DON’T RISK IT!

A guide to assist Regional Tourism Organisations to prepare, respond and recover from a crisis
This Tourism 2020 project was funded by The Australian Standing Committee on Tourism (ASCOT) and coordinated through the Industry Resilience Working Group.
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Introduction

Who is the guide for?
This guide outlines the roles and responsibilities of Regional Tourism Organisations (RTOs) in the lead up to, during, and after a crisis event. An RTO can have a profound impact on how quickly and successfully a region’s tourism industry can get back on its feet after a crisis event.

Education, preparation, effective response to a crisis, and management of the recovery process are critical for a tourism region’s rapid recovery from a crisis event.

While every region is different the most important roles for an RTO are:
• To establish and support the operations of a Tourism Crisis Management Group to guide and coordinate all crisis management activities for the region’s tourism industry. The Tourism Crisis Management Group would include RTO representatives, as well as relevant emergency service agencies and other stakeholders.
• To participate in the development of the region’s Tourism Crisis Communication Plan on behalf of the tourism industry through the Tourism Crisis Management Group.
• To ensure that the region, from a tourism perspective, is ready for a crisis so it can return to business as soon as possible after an event.

What is a crisis?
The term crisis can be defined as any situation that has the potential to affect long-term confidence in an organisation or a product, and may interfere with its ability to continue operating normally1. The term crisis applies to both tourism region’s and individual businesses where the confidence in tourism is affected and where the ability to continue normal operations is impaired.

A crisis, as referred to in this guide, can be natural or man-made and affects more than one business. Potential sources of crisis events include (but not exclusively):

| Natural disaster, e.g. earthquake, volcano, tsunami | Severe weather incident, e.g. cyclone, tornado or flood | Escalating crime rate impacting visitor safety or other civil unrest |
| Man-made disaster – e.g. chemical or gas leak, oil spill | Bushfire, threat of firestorm, ash fallout or other air contamination | Global Financial Crisis or fluctuating currency markets |
| Major transport incident affecting visitor access | Severe drought, food shortages | Terrorist activity |
| Pandemic, plague or other health scare | Services breakdown, e.g. long-term power failure, water shortage | Labour stoppage or labour market failure |

How this guide is structured
The phases of crisis management outlined in this plan are:

DID YOU KNOW?
The term resilience stems from the Latin word ‘resilire’ which means to spring back, rebound.
http://dictionary.reference.com

Benefits of preparing for a crisis event
This guide gives you a framework to manage crisis risk at a regional level through its entire lifecycle from identification to recovery. The procedures and policies you adopt relevant to your specific region are, of course, up to you! Although it’s not possible to predict all crises that may affect a region, by preparing a fluid plan with the capacity to deal with a number of scenarios, you will have undertaken the essential groundwork to respond to a range of crisis events.

While this guide relates to the crisis management functions of an RTO / Tourism Crisis Management Group in leading the region’s tourism industry through a crisis event, a companion guide is also available to assist an RTO as a small business / organisation in crisis management to support its own business operations: Don’t Risk It: a guide to assist tourism businesses to prepare, respond and recover from a crisis.

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1 Pacific Asia Travel Association (PATA), 2003
• **PREPARE** - which includes understanding your region and its exposure to crisis risk, establishing a Tourism Crisis Management Group, taking preventative actions to minimise risk, preparing the tourism industry to respond effectively to a crisis, and planning the steps for the industry’s recovery post-crisis

• **RESPOND** - includes the activities of the Tourism Crisis Management Group in the first 24 hours after a crisis, and in the short to medium term

• **RECOVER** - focuses on the actions required for a region to return to business

**Crisis recovery success factors**

Past experience has demonstrated that surviving and thriving from a crisis requires:

• **COMMITMENT** through the allocation of time, money and resources to each phase of the process

• **PLANNING** the Tourism Crisis Management Group’s response, identifying what the region needs to recover from a crisis, and documenting it. Record the plan electronically and ensure that it can be accessed off-site in the event of a disaster

• **INTEGRATION** and consistency of the Tourism Crisis Management Group’s planning with your RTO’s business plan (rather than as an add-on); with RTO staff portfolios; and externally – with the planned responses of emergency service agencies and key stakeholders

• **TESTING** the Tourism Crisis Management Group’s crisis response to ensure everyone knows their roles and responsibilities and to identify and address any potential weaknesses

**Who prepared this guide?**

This guide has been developed by the Australian Standing Committee on Tourism’s Industry Resilience Working Group (ASCOT IRWG) in its role in implementing the National Long-Term Tourism Strategy - Tourism 2012.

**ACRONYMS USED IN THIS GUIDE BOOK**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CMT</td>
<td>Crisis Management Team</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>RTO</td>
<td>Regional Tourism Organisation</td>
</tr>
<tr>
<td>STO</td>
<td>State Tourism Organisation</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, Threats</td>
</tr>
<tr>
<td>TCMG</td>
<td>Tourism Crisis Management Group</td>
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</tbody>
</table>
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At a regional level, crisis management is a shared responsibility, requiring an active partnership between your RTO and relevant governments, emergency service agencies and other stakeholders, businesses and the community.

**Establish a Tourism Crisis Management Group**
Each RTO should establish a Tourism Crisis Management Group to oversee crisis management preparation, response and recovery activities for the region’s tourism industry. It is a group that is not necessarily contained within the RTO as it may include representatives from other organisations.

**Role of the Tourism Crisis Management Group**
The Tourism Crisis Management Group acts as a conduit between the regional crisis management system and the tourism industry. The Chair of the Tourism Crisis Management Group should be involved in the emergency planning processes at the regional level to ensure that the tourism industry’s requirements are incorporated into planning arrangements, such as the safety of visitors.

Crisis management planning is a key role of the Tourism Crisis Management Group prior to an event occurring and group members should be brought together by the Tourism Crisis Management Group Chair to develop and practice relevant plans. It is also the role of the Chair to call the group together to commence a crisis response process after a warning is issued by the relevant emergency services or natural resource management agency.

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**TOURISM INDUSTRY CRISIS NETWORKS**

- Community, Visitors, Family, Friends
- State Tourism Organisation
- Disaster Management Committee (Hotline)
- Government Agencies Staff, Corporate Communications
- Tourism Crisis Management Group
- Regional Tourism Organisations, Visitor Information Centres
- Operators
- Media Remember: ABC Radio

Primary

Secondary
The Tourism Crisis Management Group must present a balance between being process driven and flexible and responsive to the needs of the tourism industry.

A key function of the Tourism Crisis Management Group is to implement a communications strategy that targets visitor markets and the media to manage the impact of a crisis event on public perceptions to ensure that visitors return when it is safe to do so.

**Membership of the Tourism Crisis Management Group**
The Tourism Crisis Management Group should include members from:
- Your RTO - selected board members and staff
- Local Government Agencies (representatives responsible for tourism)
- State Tourism Organisation (representative responsible for the region)
- Emergency service agencies (police, emergency services, immigration, customs, fire, health, other)

You may like to include other relevant personnel depending on the crisis. It is important that the group operates efficiently for rapid decision-making. Often Tourism Crisis Management Groups have around six to eight members.

Staff supporting the work of the Tourism Crisis Management Group, such as the Media Officer and Information Officer, are usually appointed from within your RTO. However, you may appoint external resources to support the Tourism Crisis Management Group if required.

When appointing Tourism Crisis Management Group members, it's important to ask - do they have the knowledge and time to be part of the Group? Are their roles and responsibilities documented and do they understand them? Who is a back-up person for each Group member if they are not available during a crisis?

Ensure the Tourism Crisis Management Group is trained and ready to respond
Ask yourself, does the Tourism Crisis Management Group have the capacity to deal with the crisis situations the region may face? By their nature, crises are confusing and pressured environments to work in.

The Tourism Crisis Management Group will need to practice the response to potential crises scenarios periodically so group members understand what is needed of them prior to an event occurring.

Practice will allow the Tourism Crisis Management Group to:
- Improve their response (the first 5 minutes can make all the difference)
- Improve co-ordination with relevant agencies
- Plan for not having a critical member of the group available (e.g. media spokesperson)

Advise industry stakeholders
On behalf of the Tourism Crisis Management Group, let stakeholders know:
- The Tourism Crisis Management Group has been established
- Who are the members
- The Group’s roles and responsibilities
- Type of events which will trigger a Tourism Crisis Management Group response
- On a periodic basis, plans made by the Group
- What the Group is not responsible for
- The agencies responsible for the emergency response

Managing expectations will help the Group perform efficiently.

Stakeholders include tourism operators, councils, Visitor Information Centres, your State Tourism Organisation, the media and other local or regional emergency management agencies that are not members of the Tourism Crisis Management Group.

“Hindsight’s a wonderful thing. One of the areas we could have really improved on is ensuring that our industry database was kept up-to-date and ensuring that all those e-mail addresses are in your database because that’s the easiest and quickest way to communicate with the industry.”
- Renata Lowe, Tourism Western Australia in response to the Varanus Island gas explosion.
As we know, there are many external factors that can affect the performance of the tourism industry - and surviving a crisis can be a major one. Developing the tourism industry’s resilience to crisis events should be a central role for an RTO (through a Tourism Crisis Management Group) to support the industry’s long-term sustainability. Tourism Risk Management Planning should become part of your RTO’s core business and incorporated into your business plan.

