

# PIM 101

The fundamentals of  
Public Information Management



EMPA Workshop 2024

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# Programme

- Introductions
- Public Information Management 101
- Strat Comms and the needs of Ministers/Governance
- PIM and Recovery
- Scenario exercise – putting a few PIM skills to the test



# No-one said it would be easy

- “Getting decisions made and the right attention from senior leaders”
- “Finding the balance between proactive risk messaging and alarming people”
- “Getting messages out when all comms were down”
- “Onboarding external surge capacity staff”
- “Managing fatigue and recognising burnout”
- Overlapping responsibilities between national / regional PIMs.



EMPA

# I wish I'd had ...

- Some training!
- Ready-made resources, checklists and templates
- A better relationship with other functions so they understood what we needed
- Clear sign-off processes
- A reliable list of all the stakeholders and audiences.



# Night terrors

- Being unprepared
- Not being activated soon enough
- Putting out the wrong information
- Inconsistency between what our Controller says and those from other agencies in multi-agency response
- Inadequate training in the role / keeping current
- Sign-off death spirals (too many layers of approval)
- Knowing that actions might be subject to judicial review
- Self doubt.



# But first...

## The fundamentals of emergency management:

### REDUCTION

*Before an emergency*

Reducing the impact of hazards on our whanau, businesses and community.

### READINESS

*Before an emergency*

Having the skills, knowledge, plans and tools before a disaster happens so we are prepared.

### RESPONSE

*During an emergency*

Taking action to ensure the safety and wellbeing of people and places.

### RECOVERY

*After an emergency*

Restoring sustainable wellbeing.



# How the system works

**NEMA  
PROVIDES  
LEADERSHIP AT  
A NATIONAL  
LEVEL**

The National Emergency Management Agency provides leadership in reducing risk, being ready for, responding to and recovering from emergencies.

**COUNCILS  
WORK AT  
REGIONAL  
AND LOCAL  
LEVELS**

Regional councils provide 'Group' leadership. Local councils respond locally. Unitary councils do both.

**AGENCIES  
WORK WITH  
EMERGENCY  
RESPONDERS  
AT ALL LEVELS**

Partners include Police, Fire and Emergency NZ, Hato Hone St John, Red Cross, the NZ Defence Force and government departments like Health, MSD and MBIE.

**NETWORKS  
ARE  
EXTENSIVE**

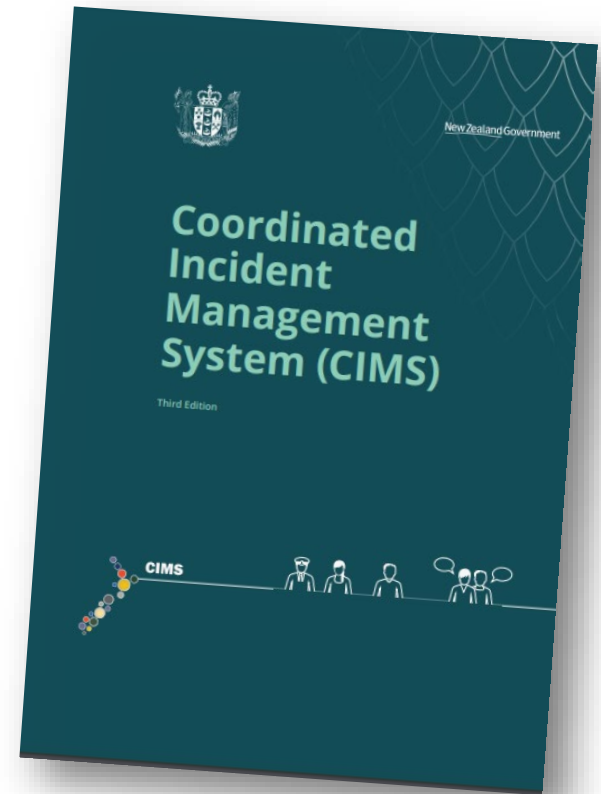
Agencies work with scientists, weather experts, iwi, community groups, churches and faith-based groups, schools and media.

