

# DON'T RISK IT!

A guide to assist  
Regional Tourism  
Organisations to  
prepare, respond and  
recover from a crisis



Australian Government  
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Energy and Tourism



Tourism Australia

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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 co-ordinate 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

### 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.***

## 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 normally<sup>1</sup>. 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:



<sup>1</sup> 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.



Albert Street, Brisbane CBD (photo by Jono Haysom)

### ACRONYMS USED IN THIS GUIDE BOOK

CMT	Crisis Management Team
HR	Human Resources
PR	Public Relations
RTO	Regional Tourism Organisation
STO	State Tourism Organisation
SWOT	Strengths, Weaknesses, Opportunities, Threats
TCMG	Tourism Crisis Management Group

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# 1 Share the load

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

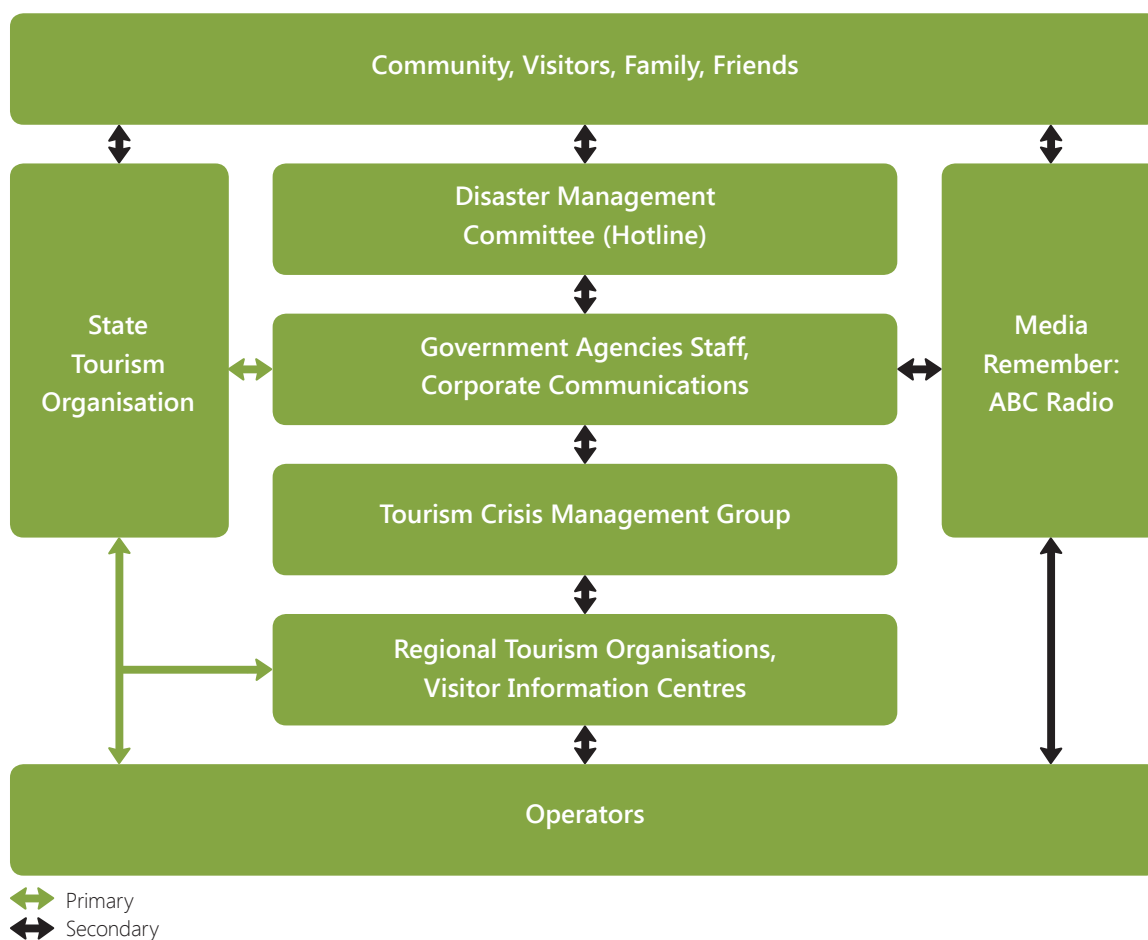
Each RTO should establish a Tourism Crisis Management Group to oversee crisis management preparation, response and recovery activities for the region's tourism industry. It is a group that is not necessarily contained within the RTO as it may include representatives from other organisations.

