Public Information Management

Director's Guideline for Civil Defence Emergency Management Groups [DGL14/13]

Resilient New Zealand
Aotearoa Manahau

New Zealand Government

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Authority
This guideline has been issued by the Director of the Ministry of Civil Defence & Emergency Management pursuant to s9(3) of the Civil Defence Emergency Management (CDEM) Act 2002. It provides assistance to CDEM Groups in the preparation for, and carrying out of, public information management for emergencies.

Foreword

Public information management (PIM) is a key part of a successful emergency response. It aims to give the lead agency what has been described as the "authoritative voice". If the lead agency does not achieve that, then there are plenty of unofficial commentators who will fill the vacuum with potentially disastrous consequences.

PIM builds public assurance and confidence. It explains what is happening - that we are aware of the event and who is leading the response, and that we are responding in a planned and coordinated way. Crucially, it also provides information and advice to the public about what people should and should not do. It helps us engage with our communities and get the best out of the tremendous goodwill that surfaces in an emergency. Despite the myth of social disorder during a disaster, in reality, disasters bring out the best in people. People will do what they think will help. If we do not give them advice they will still take action. However, what they then end up doing might endanger themselves and others, and hinder the response. The information we provide will guide their willingness.

The Ministry first published PIM guidelines in 2007 and the 2013 edition is a complete rewrite of that earlier work. Much has changed since 2007. In particular, the proliferation of online information and news sources, people's ability to access that information pretty well anywhere, anytime, and the experience of the Canterbury earthquakes.

The guideline gives a thorough overview of the PIM function and aims to provide a consistent approach across all our organisations so we can more easily support each other. It is also intended that sections can be picked out and used on their own as required. Each section might not fit your specific needs exactly but it will give you the information and a template to meet your organisation's needs.

Thank you to those who contributed to the re-writing of the guide. Your contributions will make it easier for those assigned to the function to do it well.

John Hamilton

Director of Civil Defence Emergency Management

Contents

SECTION 1 INTRODUCTION

This section provides an introduction to this guideline and includes an overview, a clarification of the terms used, and a brief introduction to civil defence emergency management (CDEM).

1.1 About this guideline

The **purpose** of this guideline is to describe the role and functions of the PIM Manager and the PIM team, and the tasks they should undertake before, during and following an emergency.

The **intended audience** of this guideline is local authority personnel responsible for carrying out PIM tasks in the context of CDEM.

Structure

This guideline has the following main sections:

- Section 1 *Introduction* – an introduction to this guideline, including a clarification of terms, and an overview of Civil Defence Emergency Management (CDEM)
- Section 2 *Public information management* – what PIM is, who does it, what skills they need, the people they work alongside, and the PIM response procedure
- Section 3 *PIM Readiness tasks* – PIM tasks before an emergency
- Section 4 *PIM Response and recovery tasks* – PIM tasks during and following an emergency
- Section 5 *Appendices* – information, templates, and forms that support PIM.

Intended use

This guideline is meant to be used in the following ways:

Someone new to PIM in the CDEM context can read the whole document to get a thorough overview.

Someone familiar with PIM in the CDEM context can look through the document to familiarise themselves with the content, and read sections they are not familiar with. Once familiar with the layout and content of this guideline, it is intended that people refer to sections as they need them.

During readiness, the PIM Manager primarily uses the *PIM Readiness checklist* (in Appendix B, on page 50) to work through the tasks they need to do, referring to:

- *Section 3 PIM Readiness tasks* (on page 22) for descriptions of the tasks, and
- other sections or appendices as required.

During response and recovery, the PIM Manager uses the *PIM Response procedure* (on page 52) and *PIM Response checklist* (on page 56) – both modified during readiness to reflect the local or regional practices), as well as other resources they have prepared.

Use of icons

The following icons are used in this guideline:

Indicates a template is provided in the appendices

Indicates more information is available in another document or website

Communications

In this guideline 'communications' refers to the processes for sharing information with the media and the public. It does not refer to communications infrastructure and equipment such as phones and radios.

PIM and the 4Rs

The *National CDEM Plan* describes the 4Rs of emergency management as being reduction, readiness, response, and recovery. Their definitions are given in Appendix A *Commonly used CDEM terms* on page 47.

PIM during **reduction** is part of their business as usual, and not covered in this guideline.

Preparation to ensure effective PIM during an emergency occurs in **readiness**.

Emergency-related PIM occurs during **response** and **recovery**. These are combined in this guideline, as there is significant overlap between them.

PIM Manager and PIM team

This guideline uses the terms PIM Manager and PIM team to refer to the people who have responsibility for carrying out the PIM tasks, whether or not they have a full-time position with that title. Each PIM role may be assigned to one person as part or all of their duties, or to several people, depending on the scale of the emergency and the available resources.

The **PIM Manager** is the person responsible for ensuring PIM tasks are carried out.

The **PIM team** includes all personnel who are assigned to carry out PIM tasks related to CDEM.

The people who carry out the readiness tasks may not be the same people who carry out the tasks during response and recovery.

Use of GEMO, ECC, EMO, and EOC

Different terms are used in CDEM Groups for the places where CDEM functions are carried out. For consistency, in this guideline the:

- **GEMO (Group Emergency Management Office)** is the regional office where CDEM functions are carried out on behalf of the CDEM Group before an emergency occurs
- **GEMO Manager** is the person responsible for managing the GEMO
- **EMO (Emergency Management Office)** is the office(s) where CDEM functions are carried out at a local level before an emergency occurs
- **Emergency Management Officer (EM Officer)** is the person who carries out the CDEM functions at the EMO
- **ECC (Emergency Coordination Centre)** is the place where CDEM functions are coordinated from at the regional/CDEM Group level during and following an emergency
- **EOC (Emergency Operations Centre)** is the place where CDEM functions are carried out at a local level during and following an emergency, and
- **CDC (Civil Defence Centre)** is a place in a community that is set up during an emergency to support the community.

Glossaries of CDEM terms

A brief list of *Commonly used CDEM terms* is given on page 47, in Appendix A. A full glossary of terms used in CDEM is provided in the *Guide to the National CDEM Plan*, available at www.civildefence.govt.nz by searching the document name.

1.2 About CDEM

This is a brief overview of CDEM (pronounced sea-dem) intended for people who have not been involved in CDEM before.

Ministry of Civil Defence & Emergency Management (MCDEM) (pronounced mick-dem) – the central government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs. It is the lead agency at a national level responsible for coordinating the management of CDEM emergencies. MCDEM may act as a support agency by coordinating the CDEM response to any given emergency managed by another lead agency.

CDEM Groups are required under the CDEM Act 2002. Every regional council and every territorial authority within that region must unite to establish a CDEM Group. Adjacent regions may form a combined CDEM Group.

Business as usual CDEM structure

The general structure of a CDEM Group is shown in *Figure 1* below. Variations to this structure are discussed in the next paragraph.
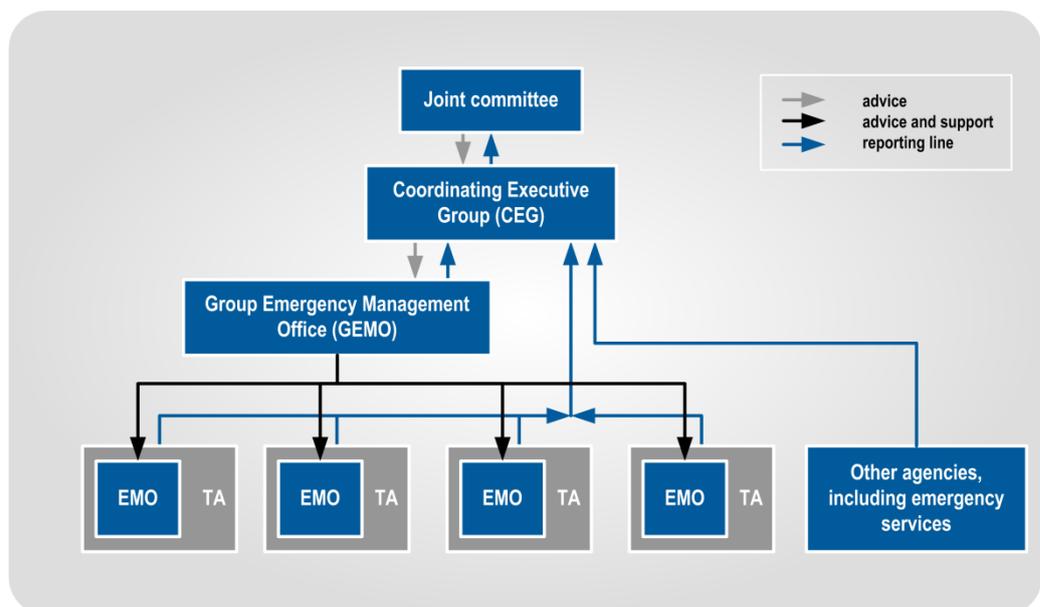
Figure 1 CDEM structure during readiness

The **Joint Committee** is made up of mayors (or a committee of council for unitary authorities) from the members of the CDEM Group.

The **Coordinating Executive Group (CEG)** is made up of chief executives of the local authorities, and representatives of emergency services, health services, and others.

Group Emergency Management Office (GEMO) is the CDEM Group's regionally based emergency management office. CDEM Groups sometimes use different terms for these.

Emergency Management Office (EMO) is a CDEM Group's locally based emergency management office. CDEM Groups sometimes use different terms for these.

Variations in CDEM Group structure

CDEM structures vary significantly in the different regions. The CDEM Group Plan will show the particular structure for the CDEM Group's region. The main variations in structures are:

- GEMO with no local EMO(s) (includes unitary authorities)
- all or some of the EMOs reporting through the GEMO, rather than through the territorial authorities
- pooling territorial resources to jointly provide all CDEM functions in the CDEM Group's region
- grouping EMOs under area offices over several local councils, and
- the CDEM Group contracting out provision of CDEM to a third party, who report directly to the CEG.

Response CDEM structure

The structure of a national emergency response is shown in *Figure 2* below:
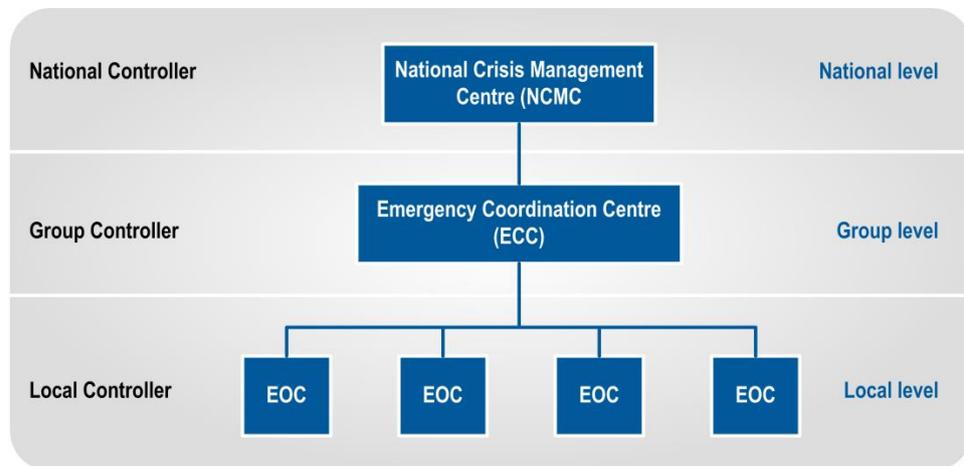
Figure 2 CDEM structure during response

The **Controller** is the person in charge of the response, at the respective level.

PIM and CIMS

The National Crisis Management Centre (NCMC), ECC, and EOC (at national, CDEM Group, and local level respectively) are structured according to the **Coordinated Incident Management System (CIMS).**

In CIMS, the **functions of PIM** are:

- media liaison and management
- community liaison, and
- warnings and information.

These functions generally apply to more than one PIM role (see *Recommended roles* on page 26). For example, the PIM, web, and social media managers will all contribute to 'warnings and information'.

The **Incident Management Team (IMT)** consists of the managers of the key functions within a response centre - the Controller, and Deputy Controller, and the functional managers (Operations, Planning, Logistics, Intelligence, PIM, and Welfare). It may also include technical experts and key support agency representatives such as the Fire Service, Police, health services, or lifeline utilities.

For a full description of CIMS, refer to the *Coordinated incident management system manual*, available on the MCDEM website www.civildefence.govt.nz on the publications page.

SECTION 2 PUBLIC INFORMATION MANAGEMENT

This section provides a general description of PIM, including PIM personnel, PIM relationships, ways of sharing information with the public, and the Emergency Management Information System (EMIS).

Public information management (PIM) enables people affected by an emergency to understand what is happening and take the appropriate actions to protect themselves. This is achieved by making sure that timely, accurate, and clear information is shared with the public in an emergency.

The **goal** of PIM during an emergency is to provide information that:

- creates strong public confidence during response and recovery
- provides effective advice to the public on what to do or what not to do, including public safety and positive public behaviour
- manages public expectations, and
- informs the public not affected by the emergency.

2.1 The PIM team

PIM tasks may be carried out by one person or by a team of people, depending on the resources available, and also on the scale of the emergency during response and recovery.

As the size of the team increases, the PIM Manager's responsibilities are about ensuring that the task is done, rather than carrying it out themselves.

PIM readiness responsibilities

The **PIM Manager's responsibilities during readiness** include building relationships, planning, practising, and preparing the PIM team for an emergency.

During readiness, it is critical that the PIM Manager ensures there will be sufficient PIM personnel to work with the media and manage the public information during an emergency.

Therefore, the PIM Manager needs to **identify personnel for a PIM team**, who can be appointed when an emergency occurs. The PIM Manager also needs to ensure all team members have the necessary skills, providing training and development as required.

If the person who is PIM Manager during readiness will not be carrying out the PIM Manager role during an emergency, that person will also need to be identified.

Skills required for PIM team

At least some, if not all, of the PIM team need to be skilled and experienced in corporate communications, public relations, or a related discipline. All PIM team members need to understand information accessibility (see Appendix I *Information accessibility* on page 67).

As the media are a critical channel for sharing information, the PIM team needs to provide the following skills between them:

- have experience in dealing with the media
- understand media priorities and operating principles
- have the skills (and access) to update the CDEM website/webpages, and
- provide and collect information through social media.

PIM competencies and a role map are available in the MCDEM technical standard *Competency framework*, available through the Publication link on the MCDEM website www.civildefence.govt.nz.

The PIM team's skills and expertise can be developed by carrying out **training and development** (see 3.5 *Training and development* on page 38).

Skills required for community liaison personnel

If required (generally during recovery), the community liaison personnel that report to the PIM Manager under CIMS need the following skills:

- understand the community profile and issues
- have experience in dealing with the community
- provide and collect information through community contacts, and
- organise and run public meetings.

See *Community Liaison* on page 45 for more information.

Managing with limited resources

In GEMOs and EMOs that have limited resources, and there are insufficient people available, the PIM Manager needs to:

- let the GEMO Manager or Controller know there is an issue, and
- consider working with adjacent GEMOs and EMOs, and PIM teams in other agencies to develop processes, and to make arrangements to share personnel and other PIM resources during and following an emergency.

Note that some tasks may be able to be carried out away from the ECC/EOC, for example, organising translations of messages.

PIM response and recovery responsibilities

The **PIM Manager's responsibilities during response and recovery** are managing the PIM team and functions. The functions include:

- working with and monitoring the media
- issuing public information to the community and managing community relations
- advising the Controller and attending meetings
- liaising with the Mayor/Regional Council Chair
- collaborating with PIM personnel from other agencies
- preparing and leading media conferences
- working closely with CDEM spokespeople, including briefing them before interviews
- ensuring information points and helplines are kept updated, and
- liaising with the people managing site visits for VIPs and media.

2.2 PIM Partnerships

The PIM team works with a range of internal and external partners during readiness, response, and recovery.

It is important for the PIM Manager to **build relationships** with their partners before an emergency occurs by having conversations, regular meetings, and (where appropriate), initiating more formal arrangements.

Formal arrangements could include written agreements with the official spokespeople that define their roles, or agreements with local authority PIM Managers or neighbouring CDEM Group PIM Managers about information sharing and providing support during an emergency.

For information on how to engage effectively with communities, refer to the MCDEM publication *Community engagement in the CDEM context*, available on the MCDEM website www.civildefence.govt.nz under 'Publications'.

Internal partners

Internal partners may include:

- GEMO Manager or EM Officer
- the Incident Management Team (IMT) (see *PIM and CIMS* on page 8)
- members of the PIM team
- web, internet, intranet technical support personnel
- National PIM Manager (see the definition under 'Roles' in *Commonly used CDEM terms* on page 47)
- PIM personnel in local authorities in the CDEM Group, or their GEMO and EMOs.
- potential spokespeople
- information point personnel, and
- helpline manager.

Internal partners in territorial authorities

Within territorial authorities there are non-CDEM functions that can provide important support for the PIM team.

These functions include housing, cultural liaison, community development/liaison, community resilience, local business support, and accessibility coordination.

