



# LOCAL DISASTER COMMUNICATION PLANNING FRAMEWORK

2020



**GET READY**  
For disasters

Supported by the





Communicating effectively in emergency and disaster requires that our messages be both understood and trusted.

**“In a post truth world trust is very hard to gain and very easy to lose. And it is empathy that will lead the way.”**

Mayor Lianne Dalziel discussing the 2019 mosque attacks in Christchurch.  
*(EMPA Conference June 2020)*

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# PRINCIPLES

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The following principles should inform all local disaster communication:

- 1 Those impacted are the first communication priority - show empathy and respect and work with them. Consider that they will hear everything you say and see every picture you share.
- 2 Communication should be aligned with operational objectives and integrated with operational processes. Liaise with your Council's emergency management team and other response/recovery agencies or subject matter experts, to understand and share the most accurate information and clearest picture of the situation.
- 3 Communication must connect with the perspectives of community members to be of value. Monitor perceptions, issues and need, to build the clearest picture of the context and how to best to inform and support your community.
- 4 Provide compassionate and consistent messages internally and externally to achieve specific objectives and resolve specific problems. Make sure that what the Council says aligns with what the Council does. Actions speak louder than words.
- 5 Think strategically about your intended audience: what they need to hear, the channels needed to reach them, and the timings that will have the most impact.
- 6 Build and maintain positive, open, and trusting relationships with the community, the media, and other stakeholders. Share relevant information unless there is a reason not to. Acknowledge challenges and respect difference.
- 7 Be aware of the capacity that your community already has. Connect into community-led activities and communication, respecting their efficacy, knowledge, and ownership of their own experiences.

# GLOSSARY

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The following terms and abbreviations are used within these documents..

<b>Disaster Communication</b>	All strategic public communication coming from the Communication Team using tools and processes from this Framework, including communication to inform and support, to resolve issues and crises, to build trust and relationship and to change ideas and behaviours
<b>Public Information</b>	Strategic public communication intended to inform the public regarding aspects of the disaster and the response or recovery efforts that impact them, to minimise risk and disruption, and support safety, wellbeing, and recovery
<b>Crisis Communication</b>	Strategic communication focussed on mitigating or eliminating outrage
<b>Activation</b>	The moment of shifting from business-as-usual operations to notifying the Communication Team and following this Framework and specific processes in response to an emergency, incident, or disaster event
<b>Escalation/ de-escalation</b>	The decision process to raise or lower the incident severity rating thereby increasing or decreasing activation and resourcing
<b>Situation</b>	The integrated operational picture, which focusses on information and is often captured and shared in a Situational Report (SITREP)
<b>Context</b>	The integrated human picture including perceptions, needs, social, emotional, and reputational consequences, which can be captured and shared in a Context Report (CONREP)
<b>Hazard</b>	A source of potential harm or a situation with a potential to cause loss
<b>Comms</b>	Communication
<b>DCT</b>	Disaster Communication Team
<b>EOC</b>	Emergency Operations Centre
<b>GM</b>	General Manager
<b>LEMO</b>	Local Emergency Management Officer
<b>Ops</b>	Operations
<b>PIM</b>	Public Information Manager
<b>Res NSW</b>	Resilience New South Wales
<b>RFS</b>	Rural Fire Service
<b>SES</b>	State Emergency Service
<b>SMEs - Subject Matter Experts</b>	Experts on the hazard and situation, often the LEMO and other operational management but also scientific and clinical experts, and relevant government departments. (Importantly they are the source of accurate operational information and specific expertise.)

# PURPOSE

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**This Planning Framework is intended as practical guidance to support local Councils with the complex task of effective disaster communication prior to and during events, through to supporting recovery and building resilience. It provides a framework and tools to support strategic communication which is focussed on solving problems, supporting operational objectives, and serving the community's needs.**

The tools in this framework will support councils as they communicate regarding a wide range of hazards including storm, cyclone, flood, bushfire, agricultural disease, industrial incident and accident, and pandemic.

To be of most use it should be approved by each Council's General Manager and Communication Manager. It should be discussed with and understood by the Local Emergency Management Officer, local emergency agencies and other likely subject matter experts depending on the possible hazards in each region.

Providing effective emergency and disaster communication requires a **clear process** and an **integration of efforts** and understanding. This Planning Framework can help to build that clarity and integration.

**A plan that has not been exercised is not a plan.** We must make sure our communication team is ready to do the important work of emergency and disaster communication. It is extremely valuable to exercise our plan with the operational and subject matter experts we will work with during events. We must exercise the plan, build the team's capacity, and ensure Council and stakeholder awareness of processes and points of connection. We must ready ourselves to activate and respond quickly, calmly, and effectively when needed.

## BEFORE, DURING and AFTER

This Planning Framework will support council communicators as they work with emergency agencies and subject matter experts during **response**. It is particularly focussed on supporting councils as they face the significant challenges of communicating with their communities during the overwhelming aftermath of a disaster event, during **relief** and **recovery**. Building a plan to scale up communication resources as needed and create a team to work together swiftly and clearly is essential.