The development of an effective regional level plan that outlines strategies to manage and respond to crisis events will involve regular inter-agency meetings, establishing and nurturing partnerships and industry consultation.

Identify the risks
The first step in developing a Tourism Risk Management Plan is to identify the potential risks to your region: How do we do this?

• Consult organisations such as emergency service agencies and local councils
• Brainstorm ideas with tourism stakeholders
• Check historical records
• Use scenario analysis

One way to identify risks is to conduct a crisis focused assessment of your region’s internal strengths and weaknesses and external opportunities and threats (a SWOT analysis). A crisis management SWOT analysis should consider the following:

• Existing crisis management and control programmes
• Hazards within the region and incidences that can affect visitation and / or perceptions of the region. This could include roads being cut or fears about the safety of a location.
• Potential socio-political, economic, technological or environmental crises
• Existing relationships with the media, the public and emergency services

Record the risks you identify in your Tourism Risk Management Plan.

Assess the risks
So, you’ve identified those events most likely to impact on your region. Now think about how each one would affect the region (consequence) and how likely it is that it will occur (likelihood). This will determine the region’s level of risk for each risk event.

By assessing the risks most likely to affect your region, it will help you to prioritise the time and resources allocated towards planning for and managing each risk should it occur.

It will help you to:
• Identify risks that are most likely to occur
• Identify risks that will have the highest impacts
• Make informed decisions when addressing those risks

To determine the level of risk related to each risk identified in the previous step consider:

• the consequence of the event on your region were it to occur – extreme, very high, medium or low. The consequences to your region will vary according to the size of the region, the diversity of markets and the markets most likely to be affected by the event.
• the likelihood of the event occurring – almost certain, likely, possible, unlikely or rare.

Use the Consequence and Likelihood tables over the page to help determine what level each identified risk event falls under. Once this is complete, use these answers in the Risk Assessment Tool to find your actual level of risk and record this in your Tourism Risk Management Plan.
### CONSEQUENCE TABLE

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme</td>
<td>Threatens the survival of the business. Loss of revenue is extreme.</td>
</tr>
<tr>
<td>Very High</td>
<td>Threatens the effective functionality of the business and may require intervention. Loss of revenue is very high.</td>
</tr>
<tr>
<td>Medium</td>
<td>Business is not threatened, however could be subject to significant review or changed ways of operating. Loss of revenue is medium.</td>
</tr>
<tr>
<td>Low/Negligible</td>
<td>The consequences are dealt with internally or by routine operations. Loss of revenue is low / negligible.</td>
</tr>
</tbody>
</table>

### LIKELIHOOD TABLE

<table>
<thead>
<tr>
<th>Likelihood of occurrence</th>
<th>Typical Events</th>
<th>Potential Crisis Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost certain</td>
<td>Expected frequency greater than twice a year</td>
<td>e.g. A power outage due to poor local supply</td>
</tr>
<tr>
<td>Likely</td>
<td>May happen once a year</td>
<td>e.g. A seasonal outbreak of blue-green algae in an adjacent lake</td>
</tr>
<tr>
<td>Possible</td>
<td>Once every few years</td>
<td>e.g. A flood event</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Incident every three to five years</td>
<td>e.g. A bushfire during a period of drought</td>
</tr>
<tr>
<td>Rare</td>
<td>Once every few decades</td>
<td>e.g. Global economic crash - visitor numbers are at record lows due to a global economic downturn</td>
</tr>
</tbody>
</table>

### RISK ASSESSMENT TOOL

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Negligible</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Extreme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost certain</td>
<td>H</td>
<td>H</td>
<td>E</td>
<td>E</td>
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</tr>
<tr>
<td>Likely</td>
<td>M</td>
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<td>Possible</td>
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<tr>
<td>Unlikely</td>
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<tr>
<td>Rare</td>
<td>L</td>
<td>L</td>
<td>M</td>
<td>H</td>
<td>H</td>
</tr>
</tbody>
</table>

E = Extreme risk; immediate action required  
H = High risk; senior management attention required  
M = Moderate risk; management responsibility must be specified  
L = Low risk; manage by routine procedures

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1. Introduction to Risk Management, SAI Global Limited, 2009  
2. Weatherproof Your Business, Tourism Queensland, 2009  
Address the risks
Where possible, action should be taken to address those events that are assessed as posing the highest level of risk to your region. Addressing an identified risk may involve:

- Working with relevant organisations to reduce the consequence or impact of the risk to an acceptable level (e.g. prioritising regional marketing focus on seasons where crisis events are less likely to occur)
- Transferring the risk by sharing it with other parties (e.g. agreeing with a neighbouring region on how you might assist each other in the event of a crisis such as shifting bookings where agreed with clients, sharing office space or IT equipment and so on)
- Reduce exposure to risk by making changes in processes or practices

In your Tourism Risk Management Plan outline the actions that need to take place to address identified risks. Detail the timeline for actions to occur and allocate responsibility.

Consider whether the actions to be undertaken introduce any element of new risk. If they do, follow through the steps again to consider how such risks may be minimised.

Where a risk cannot be minimised through the influence of the Tourism Crisis Management Group, develop processes to manage the response to and recovery from the risk.

CASE STUDY – Proactive Planning: An Example of Best Practice (Scotland)

In 2005, Scotland and the rest of the United Kingdom suffered from a Foot-and-Mouth disease outbreak which resulted in devastating impacts on the local tourism industry. After witnessing firsthand the effects of the disease, VisitScotland (the Scottish National Tourism Organisation) decided to use this incident, as well as systematic scenario planning exercises, to develop proactive contingency plans and response strategies to be better prepared for potential future outbreaks. VisitScotland was aware that good crisis management required appropriate measures of mitigation, preparation and communication as well as knowledge, understanding and familiarity of the topic at risk. Later that year, news of the spread of Avian Influenza (Bird Flu) was emerging and identified as a potential risk for Scotland and its tourism industry. Learning from the past, VisitScotland researched the potential nature, scope and extent of the virus, ultimately determining that it deserved a high priority response.

Using realistic scenarios, the diverse implications of an influenza pandemic were constructed into a model along with a quantification of expected disruptions and changes to consumer behaviour. For each scenario, potential outcomes and key issues were identified, making it possible to manage information flow and responsibilities and to identify relevant stakeholders.

This case study demonstrates a proactive and strategic approach to a pending crisis. Utilizing experience, corporate knowledge and a collaborative approach, this adaptation of scenario planning has assisted the Scottish tourism industry to become more aware, prepared, and confident in the advent of any future crises.

Prepare the tourism industry

**Educate tourism operators in crisis planning**

It is critical you help the tourism industry in your region to be adaptive and resilient in the face of a crisis, support the safety of visitors, and protect the region’s reputation as a tourism destination.

Together with the Tourism Crisis Management Group, ensure tourism operators, particularly small and medium enterprises:

- Have the necessary skills to plan for, respond to and recover from a crisis at the business level
- Are aware of and understand RTO and Tourism Crisis Management Group crisis management arrangements and protocols

Some ways you can do this:

- Provide access to crisis management workshops or similar training
- Include crisis management tips on your website
- Regularly send out articles and case studies on aspects of crisis management
- Direct tourism businesses to the companion volume to this guide “Don’t Risk It – A guide to assist tourism businesses to prepare, respond and recover from a crisis”. The guide book is available in hard copy and online.

As tourism operators access information in different formats depending on their own preferred style of learning, the time they have, and their staffing levels, it is essential you provide information on crisis management in a variety of ways.

**Encourage operators to have a cancellation policy**

In the event of a crisis, tourism businesses may be required to close or access to their businesses may be closed, such as through road closures. In such cases businesses are legally obliged to refund deposits for bookings that fall during that time. Sometimes even when businesses and access routes are open, customers will want to cancel their booking. This can be due to the perception that the region will be less attractive or unsafe to visit after a crisis.

How businesses manage their cancellations may have an impact on visitors’ perceptions and satisfaction with a business and consequently a region. It is important, therefore, that the Tourism Crisis Management Group encourages businesses to have a cancellation policy which clearly states the refund terms for a deposit and is communicated to customers at the time of booking. This makes it much easier to manage cancellations, maintain good faith with the customer and retain a positive image for the region should a crisis situation occur.

**Encourage excellence in crisis preparedness and response**

As an RTO you may be in a position to put in place initiatives that reward those who have incorporated crisis management as a core part of their business, such as through a regional awards program. Operators who do this will be your greatest region brand ambassadors during the worst of times.

You may already have experienced a crisis in your region and have seen these businesses in action – make sure they are recognised.
Prepare the RTO to respond
In the event of a crisis you, like all businesses, will first and foremost need to implement your RTO’s Emergency Response Plan, including evacuation procedures where relevant to ensure the safety and security of you and your staff. To assist with the development of this Plan, please refer to the companion volume to this guide book “Don’t Risk It: a guide to assist tourism businesses to prepare, respond and recover from a crisis”.