External partners may include:

- partner agencies:
  - other local authorities' GEMOs and EMOs
  - emergency services – Ambulance, New Zealand Police, New Zealand Fire Service, Rural Fire Service, and hospital and health services
  - government agencies – Ministry of Health (MoH) (including district health boards and public health services), New Zealand Transport Agency (NZTA), Ministry of Social Development (MSD), and Department of Conservation
  - lifeline utilities – energy, transport, telecommunications, and water/wastewater
  - other organisations – New Zealand Red Cross (including refugee services), the Salvation Army, Royal New Zealand Society for the Prevention of Cruelty to Animals, health and disability services, and i-Sites
- hapū and iwi Māori
- media organisations
- community groups – culturally and linguistically diverse (CALD) community groups (see *Glossary* of key terms on page 74 for the definition), and disabled people's organisations (including those for their whānau/families), and
- service providers – media monitoring companies, website providers.

Community groups and leaders

Community groups and community leaders are an essential link to the community in an emergency. They can help distribute public information and they can act as a 'barometer' of public opinion. Their feedback can help determine whether the community is receiving the messages, and the public concerns that need to be taken into account.

Community liaison personnel from the territorial authority may be able to assist in identifying and locating community groups and community leaders. See Appendix I *Key resources* on page 69 for more sources of information about local community groups.

Local businesses

Local businesses and business service organisations can also provide a direct link to the community for distributing and collecting feedback. These businesses are especially important during recovery as the community will be dependent on local businesses for employment as well as services and goods.

Territorial authorities' business support personnel will be able to assist the PIM Manager to identify and locate key businesses.

2.3 Ways of sharing information with the public

The PIM team's **target audiences** are the individuals, groups, and communities who need public information during an emergency. The **main target audience** is always the people affected by the emergency.

In this subsection, the ways of sharing information with the public are grouped under the headings:

- *Communicating directly with the public* (on page 13)
- *Communicating through the media* (on page 17).

2.3.1 Communicating directly with the public

The PIM team communicates **directly** with the public through:

- helplines and information points
- public meetings, focus groups, workshops, and planning forums
- existing networks, gatherings, and meeting places
- social media
- local authorities' CDEM websites/webpages and social media pages
- subscription message services through email, SMS (text messaging), and/or smartphone apps, and
- other methods, including letterbox drops, leaflets, and posters.

These are each discussed in the following paragraphs.

Helplines

Helplines may be established during an emergency to enable the public who phone in to get up-to-date information. It is best to provide helplines through an existing call centre or a territorial authority's reception.

The **PIM Manager is responsible for** liaising with the Helpline Manager to ensure an effective flow of information to and from the helpline.

Significant advantages of having all public phone enquiries going to one location are:

- it is easy to ensure consistent messages are given out to callers
- if the message needs to be changed, PIM personnel only need to inform the call centre personnel supervisor for all callers to get the new message, and
- it reduces public confusion about who to call on which number.

The **PIM Manager's responsibilities** are to ensure that:

- the helpline personnel are given messages for the public as soon as practicable, and
- information coming in from the public via the helpline is recorded and used to inform ECC/EOC personnel as appropriate. Examples could include questions that helpline personnel have not been provided answers for, or operational information.

| Government Helpline | The Government Helpline is operated by the Ministry of Social Development, and can be set up very quickly to provide immediate information on the services and assistance available to people affected by an emergency. This helpline is activated by agreement between MCDEM and/or CDEM Groups, and the Chair of the National Welfare Coordination Group (NWCG). |

Information points

'Information point' means any physical place where current local information is provided for members of the public during and following an emergency. Information points can be planned or spontaneous.

A **planned information point** may be a room or area within a CDC. They could also be based at community meeting places such as local visitor information points (the official ones are 'i-SITES'), places of worship, marae, community halls or centres, and health or medical centres.

Spontaneous information points are gathering places that emerge during or following an emergency. They include places of worship, supermarkets, and places where water or other resources are distributed.

Also see *Setting up information points* on page 29.

| How messages are shared in information points | Information points provide information by having notices on message boards, by providing leaflets, and/or by having people available to talk with visitors. This may include people who speak other languages in the community (including sign language), or translated written information. Professional interpreters and translators must be used wherever practicable (see *Using translators and interpreters* on page 68 for more information). |

Public meetings

Public meetings may be organised by an agency, CDEM ECCs or EOCs, or occasionally by a political figure. They provide an opportunity to give information directly to the public, and also have the potential to provide feedback from the public.

The **PIM Manager's responsibilities** are to:

- maintain an awareness of any public meetings related to the emergency that may be being organised
- support the organisers by ensuring they have the current CDEM information in appropriate accessible formats for the meeting (see Appendix I *Information accessibility* on page 67). Example formats include PowerPoint, printed information, and signs in:
  - Plain English, in a large font (see the *Glossary* of key terms on page 74 for the definition of Plain English), and
  - other languages common in the community.

If the meeting is being run by a CDEM ECC or EOC, their PIM Manager is **also responsible** for:

- managing any community liaison personnel involved in preparing the meeting, and
- ensuring that the spokesperson has the appropriate authority and can engage effectively in a public meeting.

Ensuring accessibility

If responsible for organising the venue for the public meeting, the **PIM Manager** needs to ensure:

- the venue is accessible by everyone by including (whenever practicable):
  ○ access into, and within, buildings, including ramps, and toilets
  ○ signage, visual and audible information
  ○ good lighting
  ○ access for Disability Assist Dogs
- the advice on accessible information provided in Appendix I *Information accessibility* on page 67 is followed whenever practicable, including providing:
  ○ interpreter(s) for New Zealand Sign Language (NZSL) and spoken languages (professional interpreters must be used wherever practicable (see *Using translators and interpreters* on page 68 for more information), and
  ○ accessibility technology such as hearing loops and real time captioning.

Focus groups, workshops, and planning forums

Focus groups, workshops, and planning forums may be used to consult with the public on ways to progress the recovery of the community.

When these are run in the local community, the PIM Manager should request feedback from the organisers to assist with monitoring and evaluating messages.

Existing networks, gatherings, and meeting places

The PIM Manager needs to consider using existing networks, gatherings, and meeting places as these are effective ways to reach potentially isolated members or groups within the community, including:

- people with disabilities, and their families/whānau
- culturally and linguistically diverse (CALD) community groups (see *Glossary* of key terms on page 74), and
- tourists and visitors.

The **PIM Manager's responsibilities** include working with other CDEM and community liaison personnel to identify and connect with community/group leaders and key contacts, and determine when gatherings take place.

The PIM Manager also needs to ensure that information is prepared and distributed in formats and languages that will be received and understood by the groups (including printed versions), and that the content is relevant to the specific group or community.

Consider including ethnic student associations and young people's networks, as they are often the most physically and technologically mobile.

Social media

Social media are internet-based social networks such as Facebook, Twitter, Google+ and Tumblr. Media releases and website updates are good sources of information for social media.

The **PIM Manager's responsibilities during readiness** are to work with the public education personnel to ensure that the public are aware of how to subscribe to CDEM social media. Ideally this should include some engagement with the public during readiness, so that the public subscribe to or join CDEM social media, and are comfortable using it to access information, before an emergency occurs.

The **PIM Manager's responsibilities during response and recovery** are ensuring that the:

- local authority's CDEM social media pages are accurate and up-to-date
- information from the public is collected and processed.

Further information on using and monitoring social media includes:

- New Zealand government's *Social Media in Government: Hands-on Toolbox*, available by searching 'social media' on www.webtoolkit.govt.nz,
- *Social media in an emergency: A best practice guide*, available by searching the document name on www.gw.govt.nz.

Websites

Local authorities usually have CDEM websites or CDEM webpages on their website.

During and following emergencies there are huge increases in the number of visitors to local authorities' CDEM websites/webpages. Keeping the sites' information about the emergency up-to-date:

- ensures people are getting accurate information in a timely fashion, and
- increases public confidence as it shows that the local authority's CDEM response team are managing the situation.

The **PIM Manager's responsibilities** include ensuring that the local authority's CDEM websites/webpages are accessible, and include current information about the emergency (see Appendix G *Information prompts* on page 64).

During readiness the PIM Manager needs to consider working with the local authority's information and communications technology (ICT) team to develop hidden pages that can be activated promptly once an emergency occurs.

Subscription message services

The PIM Manager may set up email, SMS (text messaging) services and smartphone apps to send information to people who choose to subscribe, such as partners, or interested members of the public. The PIM Manager should also consider these services as a way to get information to Deaf or hearing impaired people.

Examples of subscription message services set up in other agencies include:

- MetService's severe weather email lists (search for 'severe weather email' on www.metservice.com)
- GeoNet's email subscription services (under *Information at your fingertips* on the 'Latest News' tab at www.geonet.org.nz).

Other methods of communicating with the public used by PIM include:

- letterbox drops and leaflets, and
- posters (usually reserved for long duration emergencies).

2.3.2 Communicating through the media

The media includes television and radio broadcasters, newspapers, news websites, and wire services.

When planning how they intend to work with media, the PIM Manager needs to:

- identify and prioritise the key media in the local area, regionally, and nationally, including community-specific media (such as a local newspaper not written in English)
- use as many channels as possible, to ensure that everyone within their communities receives the messages, and
- ensure messages distributed by media in other languages are provided already translated where practicable.

Considerations when communicating through the media

Considerations for radio	When planning to provide messages via radio, the PIM Manager needs to consider the following:

- radio (national, regional, local, and community-specific):
  - plays a key role in providing public information especially during the critical early stages of an emergency
  - is still the fastest way to share information
  - may be the only media functioning during or following an emergency
  - is not accessible by the Deaf or hearing impaired, or users of other languages (see *Glossary* of key terms on page 74 for the definition of 'Deaf').
- Access Radio and community-specific stations need to be included as they are often the only radio stations that are regularly accessed by CALD communities, and
- Radio NZ is the only media organisation with a 24/7 newsroom.

Considerations for television	When planning to provide messages via television, the PIM Manager to needs to consider the following:

- television is important for fast coverage and the power of visual images, and
- important television announcements such as media conferences must also be provided in NZ Sign Language (preferably as an inset), have captions provided, and any important visual content needs a comprehensive commentary.

Considerations for newspapers and news websites

When planning to provide messages via newspapers or news websites, the PIM Manager needs to consider the following:

- local newspapers play a critical role in informing public opinion
- community-specific newspapers are an effective way to reach some CALD communities
- newspapers have strong links to their websites
- providing access for photographers, or providing images, and
- deadlines are different for printed newspapers and news websites.

Media releases

The media is the main channel of information for the public during an emergency and media releases are an important tool for ensuring that the key messages are distributed effectively.

The PIM Manager should prepare draft initial media releases during readiness, incorporating general messages for various types of emergency. Examples of suitable key messages are given in *Working from the same page – consistent messages for CDEM* available on the MCDEM website www.civildefence.govt.nz.

Also, the PIM Manager should consider having media releases translated for distribution to media that broadcast or publish in other languages. Professional translators must be used wherever practicable (see *Using translators and interpreters* on page 68 for more information).

Approval of media releases

The PIM Manager needs to work with the GEMO Manager and EM Officer to develop an approval process for media releases to ensure that consistent, accurate messages are released. This must include approval by the Controller, as they have responsibility for the content of media releases.

Media release database

A section of the contact database (see 3.1.1 *Contact database* on page 23) needs to list the intended recipients of media releases, preferably organised so that group emails or other communications can be sent out.

The National PIM Manager (PIM@ncmc.govt.nz) must be included in the media release list.

Requirements for media releases

The PIM Manager should follow the guidelines in _Table 1_ below to ensure media releases are timely and effective.

Email and Word examples are given in _Figure 3_ below.

| Requirement	Description
Present copy clearly	• double spaced with ample margins and several centimetres at the top of the page • one side per page • on letterhead
Include directive information	• head with "Media Release" followed by a sequential number, and a standard name for the event, e.g. 'Media release #04 - Northland flooding' (this goes in the subject line if sent by email) • include the time, date, and day of release • use headings • use official banners in the Word version • break the release into sub stories by action or information groups
Format email media releases appropriately	• place the content in the body of the email, preferably with a Word version attached • do not include the logo in the body of the text, to avoid problems with email security protocols
Be accurate	• check the facts • proofread carefully, especially spelling, and the titles of people, reports, and legislation
Include images appropriately	• make sure that they are sharp, with good contrast between light and dark • if possible, e-mail images • if the news release is going to television, visual aids are much appreciated - slides, maps, drawings, plans and diagrams can all be reproduced effectively • If possible, provide download links to high resolution images or to a specific webpage with downloadable high resolution photos, graphics, audio interviews or video

Table 1 Requirements for media releases
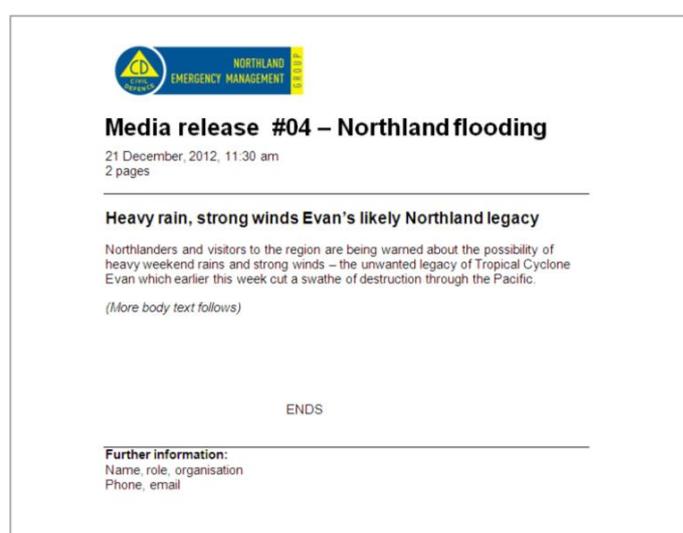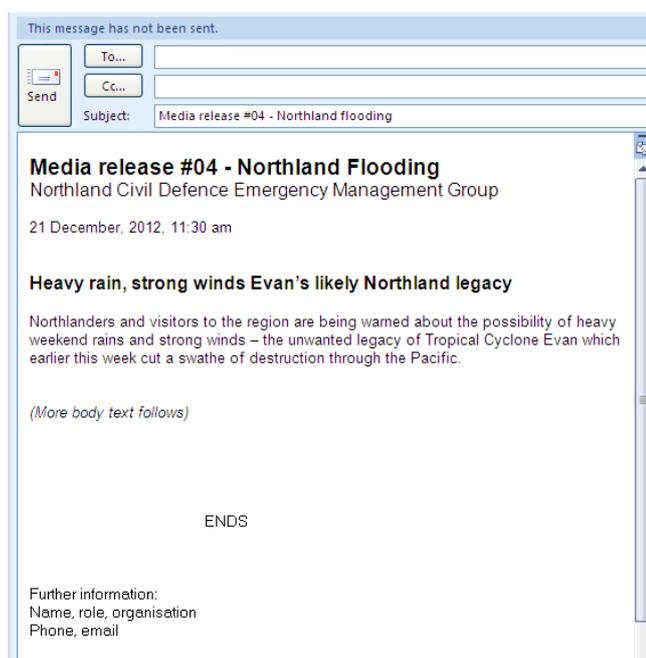
Figure 3 Examples of media releases

Media conferences and interviews can be used to convey key information about the emergency in a short space of time, and support the spokesperson as being the authoritative voice.

Media site visits and tours provide similar benefits to media conferences, and also give the media first-hand information and the opportunity to record images in a controlled and safe way.

The **PIM Manager's responsibilities** may include:

- identifying and setting up the venue for conferences
- inviting the media
- monitoring the media constantly to anticipate possible questions that may be put to the spokesperson, and briefing the spokesperson on any issues that may be brought up
- ensuring the media's timely access, and
- providing the spokesperson/spokespeople with the current PIM messages.

Decisions regarding when to hold a media conference, what the topics are to be covered, who will speak, and the route/destination of a site visit need to be made in consultation with the Controller.

The resource list for media conference areas is provided under *Media conference room/area* on page 80 in Appendix K.

It is important to consider holding community briefings (preferably before media conferences) so that members of the community are able to hear information directly from the personnel at the ECC/EOC, and have the opportunity to ask questions. Community briefings need to follow the requirements for *Public meetings*, described on page 14.

Advertising

Advertising may be used by the PIM Manager to provide control over content, to inform the public of meetings or events, and to provide information that supports the community's sense of wellbeing. Advertising is more likely to be used by the PIM team in long duration emergencies, particularly during the recovery period.

Any advertising must provide **accessible information** (see Appendix I *Information accessibility* on page 67).

Request for broadcast/termination

MCDEM has memoranda of understanding (MOUs) in place with the main radio and television broadcasters in which the broadcasters agree to broadcast an emergency announcement repeatedly to the public before and during an emergency.

Emergency announcements interrupt normal broadcasting schedules, and must be initiated by sending in a **Request for broadcast**, and stopped by a **Request for termination.**

There is a strict procedure to be followed (see Appendix H *Request for broadcast / termination procedure* on page 65), and it is only used for emergencies that have regional, national, or life-threatening significance.