It is important to note that the strategic messaging process in this Disaster Communication Planning Framework is also extremely useful as councils work with the community to **prepare** and build **readiness**. It can guide communication and engagement that connects with community needs and perspectives and works with community members to create change and **resilience**. It should be used in conjunction with the Get Ready Councils 'Disaster Preparedness Communications Starter Kit' which has been developed by Resilience NSW to support you to help your community get ready for disasters.

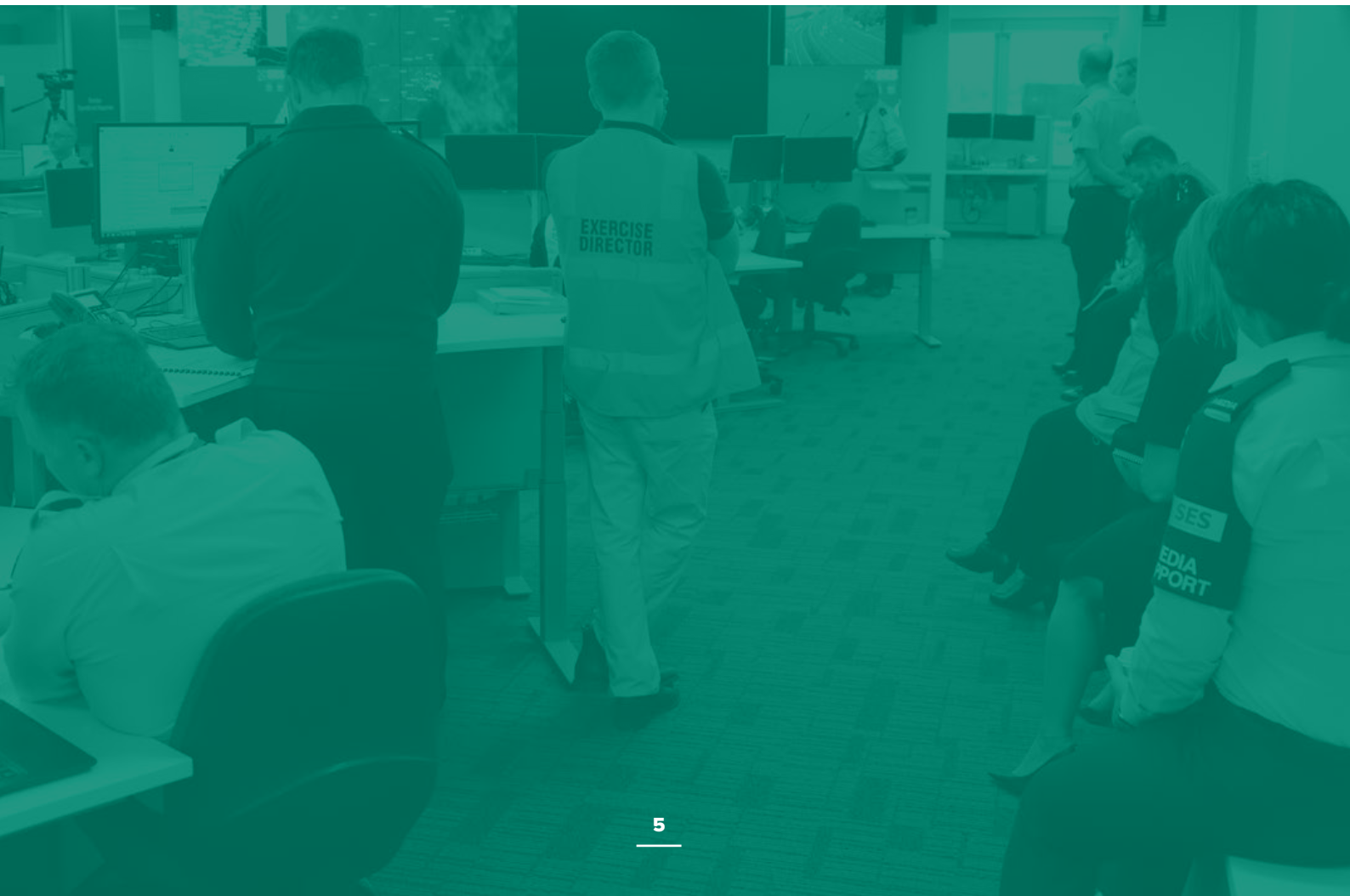
# BUILDING COUNCIL READINESS

This Local Disaster Communication Planning Framework is intended to be read in conjunction with:

- **Resilience NSW Communicating in Recovery** - community recovery toolkit, which provides a range of insights and a large number of tools and templates specifically focussed on communicating in recovery, and
- **Is Your Council Disaster Ready? Guidance for Local Government in NSW - Disaster and Emergency Communication**, which guides councils as they build their capacity to communicate effectively in disaster and emergency and build plans which enable them to:
  - ◆ seek accurate information,
  - ◆ share accurate information,
  - ◆ influence actions to maintain safety and well being,
  - ◆ connect stakeholders, and
  - ◆ maintain relationships and trust.