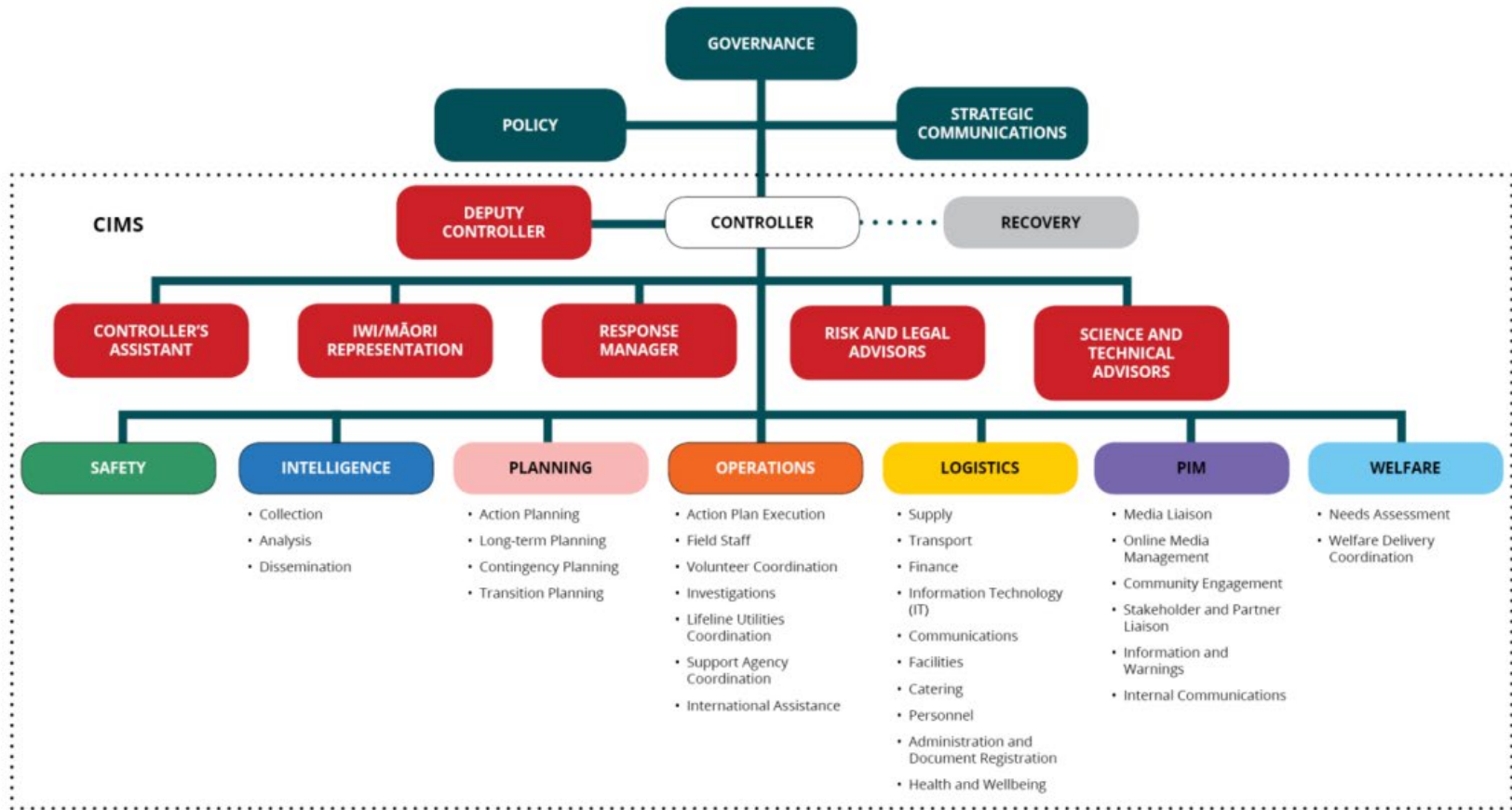




# Working together under one framework

- Enables coordination across functions and organisations, both vertically and horizontally
- Establishes common structures, functions and terminology
- Is flexible, modular and scalable
- Can be adapted to an organisation's unique responsibilities, resources and legislative authority.





# The CIMS PIM function

- Primarily provides information and safety messages to the public
- Informs the public about the incident and response, and the actions they need to take
- Ensures messages are consistent
- Sets and aligns public information priorities
- Works with Strategic Communications (if activated).