As an RTO working with a Tourism Crisis Management Group, there are additional actions you should undertake on behalf of the tourism industry at the time of a crisis. This section will guide you through these responsibilities.

Prepare the tourism industry’s regional response
Often the trigger for a response to a crisis event by the Tourism Crisis Management Group is when a crisis incident unexpectedly hits the region. There may be no notice at all, or a few days’ notice that allows you to give some warning to your regional tourism industry and make arrangements for your RTO.

When you receive a few weeks’ notice of an impending incident (e.g. an algal bloom moving slowly down a river for a houseboat region, or a plague of insects hatching when migration patterns can be identified in advance), it’s a critical time for the Tourism Crisis Management Group to work with the media and the tourism industry to minimise the potential damage from the event, such as booking cancellations and impacts on consumer perceptions.

**EARLY WARNING SYSTEMS**

- **The Bureau of Meteorology** in coordination with Emergency Services, distributes public crisis information and action guidelines.
- **Information about major disasters will be disseminated by the Police, the Emergency Services or the Bureau of Meteorology on their websites.**
- **Public Emergency Warning Broadcasts**
- **Internet-based Information Dissemination**
- **Standard Emergency Warning Signal (SWES)**
- **Emergency Alert (EA)**
- **Call Centre Arrangements**
- **Controlling Authorities and Hazard Management Authorities are responsible for ensuring that appropriate call centre arrangements are in place.**
- **This currently allows emergency warnings / voice messages to be sent to fixed line telephones and SMS warnings to mobile phones.**
- **A wailing siren sound which may be broadcast on radio or television anywhere in Australia to draw attention to the fact that an urgent safety message is about to be made and may be used in the case of a crisis or emergency.**
- **In situations where persons, property or the environment are under emerging or immediate threat, assistance will be requested from media outlets to broadcast emergency warnings to the public.**
Identify supporting roles the RTO can plan in the region’s emergency response

Working with crisis agencies at the regional level will help the Tourism Crisis Management Group define the role that the RTO can play in response to a crisis event. The RTO’s role could include:

• Providing links on the RTO’s industry and consumer website/s to communicate up-to-date information about the crisis situation
• Responding to visitor enquiries about future bookings / cancellations
• Providing information about the region including recovery progress
• Communicating information to the media about visitor safety and security

Document the agreed roles, allocate resources and responsibilities and communicate this to the tourism industry. Outline how you will communicate during the crisis, what you are responsible for and what you are not.

It may also be appropriate to participate in crisis management planning conducted by your state tourism organisation.

Fund your response

The quicker the Tourism Crisis Management Group responds to a crisis, the quicker the region can recover. To speed up your response, you might want to appoint extra temporary staff or implement new marketing campaigns to promote your region’s recovery. It can be useful if the RTO has funds put aside for immediate access to meet these needs.

CASE STUDY – Tourism Whitsundays, Queensland

Tourism Whitsundays (TW), the RTO for the Whitsunday region in northern Queensland, has been in operation for over 25 years. With this tropical region prone to numerous natural disasters, TW has developed a comprehensive Natural Disaster Risk Management Plan.

In March 2010, based on early warnings, CEO Peter O’Reilly made the decision to activate his Risk Management Plan some days prior to the onset of Tropical Cyclone Ului (a Category 3 storm system) in an effort to minimise Ului’s impact on the Whitsunday tourism industry. His actions provide an example of how an RTO can prepare both themselves and the region for an oncoming crisis.

In preparation for the cyclone, Peter:

• Kept up-to-date with cyclone warnings
• Stayed in regular contact with the local Disaster Management Team
• Contacted tourism operators in the region to ensure their preparations were underway
• Offered assistance to tourism operators who did not know what to do or did not have a Plan in place
• Secured both the office premises and the Visitor Information Centre
• Completely backed-up the computer server to avoid loss or damaged records
• Switched off all equipment prior to the storm making landfall
• Performed the necessary duties in his family home (e.g. taped up windows, stocked up on batteries, food and water, cleared the yard)

- Adapted from Crisis Management Case Studies, Tourism Queensland (2010)

“The Regional Tourism Associations formed part of our tourism communications group. They were involved in collating intelligence and information from their region. They were involved in helping us to devise strategies and how to manage the crisis and they were also playing an important role in communicating information back out to the industry stakeholders in regional and remote areas.”

- Renata Lowe, Tourism Western Australia in response to the Varanus Island gas explosion
Good communication is essential when responding to and recovering from a crisis. A lack of information or the wrong information can have long-term negative effects on the region’s tourism industry.

Develop a Tourism Crisis Communication Plan
The Tourism Crisis Management Group should develop a Tourism Crisis Communication Plan that identifies who will communicate with whom and strategies for communicating with the media, industry, current and potential visitors and other stakeholders. Tips for inclusions in the Tourism Crisis Communication Plan are outlined below.

Prepare contacts database
What information will you need when managing a crisis and from which stakeholders? Which agencies can help to communicate your region’s requirements to the state government and other relevant organisations after a crisis?

When considering who should be included in the database (Key contacts List) ask yourself:
• Which agencies, not included in the Tourism Crisis Management Group, will have a role in emergency response? (e.g. marine safety authority, environment protection agency, fire department, electricity or water supplier, etc.)
• Which agencies will have a role in communicating with visitors (e.g. Department of Foreign Affairs through travel advisories, your state tourism organisation, etc.)
• What agencies may play a role in assisting injured or stranded visitors? (e.g. ambulance, local hospital, Centrelink, Department of Communities, etc.)
• What external stakeholders bring visitors to our region? (e.g. inbound tour operators, charter bus companies

Allocate communication roles and responsibilities
Knowing who to contact at the time of a crisis is one thing but knowing whose responsibility it is to make that contact is equally important.

Develop a Contact Hierarchy as a visual representation of who needs to be contacted by whom and when and how these conversations will be recorded back to a central location for further distribution. The more streamlined and efficient communication can be during a crisis the better. The figure below is an example of a simple Contact Hierarchy.
Communicating with the media
At the time of a crisis all initial media queries and requests should be referred by the Tourism Crisis Management Group to the lead agency dealing with the crisis unless there is a specific tourism focus.

In the instance where there is a tourism focus, it is important to have the following in place when dealing with the media:

Identify a Tourism Crisis Management Group media spokesperson
Who’s your Tourism Crisis Management Group media spokesperson? They will be the authoritative source for all things tourism related to ensure message consistency.

Provide media training for Tourism Crisis Management Group spokesperson
Your spokesperson needs to be suitably trained and experienced in order for them to be able to speak with authority on behalf of the industry. You also need to have others trained and designated as ‘back-ups’ should your designated spokesperson not be available due to the crisis or other incident.

Develop media protocols and communicate to staff and tourism operators
A set of agreed media protocols should be established to guide the Tourism Crisis Management Group and the tourism industry to respond appropriately to the media at the time of a crisis.

GUIDELINES FOR SPEAKING WITH THE MEDIA

- Be upfront, even regarding bad news, if it is to be relied upon for an official position. Often bad news can be tempered by emphasising the actions taken to address it and by putting the matter into its full context.
- Avoid speculation by not releasing information or commenting on any matter which is not in your control. If you say things that may result in other agencies being contacted, warn them of impending calls.
- Always return media calls. Failure to provide information to the media will force the media to seek alternative news sources which may not always communicate the truth.
- Put the crisis into context
- Challenge untrue statements
- Remember the victims in your media response
- Do not impose a news blackout
- Avoid speculation and generalisations
- Be honest and transparent
- Give credit to others
- Avoid antagonising the media
- A short tone at a press conference, during a phone call, or elsewhere can affect your future relationship with an individual or other media who may hear the conversation.
- Use maps to demonstrate that the crisis is limited to a specific area.
- Monitor media reports and correct inaccuracies before they can be repeated.
- Every crisis has its victims and many people will be receptive to your comments. Be sensitive and don’t play the blame game.

DID YOU KNOW?
Approximately 25% of all news stories involve disasters or crises of some sort.

Media protocols should include, at a minimum:
- How the tourism industry should respond to the media - encourage all tourism operators, RTO staff and Tourism Crisis Management Group members to defer media inquiries to the Tourism Crisis Management Group’s media spokesperson to ensure that a consistent message is conveyed via the media to the general public.
- Where exceptions to this protocol might apply. For example, it may become necessary for directly impacted tourism businesses to comment on a crisis in many instances and this should be done in coordination with the Tourism Crisis Management Group.
- Guidelines for dealing with the media

It is important to communicate these protocols and guidelines to members of the Tourism Crisis Management Group, RTO staff and tourism operators to ensure everyone is aware of them.
Identify potential communication strategies for different types of crisis events

How will you communicate during different crisis scenarios? What if the power is out or telephone services are down? Drawing on the priority risks identified in your Tourism Risk Management Plan, it’s important to outline how this will be done for a range of different crisis events. Speak with your emergency services representative for advice on a back-up communication channel strategy.

Prepare draft scripts

When a crisis event occurs, work with the media to convey information to the wider community and prospective visitors about the status of the region as a tourist destination.