The **Get Ready Councils Disaster Preparedness Communications Starter Kit**, which provides targeted information to help your community understand risks and better prepare for disasters.

This **Local Disaster Communication Planning Framework** supports councils with tools, templates, and processes as they build plans and become more disaster ready.



# ACTIVATION, ESCALATION AND DE-ESCALATION

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## Activation

The Disaster Communication Team (DCT) should activate in conjunction with early messages and warnings being communicated from emergency agencies such as the SES or RFS or government departments such as the Department of Health. Activation is based on awareness of increasing risks to our community and/or developing issues, confusion or misunderstanding in the face of a disaster event.

Activation can occur in three main ways:

1. As directed by the Council GM or Corporate Services Manager
2. On request from the LEMO
3. As recommended by the Communication Manager

## Escalation

Escalation of communications effort can occur because of changes in the operational picture or changes in public perceptions. What may seem to be a simple operational response can be complicated by contextual factors such as political issues or outrage from those affected.

Escalation Factors are an important aspect of the context and should be monitored by all communication staff and communicated to the LEMO and Council management. They may include:

- Large scale negative impacts to the community
- Issues or outrage evident in media coverage
- Issues or outrage evident in social media postings
- Perception of Council fault or responsibility
- Significant impact on continuation of supply
- Large scale negative impacts to stakeholders
- Evidence that messages are not getting through or being understood

## De-escalation

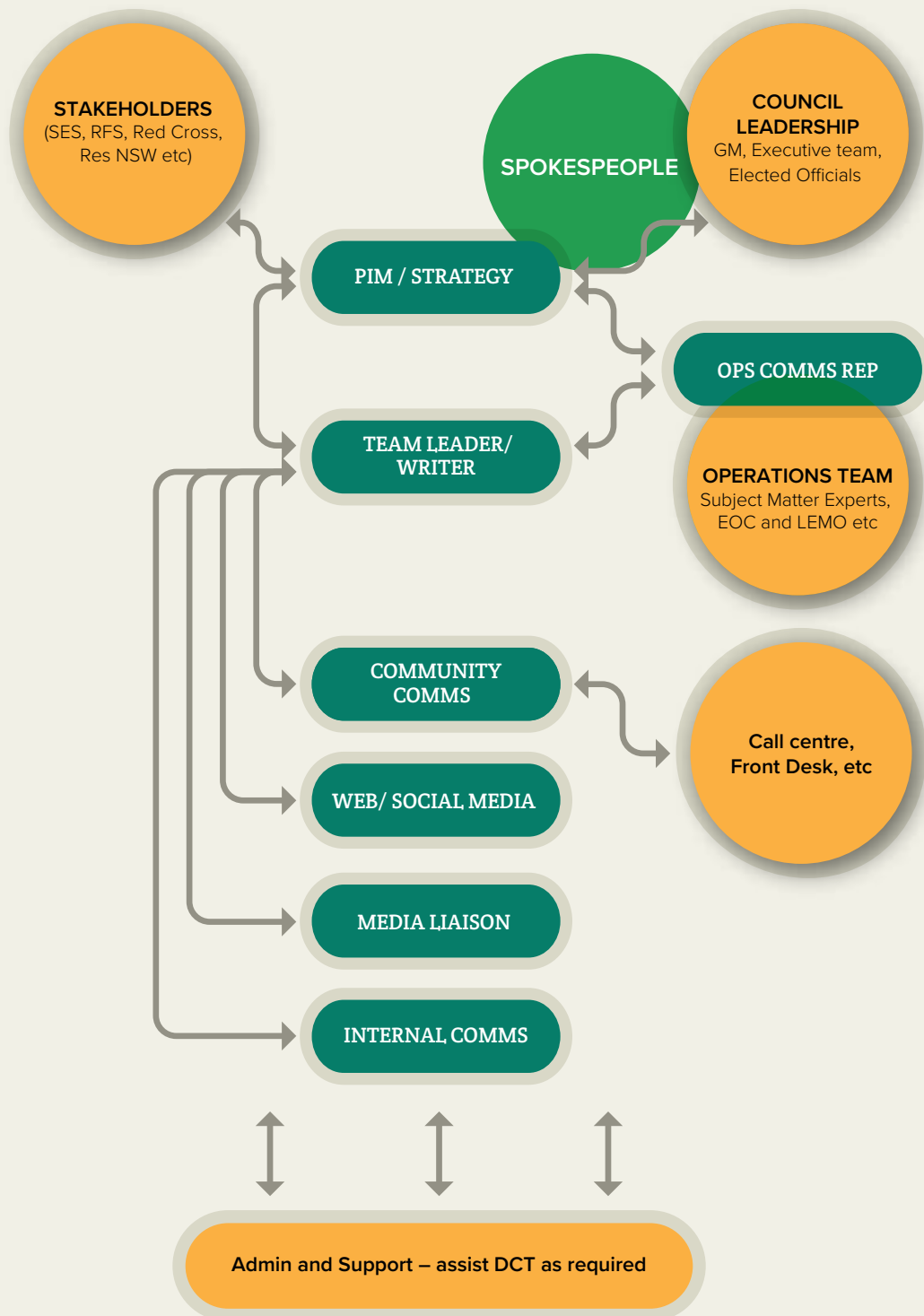
De-escalation of communication efforts is based on perceived resolution of the emergency itself and any outrage, confusion and concern surrounding it. It will be determined by Council GM, with advice from the LEMO and the Disaster Communication Manager.