2.4 Emergency Management Information System (EMIS)

The PIM team can use the Emergency Management Information System (EMIS) to carry out various information management tasks, including:

- accessing information to maintain situational awareness
- storing documents
- inputting messages
- tracking tasks
- submitting media releases for approval using the workflow processes, and
- recording information in EMIS Lists

The **main features** of EMIS are that it:

- is web-based, so users can access the information system anywhere the web is available
- has servers at the National Crisis Management Centre (NCMC) and in Auckland, to provide redundancy
- provides MCDEM, CDEM Groups, and the member territorial authorities of CDEM Groups, their own portal with the ability to create 'event sites', manage and maintain base data, and assign user rights as required within their own secure website structure
- enables all users to see relevant information within their site, including some information that automatically 'rolls up' to the next level
- provides real-time recording and tracking of data
- includes a full search capability
- allows for the creation of standardised reports such as media releases, action plans, situation reports, resource status information, and resource requests, and
- can be used to create lists of key tasks, simplifying task and resource assignment and monitoring.

PIM personnel can get information about **training,** and **access** to the system from the EM Officer or GEMO Manager.

SECTION 3 PIM READINESS TASKS

This section describes the PIM tasks that need to be carried out **before** an emergency, including:

- gathering current information
- fostering relationships
- planning and setting up a team and workspaces
- developing processes and supporting documentation, including forms and templates, and
- organising training and development.

Readiness for PIM

PIM readiness is about being prepared so that the risks and negative consequences during and following an emergency are minimised.

The PIM team need to be prepared to inform the public in a timely fashion, and be able to gather and pass on information to the relevant parties.

Use the *PIM Readiness checklist* in Appendix B on page 50, to ensure the readiness tasks are carried out.

The PIM Manager needs to amend the checklist to reflect the specific tasks required by themselves and their team, before using the checklist to record their progress in preparing for an emergency.

PIM CDEM Plan

The PIM Manager may be required, by their workplace or the CDEM Group, to prepare a document that includes all the planning for PIM in the CDEM context. The CDEM Plan generally includes the strategy and goals of the PIM team for CDEM, as well as all the prepared PIM processes and documentation for CDEM.

The outcomes of working through this Readiness section may be used as the basis for a PIM CDEM Plan.

When a PIM CDEM Plan is prepared:

- use the title 'PIM CDEM Plan' rather than 'Communications Plan' (or 'Comms Plan'), to avoid the ambiguity of the term 'Communications'
- have it approved by the CDEM Group Manager (if planning is taking place at a Group level)or the EM Officer (if planning is taking place at a local level), and
- include the processes and documentation prepared under this Readiness section, either as descriptions with references to where they are found, or as complete documents as appendices (see Appendix B *PIM Readiness checklist* on page 50 for a full list).

Public education

PIM responsibilities sometimes include public education about emergencies. The public education role is outside the scope of this guideline, but information about public education in CDEM, including the National Public Education Programme, is available at www.civildefence.govt.nz by entering the keywords 'public education' in the search box.

Other resources are the websites of local authorities, which may include details of local public education campaigns, and the Get Ready Get Thru website www.getthru.govt.nz.

While carrying out the readiness tasks it is important for the PIM Manager to identify and mitigate communication risks, to ensure that the PIM functions are effective and timely during and following an emergency (see *Managing PIM resourcing risks* on page 25).

3.1 Gathering information

One of the PIM Manager's readiness responsibilities is to gather information that will help the communication processes during an emergency, including:

- gathering current information about:
  - local communities
  - partners
  - local and national media
  - local background facts and figures including population demographics, hazards, maps, and previous emergencies, and
  - the local authority's GEMO and EMOs, public education programmes and plans.
- gaining understanding about related topics, such as:
  - the correct process for sending a *Request for broadcast/termination*
  - local CDEM functions, including public education programmes, pre-emergency and emergency structures (including CIMS), and the CDEM Group Plan, and
  - the receipt and treatment of national advisories and national warnings.

3.1.1 Contact database

Setting up a contact database

The PIM Manager needs to set up a new database or gain access to an existing database (see the 'EMIS' paragraph below) of contact details for everyone they are likely to work with before, during, or following an emergency, including:

- CDEM personnel (local, region and national), including co-workers, partners in local authorities, the Mayor's Office, and the National PIM Manager
- emergency services and government agencies (e.g. Fire Service, Police, Ambulance, hospital and health services, Ministry of Social Development, Ministry of Education)
- any other agencies (including lifeline utilities) with a potential role in CDEM (Red Cross, Salvation Army etc.)
- television and radio broadcasters
- local and national newspapers
- community groups and businesses (faith-based groups, service organisations, disabled people's organisations, migrants, cultural groups, student associations, local businesses etc.), including representatives of potentially isolated communities
- interpreters and translators, and
- health and disability support services providers.

Access

The contact database must be updated regularly, available both electronically and in hard copy, and be able to be accessed by the PIM team during and following an emergency.

Identifying possible contacts

All of the local authority's CDEM personnel need to be asked to identify people and organisations that they are aware of, who may need to be contacted or informed during an emergency, and therefore need adding to the database.

Information to include

Each entry in the contact database needs to include:

- name of organisation
- name of contact person(s)
- contact person's role(s)
- phone/cellphone
- after hours number
- email address
- additional information such as preferred method of contact (for example, if they have a hearing impairment and cannot access voice messages) and any language requirements
- media deadlines, if relevant
- website address, if relevant, and
- social media contact (Facebook page, Twitter address etc.).

It is useful to indicate the types of information that are applicable for each contact, for example, if they need to receive media releases.

EMIS

The Emergency Management Information System (EMIS) is a national internet-based system for information management used before or during an emergency (see 2.4 *Emergency Management Information System (EMIS)* on page 21 for more information).

EMIS has a contact database that may be used as the main contact database for the local authority's CDEM office, or the PIM contact database can be added to EMIS.

The EM Officer will have the information on how to get training and access to EMIS.

3.1.2 Local area information

During an emergency it is important for the PIM team to have easy access to current facts and figures about the local area, including demographics, hazards, maps, and previous emergencies. Contact the EM Officer for this information.

3.1.3 Local CDEM information

The PIM team need to know the local, regional, and national **CDEM structure** and CDEM personnel relevant to their roles, for both business as usual operations, and during response to an emergency.

This includes working out how the **PIM roles** fit into the CDEM structure, including:

- who the PIM Manager reports to during and following an emergency (usually different from business as usual)
- what functions the PIM team are responsible for under the CDEM Group Plan, and
- the PIM team members' roles within the region's CDEM structure before, during, and following an emergency.

3.2 Fostering relationships

A critical part of the PIM role during readiness is to foster relationships with partners, media contacts, and community groups.

During the response to and recovery from an emergency, there is little time to establish relationships, as every sector will be intensely focused on meeting its own obligations.

Benefits

Actively fostering relationships improves mutual trust, respect and understanding, and has the following benefits:

- an easier flow of information when an emergency occurs
- contact details can be exchanged in advance
- key/critical people can be identified, and
- effective methods for engaging with communities and their leaders can be established.

Ways to foster relationships

The best way to foster effective relationships before an emergency is to engage, by:

- tapping in to relationships already fostered by other personnel (see *Internal partners in territorial authorities* on page 11)
- participating in CDEM exercises
- attending events held by other organisations or community groups
- speaking at community group meetings to explain CDEM
- participating in public education forums
- attending formal or informal meetings
- sharing business as usual information, and
- supporting the public education officer to engage with the public through CDEM social media before an emergency occurs.

3.3 Planning and setting up

This subsection describes the resources that need to be planned for or set up, before an emergency, under the headings of people, workspaces, and other resources.

Managing PIM resourcing risks

When preparing for PIM tasks that will be carried out during a response, it is extremely important to determine any risks, and mitigate them where possible.

Some examples of potential resourcing risks are:

- having one person for the PIM Manager role, who may be injured in the emergency and unable to carry out the role
- needing to access one particular building to access resources for the PIM team, and the building has collapsed or become inaccessible
- dealing with conflicting information being given by different PIM teams
- depending on cellphones, but cell towers are overloaded or damaged, and
- not having external/remote access to websites to allow updating.

| **Alternative communication systems** | It is important to have a plan for distributing information when a local community is unable to access the usual information channels.

For example, if an area has no electricity, and the people who live there need to be told that the water supply is contaminated: |

- How would the information be distributed?
- Who could the PIM team work with if the only ways of communicating are by visiting people or distributing leaflets (work with the Volunteer Coordinator)?
- If radio is still working, can you ask people to let their neighbours know?

The PIM team needs access to some means of communicating printable information (such as data-enabled satellite phones) in case telecommunication networks are disrupted.

Local authorities are expected to have alternative communication systems that may be able to be used.

Consider storing information and documents on **EMIS**, so that they are available anywhere internet access is available (see 2.4 *Emergency Management Information System (EMIS)* on page 21 for more information).

| **Resources for risk management** | Territorial authority personnel responsible for carrying out business continuity, risk management, or hazard risk management may be able to assist the PIM Manager with the risk assessment and treatment for PIM in the CDEM context.

AS/NZS ISO 31000 Risk management – Principles and Guidelines explains how to determine risks (under 'risk assessment'), and how to mitigate risks, (under 'risk treatment'). |

3.3.1 People

| **PIM team** | When determining possible PIM team members for response, consider the structure of the team, the available personnel, and the training and development requirements (see 3.5 *Training and development* on page 38). |

| **Recommended roles** | Most PIM teams will require the following roles for all emergencies, although for small emergencies it is likely that one or two people will carry them out: |

- PIM Manager
- Media Manager
- Web Manager
- Social Media Manager (often combined with Web Manager role)
- Administrator (usually shared with other functions at the ECC/EOC), and
- helpline and information point liaison.

They will also need a spokesperson as soon as the emergency begins. See *Possible PIM roles and descriptions* in Appendix J on page 77 for a description of the spokesperson role.

Possible roles   The PIM team may also need people to carry out the following functions, particularly for large emergencies:

- community liaison (community meetings etc.)
- political liaison
- marketing, and
- supporting the recommended roles described above.

PIM team structure   *Figure 4* below shows a comprehensive PIM structure during a state of national emergency, and shows the relationships between PIM roles. The roles shown in blue will be needed in every emergency, even if one person carries out several of them.
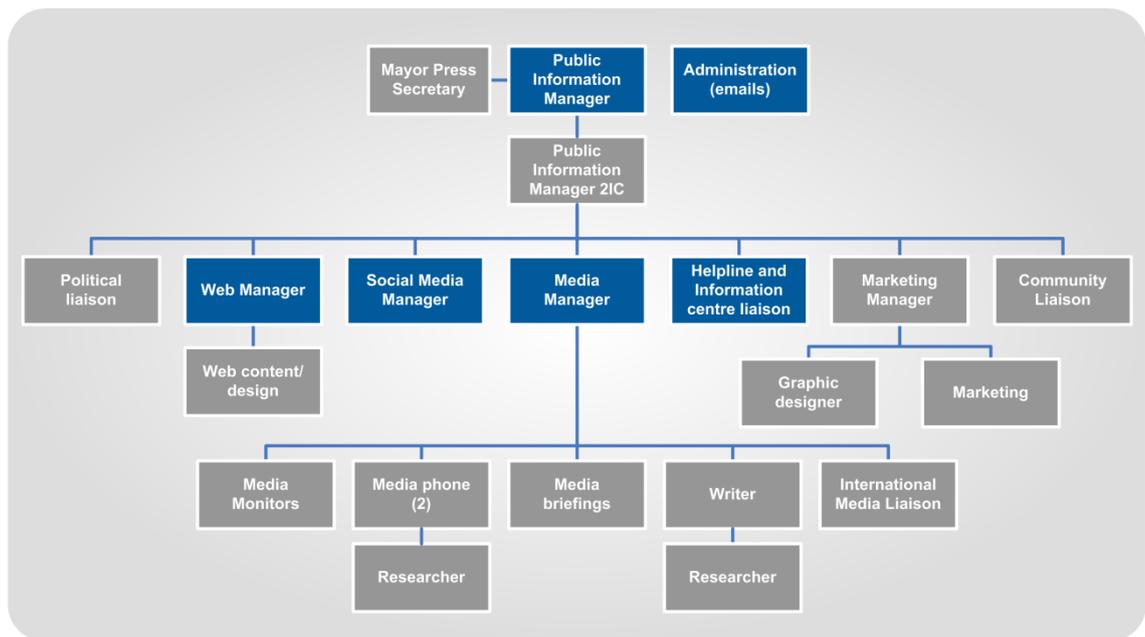
Figure 4 Possible PIM structure for a significant emergency

Identifying possible people   Once the required skills are determined, a pool of people can be established.

The PIM Manager needs to make sure that any skill gaps are identified, and arrange to 'borrow' people from other local organisations and train them.

It is important to make sure that they will not be needed in their business as usual role during an emergency, and that the PIM Manager has a clear understanding of their priorities and availability.

During and following an emergency, personnel should only be sourced under pre-existing arrangements, or from Logistics.

See 3.5 *Training and development* on page 38 for information on training and development.

Information about possible PIM personnel   Information about who may be available and how to contact them may be available from:

- Logistics personnel in the GEMO/EMO or ECC/EOC
- GEMO/EMO personnel, and
- other internal partners (see *Internal partners* on page 11).

Rosters	Pools of possible PIM personnel should be prepared in advance of an emergency, to make sure there are sufficient people available locally. If not, then a pool of potential PIM team members from nearby areas, or from the private sector, needs to be identified and recorded with their contact details, availability, and skills.
	It is important to make sure that the pool of PIM team members is sufficient to allow for two or three shifts a day, especially for the first few days.
Personal preparedness	All members of the PIM team need to be prepared for an emergency at home as well as at work, including having emergency provisions and an emergency plan.
	Having this in place before an emergency will help the PIM team to carry out their roles effectively during an emergency.
	Information on how to be prepared at home for an emergency is available at the Get Ready Get Thru website, at www.getthru.govt.nz.

3.3.2 PIM Workspaces

PIM team workspace	When planning where the PIM team will set up during an emergency, consider:
	• alternative venues in case the main venue is affected by the emergency, or access is blocked
	• proximity to CIMS functions that work with PIM such as Intelligence and Operations, or the Controller; or to where the media are based
	• security and access (keys, swipe cards, and ID cards for any cordons), especially for out-of-business hours, non-local authority personnel, and when the main key holder is not present
	• resource availability, such as phones, power supplies, computers, and IT support, and
	• space to expand if the PIM team increases.
Media requirements	Depending on the nature of the emergency, the media may need an area to work from. In a long duration emergency this is likely to be a formally set up media centre, though it can also be on a more ad hoc basis, such as a separate area near the place where the media conferences are held.
	The benefits of providing an area for the media include being able to provide them with information updates very quickly, and being able to get feedback from the media on what the public are saying.
	The PIM manager needs to work with Logistics to ensure that if it is required, the media personnel also have access to a workspace, electricity, telecommunications, food, and accommodation.
Resource checklists	See Appendix K *PIM Recommended equipment and supplies* on page 79 for draft resource checklists for the PIM workspace, media conference area, and information points.

Information points may be rooms or buildings dedicated to providing information, or areas within buildings or rooms that have a different main function, such as visitor centres or civil defence centres (CDCs).

See *Information points* on page 14 for a more complete description of the function of information points.

Requirements

An information point needs to:

- be accessible by everyone
- have accessible signage, in languages used by the local communities, so everyone knows information is available there during an emergency
- display current information verified by the PIM team, in accessible formats, and translated into languages used in the local community. Professional interpreters and translators must be used wherever practicable (see *Using translators and interpreters* on page 68 for more information), and
- have the resources listed under *Information points* on page 80, in Appendix K.

PIM Manager responsibilities

Before an emergency, the **PIM Manager is responsible for** working with community liaison officers, EM Officers, accessibility coordinators, and site managers to:

- ensure that suitable locations have been identified (and that they are accessible by everyone)
- determine which role at each information point would have the PIM liaison function (see next paragraph), and
- develop processes to ensure that information will be shared between the information points and the PIM team.

PIM liaison function at an information point

It is important that there is a PIM liaison function assigned to a role at each information point, to be the point of contact for the PIM team. The **PIM Liaison role is responsible for**:

- making sure the information is easily accessible to all people coming to the site
- keeping information at the site current, and
- feeding information from the public back to the PIM team. This information could include, for example, questions that helpline personnel have not been provided answers for, or operational information.

Examples of possible people to carry out this role include a CDEM volunteer at a CDC, or the person who manages a supermarket's noticeboard that is being used as an information point.

Accessible information	Information points provide opportunities to ensure that public information is accessible to people who have difficulty reading or understanding written messages, understanding English, or accessing radio or television.

The PIM Manager needs to work with the territorial authority's community liaison personnel, and accessibility coordinator, as well as the EM Officer, Logistics Manager, Welfare Manager, and Volunteer Coordinator to set up processes to support this, including:

- arranging for translators and interpreters (including New Zealand Sign Language (NZSL)) to be contactable or present during an emergency. Consider having a video link for NZSL. Professional interpreters and translators must be used wherever practicable (see *Using translators and interpreters* on page 68 for more information)
- having information available in Plain English large print formats, and translated into languages used in the community
- having people available to read messages aloud
- having some information available as diagrams or images, and
- any other steps that can be reasonably taken, following the advice provided in Appendix I *Information accessibility* on page 67.