In these times of instant communication, you will need to respond quickly. It helps to develop a series of scripts in advance for those crisis events most likely to affect your region and include prompts like:
• What happened?
• When did it happen?
• Who did it happen to?
• How did it happen?
• What are you going to do about it?

Inform tourism operators about the contents of the Tourism Crisis Communication Plan

By informing tourism operators about your Tourism Crisis Communication Plan in advance, you will:
• Help ease operators’ concerns by confirming that a plan is in place to assist the industry if a crisis occurs
• Inform operators of the communication procedures and contact details relevant to the region which are to be used in a crisis situation so they may adopt and include them in their individual Business Recovery Plans
• Have an opportunity to obtain potentially useful operator feedback

Communicating with the tourism industry

Ensure the availability of a database of tourism industry contacts

It is the role of the Tourism Crisis Management Group to communicate effectively with the region’s tourism industry during a crisis. Even tourism operators who have not been directly affected by a crisis event will be keen for information about the status of the crisis as it is likely to impact upon their trade. Operators and visitor information centres will pass on information to visitors about how to travel around the region safely. Maintain a database of all relevant parties (e.g. operators, event organisers, visitor information centres, State Tourism Organisation, travel trade) covering as many contact points as possible (landline, mobile phone, email, physical address). The RTOs membership database will be a good place to start.

Identify potential communication strategies for different types of crisis events

What if some communication channels are down (e.g. a cyber attack causes the Internet to crash)? Experts such as emergency service agencies will be able to recommend strategies for back-up communication channels. Plan these in advance to ensure an ability to respond quickly. This may be as simple as maintaining charged batteries or purchasing a generator.

Prepare a pro-forma for a survey of the impact of the crisis on tourism operators

A crisis will affect everyone in the region differently, bringing with it different needs. Preparing a simple questionnaire to be distributed and filled out by tourism operators directly after a crisis will help you assess the nature and degree of impacts on businesses, and to identify their various requirements. It will guide both RTO and Tourism Crisis Management Group responses to the event, as well as the response from the state tourism organisation.

Refer to the Impact Questionnaire template on page 47

Communicating with existing and potential visitors

Identify contacts / outlets to provide up-to-date advice directly to existing and potential visitors

Information on the status of the region as a tourism destination and travel advice to prospective visitors should be included on regional tourism websites, radio and newspaper, and other key media. As noted above, tourism operators and visitor information centres are also useful avenues to communicate with visitors.

The advent of social media means response times have shortened. Fast, effective communication can provide important safety information to prospective visitors, and give reassurance to visitors who are unsure about planned visits. Consider how access to databases of key consumer contacts (e.g. TripAdvisor) containing a variety of forms of communication allows you to communicate with the public as quickly and effectively as possible.

Identify potential marketing strategies for the recovery phase after a crisis

It can be useful to identify in advance some key marketing strategies to use after a crisis to stimulate visitation when the region has re-opened for business.

It is essential that the region’s marketing campaign delivers these messages as quickly and effectively as possible during the recovery phase to regain consumer confidence and manage any negative or inaccurate perceptions of the region. Your recovery marketing strategies may need to cover a number of crisis impact scenarios.

Marketing focused on seasons of maximum return and avoiding periods of likely disruption

In some regions, certain seasons carry higher crisis risks than others (e.g. cyclones during the wet season). Placing a marketing focus on seasons of lower risk and building up visitation during these times may help to minimise the impact of relatively frequent crisis events on the tourism industry.
Communicating with other stakeholders

Communicating with Adjoining Regions Affected by the Same Crisis

Your region may not be the only area impacted by a crisis. Neighbouring regions can also be directly or indirectly affected by the same event. It is essential that communication with the media and with visitors is coordinated and consistent across regions. Your Tourism Crisis Communication Plan should identify:

- Who on the Tourism Crisis Management Group is responsible for communicating with neighbouring regions affected by the same crisis
- With whom communication should take place in neighbouring regions (including contact details)

Two-way communications should be established between neighbouring regions in advance of a crisis to ensure awareness by both regions of the communication strategy and facilitate a streamlined approach at the time of a crisis.

BRISBANE MARKETING: RTO Case study

As the RTO and economic development agency for Brisbane, Brisbane Marketing was involved in managing the city’s recovery from the floods of January 2011. While its roles and resources are more comprehensive than for most RTOs, the steps it followed in response to the event can be adapted by all RTOs.

The Crisis Event

In 2011, Brisbane experienced a river flood of a scale not seen since 1974. Ninety-four suburbs, over 7000 businesses and 22,000 homes were damaged or destroyed.

Impacts on the Tourism Industry

The Brisbane flood generated headlines around the world that depicted the city as “drowned”. This had a number of implications on tourism activities even after the floods had receded and the city was functioning again:

- Visitor numbers declined dramatically and tourists were cancelling their holidays because of perceptions that the city was not fully open and concerns about potential health risks.
- The organisers of conferences scheduled for the next few months (valued at $25 million) were nervous about the city’s readiness to host their events. Delegate numbers were also struggling.
- Tourism operators were affected by actual flood waters and therefore needed help to get back to business physically and mentally.

Roles in Crisis Management

Brisbane Marketing sees its roles in crisis management as encompassing the following:

- Preparation including risk management (risk assessment, emergency management planning and business continuity planning).
- Response including managing bookings and cancellations to limit the loss of business, media response and working with the tourism industry to co-ordinate telling the same story, trade response, leadership and stress management.
- Recovery including managing long-term bookings, financial management, recovery marketing, product re-development, and participation in local and state government disaster recovery efforts.

Steps Undertaken

During and following the flood, Brisbane Marketing undertook the following activities:

- Strongly supported its members and local tourism operators by keeping in regular contact to remain informed about their issues and provide updates on the latest developments, and to give a voice to their concerns.
- Conducted a post-flood economic impact survey of Brisbane businesses in association with Brisbane City Council’s Economic Development unit.
- Developed and implemented a crisis marketing and communications plan, including a 90-day Action Plan.

Tourism industry-related audiences targeted in the plan included:
- Brisbane Marketing members and partners;
- Stakeholders including participating councils, state and national tourism organisations, and others;
- Business community and industry associations;
- Media - local, national and international;
- Conventions industry; and
- Potential and existing tourists.

The plan featured a variety of tactics designed to assist the industry to get ‘back to business’ including:

- An umbrella campaign that promoted a re-energised Brisbane focused on getting back to its best, or even better, which was communicated nationally and internationally. The campaign was designed for use by the media industry, business community and residents. It generated in excess of $6 million in media coverage.
- A local two-week radio campaign which reached over 1.5 million listeners centred on a single message, ‘The City is open’.
- Activities to keep key industry media updated such as posting “back to business” stories via social media; distributing positive media releases, post-flood photographs and visuals depicting Brisbane “Back to Business” etc.
- A wide range of other initiatives were also undertaken.

- Worked with the Forward Planning Groups of both local and state government disaster co-ordination units to develop immediate and medium term economic recovery strategies.

Outcomes

The recovery activities were considered to be highly successful. Visitor numbers started to increase immediately after campaign activities commenced. Three months after the floods, monthly visitation was at 75% of the previous year’s figures. A year later, Brisbane’s businesses were still reaping the returns of the extra marketing activities. There was also considerable investment in infrastructure to re-invigorate the city that is providing significant benefits to residents and visitors today.
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**Now is the time when all your planning and practice comes to life.**

When a crisis event occurs in your region:

First make sure your own staff are safe and activate your Emergency Response Plan. Use your Immediate Actions Checklist (page 22) to make sure you don’t forget any steps.

Determine the scale of the crisis and how it will affect the region. Based on your assessment activate the Tourism Crisis Management Group and follow the steps below.

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**1 Responding to a crisis: First 24 hours**

### 1-2 Hours After the Incident

1. **Assess the situation**
   - Make an initial assessment of the probable scale of the crisis
   - Refer to the Tourism Risk Management Plan and determine what response is applicable.
   - Update the plan with specifics relevant to the crisis. (See section 8 below.)

2. **Activate the Tourism Crisis Management Group**
   - Contact Tourism Crisis Management Group members
   - Arrange for a verbal / written briefing on the situation for the Tourism Crisis Management Group

3. **Activate Tourism Crisis Communications Plan**
   - Establish and maintain contact with emergency response team/lead agency for regular information updates. (See section 9 below)
   - Advise senior stakeholders (e.g. State Tourism Minister, STO) as required
   - Refer all initial media queries and requests back to the lead agency dealing with the crisis or incident unless there is a specific tourism focus. (See section 9 below)
   - Communicate with your staff

**REMEMBER**
Depending on the scale of the crisis your STO may take on a leading role in this response

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### 2-6 Hours After the Incident

4. **Manage communications**
   - Set up media monitoring of local, state and national media (as feasible), including social media, to gauge the impact of the event on public perceptions
   - Convene Tourism Crisis Management Group Chair Report on communications to date
   - Liaise with emergency response team
   - Liaise with senior stakeholders
   - Work with the media

5. **Communicate with tourism operators/STO**
   - Communicate/consult with affected operators. This may include natural resource management agencies. (See section 10 below)
   - Obtain feedback on the impact of the event through a simple survey of tourism operators
   - Communicate with your STO. Confirm roles & responsibilities

6. **Communicate with current/potential visitors**
   - Provide links to lead agency and emergency service web sites on RTO web site to update visitors and friends/relatives

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### 6-24 Hours After the Incident

7. **Manage communications**
   - Undertake impact assessment process (See section 10 below)
   - Develop response to tourism industry
   - Update holding statement
   - Liaise with stakeholders
   - Update web site
   - Consider cancellation of existing/pre-booked media advertising

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UNDERSTANDING THE CRISIS
Ask yourself the questions outlined in the Tourism Crisis Assessment Checklist on Page 48.
CASE STUDY – The South Asia Tsunami and Recovery of Tourism in the Andaman

On 26 December 2004, a massive undersea quake in Indonesia led to a severe tsunami which hit surrounding coastal areas including the Andaman region in Thailand. The tsunami left over 230,000 residents and tourists dead and 1.7 million homeless. Francesco Frangialli, Secretary General of the United Nations World Tourism Organisation (UNWTO) described the tsunami as “the greatest catastrophe ever recorded in the history of tourism” (2006), as it had a direct impact on many popular tourism regions during peak season.