# DISASTER COMMUNICATION TEAM - WORKFLOW AND FUNCTIONS

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The disaster communication process is based on the following functional roles and connections. It is essential to ensure information flow throughout the team and with stakeholders. The lines on the flow chart are even more important than the boxes.

## Disaster Communication Team - Work and Information Flow



Individual procedures for each Function are detailed below. Even small teams need to consider each of the functions. It may be necessary for one person to take on a number of functions or to look for staff from different areas of the Council.

Planning how we can build and upscale the communication team, using staff from other Council teams or connecting with teams from other Councils, is an essential part of readiness. We need to consider what skills and capabilities are central to each role and record who will undertake each role and who can act as alternates. Record contact details electronically and keep the lists updated.

Circumstances will require flexibility. For example, if a major press conference is being held with large amounts of media attention, it may well be necessary for other team members to undertake media liaison tasks. The Communication Manager, who will undertake the PIM function, will determine these aspects.

It is also important to share planning with elected officials who will not be the official spokesperson, to set expectations and work together well. Elected officials have the essential role of providing feedback

on issues raised by impacted constituents and can be an excellent channel of communication e.g. recovery newsletters and fact sheets.

Which disaster communication functions are prioritised will depend on both Council and community resources and expectations. There is much to be done but preparation will make it easier. As we plan, we should consider how much we can achieve rather than how little we can get away with.

As we prepare these roles and processes, we should also build relationships with the community and other stakeholders by:

- collaborating in readiness and planning activities,
- discussing disaster information needs and priorities, and
- importantly, whenever possible, conducting disaster exercises together.

Collaborative readiness activities create the best possible opportunities for checking assumptions and building the necessary trusted relationships and networks.

FUNCTION	TASKS	USEFUL SKILLS/ CAPABILITIES
<b>PIM/Strategy</b>	The Function of <i>Public Information Manager</i> is to: liaise with the Council GM, executives, and elected officials, as well as key stakeholders (specifically Res NSW), define strategic objectives and direction, decide message themes, and coordinate the DCT. They will also guide and prepare Council spokespeople.	<ul style="list-style-type: none"> <li>• Senior Comms experience</li> <li>• Relationships with senior Council staff, elected officials, and external stakeholders</li> <li>• Leadership and management skills</li> <li>• Strategic thinker</li> <li>• Familiarity with Council policy and planning</li> </ul>
<b>EOC Comms Rep</b>	The <i>Ops Comms Rep</i> function will maintain the conduit between the comms team and SMEs. It is important to work closely with them, perhaps within the EOC, or another SME team. Ops Comms Reps will record and summarise information from the SMEs, the EOC, other responding agencies and DCT members to build an overview of the incident and response. They will ensure data is confirmed by the relevant SME lead (e.g. LEMO).	<ul style="list-style-type: none"> <li>• Local knowledge</li> <li>• Disaster risk, hazard, subject matter knowledge</li> <li>• Relationships with operational teams and emergency services</li> <li>• Familiarity with Council emergency and recovery policy, scientific subject areas, planning, systems, and processes</li> </ul>

