names and personal details is a police responsibility.)
Known damage
Homes:
Businesses:
Public buildings:
Infrastructure – roads, bridges, power, telecommunications, and so on:
Evacuations
Areas and facilities evacuated:
Approximate number of evacuees:

Reason for evacuation (e.g. flooding, gas cloud):
Welfare and care
Where welfare centres are:
Approximate number of people being housed in shelters:
What welfare services are operating (e.g. evacuation centre):
Status of utilities
Power:
Telecommunications:
Water:
Sewerage systems:
Natural gas:
Road closures
Which roads are closed and why:
Facility closures
Public buildings:



Schools:
Other facilities:
Organisations responding
Emergency services:
Local government:
Volunteer services:
Civil Defence Emergency Management:
Government agencies:
Affected areas
Name the areas affected by the emergency:
Response
What planned response activities are ongoing:
Recovery phase
Assistance programmes available:

Where to go for help with recovery:
Where to get information
Website:
Radio:
Call centre phone number:
Other Sources:
What to expect next
Weather forecast:
Tides (if relevant):
Other expected events:

7.4 Appendix 4 - Templates available from MCDEM

Copies of these templates are found in the publication *Public Information Management: Information for the CDEM Sector [IS9/07]*.

- Start-up Checklist
- Daily PIM Checklist
- Public Information Commonly Requested In An Emergency
- Emergency Management Public Information Plan Template
- Media / Rumour Log Example (Recommend Separating These)
- Resource Suggestions For A Media Conference Room
- Media Conference Preparation Checklist Example
- PIM Media Analysis Worksheet
- Site Visits
- PIM Room Resources Checklist

7.5 Appendix 5 - Translation services in the region

Language Centre Manawatu

Phone 06-355 0415

The Translation Service - Department of Internal Affairs (Wellington)

Phone 04 470 2920

Facsimile 04 470 2921

Call Free 0800 872 675

Email translate@parliament.govt.nz

8. Notes



MANAWATU-WANGANUI
EMERGENCY MANAGEMENT GROUP