Although Thai Government officials knew about the forthcoming danger 15 minutes before the first wave, a lack of appreciation, understanding or communications network to effectively inform the endangered regions only increased the impact of the tsunami. Consequently, the waves hit the coastal regions quite unexpectedly and forced officials to deal with the aftermath.

The following actions and responses follow the timeline response taken after the disaster are focused on the Andaman region.

First 24 hours
• An Emergency Operations Centre (EOC) was established in Phuket City, as well as several smaller ones in the surrounding hospitals and affected regions
• The EOC, other medical facilities and the airport were supported by volunteers
• Donations of food, shelter and support for victims and emergency responders were provided

Days 2-14 after the incident
• Search and rescue endeavours started as well as further medical assistance, victim identification, repatriation, trauma/grief support and initial damage assessments
• Tourists left the country as soon as possible which led to a decrease in occupancy rates
• Most utilities were restored and the beach quickly cleared of debris
• Debris was accumulated in the street for removal
• The evacuation of the area as well as the donations of food, etc. saved people from the potential threat of diseases
• International support of trained personnel, finances, resources and medical aid arrived
• Hotels, buildings and resorts were fenced from public view and looting
• Stock of small businesses was recovered and sold at discounted prices

Days 15 and beyond the incident
• Restoration of operational capacity and image of Patong began
• Phuket Action Plan was developed by the UNWTO to assist and guide the restoration of tourism in the region
• Recovery was focused on emotional support, physical reconstruction, safety and greater tourism sustainability
• Scheduled training evacuations, practice drills and improved local hazard awareness education was implemented
• Organized journalist trips and high profile celebrity visits were initiated to demonstrate return to conditions of safety and security
• Extensive recovery plans were implemented between the government, community and industry

Given the scale and severity of the disaster, the Andaman region has yet to fully recover economically, nonetheless, in terms of response and consumer confidence initiatives this region has demonstrated relative success in its crisis management capacity. Awareness, local hazard education and communication may have been improved, however, all stakeholders have since become proactively involved in mitigation efforts and making the tourism product and region more resilient to future adversity.

Responding to a crisis: Short to medium term actions (days 2-14)

The period of ‘short to medium term’ response to a crisis event can vary for a tourism operator depending on the impact of the event. Typically it can be up to 14 days. However, it could be longer if an operator has been directly affected and it requires a significant level of work to reopen the business.

It can also be longer if a business is open but their region / local area is closed for business, (e.g. it is too heavily flood or fire affected to cater for visitors. The steps below will be relevant for as long as your business or region / local area is closed for trade.

**Update Tourism Crisis Communications Plan**

As your *Tourism Crisis Communications Plan* (see Communication is Essential section in PREPARE on page 17) was prepared to respond to a range of possible crisis events, it is important to tailor the plan to this event. Using the information about the crisis you’ve been able to attain, update the following:

- Relevant emergency service agencies to liaise with on an ongoing basis
- Emergency service agencies to include in the Tourism Crisis Management Group (if required)
- Key stakeholders to communicate with in relation to the crisis:
  - RTO Staff
  - Emergency services agencies
  - Tourism operators
  - Event organisers (relevant to the crisis response and recovery period)
  - Media (general public)
  - Travel trade partners
  - Other RTOs (if relevant)
  - Local government agencies
  - State tourism organisation
  - Tourism Australia (if relevant)

Identify how, who and when these partners will be briefed / consulted, including:

- Key messages to be released to each stakeholder group (to be updated as crisis event unfolds)
- Marketing strategies (as part of the Recovery process)

Involve tourism operators, emergency service and other agencies, such as local and state governments, in the update of the *Tourism Crisis Communications Plan* so everyone is clear about what and why the actions are being implemented.

**USEFUL TIP**

To save time, tourism operators, governments, visitor information centres, etc. can be sent the same industry updates which include a status report, key messages, etc. Industry updates can also be sent to the media in lieu of media releases (which saves time) especially when these are required daily or very regularly.

“I knew that we would play an important role... I had transferred our phone of the visitor centre through to my mobile, not knowing how long it would be before we would actually get communications back. That was the safest and most appropriate thing to do.”

- Angi Matveyeff, Manager, Mission Beach Tourism in response to Cyclone Yasi
The Tourism Crisis Management Group also needs to either revise or suspend any marketing programs for the region until an appropriate recovery strategy has been determined.

**Work with the Media**

All initial media queries and requests should be referred by the Tourism Crisis Management Group to the lead agency dealing with the crisis unless there is a specific tourism focus.

For those issues where there is a tourism focus, the Tourism Crisis Management Group will play an important role in managing public perceptions about the incident and how the region is responding to it. The media should be regarded as a vehicle for the region to communicate effectively with visitors, potential visitors and the wider community. It offers an opportunity not a threat.

Being heard and understood cannot be left to chance; therefore, all media interaction must be calm and measured in order to convey a sense of control and preparation. Refer to your media protocol in the Tourism Crisis Communication Plan and ‘Guidelines for speaking with Media’ on page 18 above.

**Communicate with the tourism industry**

The Tourism Crisis Management Group can play a vital role in the management of the crisis by passing on advice from emergency service agencies to tourism operators who can then disseminate it to visitors. Clear lines of communication to tourism operators are essential to avoid misunderstandings and damaging speculation.

Communications with tourism operators should include:

- All Tourism Crisis Management Group media statements
- Explain why particular messages to the media (general public) have been devised by the Tourism Crisis Management Group
- Key messages to assist operators to respond to visitor inquiries (e.g. safety and travel messages noting authoritative sources and contacts for inquiries, alternative activities that tourists can do, etc)
- Frequently Asked Question (FAQ) sheets for visitors, media, tourism operators, etc. to answer common queries about the crisis event (e.g. explain how visitors should respond to certain types of events such as driving through a locust plague). Consult with local visitor information centres and operators about the questions visitors are asking
- Reminders about:
  - Roles of the Tourism Crisis Management Group
  - Contact details for the Tourism Crisis Management Group
  - Media protocols and the benefits of a sole spokesperson for tourism
  - How to manage bookings and cancellations (see page 26 of the Tourism Operator Guide Book)
- Opportunities to access government and charitable funds and services to assist with the recovery process (see page 33 of the Tourism Operator Guide Book).

"All of the focus was obviously on the towns that had directly been affected and that kind of recovery, which was to be expected, [but] the not directly affected situation just blended into the background and so there was really not a lot in the media or available from agencies [for those indirectly affected]."

- Mel Neil, (former) Owner of Piglet’s Café (after the Black Saturday Bushfires), VIC

**Peak state tourism industry organisation**

Your peak state tourism organisation can be a useful agency to work with post-crisis. They may be able to assist the Tourism Crisis Management Groups work to support the region’s tourism operators through activities such as lobbying government departments, industry research, and any advocacy roles required.

**Travel trade**

Keep your travel trade partners fully informed about the crisis event and recovery initiatives so they can make alternative arrangements for inbound tourism, and limit misinformation. The travel trade includes the RTO’s partners in:

- Domestic retail and wholesale travel industry
- International wholesalers and inbound tour operators
Government Liaison

Keep state government stakeholders such as your State Tourism Organisation, local government agencies and Tourism Australia (if relevant) well informed of the impact of the crisis on the tourism industry, and response and recovery activities, through the relevant state crisis management agency. This can assist government to develop response and recovery packages for a region.

Participate in government planning to restore key tourism infrastructure and attractions.

REMEMBER

Ensure that communications with the industry involve both directly and indirectly affected operators, rather than just the former as the whole industry may be suffering a downturn in trade.

USEFUL TIP

Event organisers often need help after a crisis to relocate or reschedule events. Contact organisers to assist where possible.

Lake Hume in Drought
(photo by suburbanblocke)
Deactivate the Tourism Crisis Management Group

As time moves on, the focus will shift to getting back to business (see Recovery Section). Once the crisis event and response phases have passed it is possible to deactivate the Tourism Crisis Management Group. Communication channels between stakeholders on the Tourism Crisis Management Group should be maintained on a needs basis. During the recovery phase, the Tourism Crisis Management Group should regroup to review and reflect on the crisis response and revise crisis management plans accordingly.