FUNCTION	TASKS	USEFUL SKILLS/ CAPABILITIES
<b>Team Leader/ Writer</b>	The <i>Team Leader/ Writer</i> function will manage personnel and craft confirmed information into Key Messages in an appropriate tone in line with the Theme. They will convert approved Key Messages into the necessary outputs or manage the rest of the team to do so.	<ul style="list-style-type: none"> <li>• Experienced writer</li> <li>• Strategic thinker</li> <li>• Management skills</li> <li>• Familiarity with Council communication policy, planning and resources</li> </ul>
<b>Community Comms</b>	The <i>Community Comms</i> function is to coordinate all communication directly to the community, and with and through community leaders. This includes community meetings and doorknocks, phone, and email interactions. Theme and Key messages will guide all interactions. They will assess these interactions and report relevant contextual information. They should liaise with community engagement teams from other agencies/ organisations. They should work in collaboration with community facing teams such as Council call centres and front desk staff.	<ul style="list-style-type: none"> <li>• Community engagement background, or front-line community facing work e.g. customer service</li> <li>• Relationships with/ knowledge of community organisations and groups</li> <li>• Excellent listener</li> <li>• Warm open personality</li> <li>• Calm and empathetic</li> <li>• Event planning skills</li> <li>• Familiarity with Council community engagement policy, planning and resources</li> </ul>
<b>Web/Social Media</b>	The <i>Web/Social Media</i> function will focus on updates to social media accounts, guided by the Theme and Key Messages. They will also monitor social media commentary for relevant contextual information and support with media interactions, as necessary. They should liaise with Social teams from other agencies/organisations.	<ul style="list-style-type: none"> <li>• Web and Social media experience</li> <li>• Possible marketing or engagement background</li> <li>• Familiarity with Council Social channels and audiences</li> </ul>
<b>Media Liaison</b>	<p>The <i>Media Liaison</i> function will develop and maintain excellent working relationships and effective interactions with media professionals to enable an accurate and timely flow of information.</p> <p>They will set up media monitoring and report relevant context. They should liaise with media teams from other agencies/organisations.</p>	<ul style="list-style-type: none"> <li>• Media Liaison experience</li> <li>• Media relationships</li> <li>• Possible journalism background</li> <li>• Press conference or event planning experience</li> <li>• Relationship focused</li> <li>• Excellent spoken communication skills</li> <li>• Organisational skills</li> <li>• Familiarity with local media outlets</li> </ul>
<b>Internal Comms</b>	The <i>Internal Comms</i> function ensures that staff are kept informed and that their welfare (and if necessary, that of their families) is safeguarded and supported.	<ul style="list-style-type: none"> <li>• Excellent engagement, spoken and listening communication skills</li> <li>• Experience with internal communication and engagement</li> <li>• Possible HR background</li> </ul>

FUNCTION	TASKS	USEFUL SKILLS/ CAPABILITIES
<b>Support</b>	The <i>Support function</i> will facilitate the logistic and administrative aspects of the DCT including resourcing and support with media interactions if required.	<ul style="list-style-type: none"> <li>• Administrative capacity</li> <li>• Logistic and organisational skills</li> <li>• Confident verbal communication</li> </ul>
<b>Spokesperson</b>	<p>The <i>Spokesperson</i> can speak to the community through the media or directly at community meetings etc. They will prepare with the assistance of PIM/ Strategy to communicate with clarity, empathy, and authenticity.</p> <p>Consider a range of spokespeople for different situations and train them so they are prepared and confident.</p> <p>(It is equally important to train the entire organisation in how to manage media interactions when they are not the official spokesperson.)</p>	<ul style="list-style-type: none"> <li>• Senior management, elected official or subject matter expert</li> <li>• Experienced, trained spokesperson</li> <li>• Warm and clear communication style</li> <li>• Knowledgeable, engaging, and empathetic</li> </ul>



### SEE your DCT Toolkit for:

1. Work and Information Flowchart
2. Disaster Comms Team - Rapid Reference Tool
  - Mobile optimised dot point guide for each DCT role; put it onto your phone or tablet
3. Comms Team List
  - Complete names and contact details

# STRATEGIC MESSAGING CYCLE

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A clear, focussed, and rigorous strategic process which is clearly understood is essential for effective disaster communication. This focus makes sure we do more than just shift information from one place to another. It gives us a framework to make the necessary decisions, even during events that can be overwhelming. It ensures that we understand - what is going on and what can we do to help? It needs to be practised until it can be done as quickly as necessary.



Listen, Set  
Objectives,  
Think and Act,  
Speak, Listen...

## 1. Listen (what is happening?)

- Get situational/ operational information from the EOC and information from other agencies confirmed by the LEMO or other SME as appropriate.
- Get contextual information from the community and other stakeholders, from monitoring media and social media coverage, and from knowledge of our community and their needs and priorities.

**We must beware of making assumptions and stay aware of the difference between what we know and what we think.**

# CONTEXT REPORT (CONREP)

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**All DCT members are responsible for assessing the perceptions, opinions and needs of the community and other stakeholders during the emergency and recovery process.**

Reports of relevant context are to be made to the PIM via email or in person for further assessment and action.

