



Crisis Communications *Framework*

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This document is available in alternative formats upon request.



City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

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Introduction

The Collins English Dictionary defines a crisis as:

“A crisis is a situation in which something or someone is affected by one or more very serious problems”.

A crisis could appear out of nowhere and be completely unanticipated, or it may be the slow-evolving result of the escalation of a smaller issue.

In a crisis, the City’s Crisis Communications Framework is enacted and the Crisis Communications Group is stood-up.

There are many potential crises that may face the City of Kwinana. These could be:

- Financial (for example, being sued for negligence)
- Technological (security breach and data theft)
- Organisational (leadership changes, Council suspension)
- Natural disaster (bushfire, earthquake, tsunami)
- Sabotage or attack (terrorism incident)
- An incident (beached whale, shark attack, severe injury or fatality)
- Involve employees (EBA strikes)
- Health related (pandemic, chlorine leak at an aquatic centre).

In the instance of an emergency, the City’s Emergency Management Plan is enacted. At this time, the City’s Incident Management Team (IMT) is stood-up, as is the Crisis Communications Group (CCG). The IMT manages the crisis, while the CCG supports the team through the dissemination and collection of information. An Incident Support Group (ISG) may also be stood up and includes representation from key agencies involved in the response.

Purpose

The City of Kwinana’s Crisis Communications Framework outlines how the CCG will operate in time of crisis/emergency to support the IMT, ISG and City Executive. It details who does what, and provides the templates needed to execute rapid communication activities.

Objective

Through the implementation of this framework, the CCG supports the organisation to:

- Keep the community and stakeholders informed
- Maintain control of the conversation
- Safeguard the City's reputation
- Make decisions based on public sentiment
- Have access to a single source of truth.

Guiding principles

As a team, the CCG operates under the following ethos:

- We are open, honest and transparent. We share information between ourselves and work collaboratively for the best outcome.
- We respect each other and the role they are playing. We value each other's inputs and are accessible to, and supportive of each other.
- We are agile and work at a rapid pace, while maintaining quality and accuracy.

Crisis Communications principles

The goal is to be positioned as a leader in responding to the impact of crises, to inform and engage, support community resilience, and drive the positive behaviours.

Crisis communications:

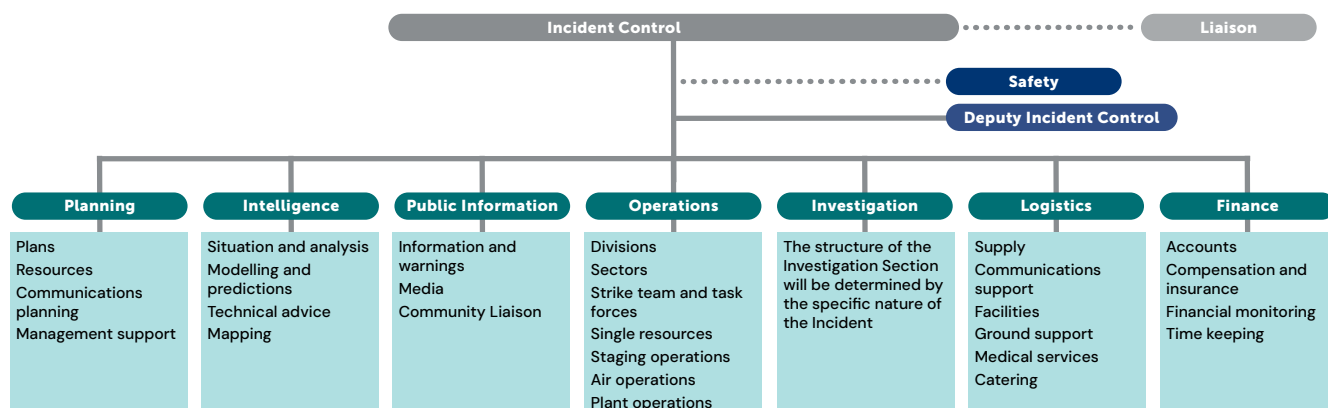
- is agile and responsive to all enquiries
- pre-empts and or mitigates potential risks
- positions the Local Government as a leader in the crisis
- demonstrates internal leadership by informing, supporting and reassuring staff with timely, clear, consistent and transparent information
- adopts a multi-agency approach with key stakeholders in community engagement