Cyclone Yasi
(photo by Ron and Stephanie Levy)
How will you let potential visitors know that your region is open for business?

**When is a region ‘open’?**
A region is considered to be open for business when:
- The region is safe to visit
- Vital infrastructure is restored, including access routes and transport services if they are critical for visitation
- A range of visitor services and products are operating again

Not all businesses must be operating for a region to be considered open for trade but it’s important that visitors have a choice of things like accommodation, dining, attractions, etc.

The Recovery phase should be accompanied by a marketing campaign to bring visitors back to the region.

**Can a region be partly open?**
In many instances, some parts of a region will be affected by a crisis more than others. In fact, only a small part of a region may be directly affected by a crisis and closed for business even though the whole region suffers from a loss of trade due to public perceptions or other factors.

In this case, it’s appropriate to ‘open’ parts of the region where business is operating by rolling out regional marketing activities rather than expecting the whole region to wait.

**How long does it take for a region to recover?**
This is, of course, very difficult to answer. The factors which will affect the speed of a region’s recovery are:
- The level of preparedness of the tourism industry
- The nature of the crisis and its impact on perceptions of safety
- Whether the crisis involved any loss of life
- The extent of damage caused to vital infrastructure
- The efficiency with which facilities are brought back online and services resumed
- The success of media management strategies
- The effectiveness of marketing to promote the region’s status

Note that people and businesses will require different lengths of time to recover. In both cases it is usually a long process. It is your role to help the industry to understand this. Visitors returning to an affected area will help with the psychological recovery of local communities as well as the economic recovery.

**REMEMBER**
Recovery is a long process – both physically and emotionally - for you and for those around you.
2 Steps to recovery

Take stock
- Convene a debrief/meeting with the Tourism Crisis Management Group to review all actions taken during the crisis
- Ensure that there is an up-to-date position paper available that also details what authorities are doing now
- Update any website information with a “concluding statement” and remove outdated crisis releases

Maintain communication with stakeholders
Maintaining communication with key stakeholders is critical to your recovery. Update and implement the Tourism Crisis Communications Plan to inform tourism operators, Government and other stakeholders about the recovery process. (Too much information is always better than too little!)

Tourism operators
Keep up the flow of timely and accurate information from emergency service agencies to the tourism industry and stakeholders. Communicate opportunities to operators to access Government and charitable funds and services to assist with the recovery process (see page 33 of the Tourism Operator Guide Book).

Government
Continue to liaise with Government to determine a suitable recovery package (which may or may not include funding to the RTO).

Monitor public perceptions
Continue to monitor public perceptions and media coverage of the region. Be aware that the media usually writes post-crisis feature stories and may require further comment, particularly on anniversaries.

Contribute to the recovery process
A key role of the RTO in recovery is to participate in planning to restore key visitor infrastructure and public attractions. While Government funding may become available, it can take months to receive due to what’s involved in scoping the recovery package required.

As recommended in the Prepare section (page 16), it can be beneficial for an RTO to have funds set aside for the response and recovery processes for a crisis, especially if the region is prone to such events.

“Establishing a list of senior stakeholders for a Regional Tourism Organisation, being proactive rather than reactive with working with media is really important to ensure that the messages you want are out there for your stakeholders in your region.”
- Renata Lowe, Tourism Western Australia in response to the Varanus Island gas explosion

Sand Bags Line Albert Street (photo by Jono Haysom)
3 Recovery marketing and communications

**Restore consumer confidence**
Restoring consumer confidence and bringing travellers back to your region is, of course, crucial.

Effective media relations allow you to establish credibility, minimise negative / incorrect coverage, extend your marketing budget and relaunch your region appropriately.

Consider engaging professional media liaison services at this time. Assisted by expert and up-to-date operational advice, the RTO will then be in a position to determine the timing and content of its communications activities during the recovery phase.

Naturally, all information used in media releases, briefings, fact sheets, advertising and marketing efforts must be accurate and consistent, although emphasis will obviously vary.

**Initiate recovery marketing activities**
As part of your recovery, you will need to let people know your region is safe and ready for visitors. Normally this campaign will be spread across publicity, marketing and advertising.

Firstly focus marketing efforts on parts of the region that are indirectly affected (and therefore open to trade earlier as long as access routes are open), then the whole region when directly affected operators are open for business. Involve key stakeholders, such as tourism operators, in the selection of marketing recovery activities as they will be able to contribute useful ideas and solutions. This could be in the form of a questionnaire or workshops/meetings. Input from your STO and travel trade should also be sought.

**Review target markets**
We know that, depending on the nature of a crisis, different markets recover at different speeds. For example, German visitors who generally value the environment will take longer to return to a region where natural habitat has been damaged in some way. United States visitors worry more about personal safety and can stay away from a region for a long time if there has been a terrorist attack.

If some of the region’s markets are staying away:
- You may be able to attract new markets that can generate business (e.g. if short-break weekenders are staying away from a bushfire-affected area, you may be able to target a mid-week seniors touring market).
- Encourage previous visitors to return.
- Focus on market segments less deterred by the specific type of crisis (e.g. if visitation by international markets is in decline due to a rising Australian dollar, shift the focus to relevant domestic markets). Business tourists are also likely to return faster to a region post-crisis due to the imperative of work.
- Sometimes those looking for a bargain can provide a short-term market to stimulate cash flow if special offers are provided.

**Review the region’s products / offers**
When relaunching a region, the key product or drawcards for visiting the region may have changed.

- The physical environment could be affected (e.g. by fire, flood or cyclone) which may lessen the appeal of visiting the area.
- Major drawcards to the region may be closed or damaged so you may need to identify new sites of interest that are appealing and safe for visitors.
- The product offer may need to be changed in some way to appeal to a new market to substitute for those who are not visiting.

Many RTOs have to alter their product offerings in some way to compensate for the impact of a crisis.

**REMEMBER**
Be careful of marketing before the region is ready. While some operators may be in a position to reopen consider the region from the visitor’s perspective - is it safe, attractive, enjoyable?

**ASK YOURSELF**
If some of the region’s attractors are damaged in some way, what other products or services will provide the rewards visitors are seeking, which are open, safe and they will equally enjoy?

Through that the organisation and the local industry started to market the Tasman region as a place not only to do just a day trip, but more important to stay here over night.”
- Daniel Rochford, Director of Tourism Operations, Port Arthur Historic Site in response to the Port Arthur shootings
**Recovery marketing activities**

Once the extent of the relaunch effort has been decided, a number of options are available depending on the budget available and the audiences to be targeted.

These include:

<table>
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<tr>
<th>Media</th>
<th>Advertising / Marketing</th>
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<tr>
<td><strong>Low cost</strong></td>
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<tr>
<td>• Provide regular media updates</td>
<td>• Targeted advertising in tourism publications</td>
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<td>• Promote newsworthy stories</td>
<td>• Social media, including relevant blogs</td>
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<td>• Distribute fact sheets</td>
<td>• Direct communication with inbound travel operators</td>
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<td>• Highlight recovery milestones</td>
<td>• Freecall Information Line</td>
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<td>• Encourage high profile visitors (e.g. Premier, celebrities)</td>
<td>• Existing outlets (e.g. visitor information centres, Visitor Radio, etc)</td>
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<td>• Highlight impact of crisis on local businesses, etc</td>
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<tr>
<td><strong>Medium cost</strong></td>
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<tr>
<td>• As above</td>
<td>• As above</td>
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<tr>
<td>• Select journalist familiarisations to the region</td>
<td>• Market research</td>
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<td>• Pursue positive stories with expert PR assistance</td>
<td>• More extensive print and radio advertising in mainstream media</td>
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<td>• Conduct briefings / familiarisations for opinion leaders (e.g. radio hosts)</td>
<td>• Opportunities for advertorials</td>
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<tr>
<td>• As above</td>
<td>• Co-ordinated special travel and accommodation deals</td>
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<td><strong>High cost</strong></td>
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<tr>
<td>• As above</td>
<td>• As above</td>
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<tr>
<td>• Arrange more extensive familiarisations to the region</td>
<td>• Extensive print and broadcast advertising, including TV</td>
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<tr>
<td>• As above</td>
<td>• Newspaper supplements / advertorials</td>
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<tr>
<td>• As above</td>
<td>• Direct marketing to key audiences</td>
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<tr>
<td>• Arrange more extensive familiarisations to the region</td>
<td>• Introduction and promotion of generous travel and accommodation deals</td>
</tr>
</tbody>
</table>

**USEFUL TIP**

For regions prone to natural disasters, develop an annual marketing schedule that focuses on seasons of least likely disruption and maximum return, as well as shoulder periods. Avoid substantial marketing investment in the most vulnerable periods of the year.
4 Planning the restoration

The Tourism Crisis Management Group should be involved in discussions around restoring key visitor infrastructure, amenities and public attractions so the agencies involved understand the priorities for regional tourism.

It will also keep you informed of key work progress which can guide recovery marketing and communication.

This process could take months or years and the Tourism Crisis Management Group needs to be involved, bringing agencies together to ensure integrated planning on the tourism industry’s behalf.