3.3.3 Other PIM resources

This subsection refers to any resources that the PIM team may need, other than people (see 3.3.1 *People* on page 26) and workspaces (see 3.3.2 *PIM Workspaces* on page 28).

The PIM Manager will determine the equipment and supplies the PIM team is likely to need in an emergency, and ensure that these are available and in good working order.

There is a list of **recommended resources** needed to carry out the PIM functions provided in Appendix K *PIM Recommended equipment and supplies* on page 79.

Considerations for PIM resources

Cellphones	Consider attaching cellphone numbers (and landlines) to roles, rather than to individuals. This ensures that:

- the number is current for the duration of the emergency
- contact information can be circulated as soon as an emergency occurs (no need to confirm who is doing what first)
- contact information does not need to be updated every shift change, and
- off-duty personnel are not contacted in error.

Webpages	During an emergency, websites will be used by people with disabilities to **access information**.
	During readiness, the PIM Manager needs to work with the local authority's information and communications technology (ICT) team to ensure that CDEM pages and notification pages on the website are provided in formats that support accessibility. Ideally, this will include New Zealand Sign Language videos of any important information.
	The Government Web Toolkit's information on accessibility requirements is available through the 'Standards' tab at www.webtoolkit.govt.nz.
	The PIM Manager also needs to work with the ICT team to ensure that the hosting and process for updating/maintaining websites is robust and has **redundancy.**
Storing resources	PIM response resources need to be stored:
	• in more than one place
	• in spaces unlikely to be affected during an emergency, and
	• where they are accessible to any person on the roster for the initial PIM team.
PIM response resource boxes	Consider storing PIM response resources in labelled boxes, so that they are:
	• easily identifiable
	• accessed as one item
	• lockable, and
	• easy to relocate if necessary.
	If PIM response resource boxes are used, there should be boxes with identical content stored in at least two different locations.
Hard copies of information	Keep current hard copies of any information that may be needed during and following an emergency (for example, the contact database), and store them in at least two places that are likely to be accessible during an emergency.
	Hard copies must always be available, in case electronic copies are not available during power or telecommunications outages. The PIM Manager may decide to keep an up-to-date hard copy of the contact list on them at all times.
Electronic copies	Store electronic versions of the PIM CDEM information on USB flash drives, and/or smartphones, so that the information is always available wherever the PIM personnel are and is easily transportable.
	Processes to update these versions regularly need to be developed and followed. Note that hard copies need to be available as well, in case of power or telecommunications outages.
Remote response	It is likely the duty PIM Manager will need to carry out some initial tasks off-site, such as contacting the Controller, informing PIM team personnel that they need to go to the ECC/EOC, or maybe sending out the initial message.
	Ensure resources are available for the duty PIM Manager to carry out any required functions. Consider having a duty bag with the necessary resources that stays with the duty PIM Manager.

3.4 Developing processes and supporting documentation

Types of documentation

The importance of the contact database has been discussed in 3.1.1 *Contact database* on page 23. Other processes and types of documentation that are also important include:

- PIM CDEM Plan (see *PIM CDEM Plan* on page 22)
- PIM Response procedure
- key messages
- templates and checklists
- monitoring and evaluation processes, and
- archiving.

EMIS can be used for storage of all of the above documents (see 2.4 *Emergency Management Information System (EMIS)* on page 21 for more information).

Each of these processes and documents is explained in more detail in this section.

3.4.1 PIM Response procedure

The *PIM Response procedure* is developed during readiness, and used during response. It describes the PIM response tasks under the headings 'Starting up', 'On-going PIM response tasks', and 'Winding down', and should be referred to by the PIM team during an emergency.

Considerations

When developing and implementing the *PIM Response procedure* ensure that it is **aligned with the region's CDEM Group Plan.**

Also consider background issues and factors, including:

- those related to politics, environment, socio-economics, community demographics
- research
- previous history
- specific hazards, and
- lessons learned.

Some of this information will be available from the CDEM Group Plan, or from the Controller or EM Officer.

A *PIM Response procedure* template that may be used when developing a *PIM Response procedure* is provided in Appendix C on page 52.

The *PIM Response procedure* is intended to be used alongside the *PIM Response checklist* (template provided in Appendix D on page 56), and be amended to describe the intended response actions for the PIM Manager.

3.4.2 Key messages

Key messages:

- are the most important things for people to know, including actions they need to take (or not take), and how soon they need to take them
- are included in every public information communication through every possible channel, and
- may change as an emergency progresses, and therefore need to be reconfirmed and updated regularly.

Key messages need to be drafted **before** an emergency occurs, ready to be amended to suit the specific circumstances. This helps ensuring messages are distributed to the public quickly at critical times during and following emergencies.

Clear and accessible messages

The PIM team must write messages clearly so they are understood quickly, and so they are accessible by as many people as possible.

See Appendix I *Information accessibility* on page 67 for a summary of how to make sure information is accessible to as many people as possible, and for further reference materials.

Sources of example key messages

The following are recommended resources for drafting key messages:

- *Working from the same page – consistent messages for CDEM* available on the MCDEM website www.civildefence.govt.nz
- Get Ready Get Thru website www.getthru.govt.nz, and
- Appendix G *Information prompts* on page 64.

Focus on known hazards and the community

When preparing draft messages focus on known hazards in the area. For example, if there are coastal areas, prepare messages to use for a tsunami. Examples of suitable key messages by emergency type are given in *Working from the same page – consistent messages for CDEM* available on the MCDEM website www.civildefence.govt.nz. Also, the region's hazards will be identified in the *CDEM Group Plan*, and there may be useful information in any relevant Lifeline Utility Project reports.

Knowing the **community**, and its population demographics and profile, will help to inform which communities need specifically targeted messages, and how to provide accessible information.

National warning messages

MCDEM may issue messages through the national warning system to warn or inform agencies and the public of an imminent threat or hazard event.

When this happens, the PIM Manager needs to base the wording of their initial message on the national warning, or advisory message issued by MCDEM.

The EM Officer will know how to add people to the local distribution list for national warnings and advisory messages.

3.4.3 Templates and checklists

The PIM Manager needs to develop templates and checklists before an emergency occurs. Some may already have been developed by the EM Officer or GEMO Manager.

Templates provided in this guideline

The following templates are provided in the appendices:

- *PIM Readiness checklist* (Appendix B, on page 50)
- *PIM Response procedure* (Appendix C, on page 52)
- *PIM Response checklist* (Appendix D, on page 56), and
- *Task sheet* (Appendix M, on page 83) and *Task log* (Appendix L, on page 81) – used to record all assigned PIM tasks.

Potential forms and checklists

Other forms and checklists that may be useful for the PIM Manager to develop, and use during response and recovery, include:

- rumour log (discussed in following paragraphs)
- media log (discussed in following paragraphs)
- PIM team attendance log, and
- documents log (received by PIM team).

Naming conventions

The following **naming convention for filenames** is designed so that when files are stored electronically in a folder they sort into a logical sequence that is easy to search through, especially during an emergency when many documents, situation reports in particular, are likely to be shared between agencies and between different levels of the response.

The naming convention for filenames is:

- organisation initials, and the place the report is coming from
- type of report; '#'and sequential reference number, including zeros as place holders
- date in the format yyyy-mm-dd, including zeros as place holders.

Some examples are:

- CDEM Wainui EOC SitRep #04 2013-04-31
- NZFS ECC AP #01 2012-09-31
- NCMC SitRep #17 2014-02-29
- USAR SCP SitRep #09 2017-11-31

The **footers** of all files need to include:

- the filename (by inserting the filename field), and
- pagination – for example 'page x of xx'.

During an emergency the ECC/EOC will be operating under the ECC/EOC's *Action Plan*.

The *Action Plan* is prepared as soon as there is enough information to describe the intended actions for the response with some degree of certainty. In small emergencies, this may be within a few hours of the onset of the emergency, but in large emergencies this may take several days.

The intention is that the *Action Plan* remains valid for the duration of the emergency, and may be updated to reflect minor changes in the situation. A new *Action plan* is only developed if the original Action plan becomes unviable because of major changes in the situation.

The *PIM Summary for the Action Plan* summarises the intended actions of the PIM team and is written early on during the emergency.

The **PIM Manager is responsible for**:

- developing the PIM Summary for the Action Plan, and
- contributing to the development of the *Action Plan* including writing any PIM-specific content, working with the Controller, Planning, Intelligence, and Operations Managers. This may include adding the *PIM Summary for the Action Plan* as an appendix.

The *PIM Summary for the Action Plan* is **approved by the Controller.**

There is a *template* for a *PIM Summary for an Action Plan* in Appendix E on page 60, and an *example* in Appendix F on page 62.

Recommended headings

The recommended headings for the PIM Summary of an Action Plan are given in *Table 2* below.

Heading	Content of section
Overview of PIM response	A brief description of how PIM will be implemented during the response. This must be aligned with the *Action Plan*.
PIM team	The PIM team roles and structure, where to find the description of the PIM team roles, who is assigned to those roles, and scheduled meeting times.
Spokespeople	The spokespeople, their subject areas, and level of response. Include any spokespeople being used by other agencies at the ECC/EOC.
Message distribution	How the messages will be shared with the public (see 2.3 *Ways of sharing information with the public* on page 13).
Message monitoring	How the effectiveness of the message will be monitored, who will do it, and how the information is collected, analysed and used.
Message coordination	Interaction and collaboration with other PIM teams, including emergency services and other agencies to ensure consistent messages.
Administration information	Include timing requirements (deadlines, briefings etc.), roster, locations and contact information for the PIM team(s).

Table 2 Headings for a PIM Summary of an Action Plan

Media log

Function

The PIM Manager needs to ensure that a media log is maintained during an emergency to keep a record of :

- media inquiries, and
- media reports that do not match current PIM team information.

Information to include

The information that needs to be in a media log includes:

- source (including contact details), and time and date received
- type of information – inquiry, or information that does not match previously verified information, and
- response – what was done (to reply, or to rectify any misinformation), time, date, and by whom.

Rumour log

Function

The PIM Manager needs to ensure that a rumour log is maintained during an emergency to record informal and unofficial information, which can then be followed up and either verified or discounted.

Possible sources of information include:

- social media such as Twitter, Facebook, and blogs
- personnel at the ECC/EOC
- reports from staff working at the emergency site
- calls to the helpline
- anyone based at or visiting an information point
- community gathering points, and
- opinions in the media (e.g. clippings, TV and radio news, talkback shows).

Information to include

The information that needs to be in a rumour log includes:

- source, and time and date received
- verified – yes/no, how, by whom, and
- action – what action was taken (confirmed, refuted, what media was used) , as well as the time, date, and by whom.

The main priority for leaflets distributed during response or recovery is always to provide <u>key</u> information <u>quickly</u>.

When preparing leaflets to be distributed to a community during response or recovery:

- provide them in Plain English, with bulleted lists, and accessible formatting (see Appendix I *Information accessibility* on page 67)
- avoid providing an overwhelming amount of information that makes it difficult to find the key messages. Glossy brochures are not needed, and take a long time to publish
- ensure leaflets are updated and redistributed as required to keep the community's information current.

Consider preparing a template for leaflets (see Appendix G *Information prompts* on page 64 to decide what information may need to be included).

3.4.4 Monitoring and evaluation processes

The PIM Manager needs to monitor and evaluate the PIM tasks carried out **before emergencies** to ensure that the planning and preparation is taking place effectively.

The PIM Manager also needs to monitor and evaluate PIM **during an emergency** to ensure that the messages are getting to their target audiences quickly, and are being understood.

Using objectives and measures

In order to monitor and evaluate PIM, the PIM Manager needs to define:

- overall aims (goals)
- tasks that should be achieved (objectives), and
- indications that an objective has been/is being achieved (measures).

Some example goals, objectives, and measures are given in *Table 3* below.

Goal	Objectives	Measures
Personnel with PIM skills available for an emergency	Carry out development needs analysis (DNA)	DNA completed
	Carry out identified training	Training and development programmes for all identified potential PIM personnel have been developed
		Training carried out
	PIM team participates regularly in exercises	One local PIM training exercise carried out in each calendar year
		Local PIM personnel participated in any regional multi-agency exercises
Foster relationships	Keep contact database up-to-date	Contact database updated in last three months
	Relationships with partners are maintained	Face-to-face meetings held with partners twice in last calendar year

Table 3 Example goals, objectives, and measures

The PIM Manager may choose to base the readiness objectives on the tasks listed in Appendix B *PIM Readiness checklist* on page 50.

See *Monitoring and evaluating the effectiveness of messages* on page 43, for more information.

3.4.5 Archiving

Local government **must** archive records under the *Public Records Act 2005*.

The **PIM Manager responsibilities** include ensuring that all PIM records are archived following the record management processes in their CDEM and/or council office.

The PIM Manager may need to develop processes for storing information (hard and/or soft copies) that is handled by the PIM team during and following an emergency. This will ensure that the information can be easily retrieved for archiving when there are resources and time available to do so.

Advice on archiving, including which records need to be kept, and the requirements of how they are archived, is available from Archives New Zealand, by searching 'Advice on archiving' on their website www.archives.govt.nz.

3.5 Training and development

During readiness the **PIM Manager is responsible for** ensuring that development needs analysis is carried out for staff and volunteers who carry out PIM tasks during readiness, or who are intended to carry out PIM tasks during response and recovery.

Training and development topics

Training and development may cover PIM in the CDEM context in general, or cover specific topics such as:

- using Plain English (see *Glossary* of key terms on page 74 for the definition)
- using social media for public information
- setting up interagency PIM teams
- communicating key messages to people who use a variety of communication techniques such as:
  - creating accessible documents and webpages
  - using pictures, symbols and tactile elements to convey instructions or information
  - writing for translation into other languages
  - preparing messages for users of other languages
  - using interpreters and translation services effectively
- disability equity, including generic and impairment specific disability awareness and responsiveness, by trainers identified and endorsed by Disabled People's Organisations, and
- improving cultural competency (see *Glossary* of key terms on page 74 for definition).

Attending CDEM exercises

All personnel who may be involved in PIM tasks may have opportunities to participate in CDEM exercises run locally, regionally, or nationally.

As well as preparing people for their roles, CDEM exercises also provide an opportunity to test procedures.

Information on local and national exercises is available from the EM Officer or GEMO Manager. Information about national level training and development in PIM is also available from MCDEM, which can be contacted through the website www.civildefence.govt.nz.

Shadowing & mentoring

Shadowing someone while they carry out PIM tasks provides opportunities to learn skills from someone with expertise. It also provides an opportunity to carry out peer review.

Mentoring is an effective way to provide guidance to personnel who are new to the PIM role. It can be done remotely if there is no-one in the same agency with the required skills.

Regional workshops

Some GEMOs run workshops for PIM personnel in their area. They often invite PIM personnel from other organisations that they will work with during an emergency.

The workshops may be a general sharing of processes, information and ideas, or cover specific topics, such as using social media.

Training offered by other organisations

Attending courses run by other organisations on PIM, or specific aspects of PIM, is another way to increase PIM skills. For example:

- *Emergency Media and Public Affairs* in Australia have a professional accreditation programme for PIM personnel. Information is available on their website http://www.emergencymedia.org.
- The Office of Ethnic Affairs offers intercultural advice and training for organisations. Information is available on their website www.ethnicaffairs.govt.nz.

SECTION 4 PIM RESPONSE AND RECOVERY TASKS

This section describes the PIM tasks that need to be carried out during response and recovery, including starting up, on-going response PIM tasks, and winding down.

The key PIM task of informing the public is carried out during response and recovery. However, the planning and preparation that supports effective public messaging is largely done during readiness, and so many of the tasks that will be carried out during response and recovery have already been described in the readiness section.

The response and recovery PIM tasks have been combined as they occur following the emergency, and often overlap.

The **main supporting documents** for PIM during response and recovery are:

- *PIM Response procedure* – (template in Appendix C on page 52)
- *PIM Response checklist* – confirmation that required tasks have been done (template in Appendix D on page 56), and
- *PIM Summary for the Action Plan (template)* – intended PIM actions during this response (also see the *example* in Appendix F on page 62).

All document names and filenames prepared during an emergency need to follow the **naming conventions** described under *Naming conventions* on page 34.

The **National PIM Manager** may be able to support the ECC/EOC PIM team in sending out public information messages.

Liaising within the ECC/EOC

The following ECC/EOC functions will be the PIM team's main source of information about the emergency, and the PIM team can provide them with information from the public:

- Operations – current response
- Planning – future response
- Intelligence – hazards and environment information
- Welfare – affected population, and
- Logistics – incoming resources and support arrangements.

See *Terms used in CIMS* on page 49 for definitions of these functions.

Interactions with CDEM personnel and emergency services

The PIM Manager needs to know the CDEM Group protocols for contacting people who work at different levels (local, regional, national) within GEMOs/EMOs, or with other agencies. Following these protocols ensures that key people are kept up to date, and that correct information is shared.