## 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.

### TOURISM INDUSTRY CRISIS NETWORKS



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?



Refer to the **Roles and Responsibilities** template on page 39.

***The following steps in the Prepare section should be undertaken by your RTO working under the guidance of the Tourism Crisis Management Group.***

### 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)



Refer to the **Training Scenarios** template on page 40.

### 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."

## 2 Plan to manage your risk

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



Refer to **Tourism Risk Management Plan template** on page 41

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**.



Refer to **Tourism SWOT Analysis template** on page 42

### 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<sup>1</sup>**

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

**LIKELIHOOD TABLE<sup>2</sup>**

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

**RISK ASSESSMENT TOOL<sup>3</sup>**

	Consequence				
Likelihood	Negligible	Low	Medium	High	Extreme
Almost certain	H	H	E	E	E
Likely	M	H	H	E	E
Possible	L	M	H	E	E
Unlikely	L	L	M	H	E
Rare	L	L	M	H	H

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

<sup>1</sup> Introduction to Risk Management, SAI Global Limited, 2009

<sup>2</sup> Weatherproof Your Business, Tourism Queensland, 2009

<sup>3</sup> Introduction to Risk Management, SAI Global Limited, 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.

- Adapted from case study in Tourism Risk Management  
An Authoritative Guide to Managing Crises in Tourism, APEC (2006)

# 3

## 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.



# 4

## Plan your emergency response

### 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"***.

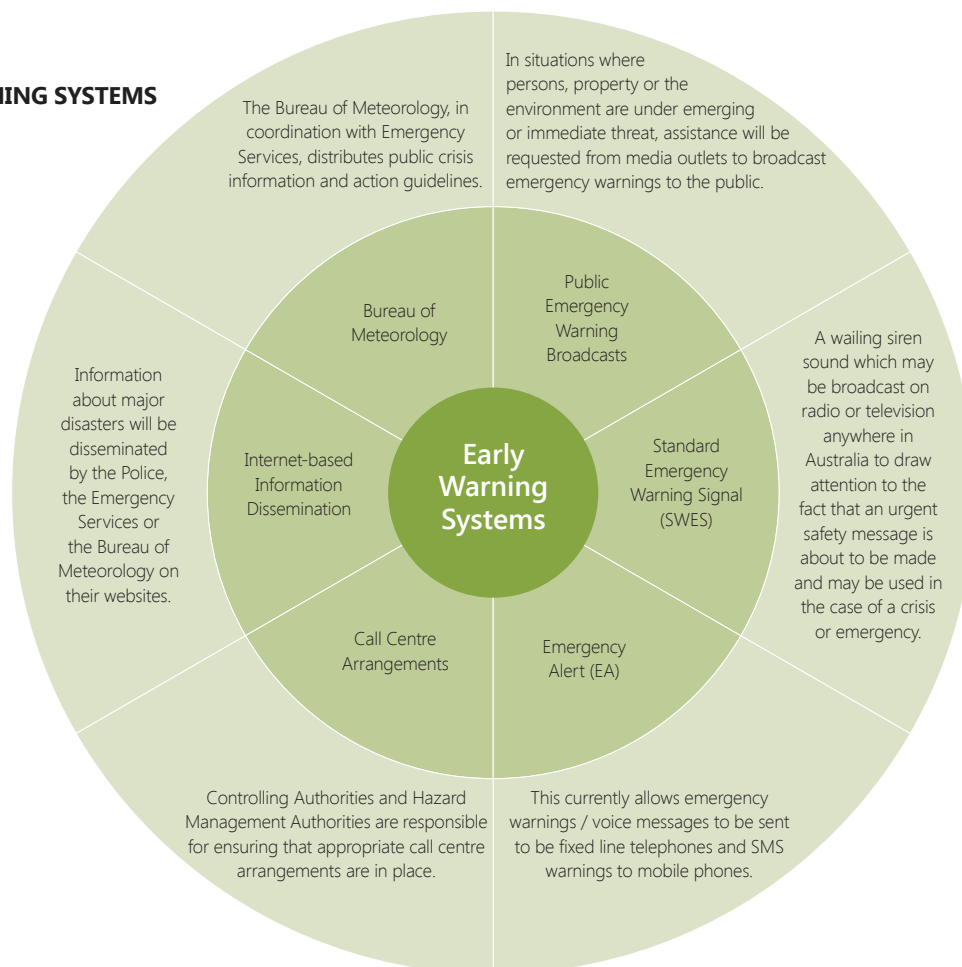
As an RTO working with a Tourism Crisis Management Group, there are additional actions you should undertake on behalf of the tourism industry at the time of a crisis. This section will guide you through these responsibilities.