### CONTEXT REPORT

Date and time	
Source of issue or request (e.g. particular community member or media agency)	
Summary of Context <ul style="list-style-type: none"> <li>• Attitude: concerns, fears, trauma, outrage</li> <li>• Knowledge: misunderstandings, misinformation, inconsistencies between official messaging, questions being repeatedly asked</li> <li>• Needs or requests</li> </ul>	
Requested information or action <ul style="list-style-type: none"> <li>• From Council</li> <li>• From other Agencies</li> </ul>	

## 2. Set Objectives (what do we need to do?)

- The PIM should discuss communication objectives with the Council GM, LEMO or other SME. Communication objectives should serve both Council/ operational objectives and community needs.
- Decide on communication objectives and priorities. Look to see the problems that communication can resolve. (e.g. members of the community ignoring evacuation warnings, CALD communities largely unaware of the risk, confusion regarding recovery assistance)
- Make communication objectives specific and concrete so that we can check whether we have achieved them. (e.g. more people evacuating, greater feedback and action from CALD communities, less confusion evident in community meetings, or on social media)



### 3. Think and Act (What should we say? How should we say it?)

To communicate strategically we need to:

- consider and select a **TH**eme
- select the most relevant and useful **IN**formation
- construct targeted accurate and compassionate **K**ey messages

These guide us to **THINK**.

## THINK

**The THEME is the fundamental idea to focus every aspect of the communication effort. It will capture the essence of our objectives – what we want to say. The more specific and human focussed our theme, the better it will guide our messaging.**

It is an expression of communication priorities at various stages of the emergency, or a response to potential outrage or concerns expressed by stakeholders.

Themes might include: We are working with you all to make sure you are prepared for what is coming. We want to make sure everyone understands us. Help is available for the people of our town.

It should be chosen at a senior strategic level based on consideration of:

- the incident itself,
- the response to it and
- the context and perceptions surrounding it

The words in a theme may or may not be used in the final messages. They are an underlying influence on all decision making, including choices around audiences, channels, and the messages themselves.

**INFORMATION is the data that the communication team needs in order to share an accurate picture of the situation and tell community members what they need to know.**

Accurate information can be sourced from subject matter experts (SMEs). The primary source of information is often through the EOC and the lead emergency agency. It might also be collected from a variety of other sources depending on the emergency and the hazard including government departments such as the Health Department or the Department of Agriculture.

It will include information that response or recovery agencies need to be communicated to audiences. It will also include information that stakeholders, the community and the media want to be told so that they feel appropriately informed. It is impossible to communicate all available information - we must choose what is useful and relevant, and will serve our objective

Information must be confirmed and signed off by the relevant SME. It is important to clarify the source of the data and the time it was confirmed as we share it. In a changing situation it is important that people know what information is up to date.

**KEY MESSAGES are what we build from the information, they are made up of words and phrases chosen to reflect the theme and connect to the audience. The tone of key messages will define the identity of the Council.**

Key messages combine the influence of the theme with useful and accurate information to create well-crafted, clear, and accessible messages. These messages ensure a unified and consistent position is communicated to a variety of audiences through a variety of channels. They can be shared with other agencies or organisations involved in the response to build an even greater sense of consistent effort.

The key messages can be modified into:

- media releases and website content
- talking points adapted to ensure they are appropriate to the language and communication style of each spokesperson,
- social media posts or
- other engagement messaging including phone scripts.

To communicate strategically we also need to:

- select the relevant **A**udience/s
- consider the best **C**hannels to reach them
- decide upon the **T**iming of our communication

These guide us as we **ACT**.

# ACT

**The AUDIENCE are the people you need to reach, to connect with or inform or acknowledge, in order to achieve your objectives.**

Audiences might include but are not limited to: people living in a particular area, older community members, CALD community members, the Chamber of Commerce, business owners, tourists, drivers, farmers, families, university students, pet owners, community members with particular needs or vulnerability, people working for the Council

You need to identify who they are, what their concerns and priorities are and what they want/need to know. There may be more than one audience you need to reach but remember that those impacted should always be considered.

Councils often have access to detailed information and relevant analysis of the people in their community to guide this thinking. The more you understand who you are communicating with the better.

**CHANNELS are the delivery mechanism which allow your message to reach your audience.**

They include media channels such as print, radio, and television, text and telephone, email, letters and newsletters, posters, social media, websites and podcasts and blogs. It is important to consider the value of community meetings and face to face communication in challenging times.

Consider the reach, reliability, and availability as well as the impact of the emergency on the potential channel. Is phone coverage or electricity affected? Who is signed up to the newsletter? What media outlets are available and functioning normally? Where is the conventional media focus? Does this audience engage with social media?

The choice of spokesperson can also be seen as a channel. The spokesperson will define the identity of your Council. They need to express empathy, openness and commitment. They need to be knowledgeable and clear. They need to feel capable and calm in the role. Training and preparing your spokespeople, is an essential part of planning and key to being ready to communicate in emergency.

Consider too that trusted members of the community can be the channel to communicate with others, particular if there is confusion, trauma, or mistrust.