For example, the **EOC** PIM Manager liaises with the Fire Service **EOC** representative. If the EOC PIM Manager wants to get information from an **ECC** Fire Service representative, they may either:

- contact the ECC PIM Manager (or other appropriate CDEM role) and ask them to talk to the Fire Service ECC representative, or
- talk to the Fire Service EOC representative and ask them to contact the Fire Service ECC representative.

Managing email accounts during response	PIM tasks often include collating and distributing information internally, or with other agencies. This is most commonly done by phone or email.
	Email addresses need to be set up for roles, rather than for people. If this has been done, it is very important that when these email accounts are used:

- the sender's name is always included in the email (in case the receiver needs to clarify something later on)
- the subject line is informative
- processes are put in place to ensure emails are followed up when the person managing that email account changes shift, and
- passwords are used, and kept secure, but accessible to those in that role.

4.1 Starting up

Follow the plan and checklist	The PIM Manager follows the *PIM Response procedure* (see 3.4.1 on page 32 for more information), and uses the *PIM Response checklist* (see Appendix D on page 56) to keep a record of which steps are done.
	In emergencies some things may not work out as planned, especially in the early stages. The PIM team needs to **stay focused** on collecting, analysing, and sharing information.

Main steps in PIM response start-up	The main steps in starting up the PIM Response are:

- activation
- consultation with the Controller
- sending the initial message (media release, or request for broadcast)
- setting up the team and workspace
- setting up communication links, and
- setting up other processes, such as recording assigned PIM tasks, and storing records for later archiving.

Additions to the contact database	During an emergency, communities outside the emergency area may also be affected and need to be added to the contact database at the time.
	For example, if a school trip to the area was occurring when the emergency happened, the students' hometown community will be affected, so the local authority, school, and local media contact details would need to be added.

Assigning tasks outside the ECC/EOC	Consider assigning PIM tasks that do not need to be carried out at the ECC/EOC to PIM personnel with CDEM experience who are based elsewhere.
	For example, if there are some messages that need to be translated into other languages, this may be able to be given to a PIM Manager in another CDEM Group to organise. If there is not a pre-existing agreement to provide support, this will need to be organised through Operations) or Logistics.

4.2 On-going PIM response tasks

Most of the on-going PIM response tasks have been discussed in previous sections as they need processes or documentation put in place before an emergency occurs. The ones that have not been covered previously are discussed below.

Managing media

Representatives of the media will turn up at the scene of the emergency to talk to those involved and to get photos and videos.

While there is a limit to what can be done to manage their presence, the PIM Manager needs to consider:

- telling all personnel at the site who they must refer all media to for official comments
- providing a marshalling point, and health and safety briefings for the media
- organising media briefings and/or media site visits and/or interview and photograph opportunities
- informing any present official spokespeople that the media will be there and ensuring they know the current key messages in case journalists approach them, and
- ensuring that personnel responsible for health, safety, and security are aware that the media will be present, so that they can take this into account.

Coordinating messages across different agencies and services

When consistent messages are released during an emergency, it is easier for the public to do what is necessary to keep themselves safe and support response and recovery activities.

During response the PIM Managers of the different agencies and services can make this happen by:

- considering setting up a joint CDEM and emergency services PIM team
- collaborating when preparing and/or releasing messages
- setting up interagency protocols specific to the emergency response, and
- sharing information, including telling other agencies and services when:
  - situation reports (SitReps) and action plans (APs) will be released
  - media briefings are expected to occur.

PIM Managers from support agencies need to take direction from the lead agency's PIM Manager, to ensure their messages are consistent with the Controller's intent.

EOC PIM Managers need to work with the ECC PIM Manager to ensure consistent messaging, and likewise, ECC PIM Managers need to work with the National PIM Manager.

Sharing information in the ECC/EOC

All CIMS functions are responsible for sharing information they obtain through their usual activities with relevant CIMS functions.

For example, if PIM's monitoring of social media makes the PIM team aware of a group of people who are trapped, the information needs to be passed on to Operations. Similarly, if Operations is aware of groups of people who are not receiving the messages sent out by PIM, Operations would pass this information on to PIM.

Monitoring and evaluating the effectiveness of messages

The effectiveness of public information messages needs to be monitored and evaluated frequently throughout the response to, and recovery from, the emergency to make sure they are achieving their goals.

The main priority is always to provide key information quickly.

Ways to monitor

The effectiveness of messages can be monitored by recording feedback from:

- other ECC/EOC functions/personnel
- social media such as Twitter and Facebook
- mainstream media
- information points
- internal partners (see *Internal partners* on page 11)
- community group representatives and leaders, and
- public meetings.

Assistance with monitoring the media

The PIM Manager needs to use social media monitoring tools.

Another option is to consider employing a media monitoring company. This would need to be though an agreement made before the emergency, or organised through Logistics. Data collected by a media monitoring company would need to be analysed internally.

Feedback

Most initial feedback will be obtained by members of the public making comments though the channels listed above.

As more resources become available it may be possible for the PIM team to be more proactive in seeking feedback, perhaps by going out into the community and asking people:

- What information have they received?
- What information do they need?
- How are they getting their information?
- Is the information in a useable format?
- Do they understand the information?

This is a task that may be assigned to community liaison personnel.

Considerations when evaluating messages

When evaluating the message(s), consider the following questions:

- Is it reaching all of the target audience, including geographically, linguistically, physically, socially, or culturally isolated people?
- Does the public understand the message?
- Is there a more effective medium to use?
- Can the wording be improved?
- Are consistent messages going out from the NCMC, ECC and EOCs?
- Is information from the public getting where it needs to?
- Is the transfer of information between CDEM personnel, emergency services, and other agencies happening in a timely fashion?

Correcting misinformation

When misinformation is identified it is important to correct the information as soon as possible, preferably through the same medium the misinformation was distributed initially.

Twitter has a specific 'hashtag' message for correcting misinformation, '#mythbuster', which has been used successfully by emergency management agencies previously.

Facebook posts related to correcting misinformation will often have 'mythbuster/mythbusting' in the title.

Recovery messages

During recovery, public information messages focus on acknowledging the community's resilience and looking to the future. This will include informing the public of events that support community recovery, such as creating memorials, re-opening buildings, and marking important anniversaries.

Recovery messages will also give practical information about such things as public health, utilities, welfare, mayoral relief funds, grants, and assistance from government agencies.

Site visits

Site visits are generally provided for VIPs, such as Ministers, local MPs, and overseas dignitaries, to assist with sharing information and promoting public confidence and assurance.

The **PIM Manager is responsible for**:

- providing information about the situation, including background information
- liaising with the VIP's executive personnel, including producing key messages for VIPs to use when addressing the media or communities, and
- if a New Zealand Sign Language (NZSL) interpreter is being used, reminding them to stand close to the VIP, and requesting the camera crew to ensure the NZSL interpreters hands are in the shot.

Under CIMS, community liaison personnel report to the PIM Manager during an emergency, and are considered part of the PIM function. Community liaison personnel are more likely to be activated during long duration emergencies, or during recovery.

Community liaison personnel may be assigned by the PIM Manager to:

- organise and facilitate community meetings
- produce community newsletters or handouts
- identify effective places in the community to establish information points
- liaise with the community to obtain local knowledge, and
- log issues raised by community members and obtain responses.

4.3 Winding down

Returning to business as usual

As the recovery from the emergency progresses, the PIM-related tasks will become part of business as usual.

Debriefing the PIM team

The **PIM Manager is responsible for** debriefing the PIM team, including reviewing:

- how they did against their objectives
- whether rosters and team management worked effectively
- what was learned, and
- any effects on personnel, including psychosocial issues.

The PIM Manager will also contribute to the wider debrief within the CDEM Group.

Debriefing the community

The CDEM Group may decide to hold a public debriefing with the community. The PIM Manager has a key role in helping the CDEM Group communicate its messages as well as listening to everyone in the community.

Reference for debriefing

The MCDEM publication *Organisational debriefing* is available on the MCDEM website www.civildefence.govt.nz by selecting the 'publications' option.

SECTION 5   APPENDICES

APPENDIX A Commonly used CDEM terms

The following descriptions of terms commonly used in CDEM are intended to provide a simple explanation for people who are unfamiliar with CDEM.

Authoritative, comprehensive definitions for these terms should be accessed from the *CDEM Act 2002* or the *Guide to the National CDEM Plan* (available at www.civildefence.govt.nz).

General terms

CDEM Group Plan – developed and regularly reviewed by each CDEM Group, required under the CDEM Act 2002.

Ministry of Civil Defence & Emergency Management (MCDEM) (pronounced mick-dem) – the central government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs. It is the lead agency at a national level responsible for coordinating the management of CDEM emergencies. MCDEM may act as a support agency by coordinating the CDEM response to any given emergency managed by another lead agency.

Lead agency – the agency that manages a particular emergency. Some lead agencies are required by law for particular types of emergencies; others will be based on expertise.

Support agency – any agency that supports the lead agency during an emergency.

National Crisis Management Centre (NCMC) – a secure all-of-government facility maintained in a state of readiness in which the national response to emergencies can be managed.

The '4Rs'

The '4Rs' of emergency management are:

Reduction – identifying and analysing long-term risks to human life and property from natural or non-natural hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

Readiness – developing operational systems and capabilities before a civil defence emergency happens, including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities, and other agencies.

Response – actions taken immediately before, during, or directly after a civil defence emergency to save lives and property, and to help communities recover.

Recovery – the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of a community following a civil defence emergency.

Terms used in local government

Territorial authority (TA) – a city or district council, or unitary authority.

Regional council – a region council.

Unitary authority – a territorial authority with regional council powers.

Local authority – any of the above.

CDEM roles

Director of CDEM (the Director) – the head of MCDEM, who reports to the Minister of Civil Defence. The Director has the role of National Controller during an emergency led by CDEM, unless they choose to delegate.

GEMO Manager – the person who manages the GEMO (see *Terms used in CIMS* on following page).

Emergency Management Officer (EM Officer) – the person who manages the EMO (see *Terms used in CIMS* on following page).

Regional Emergency Management Advisors (REMAs) – MCDEM personnel, based at MCDEM's regional offices in Auckland, Wellington and Christchurch. They responsible for providing advice and support to the CDEM Groups in their geographic area.

Controller – the person in charge of an emergency, or an aspect of it. The level of their control is given by the name – National Controller (usually based at the NCMC), Group Controller (usually based at an ECC), and Local Controller (usually based at an EOC).

Recovery Manager – the person in charge of recovery. When emergencies will have significant recovery activities, the Controller hands over to the Recovery Manager once most response tasks have been completed.

National PIM Manager – the person who is responsible for managing the PIM tasks for the national response to emergencies. During readiness 'National PIM Manager' refers to the duty MCDEM PIM Manager.

Key CDEM documents

The following documents are available at www.civildefence.govt.nz by searching for the document name.

CDEM Act 2002 – describes the legal requirements for CDEM in New Zealand, including the requirement for the Director, CDEM Groups, CEG, Controllers, the National CDEM Plan, National CDEM Strategy, and Guide to the Plan.

The National CDEM Strategy – describes the intentions of the Crown regarding CDEM provisions.

The **National CDEM Plan (the Plan)** mandates the actions required across the 4Rs (reduction, readiness, response, and recovery) and who is required to carry them out.

The Guide to the National CDEM Plan – explains the Plan in detail.

Director's Guidelines – documents developed by MCDEM, to provide guidance to CDEM and other agencies regarding CDEM. They are issued by the Director of CDEM under the CDEM Act 2002.

These terms and functions are used in ECCs and EOCs.

Coordinated Incident Management System (CIMS) – the incident management system used in New Zealand by agencies that respond to an emergency, to ensure a cohesive and effective response across the different agencies.

Control – the CIMS function responsible for the overall direction and management of an emergency, or an aspect of it (see 'Controller', under 'Roles' on previous page).

Operations – the CIMS function that is responsible for carrying out the response tasks, including the actions to save lives and property.

Planning – the CIMS function that is responsible for planning operations.

Intelligence – the CIMS function that is responsible for hazard analysis, and collating information about the environment.

Logistics – the CIMS function that is responsible for sourcing resources needed to support the response and the affected population, including personnel, equipment and transportation.

Public Information Management (PIM) – the CIMS function that is responsible for issuing warnings and information, media liaison, and community liaison.

Incident Management Team (IMT) – consists of the key appointments within a response coordination centre - the Controller, and Deputy Controller; the functional managers (Operations, Planning, Logistics, Intelligence, PIM, and Welfare); technical experts such as scientific advisors; and key support agency representatives such as the Fire Service, Police, or representatives of hospitals and health services.

The exact composition at any time is determined by the Controller.

Naming indicates where it is based, and the agency (if applicable). For example, CDEM ECC IMT means the CDEM IMT based at the ECC, and the Police Wainui IMT is the Police IMT based at Wainui. If the IMT is for the lead agency, the agency name is not included. For example, the ECC IMT.

APPENDIX B PIM Readiness checklist

This checklist is for use by CDEM personnel responsible for preparing for PIM before an event occurs.

References are to sections in the Public Information Management Director's Guideline.

Gathering information   (see 3.1 *Gathering information* on page 23)

Contact database tasks:	
database has been set up	
database is accessible to all potential members of a PIM team during an event	
database is updated every 3 months, any hard copies reissued, and users informed	
appropriate email groups have been set up	
database includes people or organisations identified by people who carry out other roles in local authorities	

Database includes:			
(* indicates local and national contact details are required)			
National PIM Manager		Fire Service *	
nearby CDEM Groups		Ambulance*	
local CDEM roles that work with PIM (see 3.1.1)		Police*	
other local CDEM related organisations		partner organisations	
broadcasters*		lifeline utilities*	
newspapers*		hospital and health services	
community groups (including groups potentially isolated through disability, language, culture, or geography)			

Background information includes:			
population size and demographics		maps	
significant local industries		any likely/possible local emergencies, based on the risk profile from the CDEM Group Plan	
cultural make-up and languages used			
current and historical political, socio-economic, environmental, or operational issues that may affect outcomes		previous emergencies in the region, or nationally (for comparisons)	
		summaries of relevant scientific information	

Supporting CDEM information held and understood by PIM team members includes:			
local, regional, and national CDEM structures		GEMOs' and EMOs' relationship with MCDEM	
local and regional CDEM public education programmes		CDEM process for sending out a *Request for broadcast/termination*	
the region's CDEM Group Plan		National CDEM Plan	
readiness roles of local and regional CDEM staff		readiness roles of local CDEM volunteers	
response roles of local and regional CDEM staff		response roles of local CDEM volunteers	
recovery roles of local and regional CDEM staff		recovery roles of local CDEM volunteers	

Fostering relationships   (see 3.2 *Fostering relationships* on page 25)

Contact is on-going with:			
nearby CDEM Groups		Fire Service	
other territorial authority GEMOs and EMOs		Ambulance	
local CDEM roles that work with PIM (refer 3.1.1)		Police	
broadcasters*		lifeline utilities	
newspapers*		Rural Fire	
local offices of government agencies		hospital and health services	
partner organisations		community groups and services including those for CALD communities, and for people with disabilities	
Welfare Coordination Group			

Planning and or/setting up   (see 3.3 *Planning and setting up* on page 25)

Tasks completed: (Locations and people identified in this section are available *[insert location here])*			
initial PIM team is identified		PIM workspace default location is identified	
PIM Manager will have messages via the national warning system forwarded to them		PIM workspace back-up locations are identified	
spokespeople are identified and trained		media conference default location is identified	
PIM pool is identified for any required rosters		media conference back-up locations are identified	
PIM member details are updated every 3 months		information point default locations are identified	
PIM personnel have emergency plans for home		information point back-up locations are identified	
means of communication set up		information point liaison people are identified	
PIM remote access capability set up, including website access		helpline liaison person is identified	
hard copies & USBs of required documents set up		required resources are sourced	
initial response back-up team members identified		PIM response resource boxes are set up	

Developing processes and documentation   (see 3.4 *Developing processes and supporting documentation* on page 32)

Documentation and processes developed:			
contact database (see above)		drafts of key messages	
PIM Readiness checklist		descriptions of duties for PIM team members	
PIM Response checklist		required resources list	
PIM Response procedure		PIM role descriptions	
		monitoring and evaluation process	

Training and development   (see 3.5 *Training and development* on page 38)

Training tasks carried out:			
skill gaps are identified		PIM personnel participating in exercises	
potential programmes by CDEM and external organisations are identified		PIM training and development programmes for individual personnel developed	
workshops for region PIM organised		mentoring/shadowing exchanges organised	

APPENDIX C PIM Response procedure

This template is:

- for use by the PIM Manager and their teams during an emergency
- completed as part of readiness
- intended to be amended to reflect actual processes used by the PIM team
- intended to have text with *grey text* replaced with the required information, and red text deleted.

PIM response activation

Activation trigger	The PIM Manager:
	
	1. Is informed of the emergency by:
	
	   • *[insert method – phone call from GEMO duty manager/paged by GEMO activation system]*
	   • request for information from media, or
	   • natural indications, such as feeling an earthquake.

PIM briefing	The PIM Manager:
	
	2. (if applicable) Replies to the activation to confirm availability.
	
