

Enhancing C.I. resilience via effective crisis communication: best practices for European C.I. Operators

Dr. Ioanna Tantanasi & Dr. Paul Reilly

3rd IMPROVER-ERNCIP Joint Operators Workshop
Critical Infrastructure Resilience
Tools, Methods & Guidelines
23rd -24th May 2018, Lisbon



- Sheffield and EMSC identify best practices for communication between critical infrastructure operators and the public during crisis situations;
- Literature review → use of traditional and social media in emergency management and lessons learnt from 2 cases studies (floods in Portugal, Paris terrorist attacks);
- Methodology → Critical thematic analysis - 31 interviews with key stakeholders e.g. community leaders, CI operators, and journalists.



**‘Just because you
communicate during a crisis
does not mean you necessarily
make the situation better’**

Burkhardt, Edward (CEO Rail World Inc.)



Coombs (2015): characteristics of effective crisis communication

1. Examination of basic crisis response strategies;
2. Discussion of crisis communication outcomes;
3. Consideration of how various situational factors affect the effectiveness of basic crisis response strategies.



AESOP Guidelines: for effective communication between CIOs and citizens

- **OBSERVE** and adhere to context-specific regulatory frameworks for emergency management and resilience
- before deciding which media channels to deploy during disasters;
- **POST-DISASTERS** learning should be employed in order to aid future communication strategies

AESOP Guidelines: for effective communication between CIOs and citizens

- **ANALYSE** the information-seeking behaviour of local populations before deciding which media channels to deploy during disasters;
- **ENGAGE** key stakeholders in order to ensure message consistency across traditional and social media platforms;
- **SOCIAL** media should be used to provide real-time updates to citizens about efforts to restore services;
- **OBSERVE** and adhere to context-specific regulatory frameworks for emergency management and resilience;
- **POST-DISASTERS** learning should be employed in order to aid future communication strategies.

Analyse information-seeking behaviour of local populations before deciding which media channels to deploy during disasters

- Identify communication channels (traditional and social media) that your target audience is able to access;
- Review the information-seeking behaviours of your audience regularly to select appropriate media channels to be used during crises.



Engage key stakeholders in order to ensure message consistency across media platforms

- Professional journalists & news media to ensure messages shared with citizens are consistent across all media platforms
- Regular updates with the emergency management chain (e.g. police, fire and rescue services) and ask them to do the same across their networks (on and offline).



Social media to provide real-time updates to citizens about restoration services

- Use social media for real-time updates to citizens about when services will be fully restored;
- Share content produced by emergency management organization during crisis situations;
- Respond to queries via social media in a timely manner (but not necessarily immediately) in order to build relationships with local communities.



Observe and adhere to context-specific regulatory frameworks for emergency management and resilience

- Refer the public to appropriate agencies during disasters e.g. police, fire and rescue services as appropriate.
- Ensure that information provided during crisis situations is compliant with national frameworks governing emergency management.



Post-disaster learning should be employed in order to aid future communication strategies

- Create platforms and/or channels of communication where the public can provide feedback about their services before, during and after a major incident;
- Review lessons learnt from major incidents in combination with other emergency management organizations.



CONCLUSION

- Engage with emergency management organizations and news media organizations;
- Use a strategic communication mix of traditional and social media;
- Ensure that the information shared is clear, consistent and accurate;
- Improve future communication plans by learning lessons learned from previous incidents.



The
University
Of
Sheffield.

PLEASE FEEL
FREE TO GIVE
US YOUR
FEEDBACK



COMMUNICATION & CRITICAL INFRASTRUCTURE RESILIENCE

A guide for CI Operators

Media for Crisis Communication

Three quarters of European citizens (76%) use the internet each day and say it has a positive impact on their quality of life.



Internet (76%)
Television (24%)
(Eurobarometer, 2015)



46%

Prefer the internet as
the 2nd most trusted
source of information on
EU civil protection
news.



57%

Yet the majority of
Europeans (57%) still
rely on the TV.

96%

participants expect C.I.
operators
to use traditional media
for crisis communication.



Traditional Media (96%)
Social Media (4%)



Nearly 25% of European
citizens and 33% of the
online
population would
definitely use social
media to let loved ones
know they are safe.

(Wendling et al, 2013).



SPEED-UP CRISIS MANAGEMENT

Know the platforms (traditional and
social media) regularly used by
your target audience.



Real-time
updates about
when services
will be fully
restored.



Keep messages
EASY & CLEAR

IMPROVER

THE 1ST STUDENT
EXPERIENCE
SURVEY 2014-15

THANK YOU!

Dr. Ioanna Tantanasi
Research Associate

The University of Sheffield

Email: i.Tantanasi@Sheffield.ac.uk
Twitter: <https://twitter.com/loannaTantanasi>



Reference:

Serafinelli, E., Reilly, P., Stevenson, R., Petersen, L., Fallou, L., and Carreira, E. (2017) *A Communication Strategy to build Critical Infrastructure Resilience*. Deliverable D4.2. IMPROVER project, Horizon 2020.