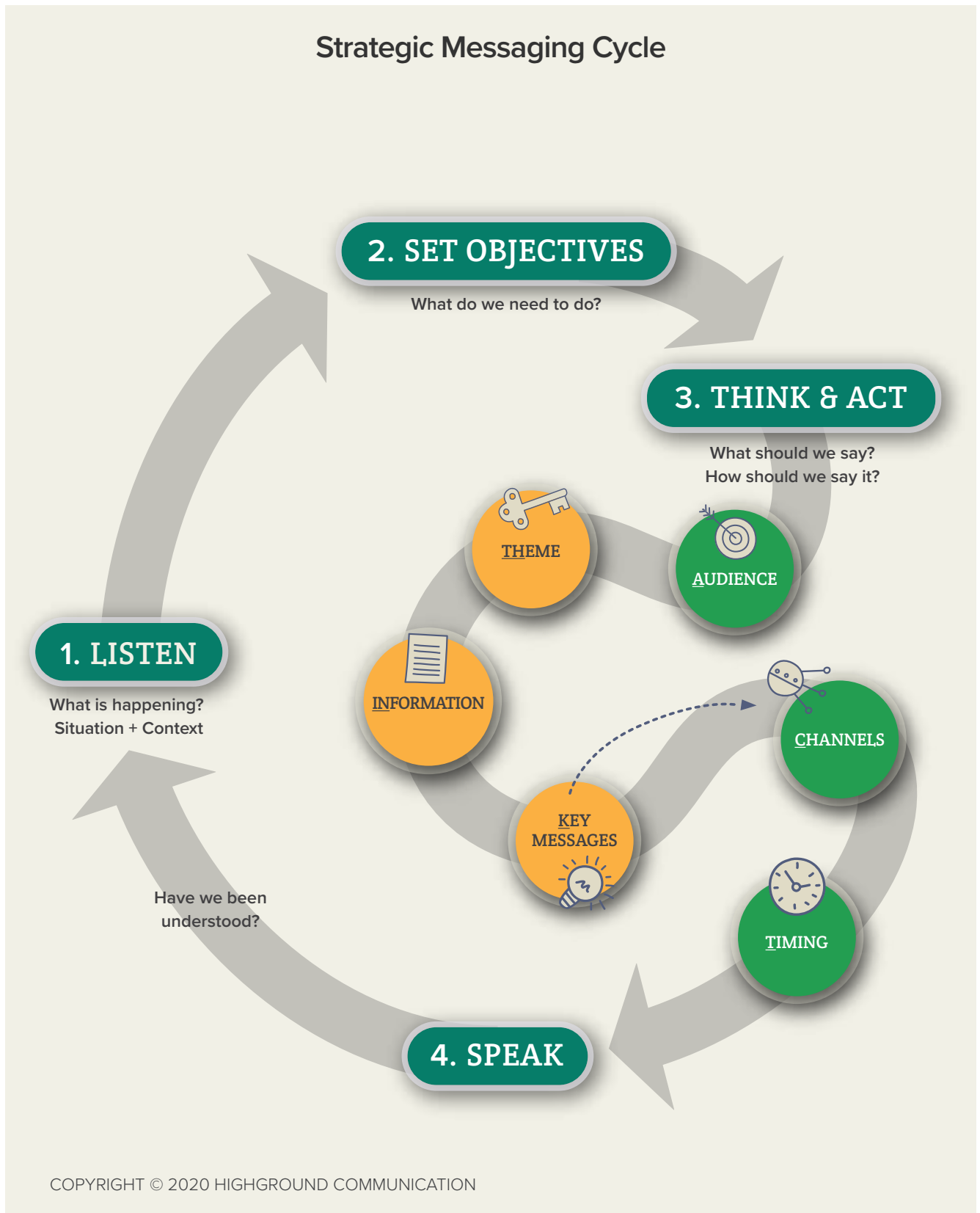
Different individuals and groups in the community will access information in a variety of different ways at different times. There is no 'one size fits all' and it is wise to think of layering your messages through a variety of channels.

**TIMING is about when and how often the audience need to hear the message.**

Consider how quickly the community needs to receive the message in order to achieve your objectives. Warnings obviously need to reach people very quickly. Information about recovery stories is less time sensitive.

Considering what timing is appropriate, will inform the choice of channel. Many messages will need to be repeated at different times as the community progresses through the disaster event.

The order we address the THINK & ACT elements might vary and overlap. But the order in the image below is often useful.



## 4. Speak

Finally, we speak.

When we are clear about the problem we intend to solve or the support we intend to give, when we know what we need to say, who we need to say it to, and how we might best say it, we send out our messages through the selected channels.

We need to make sure the information is accurate and confirmed by the relevant subject matter expert. The language, framing of ideas, and messaging elements should be approved by the PIM or alternate.

And then?

We return to the beginning of the cycle – We **listen**. We assess the impact of our messages. We check that we have been understood. We must measure not how much we have communicated but what we have achieved by doing so.

A strategic messaging cycle gives us the best possible chance of resolving issues and diminishing misunderstanding and outrage. It guides the communication team as we support operational processes and objectives and connect to the community to respond to their perspectives and needs.



THANK YOU  
for shopping  
LOCAL

# MESSAGING STRATEGY TEMPLATE

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It is valuable to use a Messaging Strategy Template such as the one on the following page each time we face a problem we want to solve by communicating. The more specific the objective, the more useful our strategy will be.