	3. Contacts the *Duty Officer* on *[insert phone number and alternative, or where it is found]* to determine:
	
	   • the current situation and response, and
	   • any critical information for the initial message.
	
	The *Duty Officer*:
	
	4. Briefs the PIM Manager on the emergency.
	
	5. If the duty PIM Manager does not respond within *[insert time]*, the *Duty Officer/activation system* contacts the back-up person on the roster *[insert phone number and alternative, or where it is found]*.

Decision regarding initial message	The PIM Manager:
	
	6. Contacts the Controller on *[insert phone number and alternative, or where it is found],* or (for slow onset emergencies) meets them in person, to determine whether the initial message will be:
	
	   • released as a:
	      ○ Request for broadcast, or
	      ○ media release
	   • sent out:
	      ○ immediately, or
	      ○ once the PIM team has set up.

Briefing spokesperson	The PIM Manager: 7. Briefs the spokesperson (initially often the Mayor) so they can respond to media questions when the initial message is released.

Initial message

Note: this may occur after the PIM team is set up (see next section) during slow onset emergencies, such as flooding.

Preparing the draft	The PIM Manager, in consultation with the Controller:

1. Prepares the draft of the initial message:

   - using the templates provided *[where]*
   - referring to the requirements in 3.4.2 *Key messages* on page 33 of the *Public Information Management Director's Guideline*.

Approval	The PIM Manager:

2. Has the initial message approved according to the requirements of either:

   - *[which]* CDEM Group message approval process *[available where]*
   - Request for broadcast procedure (only applies if ECC) *[available where]*.

Sending initial message	The PIM Manager

3. Distributes the:

   - (if ECC, and applicable) *Request for broadcast* to the relevant broadcasters after discussing with the National PIM Manager *[accessed how].*
   - media release to the relevant media in the contact database *[accessed how].*

Setting up PIM team and workspace

Note: this may occur before the initial message is sent, during slow onset emergencies such as flooding.

Setting up PIM team	The PIM Manager, or a person delegated by them:

1. Determines the PIM team members required for the initial PIM response.
2. Contacts the team members.
3. Gives them the PIM workspace address which will be one of (in order of preference):

   - *(EOC)*
   - *alternate address*
   - other suitable (ad hoc) address as directed by the PIM Manager.

4. Tells them the access requirements of *[who holds keys/swipe cards and where are they located].*
5. Asks them their expected time of arrival, and records it.
6. Sets up a short-term roster.

On arrival	Whichever PIM team member arrives first at the PIM working space:

7. Accesses the:

   - working space, using the *[key/swipe card held where]*
   - PIM response resources (may be a 'PIM response box') described *(where) using the [key/swipe card held where].*

8. Informs the PIM Duty Manager that they have arrived on site and briefly updates them on the current situation there (is the building safe, are other EOC members present?).
9. Sets up the physical resources (desks, computers, whiteboards), if necessary.

	10. Sets up an attendance log using the *[what]* template *[held where]*.
	11. Sets up:
	- daily PIM tasks checklist using the *[what]* template *[held where]*. - task log using the *[what]* template *[held where]*.
Communication with GEMOs, EMOs, and emergency services	The PIM Manager (or person on site delegated by them):
	12. Assigns the tasks of setting up communication links, and making contact, if appropriate, with:
	- NCMC (if appropriate) *[insert email addresses, phone numbers, or list that contains them all]* - any activated EOCs/ECCs *[insert email addresses, phone numbers, or list that contains them all]* - CDCs *[insert email addresses, phone numbers, or list that contains them all]* - emergency services (those operating at same level (regional/local) as PIM Manager).
Communication within the [ECC/EOC]	The PIM Manager (or person on site delegated by them):
	13. Assigns the tasks of setting up communication with the *[ECC/EOC]* CDEM roles that need to liaise with PIM, including: (insert contact details such as role specific cellphone numbers/ specific role emails etc. for each role)
	- National PIM Manager - Planning - Intelligence - Operations - Logistics - Welfare - Information points *[list their addresses]*.
Communication with Media	The PIM Manager (or person on site delegated by them):
	14. Assigns the tasks of setting up communication with media agencies, including:
	[insert details of media agencies, including contact information].
Communication with key community links	The PIM Manager (or person on site delegated by them):
	15. Assigns the tasks of setting up communication with key community links, including:
	[insert details, including contact information. Be sure to include: – *contacts for groups that can get messages to users of other languages, tourists, people with disabilities, and other people who may be isolated from information* – *distant communities whose members may be affected by the emergency]*.

On-going PIM tasks

Tasks listed in PIM response checklist

The PIM Manager:

1. Carries out the tasks described in the *PIM Response checklist* *[held where],* under the headings:
   - On-going response work
   - Daily PIM checklist.

Winding down

Debriefings

The PIM Manager:

2. Ensures all PIM personnel are debriefed before they return to their business as usual duties, and

3. Participates in CDEM debriefings

Archiving records

The PIM Manager:

4. Ensures all records are archived according to the requirements of the Public Records Act 2005 by following the *[what]* procedure *[held where].*

Prepare for anniversaries

The PIM Manager:

5. Prepares for anticipated anniversaries by storing relevant information where it will be easily accessed, including the details of key contacts.

APPENDIX D PIM Response checklist

This checklist is intended to:
- be used alongside the PIM Response procedure
- be used at the ECC, or at the EOC if the ECC is not activated. If it is used for an EOC when the ECC is activated, the tasks will need to be amended appropriately
- be amended to reflect actual processes used by the PIM team
- have *grey text* replaced with the required information, and red text deleted

Ensuring tasks are carried out is the responsibility of the PIM Manager. The tasks may be assigned to PIM personnel, unless they are shown as a specific person below.

Start up

	Done (tick)	Assigned to	Started (date/time)	Finished (date/time)
PIM Manager is informed of the emergency		CDEM Duty Officer		
PIM Manager is briefed by the Controller about current situation and the response and discusses: • whether the first message will be a media release or a request for broadcast • who is the appropriate spokesperson for these circumstances		PIM Manager		
PIM Manager briefs spokesperson (and Mayor's office, if Mayor not spokesperson)		PIM Manager		
PIM Manager prepares initial message referring to draft key messages and amending as appropriate (this may occur after setting up the team, during slow onset emergencies)				
Determine what key information needs to go out immediately		PIM Manager		
Prepare initial message		PIM Manager		
Get message approved by Controller		PIM Manager		
Send initial message out		PIM Manager		
PIM Manager sets up PIM team:				
Determine how many PIM team members are needed initially		PIM Manager		
Recruit people for PIM team from pool using agreed process		PIM Manager		
Set up a short term roster		PIM Manager		
Set up the PIM workspace:				
Determine initial location of PIM team workspace		PIM Manager		
Set up PIM workspace with resources and personnel as available				
Determine what (if anything) the media require with Logistics (workspace/catering/accommodation)		PIM Manager		

	Done (tick)	Assigned to	Started (date/time)	Finished (date/time)
PIM Manager attends Incident Management Team (IMT) briefing		PIM Manager		
Decide in IMT meeting on timing for likely period for updating outgoing information such as media briefings (consider when CDEM and other agencies will be releasing situation reports (SitReps) or agency action plans (AAPs), and when they will be holding briefings)		IMT		
Set up media communication with reference to contacts database				
Set up communication with key community links, including any distant communities affected				

Set up communication with (if applicable) , including contact details:					
NCMC PIM	*Group Controller*	*ECC Planning*	*ECC Intelligence*	*EOCs*	*CDCs*
Call centre	*Information point(s)*				
Fire	*Police*	*Ambulance*	*Health*	*MSD*	*Lifeline utilities*

On-going response work

PIM Manager's on-going tasks	Assigned to
Prepare and send out media releases and other messages as required	
Approve messages put on webpages and social media by PIM personnel	
Liaise with Operations, Planning, and Intelligence Managers	
Liaise with PIM Managers at other ECCs/EOCs, and emergency services	
Maintain contact with key community links to share information	
Carry out daily tasks as listed in following section	
Support and update spokespeople	
Once recovery tasks are underway, set up and manage regular scheduled media briefings	

Daily checklist Date:								
PIM Manager daily tasks								
Attend CDEM/IMT briefings at ECC/EOC and present progress and any issues or concerns								
Re-evaluate appropriateness and effectiveness of messages and methods used to distribute								
Review timing of media briefings								
Reassess what (if anything) the media require with Logistics (workspace/catering/accommodation)								
Lead handover briefings at shift changes								
Review PIM team requirements (personnel, resources, spaces)								
Ensure tasks recorded in task log are being assigned and completed in good time								
Review community liaison personnel tasking (if activated)								
Daily checks – PIM Manager to carry out remedial actions if not occurring								
Information used by PIM personnel to update outgoing messages is current								
All PIM tasks are written in the task log, and signed off when completed								
Unsubstantiated information is recorded in the rumour log, and substantiated when practicable								
The helpline and information point are giving out current information								
CDEM websites have current information								
CDEM social media have current information								
Information coming in from the public is being recorded, monitored, and appropriate actions being taken								
Approval processes for releasing information are being followed								
Records of all information (incoming, or released) is being stored so it is easily retrievable for archiving, and is following naming conventions (see PIM DGL for naming conventions)								
PIM personnel are having regular breaks during their shifts								
There are sufficient PIM personnel being included in the pools for the rosters to: • cover the required skills • ensure PIM personnel are getting days off for rest and recuperation								
PIM personnel are managing stress, and getting enough nourishment and refreshment.								
Manage media conferences, interviews, and site visits as required								

Winding down

	Done (tick)	Assigned to	Started (date/time)	Finished (date/time)
Debrief PIM personnel before they return to their business as usual roles, as teams and/or individuals				
Provide PIM issues and learnings to CDEM debriefing sessions				
Ensure all records are archived, following the requirements of the Public Records Act 2005				
Prepare information and resources for anticipated anniversaries				

APPENDIX E PIM Summary for the Action Plan (template)

- A word version is available at www.civildefence.govt.nz
- Any *grey text* needs to be filled with the relevant data, and red text needs to be deleted
- This template is intended to be amended to suit the PIM team needs.

Reference number	**PIM summary** *[00x]*	Date	*[201X-month(xx)-day(xx)]*
PIM Summary for the	*[name here] ECC/EOC*	**Emergency event**	
Prepared by	*[name and role]*	**Approved by**	Controller *[name]*

Overview of PIM response

[Insert a brief description of how PIM will be implemented during the response, which must support the concept of operations determined by the Controller. Include the main audiences and level (local, regional, national, international), the main ways of communicating messages (media releases, web pages, social media, Information points, radio, all available etc.), whether the PIM effort is single agency, or multi-agency, and what message topics this PIM team will address.]

PIM team

PIM team structure

[Insert structure diagram]

PIM Manager *[dedicated phone number]*
PIM team Manager 2IC *[dedicated phone number]*
Media Manager *[dedicated phone number]*
Social Media Manager *[phone number]*
[Insert other roles as appropriate]

The **PIM Team role descriptions** are listed *[insert name of document and where to find it, or who to contact]*

The **PIM Team roster** is available in *[insert name of document and where to find it, or who to contact]*

PIM meetings are scheduled for *[insert where, when, topic (if applicable), and attendees]*

Spokespeople

Mayor, general emergency updates, *[insert name, contact details, topics and availability]*

[Insert additional spokespeople, including their role, topics, name, contact details, and availability]

Direct message distribution	Details of the specific sites or types
Websites	*[Insert name of site and pages, contact people and their details, type of information they will give out, any deadlines (in bold)]*
Social media	*[Insert name of site and pages, contact people and their details, type of information they will give out, any deadlines (in bold)]*
Helpline	*[Insert name of helpline(s), type of information they will give out, contact people and their details]*
Information points	*[Insert name, location, and function of places that include information points, type of information they will give out, the PIM liaison people and their details]*
Community contacts/meetings	*[Insert community organisation, role, name, and contact details of liaison person, type of information they will give out, and scheduled meeting times]*
[Other- posters/ leaflets/ SMS (text messaging)/ subscription message service]	*[Insert type, how it will be distributed, the type of information they will give out, contact people and their details, and any deadlines (in bold)]*
Media message distribution	**Specific stations or publications**
Radio	*[Insert name of station, contact people and their details, any deadlines(in bold)]*
TV	*[Insert name of station, contact people and their details, any deadlines(in bold)]*
Newspapers	*[Insert name of publication, contact people and their details, any deadlines(in bold)]*
Media	**Schedule**
Media briefing/conferences	*[Include how frequently, location, invitees]*
Media site visits	*[Include how frequently, location, invitees]*
Interviews	*[Include how frequently, location, invitees]*

Message monitoring
[Include what role is analysing the results of the monitoring; who will the results be reported to, and what actions they will take; what is being monitored, and who is monitoring it.]

APPENDIX F PIM Summary for the Action plan (example)

| Reference number	PIM Summary 001	Date	2013-02-29
PIM Summary for the	Wainui EOC	Emergency event	Wainui River Flood
Prepared by	Bob Bobson, PIM Manager	Approved by	Controller: Sara Smith

Overview of PIM response

A multi-agency PIM team will be established at the Wainui EOC. The team will focus on the local audience, and use radio, print, web, social media, information points and a daily community meeting. TV is being coordinated from the ECC; ECC has established a multi-agency team to manage the regional PIM response.

A media conference will be held at the EOC at 1300 daily, fronted by the Mayor, with others as required. Messages will initially focus on warnings, advice to the public, and response activities. As the weather improves and the water recedes, messaging will change to focus on recovery actions and advice on assistance.

PIM team

PIM team structure
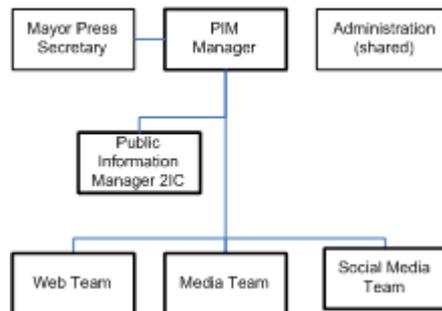
PIM Manager Bob Bobson, 023 555 487

PIM Manager 2IC Debbie Jones, 023 555 691

Note: Helpline and information point liaison will be carried out by the PIM Manager 2IC

Media Manager Tom Rakau, 023 658 412

Web and Social Media Manager Fred Nguyen, 023 641 578

The **PIM Team role descriptions** are listed in the S: Drive, S:\EOC Response\Role Descriptions

The **PIM Team roster** is available in the S: Drive, S:\EOC Response\Wainui Flood\Admin\Roster-PIM

PIM meetings are scheduled for EOC meeting room, at 0800 and 1400; Manager and team leaders only. Exchange situation information, update key messages and prepare future media releases.

Spokespeople

Mayor Helen Dench, 023 569 589: general emergency updates, advice to the public, available 1230-1400 for daily media conference, and on appointment.

Senior Sergeant Bill Buxton, Police, 023 654 751: emergency updates, search operations, evacuations, available on appointment.

Direct message distribution	Details of the specific sites or types
Websites	<u>Wainui DC Webpage</u>: Linda Turner, 023 659 226. Warnings, advice to public, situation updates. Deadlines for updates at **0800, 1100, 1400, 1700, 2000**, or updated as needed.
Social media	<u>Facebook</u>: Linda Turner, 023 659 226, Fred Nguyen, 023 641 578. Warnings, advice to public, situation updates. Updated after Wainui DC webpage, or as needed. <u>Twitter</u>: Fred Nguyen, 023 641 578, Warnings, advice to public, situation updates. No deadlines, updated as needed. <u>You Tube</u>: Fred Nguyen, 023 641 578, mayoral media conferences.
Helpline	<u>Council call centre (0800 185 665)</u>, Henry Rua, 023 869 965. Advisories and warnings, advice to public, welfare contact information.
Information points	<u>Display stands at CDCs, libraries, swimming pools, and council offices</u>. Stu Ferguson, 023 587 596, radio frequencies, advice to public, welfare contact information, warnings and advisories.
Community contacts/meetings	<u>Community liaison meetings</u>: Wainui community hall, 1600 daily. Response information, advice to public, warnings and advisories. Link in with Welfare function to coordinate setting up and running.
[Other- posters / leaflets / SMS (text messaging) / subscription message service]	Nil at present. Leaflets may be distributed if flood lasts longer than 48 hours or if it threatens to breach its banks near Wainui School.
Media message distribution	**Specific stations or publications**
Radio	<u>Wainui FM</u>: Lisa Tulafono, 023 654 567, deadlines **0630, 0930, 1130, 1430, 1730** <u>Active FM</u>: Sam Jones, 023 889 751, deadlines **0700, 1000, 1600**
TV	Arranged through the ECC PIM team. Alison O'Brien, PIM Manager, 023 236 686
Newspapers	<u>Wainui Times</u>: Bill Whakahoehoe, 023 658 758, deadline **1800**
Media	**Schedule**
Media briefing/conferences	Media conferences will be held at the EOC at 1300 daily, fronted by the Mayor. Others will be given as required. ECC has one at 0800 and 1700, fronted by the CEG Chair, held at the ECC.
Media site visits	None planned. Requests from media or ECC PIM to be handled by PIM Manager. Likely areas of interest are the stopbank repair at Wainui bridge and the CDC at Wainui College.
Interviews	None planned. Spokespeople only to be available for interview.