### 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



## 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.



**"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

### 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)



# 5 Communication is essential

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.



Refer to the **Tourism Crisis Communication Plan** template on page 43.

## 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)



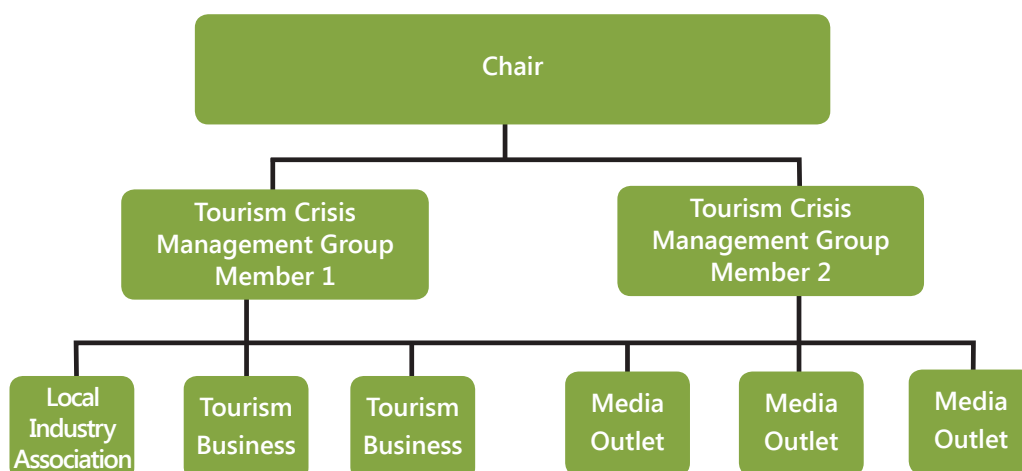
Refer to the **Contact Hierarchy and Key Contacts list** templates on page 44.

## 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**.

## CONTACT HIERARCHY EXAMPLE



## 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.

## 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.

## GUIDELINES FOR SPEAKING WITH THE MEDIA



### 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 you are going to do about it?



Refer to **Press Release** template on page 46

## 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

### 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 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:

- o Brisbane Marketing members and partners;
- o Stakeholders including participating councils, state and national tourism organisations, and others;
- o Business community and industry associations;
- o Media - local, national and international;
- o Conventions industry; and
- o 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.

### UNDERSTANDING THE CRISIS

Ask yourself the questions outlined in the Tourism Crisis Assessment Checklist on Page 48.

# 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

### 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

### 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



### **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.

Adapted from case study in Tourism Risk Management –  
An Authoritative Guide to Managing Crises in Tourism, APEC (2006)



# 2

## 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.

### 8 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)

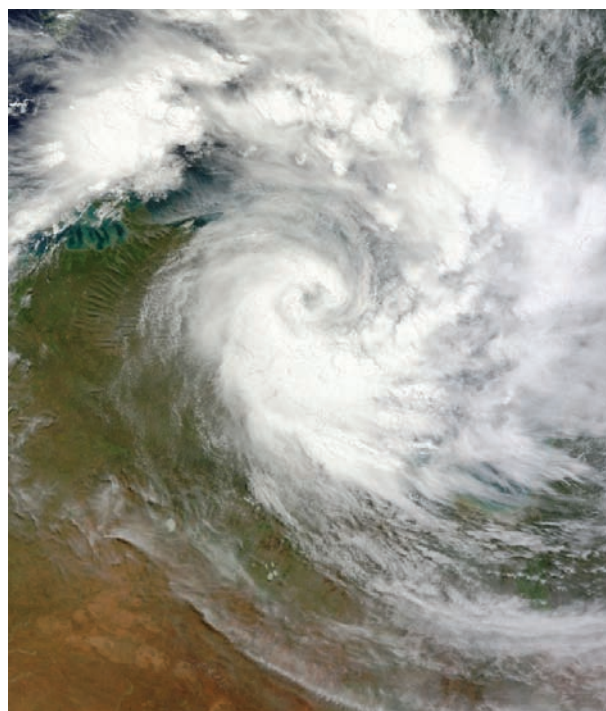
Identify how, who and when these partners will be briefed / consulted, including:

- 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.



Tropical Cyclone Paul  
(photo by NASA Goddard Photo)



"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.

9

### 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.

#### REMEMBER

Monitor media coverage of the event. This will help inform key messages released to the media aimed to minimise negative public perceptions of the region.

10

### 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 Group's 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



Lake Hume in Drought  
(photo by suburbanbloke)

## 11 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.

### USEFUL TIP

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

### 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.



## 3

## Responding to a crisis: Long term actions (day 15 and beyond)

### 12 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)

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# 1 Back to business

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 on line 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 web site 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.



Sand Bags Line Albert Street (photo by Jono Haysom)



**"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



# 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.

### 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?

## 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.

### 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."**

- Danial 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:

You need to consider a number of factors when timing your re-launch. If you go too early it could do more harm than good. People might think it inconsiderate or worse if you go back to market at the wrong time.

Media	Advertising / Marketing
<b>Low cost</b>	
<ul style="list-style-type: none"> <li>• Provide regular media updates</li> <li>• Promote newsworthy stories</li> <li>• Distribute fact sheets</li> <li>• Highlight recovery milestones</li> <li>• Encourage high profile visitors (e.g. Premier, celebrities)</li> <li>• Highlight impact of crisis on local businesses, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted advertising in tourism publications</li> <li>• Social media, including relevant blogs</li> <li>• Direct communication with inbound travel operators</li> <li>• Freecall Information Line</li> <li>• Existing outlets (e.g. visitor information centres, Visitor Radio, etc)</li> </ul>
<b>Medium cost</b>	
<ul style="list-style-type: none"> <li>• As above</li> <li>• Select journalist familiarisations to the region</li> <li>• Pursue positive stories with expert PR assistance</li> <li>• Conduct briefings / familiarisations for opinion leaders (e.g. radio hosts)</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> <li>• Market research</li> <li>• More extensive print and radio advertising in mainstream media</li> <li>• Opportunities for advertorials</li> <li>• Co-ordinated special travel and accommodation deals</li> </ul>
<b>High cost</b>	
<ul style="list-style-type: none"> <li>• As above</li> <li>• Arrange more extensive familiarisations to the region</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> <li>• Extensive print and broadcast advertising, including TV</li> <li>• Newspaper supplements / advertorials</li> <li>• Direct marketing to key audiences</li> <li>• Introduction and promotion of generous travel and accommodation deals</li> </ul>

### 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



Drought in Australia (photo by Gerald Simmons)

# Bibliography

**Acknowledgements to:**  
**Street Ryan and Associates**  
**Gavin Anderson & Company**



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## Tourism Crisis Management Group ROLES AND RESPONSIBILITIES

[illegible]

# Tourism Crisis Management Group TRAINING SCENARIOS

## Scenario 1: [name of scenario]

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



# Tourism Crisis Management Group RISK MANAGEMENT PLAN

Tourism Crisis Management Group Region: \_\_\_\_\_

Date of Plan: \_\_\_\_\_

Date to be Reviewed: \_\_\_\_\_

Potential Risk / Hazard	Likelihood of Risk	Action to be Taken to Reduce / Prepare for Risk	When	Responsibility	Proof of Action
Region inaccessible due to natural disaster	Medium	<ul style="list-style-type: none"> <li>Participate in regional emergency planning</li> <li>Communicate regional emergency plans with industry stakeholders</li> <li>Educate tourism industry in preparing for natural disasters</li> </ul>	On-going On-going By March 2012	Chair Tourism Crisis Management Group  RTO	See Risk Management Plan