A region may still be open for business while this restoration process is underway.

5 Evaluate and re-assess

After a crisis event, an evaluation of the response and recovery processes can provide insightful information that can be used to update the Risk Management Plan, the Tourism Crisis Communications Plan (page 43), this guide book, as well as other plans for future crisis responses.

Evaluate:
- How well the response and recovery process was executed by the Tourism Crisis Management Group
- What did and didn’t work
- How effectively communications between partners was co-ordinated
- How well the tourism industry was equipped to respond to the crisis in terms of property management and business management
Bibliography

Acknowledgements to:
Street Ryan and Associates
Gavin Anderson & Company
This page has been intentionally left blank.
## Tourism Crisis Management Group ROLES AND RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Role Title</th>
<th>Designated Position(s)</th>
<th>Alternate Position(s)</th>
<th>Emergency Responsibilities</th>
</tr>
</thead>
</table>
| Chair                   | CEO – John Smith       | Deputy CEO - Nancy Green | • Participate in regional emergency planning processes with relevant agencies  
                          |                        |                        | • Represent visitors and the tourism industry in emergency planning and response  
                          |                        |                        | • Assessment of crisis situation  
                          |                        |                        | • Activation of Tourism Crisis Management Group |
| Legal Officer           |                        |                       | • Liability issues |
| Financial Officer       |                        |                       | • Emergency procurement authorisation  
                          |                        |                       | • Claims, compensation and cost tracking |
| Media Officer           |                        |                       | • Handle media and external communication  
                          |                        |                       | • Contribute to internal communications |
| Secretariat / Operations|                        |                       | • Coordination of Tourism Crisis Management Group activities  
                          |                        |                       | • Acquire / maintain physical facilities |
### Scenario 1: [name of scenario]

<table>
<thead>
<tr>
<th>Question</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical failure</td>
<td>[Provide a short description of a critical area that could be interrupted.]</td>
</tr>
<tr>
<td>Background</td>
<td>[Provide any relevant background information that is essential to restoring the critical area.]</td>
</tr>
<tr>
<td>Impact to Business</td>
<td>[Provide an estimate of the impact to your business. This can be in terms of percentage of sales or a dollar figure.]</td>
</tr>
<tr>
<td>Immediate Actions</td>
<td>[List what needs to be completed immediately to ensure loss is kept to a minimum.]</td>
</tr>
<tr>
<td>Secondary Actions</td>
<td>[Once immediate actions have been completed, what secondary actions can be completed until your business has recovered completely?]</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>[List the people who are responsible and for what during this critical business scenario.]</td>
</tr>
<tr>
<td>Resources needed</td>
<td>[What resources will you need to ensure you recover well in this sort of scenario?]</td>
</tr>
</tbody>
</table>
### Tourism Crisis Management Group RISK MANAGEMENT PLAN

Tourism Crisis Management Group Region: ________________________________

Date of Plan: ________________________________

Date to be Reviewed: ________________________________

<table>
<thead>
<tr>
<th>Potential Risk / Hazard</th>
<th>Likelihood of Risk</th>
<th>Action to be Taken to Reduce / Prepare for Risk</th>
<th>When</th>
<th>Responsibility</th>
<th>Proof of Action</th>
</tr>
</thead>
</table>
| Region inaccessible due to natural disaster | Medium | • Participate in regional emergency planning  
• Communicate regional emergency plans with industry stakeholders  
• Educate tourism industry in preparing for natural disasters | On-going  
On-going  
By March 2012 | Chair  
Tourism Crisis Management Group  
RTO | See Risk Management Plan |

---

Don’t Risk it! | A guide to assist Regional Tourism Organisations to prepare, respond and recover from a crisis.
### SWOT ANALYSIS

<table>
<thead>
<tr>
<th>Strengths - Internal</th>
<th>Weaknesses - Internal</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Review in the Risk Assessment to determine if strengths could become weaknesses if the situation changed.</em></td>
<td><em>Should be included in the Risk Assessment to change weaknesses into strengths or make them less of a weakness to the business.</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities – Internal and External</th>
<th>Threats – External</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>May be included in the Risk Assessment depending on the likelihood of the opportunities being implemented. If the decision is taken to investigate the opportunity, the risks need to be discussed and minimised. Watch the rush of enthusiasm – Be Analytical</em></td>
<td><em>Should be addressed in the Risk Assessment to see how Threats can be monitored, minimised or turned into an opportunity.</em></td>
</tr>
</tbody>
</table>

Source: Adapted from Tourism Northern Territory (n.d.) ‘Tourism: It’s a Risky Business’
1. Key Contacts

<table>
<thead>
<tr>
<th>Contact Type</th>
<th>Key Contacts</th>
<th>Contact Name</th>
<th>Contact Number</th>
<th>Web Address/Facebook</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Emergency</td>
<td>Emergency Services (Police/Fire/Ambulance)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>State Emergency Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hospital</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Air Pollution</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blue Green Algae</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cyclone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disease Outbreak</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Drought</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Earthquake</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire/Bushfire</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Flooding</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Food Poisoning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landslides</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Crime</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major Accident</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Oil Spill</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pest Plagues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Severe Storm</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Terrorist Incident</td>
<td>Police</td>
<td></td>
<td>000</td>
<td></td>
</tr>
<tr>
<td>Water Pollutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Offices (non-emergency)</td>
<td>Tourism Crisis Management Group</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>State Tourism Organisation</td>
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<tr>
<td></td>
<td>Regional Tourism Organisation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Visitor Information Centre/s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Local Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other government agencies (e.g. Main roads)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information and Reporting</td>
<td>Bureau of Meteorology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Crime Stoppers</td>
<td></td>
<td>1 800 333 000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Latest Fire Threat Information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire Bans and Permits</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>National Security Hotline</td>
<td></td>
<td>1 800 123 400</td>
<td></td>
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<tr>
<td></td>
<td>Poisons Information Centre</td>
<td></td>
<td>131 126</td>
<td></td>
</tr>
<tr>
<td>Business Contacts</td>
<td>Insurance Company</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial Institution</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Lawyer/Solicitor</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Phone Company</td>
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<tr>
<td></td>
<td>Internet Provider</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Suppliers: Main Back-up</td>
<td></td>
<td></td>
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<tr>
<td>Access Points</td>
<td>Airport</td>
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<td></td>
<td>Bus Depot</td>
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<td></td>
<td>Transit Centre</td>
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<tr>
<td></td>
<td>Railway Station</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Main Roads</td>
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<tr>
<td>Utilities</td>
<td>Water and Sewerage</td>
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<td></td>
<td>Gas</td>
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<td>Electricity</td>
<td></td>
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</tr>
<tr>
<td>Employment</td>
<td>Fair Work Australia</td>
<td></td>
<td>1 300 799 675</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wageline</td>
<td></td>
<td>1 300 369 945</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2. Roles and Responsibilities

| Managing communications | Tourism Crisis Management Group media spokesperson | Name:  
Contact Details: |
|-------------------------|---------------------------------------------------|-----------------------------|
|                         | Tourism Crisis Management Group media spokesperson back up | Name:  
Contact Details: |
|                         | Tourism businesses | Name:  
Contact Details: |
|                         | Tourism business back up | Name:  
Contact Details: |
|                         | Update web site (visitors) | Name:  
Contact Details: |
|                         | Update web site (visitors) back up | Name:  
Contact Details: |
|                         | Government | Name:  
Contact Details: |
|                         | Government back up | Name:  
Contact Details: |
|                         | Other stakeholders | Name:  
Contact Details: |
|                         | Other stakeholders | Name:  
Contact Details: |

## 3. Contact Hierarchy

*Draw your contact hierarchy here – that is, who is responsible for contacting who*
### CRISIS COMMUNICATION PLAN

<table>
<thead>
<tr>
<th>4. Media protocols</th>
<th></th>
</tr>
</thead>
</table>
| **Tourism industry response to media** | Refer all media enquiries to Tourism Crisis Management Group  
Where you need to respond to the media follow the protocols below |
| **Guidelines for dealing with the media** |  |
CRISIS COMMUNICATION PLAN

5. Draft media scripts

PRESS RELEASE
FOR IMMEDIATE RELEASE

Contact Name: ________________________________  
Contact Phone Number: ________________________  
Contact E-mail Address: ________________________

Headline
One sentence, 7-10 words, that describes the major point of the release:

City __________________________, (Date)

Message of Empathy/Caring (if appropriate)

Main Paragraph
Quickly answers the Who, What, Where, When and Why of the story:
• Who is affected:
• What is going on:
• Where is this taking place:
• When did this occur:
• Why is this important:

Quote (key points can be made within quotes)
From a pre-determined spokesperson. Quote should say what actions [insert company] is taking, telling people what actions they should be taking, or voicing compassion and concern.