Message monitoring
Fred Nguyen to monitor Twitter and You Tube, Linda Turner to monitor Facebook. Information on missing or casualties to be immediately conveyed to Operations. Information on damage to be summarised hourly and passed to Intelligence. Information on media and public reaction to be summarised hourly and passed to PIM Manager.

APPENDIX G Information prompts

This list is intended for PIM personnel who are preparing messages, as a prompt for what information to consider. When preparing messages, note the following points:

- the main source of information is the Controller initially, then the personnel listed in the table below
- media releases must have only a few key points
- always record:
  - the source of information, and
  - date and time it was current.

Topic	Source	Descriptions
Event description	Intelligence	what, where, when, status, cause (if verified), likely follow on, affected areas
Current response	Operations	who is responding, what is being done
What the public needs to do	Operations	urgency, which people
Information sources for public	PIM	radio, helpline, website, any others
Public health	Public health	how to stay safe, where to access further public health information
Assistance	Welfare	any assistance programmes, where to go for help. Include how to access information for people with disabilities, users of other languages, tourists and other visitors to the area
Casualties (fatalities and injuries)	Police	how many fatalities (must be from official police source), how many injured, and how badly, where the injured are being treated, how many missing and in what circumstances, general identification of fatalities e.g. age, sex. Note: Only Police can release names or personal details
Known damage	Intelligence	Homes, businesses, public buildings, infrastructure – roads, bridges, power, telecommunications etc.
Evacuation	Operations/ Welfare	areas and facilities evacuated, how many evacuated, reason for evacuation (e.g. gas cloud)
Visa status information	MFAT, MBIE	where tourists and visitors affected by the emergency can go to access information
CDCs	Operations/ Welfare/ Recovery	which centres are operating, their purpose, location, how many people there, what services are available (information, welfare, recovery, evacuation). Include any relevant information about the accessibility of any centres
Status of utilities	Lifeline Utilities Coordinator	power, telecommunications, water, sewerage systems, natural gas
Road closures	Intelligence/ Operations/ Logistics	which roads, reason for closure
Facility closures	Intelligence	public buildings, schools, other facilities
Responding organisations	Operations/ Liaison	emergency services, local government, volunteer and/or community services, civil defence emergency management, government agencies
Future	Controller/ Planning	planned future response, what to expect next (e.g. weather, tides)

APPENDIX H Request for broadcast / termination procedure

When to use	This procedure is to be used when a *Request for broadcast/termination* is required during an emergency event.
	It is based on the Memorandum of Understanding (MOU) with broadcasters that MCDEM negotiated on behalf of itself and CDEM groups.

Approval roles	Requests to broadcast/terminate MUST be approved by one of the following people:
	• Regional CDEM Group Controller (if there is only one CDEM region affected)
	• Director, Ministry of Civil Defence & Emergency Management, or
	• National Controller.

Procedure when National Crisis Management Centre (NCMC) is not fully activated

Determine the need for request for broadcast	The ECC PIM Manager, in consultation with the Group Controller:
	1. Decides whether a *Request for broadcast/termination* is appropriate.
	2. If so, decides whether it is:
	• Priority 1 – An event of life-threatening or national significance (to be broadcast at least every 15 minutes), or
	• Priority 2 – An event of regional significance (to be broadcast at least hourly).
Prepare the message	The ECC PIM Manager, in consultation with the National PIM Manager:
	3. Prepares a *Request for broadcast/termination*.
Have the message approved	The ECC PIM Manager:
	4. Has the *Request for broadcast* approved by one of the following 'authorised Civil Defence Managers':
	• Group Controller (if there is only one CDEM region affected)
	• Director of Civil Defence Emergency Management
	• National Controller.
Advise PIM Manager	The ECC PIM Manager:
	5. Advises the National PIM Manager that the *Request for broadcast/termination* is about to be sent, by contacting them on 04 494 6951.
Special contact arrangements	The National PIM Manager:
	6. Ensures that any special contact arrangements with media companies are carried out, including calling Radio New Zealand's civil defence number.
Verification request received from broadcaster	The broadcaster:
	7. Contacts the National PIM Manager on 04 494 6951, to verify that the request for broadcast/termination has been sent by MCDEM.
	8. Broadcasts the information.

Procedure when NCMC is fully activated

Deciding request for broadcast is required	The National PIM Manager, in consultation with the National Controller:
	1. Decides whether a request for broadcast is appropriate.
	2. If so, decides whether it is:
	• Priority 1 – An event of life-threatening or national significance (to be broadcast at least every 15 minutes), or
	• Priority 2 – An event of regional significance (to be broadcast at least hourly).
Preparing the message	The National PIM Manager, in consultation with the National Controller:
	3. Prepares a request for broadcast/termination.
Approval	The National PIM Manager:
	4. Has the request for broadcast approved by one of the following 'authorised Civil Defence Managers':
	• Director, Ministry of Civil Defence & Emergency Management, or
	• National Controller.
Special contact arrangements	The National PIM Manager:
	5. Ensures that any special contact arrangements with media companies are carried out, including calling Radio New Zealand's civil defence number.
Verification	The broadcaster:
	6. Contacts the National PIM Manager on 04 494 6951, to verify that the request for broadcast/termination has been sent by MCDEM.
	7. Broadcasts the information.

APPENDIX I   Information accessibility

The best people to consult with about ensuring public information is accessible are those who have difficulty accessing or interpreting information through the usual channels. They may include:

- blind or vision impaired
- Deaf or hearing impaired (see *Glossary* of key terms on page 74 for definition of 'Deaf')
- people with mental, intellectual, neurological, or sensory impairments
- people who speak English as a second language, or not at all, and
- people whose social circumstances, culture, or faith restricts their access to media such as radio, television, newspapers, or the internet.

Further resources

Many organisations, especially those with a focus on culturally and linguistically diverse (CALD) communities or people with disabilities, provide clear guidance on what is required to make information accessible. Some of these organisations are listed at the end of this appendix.

Obligations and legal requirements

All people must be treated without discrimination. This means that that everyone, including disabled people, and people from culturally and linguistically diverse communities, must have access to information and services on the same basis as others.

The key documents regarding inclusion in communities are:

- *The Treaty of Waitangi*
- New Zealand legislation:
  - *Human Rights Act 1993*
  - *New Zealand Bill of Rights Act 1990*
  - *New Zealand Sign Language Act 2006*
  - *New Zealand Public Health and Disability Act 2000*
- New Zealand policy:
  - *New Zealand Disability Strategy 2001*
- international treaties and agreements:
  - *United Nations Universal Declaration of Human Rights*
  - *United Nations Convention on the Rights of Persons with Disabilities*
  - *United Nations International Covenant on Civil and Political Rights, and*
  - *United Nations International Covenant on Economic, Social and Cultural Rights.*

How to make information accessible

This section outlines the main considerations for the provision of accessible information. Detailed information is available through the key resources listed in the following section.

Signage

Signage for the public during an emergency must be accessible. Information on accessible signage is available from the Royal New Zealand Foundation of the Blind (see the following section on key resources).

Consider providing written signs in languages used in the local community.

Using translators and interpreters	Professionals <u>must</u> be used for interpreting and translating whenever practicable. This ensures that:

- the messages' integrity is maintained by avoiding any issues arising from family, community, or cultural considerations, and
- members of the public (especially younger members) are not potentially placed in the position of conveying difficult information during traumatic circumstances.

New Zealand Sign Language (NZSL) interpreters can be accessed remotely, including for TV broadcasts.

The main providers of translation and interpretation services are Language Line, The Translation Service, iSign, and Interpreting New Zealand.

Consider organising CDEM personnel who are outside the area/region affected by the emergency to manage the process of getting translations prepared.

Spoken information	Alternatives to spoken/audible information need to be provided for:

- Deaf and hearing impaired. Examples of alternatives include:
  - New Zealand Sign Language
  - hearing loops
  - closed captioning or subtitles
  - SMS (text messaging) services, and
- speakers of other languages or people who sign. Examples of alternatives include interpreters, and written summaries that have been translated.

Written information	Written information needs to be in:

- Plain English (see *Glossary* of key terms on page 74 for the definition)
- a large font, and
- black writing on white background.

Also consider:

- using images to convey instructions or information in a simple way, for people who may find reading difficult (to support written text, or as an alternative), and
- using easy-read formatting (see *Glossary* of key terms on page 74 for the definition).

Electronic information	Electronic information needs to:

- follow the relevant requirements for written, spoken, and printed information (above)
- provide documents in file formats that work for screen readers and magnification technology, including:
  - Word documents
  - tagged PDFs (not automatically tagged)
  - HTML
- have HTML designed to allow for changeable font size, and volume control, and
- provide text alternatives of any images.

Additional information for technical support personnel is available from the New Zealand Government Web Toolkit (see the following section on key resources).

Printed information	Printed information needs to:
	• follow the requirements for written information above, and
	• be translated into languages relevant to the community, including braille when practicable.
Cultural considerations	Additional considerations to ensure information is accessible by CALD communities include:
	• understanding the importance of initiating engagement and maintaining it during readiness
	• providing information in hard copy
	• being aware that some CALD communities will have limited or no internet access
	• providing information in English alongside translated information
	• distributing information through existing CALD community networks and hubs, and
	• making use of existing specialist media such as CALD communities' publications and student and community radio.

Key resources

	This section includes resources that provide information on at least one of the following:
	• information accessibility
	• physical accessibility
	• contacts for CALD communities
	• disabled people's organisations, and
	• CDEM information related to people with disabilities or CALD communities.
Age Concern	Age Concern promotes healthy, active ageing to people of all ages, and works in cooperation with other organisations. Age Concern works for the rights and wellbeing of older people and towards an inclusive society, where older people are respected, valued, supported and empowered. More information is available on their website www.ageconcern.org.nz.
Association of Blind Citizens of New Zealand	The Association of Blind Citizens of New Zealand (Blind Citizens NZ) is a national organisation of, and for, blind citizens of New Zealand. Blind Citizens NZ advocates on blindness-related issues and assists government and health agencies, local authorities, utilities, and other organisations in improving services to blind people. Blind Citizens NZ provides opportunities for blind people to meet, socialise, and support each other by sharing information and experiences. Their website is at www.blindcitizens.org.nz.
Barrier Free Trust	The Barrier Free Trust provides advice, support, and training in ensuring built environments are able to be accessed by everyone. Their website is at www.barrierfreenz.org.nz.
CALD community advisory groups	Some local authorities may work with CALD community advisory panels/groups that provide advice on a range of issues related to CALD communities.

Deaf Aotearoa New Zealand	Deaf Aotearoa is a nationwide provider of services to Deaf people. Deaf Aotearoa is Deaf-led and works with government agencies, businesses and other organisations to provide information and resources on life for Deaf New Zealanders, Deaf culture, and New Zealand Sign Language. This includes making sign language videos.

Information available at their website www.deaf.org.nz includes NZSL, and the Get Ready Get Thru - DVD in NZSL. |
| **Deafblind (NZ)** | Deafblind (NZ) Incorporated represents, raises the needs, and promotes the interests of people who are deafblind i.e. people with the unique dual sensory condition of vision and hearing impairment. It advocates for improved services through government and recognised agencies providing services to people who are deafblind. |
| **Disability reference groups** | Some local authorities work with disability reference groups that provide advice on a range of issues related to disability. |
| **Disabled Person's Assembly (DPA)** | Disabled Person's Assembly (New Zealand) Inc. (DPA) is an umbrella organisation representing people with impairments, their families, disability advocacy organisations, and disability service providers.

The DPA provides advice and information about matters relevant to New Zealanders who have disabilities, and includes a national network of regional assemblies which advocate on local issues. |
District health boards	District health boards (DHBs) fund and provide health services in their areas. Some DHBs have disability community liaison/advisory committees. DHBs are listed on the Ministry of Health website at www.health.govt.nz.
Education New Zealand	Education New Zealand markets New Zealand as an education destination to international students, recruits students and collaborates with international education partners, including education agents who are part of the New Zealand Specialist Agent programme. Their website is www.educationnz.govt.nz.
Family and Community Services	The Family and Community Services (part of the Ministry of Social Development) website www.familyservices.govt.nz lists organisations which engage with some refugee and migrant communities. Search for 'Refugee and migrant networks' on the home page.
Get Ready Get Thru	The Get Ready Get Thru website www.getthru.govt.nz provides information on the natural disasters that can happen in New Zealand and advice on how to be better prepared.

Resources include:

- Blind and vision impaired resources. Access through the 'Downloads' tab, and
- Deaf and hearing impaired resources. Access through the 'Downloads' tab

The website is translated into *Simplified Chinese, Traditional Chinese, Hindi, Korean, Te Reo Māori, Gagana Sāmoa, Lea Faka-Tonga, and Arabic* (access through links at bottom of home page). |
| **Hearing Association New Zealand** | The Hearing Association New Zealand aims to improve the quality of life and ensure the rights of all persons with a hearing loss, their family/whānau and all who support them. It supports 32 separate associations to raise the profile of hearing issues, provide information including advances in technology, and to ensure facilities and services are available for all people with a hearing loss. The website is www.hearing.org.nz. |

IHC New Zealand, IDEA Services	IHC works for all people with an intellectual disability. They provide services, advocacy, support and information. IHC will advocate for the rights, inclusion and welfare of all people with an intellectual disability and support them to live satisfying lives in the community.

IDEA Services is a subsidiary of IHC and provide services for people with an intellectual disability that include accommodation, supported living, day services, supported employment, and family/whānau services.

The IHC website at www.ihc.org.nz includes a library on its resources page. |
Immigration New Zealand	Immigration New Zealand, which includes settlement services, is part of MBIE. Their website is www.immigration.govt.nz. Also see Settlement Support New Zealand below.
Interpreting New Zealand	Interpreting New Zealand offers professional face-to-face and telephone interpreting in 70 languages and provides information on their website www.interpret.org.nz.
iSign	iSign is the nationwide booking service for New Zealand Sign Language interpreters. Their website is at www.isign.co.nz.
Language Line	*Language Line* is a professional telephone-only interpreting service provided in 44 languages listed by the country in which they are spoken. Access is through the website www.languageline.govt.nz.
Making information accessible	The Office for Disability Issues document *Make your communications accessible: A quick tips resource for writers, communicators, designers and production houses* is available at http://www.odi.govt.nz/resources/guides-and-toolkits/make-your-communications-more-accessible/index.html.
MCDEM	The MCDEM publication *Working from the same page: consistent messages for CDEM* has action messages for people with disabilities under the tab *Household Emergency Plan*. The publication is available on the MCDEM website www.civildefence.govt.nz under 'publications' in the resources panel on the home page.
Mental Health Foundation of New Zealand	The Mental Health Foundation of New Zealand is a charitable trust that provides free information and training, and advocates for policies and services that support people with experience of mental illness, their families/whānau, and friends. Their website is www.mentalhealth.org.nz.
Ministry of Education	Migrant and Refugee Education Coordinators are based in Ministry of Education regional offices in Auckland, Hamilton, Wellington and Christchurch to provide support for students from refugee and migrant backgrounds and liaise with families and communities. Regional Pasifika Education Coordinators are based in Auckland, Rotorua and Christchurch regional offices. More information is available on their website www.minedu.govt.nz.
Ministry of Pacific Island Affairs	The Ministry of Pacific Island Affairs promotes the social, economic and cultural development on Pacific peoples in New Zealand. Information about local Pacific communities is available through their regional offices, and on their website at www.mpia.govt.nz.
National Foundation for the Deaf	The National Foundation for the Deaf works as a consortium with their eight member organisations to help break down barriers for people with hearing loss, encourage hearing preservation, and promote good sound. Their website is at www.nfd.org.nz.

New Zealand Disability Support Network	The New Zealand Disability Support Network is an association of disability support service provider organisations who provide services through government contracts.

They are an umbrella organisation and their website www.nzdsn.org.nz provides information on a number of disability support service providers across New Zealand. |
| **New Zealand Federation of Disability Information Centres** | The New Zealand Federation of Disability Information Centres aims to provide an impartial information and referral service to associated organisations, through a national network of mainly local, independent community centres. Some centres function as local disability resource centres. More information is available on their website www.nzfdic.org.nz. |
| **New Zealand Federation of Multicultural Councils** | The New Zealand Federation of Multicultural Councils (NZFMC) acts as an umbrella organisation for ethnic and migrant communities of New Zealand, providing advocacy and support. The NZFMC has a Youth Council and an Ethnic Women's Council. Their website www.nzfmc.org.nz provides information and contacts for regional multicultural/ethnic councils. |
| **New Zealand Human Rights Commission** | The New Zealand Human Rights Commission (HRC) website www.hrc.co.nz provides information on ensuring people are treated fairly and equally.

Key documents available on their site are the *Disabled People's Rights Reports (2012)* which describe the New Zealand context, international best practice, and recommendations for the future under the topics of the built environment, information, and political processes. Access the reports through the 'Disabled people' tab on the HRC website home page. |
| **New Zealand Police** | New Zealand Police Ethnic/Asian Liaison Officers work with CALD communities in Auckland, Wellington and Christchurch. To find out if there is an Ethnic/Asian Liaison Officer working in a particular area, make contact with the local Police Station.