Team Assets

Asset	Location	Contents	
Grab bag	Manager Customer Communications office	2x dongles 1x jack headphones Hardcopy of Framework USB of templates and Framework	2 x battery packs 1x spare card reader 2x notebook and pens Spare camera battery charger
Camera	Manager Customer Communications office – drawer	Camera battery Camera	Wide lens
Credit card	Manager Customer Communications		

Key relationships

Crisis communications generally sits within the Public Information section of AIIIMS4 incident Control Structure.

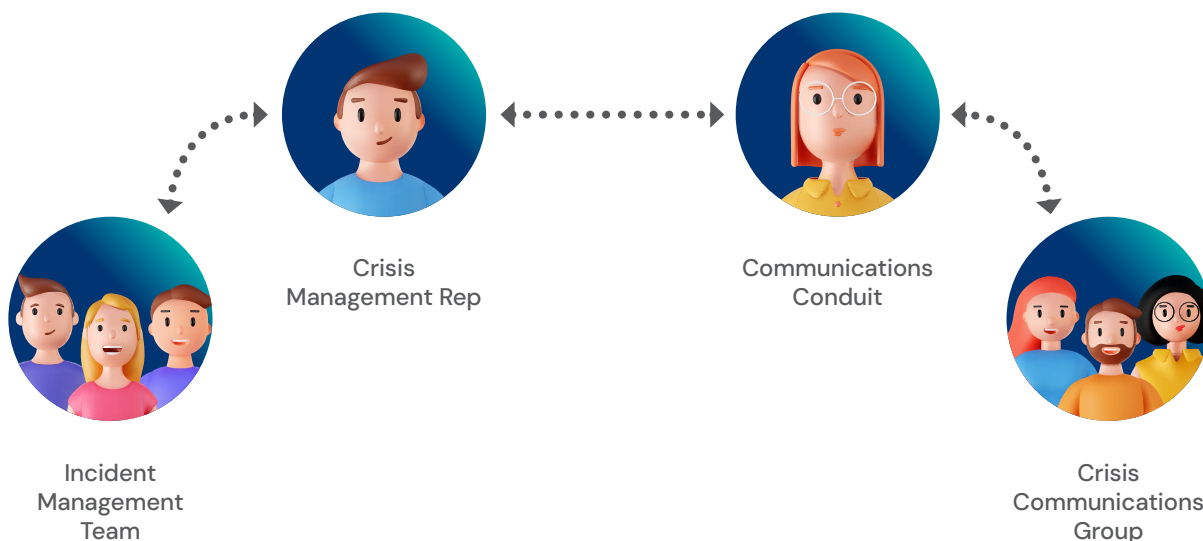


All communications activities are managed between the Crisis Management Representative, sitting in IMT, and the Communications Conduit only. This key relationship facilitates accurate information flow between the IMT and the CCG.

In the event of a reputational crisis only, reporting will go to the Director or CEO instead of IMT.

The IMT and Executive Team have direct liaison with the Crisis Management Representative only.

Business Unit Managers are to liaise with the Communications Conduit. All requests for support must be submitted to the Communications Conduit only and CCG members must not be approached directly to keep information flows efficient and clear.



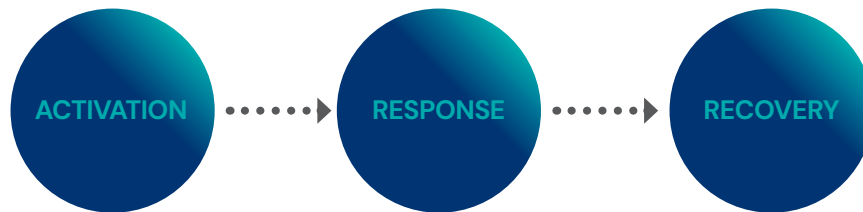
Incident log

All representatives are required to complete an incident log throughout the incident. It is recommended that this is completed throughout the day as decisions/actions are undertaken. An incident log template is within the appendices.