# SWOT ANALYSIS

Strengths - Internal	Weaknesses - Internal
<p><i>Review in the Risk Assessment to determine if strengths could become weaknesses if the situation changed.</i></p>	<p><i>Should be included in the Risk Assessment to change weaknesses into strengths or make them less of a weakness to the business.</i></p>
Opportunities – Internal and External	Threats - External
<p><i>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</i></p>	<p><i>Should be addressed in the Risk Assessment to see how Threats can be monitored, minimised or turned into an opportunity.</i></p>

Source: Adapted from Tourism Northern Territory (n.d.) 'Tourism: It's a Risky Business'

# TOURISM CRISIS COMMUNICATIONS PLAN

## 1. Key Contacts

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

# CRISIS COMMUNICATION PLAN

## 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

4. Media protocols	
<i>Tourism industry response to media</i>	<i>Refer all media enquiries to Tourism Crisis Management Group Where you need to respond to the media follow the protocols below</i>
<i>Guidelines for dealing with the media</i>	

# 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	<input type="checkbox"/> <input type="checkbox"/>	Transport (air, water, taxi) Car hire Attraction	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Café or restaurant Conference venue	<input type="checkbox"/> <input type="checkbox"/>
Contact Details	Name					
	Position					
	Phone					
	E-mail					
	Description of event					
Impact on your business	Direct impact	<input type="checkbox"/> Yes	<input type="checkbox"/> 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	<input type="checkbox"/> Yes	<input type="checkbox"/> 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	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please estimate the cost of the damage \$_____		
	Safety of staff and visitors at risk	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please explain		
	Reputation	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please explain		
	Are you likely to require an insurance claim?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please explain		
Impact on visitors	Were any visitor injured?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please explain		
	Were any visitors evacuated?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please explain		
	Have you received any booking cancellations?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If yes, please estimate the % and value of total bookings cancelled over The next week _____% \$_____ The next month _____% \$_____ The next 3 months _____% \$_____ 		
	Do you have cancellations beyond the next three month period?	<input type="checkbox"/> Yes	<input type="checkbox"/> No			
Additional Comments						



# TOURISM CRISIS ASSESSMENT CHECKLIST

Question	YES	NO
<b>1. What is the nature of the crisis?</b>		
<b>a) Type of incident and how extensive?</b>		
Bushfires	<input type="checkbox"/>	<input type="checkbox"/>
Flooding	<input type="checkbox"/>	<input type="checkbox"/>
Drought	<input type="checkbox"/>	<input type="checkbox"/>
Water pollution	<input type="checkbox"/>	<input type="checkbox"/>
Blue green algae outbreak	<input type="checkbox"/>	<input type="checkbox"/>
Severe storm/Cyclone/Tornado	<input type="checkbox"/>	<input type="checkbox"/>
Air pollution	<input type="checkbox"/>	<input type="checkbox"/>
Landslides and mudflows	<input type="checkbox"/>	<input type="checkbox"/>
Major transport accident	<input type="checkbox"/>	<input type="checkbox"/>
Terrorist incident	<input type="checkbox"/>	<input type="checkbox"/>
Major crime	<input type="checkbox"/>	<input type="checkbox"/>
Pest plagues (e.g. rodents, insects)	<input type="checkbox"/>	<input type="checkbox"/>
Animal attack	<input type="checkbox"/>	<input type="checkbox"/>
Oil spill	<input type="checkbox"/>	<input type="checkbox"/>
Hazardous material accidents	<input type="checkbox"/>	<input type="checkbox"/>
Outbreak of disease (e.g. Legionnaires)	<input type="checkbox"/>	<input type="checkbox"/>
Earthquake	<input type="checkbox"/>	<input type="checkbox"/>
Food poisoning	<input type="checkbox"/>	<input type="checkbox"/>
General safety (e.g. bag snatching, pickpockets etc)	<input type="checkbox"/>	<input type="checkbox"/>
Repeated bad service, poor visitor experiences	<input type="checkbox"/>	<input type="checkbox"/>
High profile criticism (e.g. from celebrity)	<input type="checkbox"/>	<input type="checkbox"/>
<b>b) What visitor operations are affected?</b>		
Safety	<input type="checkbox"/>	<input type="checkbox"/>
Travel	<input type="checkbox"/>	<input type="checkbox"/>
Accommodation	<input type="checkbox"/>	<input type="checkbox"/>
Activities	<input type="checkbox"/>	<input type="checkbox"/>
Reputation	<input type="checkbox"/>	<input type="checkbox"/>
<b>c) Is the incident/problem contained or escalating?</b>		
<b>d) Are there any health issues for visitors or tourism operations?</b>		
<b>e) What stakeholders are affected/potentially affected?</b>		