Information about the *Emergency 111 Deaf TXT service* is available on the home page of the Police website www.police.govt.nz/deaf-txt. |
| **New Zealand Red Cross Refugee Services** | New Zealand Red Cross Refugee Services (formerly Refugee Services Aotearoa) runs the New Zealand resettlement programme for quota refugees. The programme supports refugees for one year after their arrival in New Zealand to settle in Auckland, Hamilton, Wellington, Nelson and Palmerston North. More information is available on their website www.redcross.org.nz/refugee-services. |
| **Ngāti Kāpo o Aotearoa** | Ngāti Kāpo o Aotearoa Inc. (Ngāti Kāpo) is a national kaupapa Māori disability consumer driven organisation founded by kāpo (blind, vision impaired and deafblind) Māori and their whānau. Ngāti Kāpo is a national Māori health and disability service provider. Practices are founded upon Māori values, principles and practices with membership open to any person who supports the society's purpose and aims. Their website is www.kapomaori.com. |
| **Office for Disability Issues** | The Office for Disability Issues (ODI) is part of the Ministry of Social Development and is the focal point in government on disability issues. Their website www.odi.govt.nz is a significant resource.

Emergency preparedness and responsiveness (including information on the 2012 Disability Symposium) can be found under 'Resources', 'Guides and Toolkits'.

Information on the *New Zealand Disability Strategy* and the *United Nations Convention on the Rights of Persons with Disabilities* is available on the home page. |

Office of Ethnic Affairs	Information available on the website of the Office of Ethnic Affairs, www.ethnicaffairs.govt.nz, provides information including:
	Community Directory - a list of some community associations and organisations from specific ethnicities and nationalities. Access through the tab on the home page.
	Language Line is a professional telephone-only interpreting service provided in 44 languages listed by the country in which they are spoken. Their website is www.languageline.govt.nz.
Regional Tourism Organisations	Regional tourism organisations operate in around 27 regions in New Zealand and are responsible for promoting their region to international and domestic visitors. Regional tourism organisations act as a bridge between tourism operators, national tourism bodies, and local and central government. More information is available on their website www.rtonz.org.nz.
Royal New Zealand Foundation of the Blind (RNZFB)	Royal New Zealand Foundation of the Blind (RNZFB) is the main provider of vision-related services to the blind and those with vision impairments.
	Their website www.rnzfb.org.nz has information on accessible signage, Braille, digital books (including DAISY standards), E-text, and large print.
	The website also has a link to *Get ready now so you can get through* - available in a range of formats, including e-text, DAISY digital books, audio CDs and cassettes, and Braille.
Settlement Support New Zealand	There are Settlement Support New Zealand offices in 18 locations around the country with some based at local councils. Free information is provided and migrant settlement support advisors help new migrants with local settlement requirements. Their website is www.ssnz.govt.nz/regional-information/index.asp.
Statistics New Zealand	Statistics New Zealand provides population estimates and projections containing statistics about the size and composition of New Zealand's population. This includes ethnic, regional, and household populations, tourist accommodation surveys by region, as well as past, present, and future populations. Their website is www.stats.govt.nz.
Te Puni Kōkiri	Te Puni Kōkiri, the Ministry for Māori development, works within the public sector and with Māori communities, to support Māori. Information about hapū and iwi Māori is available from their regional offices, and on their website, at www.tpk.govt.nz.
Technical information for web developers	Technical information for web developers on making websites accessible so they comply with *New Zealand Government Web Standards 2.0* is available on the 'standards' tab at www.webtoolkit.govt.nz. Central government agencies are required to comply with these standards, and local government is recommended to comply.
The Translation Service	The Translation Service provides professional translation services to businesses, central and local government, education providers and private individuals, and is an accredited agency for the New Zealand Immigration Service, New Zealand Qualifications Authority, the NZ Transport Agency, and the Citizenship Section at the Department of Internal Affairs.
	It operates within the Department of Internal Affairs (DIA) as a stand-alone business, and details are available on the DIA website www.dia.govt.nz by searching for 'translation services'.

Glossary of key terms used regarding disability inclusion and CALD communities

Accessibility	'Accessibility' refers to characteristics of the built environment, and of information and communication systems, that enable their use by all members of the community, regardless of people's cultural or ethnic identity, or their age, and including people who have physical, sensory, neurological, mental, or intellectual impairment.
CALD communities	Members of culturally and linguistically diverse (CALD) communities are people who do not speak English or Te Reo (Māori language) as their primary language, or who have been (or are being) raised in a different culture from the predominant one where they live. Differences in culture may arise from their country of birth, their circumstances, the ethnic group they identify with (including beliefs, customs, values, and traditions), the language they choose to use, or their faith. CALD communities include people from refugee and migrant backgrounds, international students, tourists, and international visitors. Members of CALD communities may be New Zealand-born, and some CALD communities have been established for a long time. CALD communities in New Zealand consist of Pacific peoples, Asian, Middle Eastern, Latin American, African and Continental European groups.
Convention Coalition Monitoring Group	The Convention Coalition Monitoring Group is a governance level steering group formed under the United Nations Convention on the Rights of Persons with Disabilities (see below). It monitors the implementation of the Convention in New Zealand, from the viewpoint of people with disabilities.
Cultural competency	Cultural competency refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds.
DAISY	DAISY is a technical standard for digital audio books that provide easy access by blind- and print-disabled people.
Deaf	'Deaf' (with a capital D) refers to people who identify themselves as being part of the Deaf community, in contrast with 'deaf' that indicates someone with a hearing impairment. Deaf people see being Deaf as a difference, not a disability. The Deaf community has its own language, values, rules for behaviour, and traditions. Deaf people see themselves as a distinct group and their first language is New Zealand Sign Language (NZSL).
disability	Disability is a consequence of someone with impairment (physical, sensory, neurological, intellectual, physical, and/or mental) being disadvantaged by barriers to their lives in ordinary society.
disabled people's organisation (DPO)	Disabled people's organisation (DPO) is the term for an organisation that represents people with disabilities.
easy-read	Easy-read information is information that is easy to read and understand. It has more requirements than Plain English (see definition below). The Office for Disability Issues website has a guide to easy-read that is available on their website www.odi.govt.nz by searching for 'easy-read'.
hearing loops	A hearing loop is a loop of cable permanently installed in a room or building, which enables the intended sound source to be picked up by someone wearing hearing aids without any distracting sounds.

Human Rights Commission (HRC)	The Human Rights Commission is the New Zealand institution that applies and enforces the Human Rights Act 1993. It operates independently of the government.
Human Rights Act 1993	The Human Rights Act 1993 is New Zealand legislation that outlaws discrimination on a number of grounds, including disability, ethnic or national origins, colour, race, and religious beliefs. It also governs the work of the New Zealand Human Rights Commission.
interpret	To interpret is to change spoken or signed communication into another spoken or signed language.
Ministerial Committee on Disability Issues	The Ministerial Committee on Disability Issues was established in 2009 to provide leadership and accountability for implementing the New Zealand Disability Strategy and the United Nations Convention on the Rights of Persons with Disabilities, and to set direction for disability issues across government.
New Zealand Bill of Rights Act 1990	The New Zealand Bill of Rights Act 1990 is New Zealand legislation that sets out to affirm, protect and promote human rights and fundamental freedoms in New Zealand. It requires the government and anyone carrying out a public function to observe these rights, and to justify any limits placed on them.
Disability Action Plan	The Disability Action Plan is overseen by the Ministerial Committee on Disability Issues and is an all of government approach and programme of action to improve the lives of people with disabilities.
New Zealand Disability Strategy	The New Zealand Disability Strategy was developed in 2001 under the New Zealand Public Health and Disability Act 2000 in partnership with people with disabilities and their representative organisations. It provides an enduring framework to ensure that government departments and agencies consider people with disabilities before making decisions, and is available at www.odi.govt.nz/nzds/.
New Zealand Sign Language (NZSL)	New Zealand Sign Language (NZSL) is unique to New Zealand and is one of our official languages. Sign language is a combination of hand shapes, facial expressions and body movements.
New Zealand Sign Language Act 2006	The New Zealand Sign Language Act 2006 made New Zealand Sign Language one of New Zealand's three official languages.
NGO	Non-government organisation.
Plain English	Communication in English that is clear, brief, and avoids jargon.
translate	To translate is to change writing in one language into another language.
United Nations Convention on the Rights of Persons with Disabilities	The *United Nations Convention on the Rights of Persons with Disabilities*(UNCRPD) (the Convention) is an international law, ratified by the New Zealand Government in 2008. It is available at http://www.un.org/disabilities/default.asp?id=259. The government is responsible for implementing the Convention and obliged to report progress to the United Nations. Local government has a key role in ensuring mainstream services are inclusive of people with disabilities and delivered in non-discriminatory ways.

United Nations International Covenant on Civil and Political Rights	The *United Nations International Covenant on Civil and Political Rights* (ICCPR) (1966) is considered to be part of the *International Bill of Human Rights* along with the *International Covenant on Economic, Social and Cultural Rights* and the *Universal Declaration of Human Rights*. It commits states to respect the civil and political rights of citizens including the right to life, freedom of religion, speech, assembly, and the right to a fair trial. New Zealand ratified the ICCPR in 1978.

The ICCPR is overseen by the Human Rights Committee. |
| **United Nations International Covenant on Economic, Social and Cultural Rights** | The *United Nations International Covenant on Economic, Social and Cultural Rights* (UNICESCR) (1966) requires parties to work toward the granting of economic, social and cultural rights to individuals, including labour rights and the right to health, the right to education, and the right to an adequate standard of living. New Zealand ratified the UNICESCR in 1978.

The ICESCR is part of the *International Bill of Human Rights*, along with the *United Nations Universal Declaration of Human Rights* and the *United Nations International Covenant on Civil and Political Rights*. |
| **United Nations Universal Declaration of Human Rights** | The *United Nations Universal Declaration of Human Rights* (UNUDHR) (1948) sets out fundamental human rights to be universally protected. It was drafted by representatives from around the world (New Zealand played a key role in this), and is considered part of the *International Bill of Human Rights*. |

APPENDIX J Possible PIM roles and descriptions

Public Information Manager – Readiness

Before an emergency, the readiness functions of this role are usually carried out by someone in the emergency management office (EMO), or by a senior member of the local authority's communications and marketing team. They are responsible for carrying out the preparations required so that public information can be managed effectively during and following an emergency. This includes carrying out the functions described in Section 3 *PIM Readiness tasks* in the *Public Information Management* Director's Guideline, which are:

- gathering information
- fostering relationships
- planning and setting up a team and workspaces
- developing processes and supporting documentation, including forms and templates, and
- organising training and development.

Public Information Manager – Response and recovery

In an emergency, the appointed Public Information Manager is responsible for carrying out the functions described in Section 4 *PIM Response and recovery tasks* in the *Public Information Management* Director's Guideline, including:

- managing the media
- issuing public information to the community and managing community relations
- managing the public information team, workspaces, and resources
- liaising with the public enquiry helpline, and information points
- organising media site visits
- activating the PIM team after consultation with the Group Controller
- liaising with the Controller/Recovery Manager
- liaising with ECC/EOC managers (Operations, Planning, Intelligence, Logistics, Welfare, and Lifelines) to gather and share information, and
- supporting and advising the spokesperson.

Media Liaison

The responsibilities of media liaison role include:

- assisting the PIM Manager in all tasks
- gathering information from all available sources, checking authenticity, writing news releases, and distributing and publishing them (after authorisation by the PIM Manager)
- monitoring media coverage
- organising news conferences
- briefing all media, and
- managing images (e.g. photographs, moving footage).

Social Media Coordinator

The responsibilities of the social media coordinator include:

- posting current accurate messages through social media
- monitoring feedback on social media, recording it, and passing it on to the PIM Manager, and
- posting information to counter any misinformation.

Website Coordinator

The responsibilities of the website coordinator include:

- posting emergency information onto the local authority's CDEM website or web page
- ensuring that all website information is:
  - accurate and up-to-date
  - easily understood by the target audiences, and
  - available in formats that support accessible information.

Administrator

The administrator may be shared with other CDEM functions at the ECC/EOC.

The administrator's responsibilities include:

- managing PIM team rosters
- checking the accreditation of media representatives
- keeping an on-going record of all media present
- helping to prepare and disseminate material for the media, and
- providing administrative support to the PIM Manager and other PIM personnel.

Spokesperson

As the Controller needs to focus on operations, particularly during major emergencies, it is best if a spokesperson is assigned to speak on the Controller's behalf. This person is likely to be the mayor, or another elected representative of the community.

Possible spokespeople available to give interviews to the media need to be identified by PIM Manager in consultation with the Controller before an emergency. They need to:

- have an authoritative presence giving interviews
- be knowledgeable in the technical aspects of the emergency
- know what is being done in terms of emergency response, and
- have a mandate to speak on behalf of the community, such as a senior local politician.

It is important that these people are identified in advance (and their contact details recorded) so that they can be briefed on their role (usually by the GEMO Manager or Controller) and, if necessary, trained in media interview techniques.

There may be other spokespeople to consider, such as scientific experts, to speak on particular aspects of an emergency.

When the Controller is the most appropriate spokesperson, the Controller's operational duties need to be delegated while they are acting as spokesperson.

Helpline and information point liaison

The responsibilities of the helpline and information point liaison include:

- forwarding accurate and up-to-date information in useful formats and mediums to the Helpline Manager and information point Liaison personnel, and
- recording and passing on feedback from the Helpline and information points.

APPENDIX K PIM Recommended equipment and supplies

These lists are intended to be modified by the PIM Manager during readiness, to meet the needs of their teams.

All items need to be available at alternative sites, and sites need room to expand if the emergency requires more personnel.

All work sites need to provide bathrooms, water, and drink making facilities, and be accessible by everyone.

PIM team workspace equipment and supplies

*Indicates items recommended for storage in PIM Response resource boxes

- *signs from building entry point directing people to PIM workspace
- *cellphone dedicated to duty PIM Manager
- phone lines/cellphones (with chargers)
- access to alternate communication such as satellite phones
- PIM Manager proximity to the Controller, and Operations, Planning, and Intelligence Managers
- *spare batteries for any equipment
- *radio (with battery backup and headphones)
- *easily visible clock (with battery backup)
- workspaces for 6 people initially, including:
  - desks and chairs
  - plenty of power outlets, multi boxes, and extension cords
  - computers with access to:
    - contact database
    - intranet
    - internal web amendment programmes
    - internet
    - Word, Photoshop, Visio, Excel
    - social media
    - news monitoring services
    - DVD drives and recording
    - printer(s)
- *audio and visual recorders
- data projector
- television with recording facility (with headphones, or in separate area)
- *stationery (including pens, pencils, whiteboard markers and erasers, highlighters, paper, flipcharts, whiteboards (including electronic if possible)
- *hard copies of:
  - contact database
  - PIM Response procedure and checklist
  - other templates and forms including rosters, task logs and task sheets, rumour log, media log
  - any other information needed, including reference material such as local telephone directories, dictionaries, and relevant CDEM reference materials.

Duty PIM Manager

The duty PIM Manager will need:

- remote access to:
  - contact database
  - intranet
  - PIM Response procedure, checklist, and PIM contact list (including Local and Group Controllers, as well as Duty Officers, and Operations, Logistics, Planning, and Intelligence Managers)
  - media release template
  - request for broadcast template and procedure
- portable computer (and printer)
- remote log in, and
- dedicated PIM Manager cellphone.

Media conference room/area

The media conference room/area requires the following:

- signs from building entry point directing people to Media conference room/area
- podium
- seating (optional)
- microphone (optional)
- water dispenser
- interpreter of New Zealand Sign Language and other languages, and
- accessibility technology such as real time captioning.

Media centre

A media centre (usually set up only for long duration emergencies) requires the following:

- PIM media liaison personnel
- desks
- power points
- drinks
- bathroom facilities
- access to printers, and
- possibly catering and accommodation (organise through Logistics).

Information points

Information points require the following:

- signs from building entry directing people to information point/ area
- noticeboards
- means of attaching notices (pins/magnets, etc.)
- email and printer access
- person to act as PIM liaison
- contact information for the EOC PIM Manager, and
- and translators/interpreters (both face-to-face and by phone).

APPENDIX L Task log

If more space is required for an entry, complete a task sheet.

Task no.	Task sheet y/n	Time created	Task requirements	Assigned to	Actions taken	Time completed	Signed off by
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
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14							
15							
16							
17							
18							
19							
20							
21							

Task no.	Task sheet y/n	Time created	Task requirements	Assigned to	Actions taken	Time completed	Signed off by
22							
23							
24							
25							
26							
27							
28							
29							
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APPENDIX M   Task sheet

This is used to record tasks that require more information than there is space for in the task log.

Task requested by (may be PIM Response procedure)					
Task number (from task log)		**Time/date logged in**		**Needed by (time)**	
Time full task completed		**Signed by (name)**		**Signature**	

Requirements	Assigned to

Actions taken	Time/date completed	By whom