*Keeping the community informed* - does not guide us very much.

*Supporting the residents of Capeton (which has been devastated by loss of property and life), by sharing the range of assistance available and Councils commitment to them* - will guide us more powerfully.

The following template is filled out to share an example of how it might be used.

With practice it can be done quickly – even in 5 minutes during a team meeting.

# MESSAGING STRATEGY TEMPLATE - THINK AND ACT

<p><b>CONTEXT:</b></p> <ul style="list-style-type: none"> <li>Many members of the community are so angry due to lack of warnings that they are not asking for clean-up assistance from the fire teams and other ES teams who are here to help. If no requests-for-assistance are made the units will leave to other areas and our community will lose the resource.</li> </ul>	<p><b>OBJECTIVE:</b></p> <ul style="list-style-type: none"> <li>We need to encourage community members to call the council to request assistance</li> <li>We want to build relationship trust and let the community know we are committed and proactively trying to help</li> </ul>
<p><b>THEME</b></p> <p>We understand what a challenging time this is and that many of our community are facing hardship. We are grateful to the amazing ES teams who are ready to help us.</p>	<p><b>AUDIENCE</b></p> <ul style="list-style-type: none"> <li>The most impacted community members around Loren and Macleay Creeks</li> <li>A lot of young families in the area</li> </ul>
<p><b>INFORMATION</b></p> <ul style="list-style-type: none"> <li>There are 5 trucks/teams available, but all will leave within the next 48hrs without requests for assistance.</li> <li>The council number for RFAs is: 555555</li> <li>The most impacted houses are around Loren and Macleay Creeks</li> </ul>	<p><b>CHANNELS</b></p> <ul style="list-style-type: none"> <li>Radio (a lot of coverage at present and the community are still listening, particularly to the local station 4RR – we can get the message out today)</li> <li>Council FB page - (we can get the message out very quickly – good uptake from younger community members)</li> <li>Phone script for incoming calls and complaints – opportunity to speak directly to those impacted</li> </ul>
<p><b>KEY MESSAGES</b></p> <p>It has been a really hard couple of days in Smithton. The impacts around the Loren and Macleay creeks have been significant and many of the young families there had to leave their homes quickly. We have spoken to several residents who have said how devastating it is to return.</p> <p>The Council is grateful to teams of amazing volunteers from RFS and SES who have come to help us clean our community's homes. They are waiting to hear from residents, so that we can get the help to you as quickly as possible. Teams are ready to start cleaning up today! All you have to do is call us on 555555 and they can be at your place working hard.</p> <p>Let us know if there is any other help that Council can give. Contact our staff on 555554</p>	<p><b>TIMING</b></p> <ul style="list-style-type: none"> <li>radio interview 4RR 11:30am</li> <li>FB 9.30</li> <li>Phone script 9.30</li> </ul>

# KEY MESSAGING TOOL

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It can be valuable to consider the most challenging messages that you will need to create. You can then work on them before an event to construct messaging fragments to guide your communication on the most difficult days.

The message fragments in the Key Messaging Tool in the Toolbox are intended as a work in progress towards approved raw materials for effective messaging in particularly challenging situations. They are designed so that you can get approval for the tone and framing of the message now, and add approved/ confirmed information specific to the exact situation.

These fragments apply Crisis Communication strategies. They can be used when there is resistance, confusion, mistrust, criticism, or outrage from the community, or in situations of significant loss and trauma.

They embody the respect for the community, transparency, competence, and commitment that are necessary to maintain credibility in challenging times. It is important to assess the community's perspectives and needs to guide message choices. There are specific message fragments which focus on and highlight empathy, but empathy should be woven through every message.

The message fragments are intended to be used in accordance with the message strategy and aligned with the selected THEME.

These processes and tools, work together to guide our thinking, test our assumptions, and make our priorities clear. It will also remind us to consider our role as communicators in disaster and emergency as **strategic problem solvers**. It can focus us on the changes we aim to make, and the relationships we want to strengthen.



### SEE your DCT Toolkit for:

4. CONREP Template
  - to share important contextual information with your team
5. Messaging Strategy Template
  - to help you construct messages which can achieve your objectives
6. Key Messaging Tool
  - sign them off prior to an event to deal with difficult and sensitive communication challenges

## It is important to begin work with your community to build the readiness and relationships that are vital to effective disaster communication and management.

This Local Disaster Communication Planning Framework can be used in conjunction with the Resilience NSW Get Ready Councils Disaster Preparedness Communications Starter Kit, as you help your community better prepare for disasters.

Develop a Messaging Strategy to encourage and support members of your community as they develop readiness and resilience. Listen to community members and groups to understand their priorities, their vulnerabilities and their knowledge of the risks that are possible in your region and localise strategic key messages so that they will be of most value and have the most impact.



NOTES:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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