Stages

There are three stages in the event of a communication crisis:



Activation

Roles

CCG may be stood-up when the City enacts its Emergency Management Plan or it is deemed suitable to do so by the City's Communications Manager.

When the City's Emergency Management Plan is activated the Crisis Communications Group is automatically enacted. At such time, the Crisis Management Representative sits on the IMT and activates the CCG, while the Communications Conduit leads the CCG and stands-up the team.

The Crisis Management Representative also has the authority to enact the Crisis Communications Group in circumstances where they deem appropriate, for instance during a matter with significant public attention. They may also highlight potential issues to the IMT should they need to escalate, this may or may not result in the enactment of the ISG.

Upon enactment of this Framework, the CCG can (where necessary) also assume responsibility for some or all of the City's social media subsites.

Upon the activation of the CCG, the following two briefings take place:

1. Between the Crisis Management Representative and the Communications Conduit
2. Between the Communications Conduit and the CCG.

A template agenda for these briefings is provided within this framework's appendices.

Principle

Position the City as a leader for the community's wellbeing – time is of the essence as others will fill the information void.

Actions

Review the social media and message approvals protocols before preparing messaging, in the Appendices of this Framework.

FIRST 15 MINUTES: PREPARE AND DISTRIBUTE HOLDING STATEMENT

- Alert relevant authorities and stand up CCG
- Assess the relevant channels to be used/affected, consider internal channels
- Assume responsibility for all channels and halt scheduled posts until further notice
- Establish known facts for a holding statement and get approval, for both external and internal use
- Update channels with holding statements, including Council
- Be ready to respond to stakeholders/media with approved holding statement.

FIRST 30 MINUTES: ASSESS AND UPDATE

- Consider further information needed
- Assess sentiment and reactions on and offline, including stakeholders
- Update first response statements for key channels, including Council, as appropriate
- Be prepared to issue communications as required by IMT/ CCG

FIRST HOUR: REVIEW AND ACT

- Compile sentiments and reactions for first hourly review with IMT
- Begin action of any allocated items and delegate
- Review stakeholder messages
- Assess and develop a media response
- Work with spokesperson to prepare for external messaging

Response

Roles

Throughout the crisis, ongoing briefings take place. Information is fed to the Crisis Communications Group via the Crisis Management Representative. This is done directly with the Communications Conduit only. The Communications Conduit provides ongoing briefings to the Crisis Communications Group.

Principle

Demonstrate care, action and support with regular open and transparent communication.

Actions

- Present the key authorised spokesperson regularly for consistency and personable messaging eg. for video, town halls, media interviews.
- Issue media releases and provide updates
- Keep Council updated with key messaging
- Consider the ongoing reactive and proactive internal and external communications requirements.
- Continue to listen to media, social media, staff and stakeholder sentiment.
- Regular updates are key, and advise IMT on impacts to image, relationships and reputation.
- Consider proactive communication like weekly updates on external channels, reaffirm commitments, and look to include uplifting or positive messaging on an adhoc basis.
- Communicate with staff frequently, check on health and wellbeing and provide updates.

Recovery

Roles

Communications continue to communicate changes and showcase success until crisis communication activities are stood down. Only the IMT or Communications Manager can stand down crisis communications activities. The Crisis Management Representative will inform the Communications Conduit of this.

Principles

Reassure, communicating changes to operations and showcasing success.

Actions

- Use communications to promote values and success, calls to action in support of recovery and maintaining public order and workplace culture.
- Update changes to how we operate and the restarting of operations and showcase success.
- Shortly after the incident (within five days), the Communications Conduit performs an incident debrief to capture learnings and ongoing improvements. A template is provided in the appendices.