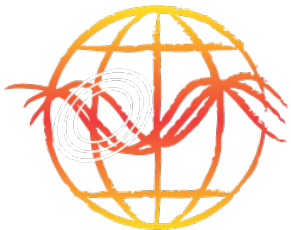
## PIM

- Media Liaison
- Online Media Management
- Community Engagement
- Stakeholder and Partner Liaison
- Information and Warnings
- Internal Communications



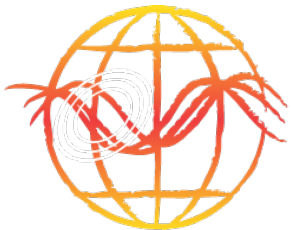
# PIM resilience – how we prepare

- Prepare a PIM plan
- Understand what resources we need and how we can build them
- Build partnerships locally and relationships nationally
- Know our channels and our communities
- Know our risks, threats and how we're prepared for them
- Understand our political, governance or decision-making landscape
- Know what our local media expectations are, and how we might serve them.



# Response: turning plan into action

- Get a holding line out as soon as possible
- Answer every phone call
- Post, share, communicate
- Talk to our colleagues
- Use all of our channels
- If we don't know, say so.

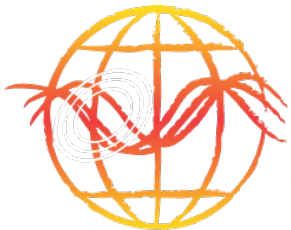


**What we know**

**What we don't know**

**What we're doing**

**What we need you to do**



(Based on the Dr Vincent Covello, Center for Risk Communication, IDK template approach)



# Being the PIM Manager

- Set the direction for the team
- Lead the team
- Represent and advocate for the function
- Develop and maintain relationships
- Advise and support the controller / governance



# National level PIM and Strategic Communications





# Central Government PIM

- Telling the All-of-Government response story
- What to expect:
  - Integrated response – multiple regions, agencies and stakeholders
  - Huge hunger for situational awareness
  - Message alignment is critical
  - The political dimension



**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū



# Strategic Communications

- Complements PIM function
- Supports governance eg Ministers, Mayors and decision makers
- Helps identify issues and gaps
- Connects up what is happening across agencies
- Takes a strategic view of media and risk management.



**DEPARTMENT OF THE  
PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

# PIM and Recovery



# Build back better

Recovery is the coordinated efforts and processes that bring about the immediate, medium and long term holistic regeneration and enhancement of a community following an emergency (from the CDEM Act 2002).

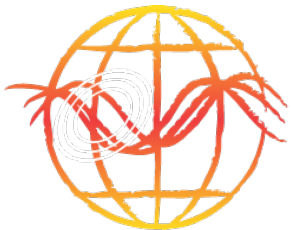
Recovery should:

- support cultural and physical well-being of individuals and communities
- Minimise escalation of the consequences of the disaster
- **Reduce future exposure** to hazards and their associate risks – i.e. build resilience
- Take opportunities to **regenerate and enhance** communities in ways that will meet their future needs (across the social, economic, natural and built environments).



# Transition to recovery

- PIM is a response function; when response finishes, PIM hands over to “someone else” to support recovery.
- What happens in response influences recovery so PIM must consider the needs of recovery
  - Connect with the Recovery Manager
  - Provide opportunities for the RM to be seen / speak
  - Contribute to the development of the Recovery plan
  - Ensure effective response channels can continue in Recovery if they’re appropriate



# Ask yourself: Who is the community?

- **What groups** make up your communities?
- What **don't you know** about your communities? How are you going to find this information and **use it strategically and tactically as PIM** ... for everyone's benefit?
- Who are **their leaders**? But will you only listen to their 'leaders'?
- What are their **preferred channels** of communication?
- What new channels might they need? Will you be that channel provider? Where will the **single source of truth** be found?



# Setting up

- How is your organisation **setting itself up** to deal with recovery?
- Does it have **budget** - you can't do this on zero dollars
- Which **other agencies and businesses** do you need to work with to aid the recovery?
- How can you **leverage off** other departments and organisations?
- Finally - **who is making the decisions?**



# Learnings from Marlborough

- Create a strong and well-connected team
- Get to know your community through research and intel
- Communicate frequently and across multiple channels, including sharing the good news
- Be empathetic – deal **sensitively** with people's pain, loss and frustration
- Be prepared to listen and change your plans.





# EXERCISE

Let's put this into practice!



*Welcome*

TO

YOURTOWN

POP: 11,600

Ourplace District Council



# Task One

1. Discuss what your top priorities as the designated PIM are
2. Is this manageable with your current resources? If not, what will you do?



# Task Two

What advice would you give the Controller, and why?



# Task Three

1. Identify the steps PIM should take to set up the community meeting?  
Consider the format of the event as well as the physical aspects.
2. Who do you recommend as speakers, apart from the Controller?
3. Is this an appropriate time to start talking about recovery?