Name of Spokesperson:

Spokesperson’s title:

Quote:

Key Message 1:
Supporting Point 1.1:
Supporting Point 1.2:
Supporting Point 1.3:

Key Message 2:
Supporting Point 2.1:
Supporting Point 2.2:
Supporting Point 2.3:

Key Message 3:
Supporting Point 3.1:
Supporting Point 3.2:
Supporting Point 3.3:

More Information
For more information, contact: [insert name and contact number]

[Insert Business Name]
[Insert Phone Number]
[Insert Website]
## CRISIS IMPACT QUESTIONNAIRE

### Name of business

### Type of business

- [ ] Accommodation
- [ ] Travel agency/ Tour operator
- [ ] Transport (air, water, taxi)
- [ ] Car hire
- [ ] Café or restaurant
- [ ] Conference venue

### Contact Details

- **Name**
- **Position**
- **Phone**
- **E-mail**

### Description of event

### Impact on your business

#### Direct impact

- [ ] Yes
- [ ] No

**That is, is the safety or health of your staff, visitors, yourself or the business property possibly or definitely going to be at risk from the crisis event?**

#### Indirect impact

- [ ] Yes
- [ ] No

**That is, is your business open for trade but the crisis is likely to close access routes to your business, or impact on how potential visitors perceive the safety or desirability of visiting your business, the destination or the state?**

### Nature of the impact

#### Physical damage to premises

- [ ] Yes
- [ ] No

**If yes, please estimate the cost of the damage**

\[ \text{\$\_}\]

#### Safety of staff and visitors at risk

- [ ] Yes
- [ ] No

**If yes, please explain**

#### Reputation

- [ ] Yes
- [ ] No

**If yes, please explain**

### Are you likely to require an insurance claim?

- [ ] Yes
- [ ] No

**If yes, please explain**

### Impact on visitors

#### Were any visitor injured?

- [ ] Yes
- [ ] No

**If yes, please explain**

#### Were any visitors evacuated?

- [ ] Yes
- [ ] No

**If yes, please explain**

#### Have you received any booking cancellations?

- [ ] Yes
- [ ] No

**If yes, please estimate the % and value of total bookings cancelled over**

<table>
<thead>
<tr>
<th>Time period</th>
<th>%</th>
<th>Value $</th>
</tr>
</thead>
<tbody>
<tr>
<td>The next week</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The next month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The next 3 months</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Do you have cancellations beyond the next three month period?

- [ ] Yes
- [ ] No

### Additional Comments

---

Don’t Risk It! | A guide to assist Regional Tourism Organisations to prepare, respond and recover from a crisis.
<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. What is the nature of the crisis?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>a) Type of incident and how extensive?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bushfires</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Flooding</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Drought</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Water pollution</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Blue green algae outbreak</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Severe storm/Cyclone/Tornado</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Air pollution</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Landslides and mudflows</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Major transport accident</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Terrorist incident</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Major crime</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Pest plagues (e.g. rodents, insects)</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Animal attack</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Oil spill</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Hazardous material accidents</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Outbreak of disease (e.g. Legionnaires)</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Earthquake</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Food poisoning</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>General safety (e.g. bag snatching, pickpockets etc)</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Repeated bad service, poor visitor experiences</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>High profile criticism (e.g. from celebrity)</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td><strong>b) What visitor operations are affected?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Travel</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Accommodation</td>
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</tr>
<tr>
<td>Activities</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Reputation</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td><strong>c) Is the incident/problem contained or escalating?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>d) Are there any health issues for visitors or tourism operations?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>e) What stakeholders are affected/potentially affected?</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### TOURISM CRISIS ASSESSMENT CHECKLIST (continued)

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. What are the impacts/issues regarding the region’s tourism image, operability and earning power?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Is there substantial media coverage?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Statewide</td>
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<tr>
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<td>International</td>
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<td>News</td>
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<td>☐</td>
</tr>
<tr>
<td>Current Affairs</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b) What are the economic impacts?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct business interruption</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Indirect disruption to associated businesses</td>
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<td>☐</td>
</tr>
<tr>
<td>Duration</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Potential liability claims</td>
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<td>☐</td>
</tr>
<tr>
<td>Insurance issues</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Reputation</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td><strong>3. Other Tourism Crisis Management Group issues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Is the Tourism Crisis Management Group receiving timely and accurate information? Issues to be considered include:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective interface with the Emergency Management Team</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Communication links to site of crisis</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Need for Tourism Crisis Management Group observer at site</td>
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<tr>
<td>Effective interface with other key audiences and stakeholders</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Need to bring in outside communications expertise</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Direct business interruption</td>
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<tr>
<td>b) Are media inquiries being adequately addressed in a timely fashion?</td>
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<tr>
<td>c) How frequently will the Tourism Crisis Management Group need to meet?</td>
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<tr>
<td>d) Are there any directly affected stakeholders who should be asked to join the Tourism Crisis Management Group to address this specific crisis?</td>
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</tr>
</tbody>
</table>
## ADDITIONAL RESILIENCE RESOURCES

### TOURISM INDUSTRY RESOURCES

<table>
<thead>
<tr>
<th>Resources</th>
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</thead>
<tbody>
<tr>
<td>Business Continuity Planning</td>
<td>This and the relating videos, as well as the other links on the website are describing the process of developing a business continuity plan. It goes through in detail the components of the plan and discusses the key factors to ensure that your plan is as effective as possible.</td>
<td><a href="http://toolkit.smallbiz.nsw.gov.au/chapter/18/92">http://toolkit.smallbiz.nsw.gov.au/chapter/18/92</a></td>
</tr>
<tr>
<td>Good Security, Good Business - Attorney-General’s Foreword</td>
<td>This booklet outlines how to make your business more resilient by understanding how your business operates, identifying and evaluating risks, and developing emergency and continuity plans.</td>
<td><a href="http://www.tisn.gov.au/Documents/Good+Security+Good+Business.rtf">www.tisn.gov.au/Documents/Good+Security+Good+Business.rtf</a></td>
</tr>
<tr>
<td>Regional Tourism Crisis Management Plan Template - A Guide To Preparing A Regional Tourism Crisis Management Plan</td>
<td>A R-TCMP aims to ensure a consistent and coordinate approach to response and recovery activities within the region, and between state and regional tourism bodies, in the event of a “shock” impacting tourism in a region. This template outlines the structure and content of a R-TMCP and the steps to take in preparing a plan.</td>
<td><a href="http://www.sustainabletourismonline.com/awms/Upload/HOMEPAGE/QLD%20Regional%20Tourism%20Crisis%20Management%20Plan%20Template.pdf">http://www.sustainabletourismonline.com/awms/Upload/HOMEPAGE/QLD%20Regional%20Tourism%20Crisis%20Management%20Plan%20Template.pdf</a></td>
</tr>
<tr>
<td>Tourism Risk Management - An Authoritative Guide to Managing Crisis in Tourism</td>
<td>A guide that provides a practical framework within which tourism destinations can identify, analyse, evaluate, treat, monitor and review risks in the tourism context. The same principles also apply to a tourism business or organisation and can easily be adapted for their purposes.</td>
<td><a href="http://www.sustainabletourismonline.com/awms/Upload/HOMEPAGE/AICST_Risk_management.pdf">http://www.sustainabletourismonline.com/awms/Upload/HOMEPAGE/AICST_Risk_management.pdf</a></td>
</tr>
<tr>
<td>Weather Proof Your Business Kit: A Guide to Managing Your Response</td>
<td>This kit outlines the four phases of Crisis Management (prevention, preparedness, response, recovery) and explains what should be done in each of these phases.</td>
<td>Tourism Queensland (2011). Weather Proof Your Business Kit: A Guide to Managing Your Response</td>
</tr>
</tbody>
</table>
## ADDITIONAL RESILIENCE RESOURCES

### COPING WITH SPECIFIC EVENTS

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<td>Pandemic Planning in the Workplace</td>
<td>This resource assists employers and employees to consider some of the possible impacts of a human influenza pandemic on their workplace and prepare in advance. (It should be read in conjunction with the resource right above.)</td>
<td><a href="http://www.dpmc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf">http://www.dpmc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf</a></td>
</tr>
<tr>
<td>Prepare – Cyclone Smart</td>
<td>This factsheet explains the nature of cyclones and what people can do before, after and during a cyclone in order to keep the impact as low as possible.</td>
<td><a href="http://www.fesa.wa.gov.au/safetyinformation/cyclone/CycloneManualsandGuides/FESA_Cyclone-CycloneSmart.pdf">http://www.fesa.wa.gov.au/safetyinformation/cyclone/CycloneManualsandGuides/FESA_Cyclone-CycloneSmart.pdf</a></td>
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## ADDITIONAL RESILIENCE RESOURCES

### NATIONAL RESOURCES

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<tr>
<td>Risk Management Toolkit</td>
<td>This toolkit by the ACT Insurance Authority assists ACT Government agencies and employees to assess risks and develop risk management plans for their areas or projects. It outlines the process from identifying and analysing risks up to evaluating and treating them.</td>
<td><a href="http://www.treasury.act.gov.au/actia/toolkit.doc">www.treasury.act.gov.au/actia/toolkit.doc</a></td>
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### STATE RESOURCES

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<tr>
<td>Back to business – recovery</td>
<td>This factsheet names a number of practical steps that businesses can take to get back on track after a natural disaster.</td>
<td>Queensland Government (2011/2012). Back to business – recovery</td>
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