Crisis Communications Group

Group purpose

The CCG provides important support to the IMT. It is the CCG's responsibility to facilitate two-way information between the organisation and its stakeholders.

Operating locations

Location	Address
Primary	City of Kwinana Administration, Corner Sulphur Road and Gilmore Avenue, Kwinana. Phone: 9439 0200.
	
Alternate	City of Kwinana Works Depot, 2 Beacham Crescent, Medina. Phone: 9439 0200.
	

Personnel

The City of Kwinana's CCG comprises the following positions from the City's Corporate Communications Team:

- Communications Officer
- Customer Experience Coordinator
- Digital Communications Officer
- Manager Customer and Communications
- Marketing and Communications Officer
- Senior Graphic Designer
- Senior Marketing and Communications Officer
- Digital Content Creator

Roles

The CCG comprises the following roles. A person may be assigned one, or multiple roles.

Role	Assigned to	
	Primary	Alternate
Crisis Management Representative	Manager Customer and Communications	Customer Service Coordinator
Communications Conduit	Senior Marketing and Communications Officer	Marketing and Communications Officer
Message Developer	Communications Officer	Senior/Marketing and Communications Officer
Media	Communications Officer	Senior/Marketing and Communications Officer
Digital and Web Management	Digital Communications Officer	Senior/Marketing and Communications Officer
Internal Communications	Marketing and Communications Officer	Senior Marketing and Communications Officer or Communications Officer
Customer Service	Customer Service Coordinator	Senior Customer Relations Officer
Communications Generalist	Senior Graphic Designer	Digital Content Creator

Important: Role responsibility may vary depending on the nature of the incident. As such, all roles are to be confirmed by the Crisis Management Representative on enactment the Crisis Communications Team and may change from the above identified primary or alternate representative.

Additional roles and responsibilities

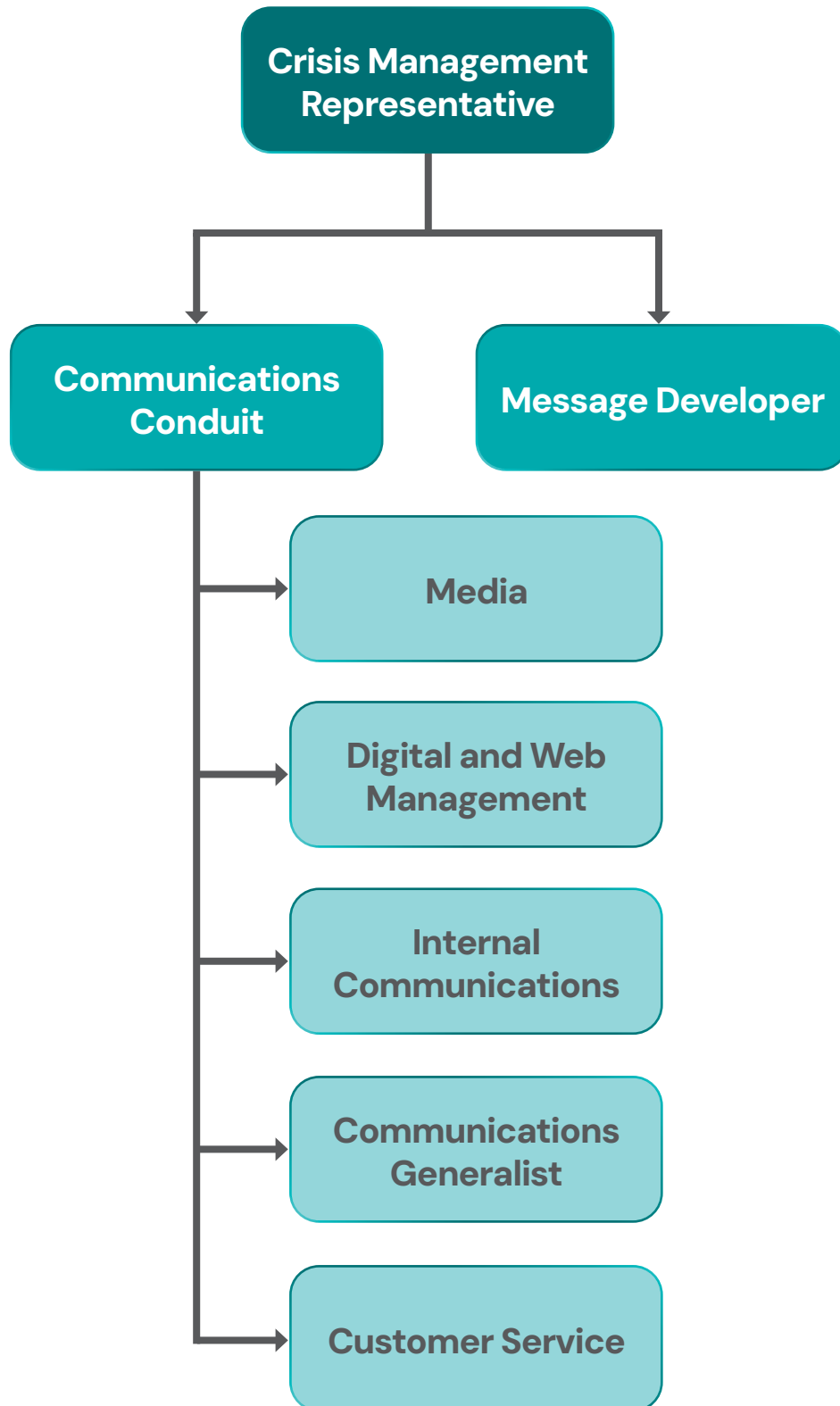
Role	Assigned to	Alternative
Council spokesperson	Mayor	Deputy Mayor
City's Operational spokesperson	Chief Executive Officer	Relevant Executive Director

Any legal advice can be organised through Manager Governance and Legal, and crisis communications specialists can be selected from the options listed in the WALGA Preferred Suppliers Directory at <https://walga.asn.au/suppliers/preferred-supplier-directory>

Reporting lines

Role	Reports to	CCG Reports
Crisis Management Representative	Chief Executive Officer	Communications Conduit Message Developer
Communications Conduit	Crisis Management Representative	Media Digital and Web Management Internal Communications Customer Service Communications Generalist
Message Developer	Crisis Management Representative	None
Media	Communications Conduit	None
Digital and Web Management	Communications Conduit	None
Internal Communications	Communications Conduit	None
Customer Service	Communications Conduit	None
Communications Generalist	Communications Conduit	None

Structure



Communication with stakeholders

Relevant stakeholders in a crisis may include Kwinana MLA Roger Cook's Office, Darling Range MLA Hugh Jones and the Kwinana Industrial Council. Media releases and key communications updates should be issued to these stakeholders, and Elected Members, in addition to media outlets, and Elected Member Briefing Notes can also be sent to Elected Members. Elected Members contacts are within the Appendices, and the group email listing for Elected Members address is also listed.

Compiling a list of any other key external stakeholders during the activation and response stages of a crisis should be considered and communications responsibilities identified and assigned, for example sharing approved communications with key community groups may be the role of a relevant Director. Directors and general stakeholder contacts are listed in the Appendices. Lists of key internal stakeholders may also be relevant if aspects of a crisis affect specific teams.

Measuring and evaluating

Measuring communications impact and success include a variety of methods to build a clear evaluation.

Method of Communication	Measurement	Method
Media release	- Media monitoring - Reports outlets and syndications - Sentiment - Clippings	Isentia
Social media	- Channels - Sentiment - Engagement - Impressions - Social media snapshots	Statusbrew Brolly for snapshots
Enewsletters (EDMs)	- EDMs audience - Open rate - Click rate	MailChimp
SMS	- Link open rate - Bounce rate	Transmit SMS
Website	Page visits	Alyka
Intranet	Page visits	Claromentis
Town Halls, toolboxes and team meetings	Attendance numbers	Minutes, headcounts





Administration

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