## TOURISM CRISIS ASSESSMENT CHECKLIST (continued)

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

## ADDITIONAL RESILIENCE RESOURCES

### TOURISM INDUSTRY RESOURCES

Resources	Summary	Source
Business Continuity Planning	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.	<a href="http://toolkit.smallbiz.nsw.gov.au/chapter/18/92">http://toolkit.smallbiz.nsw.gov.au/chapter/18/92</a>
Good Security, Good Business - Attorney-General's Foreword	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.	<a href="http://www.tisn.gov.au/Documents/Good+Security+Good+Business.rtf">www.tisn.gov.au/Documents/Good+Security+Good+Business.rtf</a>
Regional Tourism Crisis Management Plan Template - A Guide To Preparing A Regional Tourism Crisis Management Plan	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.	<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>
The Better Business Guide - Tips for a Sustainable Tourism Business	This guide assists you in understanding exactly what is going on and what some of the changes mean for you. It gives some practical tips and tools and covers some of the most frequently asked questions by tourism businesses seeking help to change and grow their businesses.	<a href="http://www.tq.com.au/fms/tq_corporate/industrydevelopment/Sustainability%20Section/FC01234_TQ_The_Better_Business_Guide_ONLINE.pdf">http://www.tq.com.au/fms/tq_corporate/industrydevelopment/Sustainability%20Section/FC01234_TQ_The_Better_Business_Guide_ONLINE.pdf</a>
Tourism Risk Management - An Authoritative Guide to Managing Crisis in Tourism	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.	<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>
Weather Proof Your Business Kit: A Guide to Managing Your Response	This kit outlines the four phases of Crisis Management (prevention, preparedness, response, recovery) and explains what should be done in each of these phases	Tourism Queensland (2011). Weather Proof Your Business Kit: A Guide to Managing Your Response

## ADDITIONAL RESILIENCE RESOURCES

### COPING WITH SPECIFIC EVENTS

Resources	Summary	Source
Bring prepared for a Human Influenza Pandemic - A Business Continuity Guide for Australian Businesses	This business continuity guide helps Australian businesses to consider what impact a human influenza pandemic might have on their business, and to help businesses take appropriate actions to prepare themselves as best they can.	<a href="http://www.business.gov.au/BusinessTopics?Insurance/Documents/BusinessContinuityGuideforAustralianBusiness.pdf">http://www.business.gov.au/BusinessTopics?Insurance/Documents/BusinessContinuityGuideforAustralianBusiness.pdf</a>
Discussion paper: Implications of a human influenza pandemic for employment and workplace relations	This discussion paper provides advice to employers and employees to manage the employment and workplace implications of a human influenza pandemic and, where possible, continue business operations during a pandemic.	<a href="http://www.justice.qld.gov.au/_data/assets/pdf_file/0007/9466/ir-influenza/pandemic.pdf">http://www.justice.qld.gov.au/_data/assets/pdf_file/0007/9466/ir-influenza/pandemic.pdf</a>
Pandemic Influenza - Building Resilience Through Business Continuity And Pandemic Planning (for non-government organisations)	This document assists non-government organisations to better prepare for a potential human influenza pandemic in Australia. It furthermore provides some practical tools and information to assist you in thinking about and developing your pandemic plan.	<a href="http://www.fahcsia.gov.au/sa/communities/progserv/documents/pandemic_influenza/pandemic.pdf">http://www.fahcsia.gov.au/sa/communities/progserv/documents/pandemic_influenza/pandemic.pdf</a>
Pandemic Planning in the Workplace	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.)	<a href="http://www.dpmpc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf">http://www.dpmpc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf</a>
Prepare. Act. Survive: Your guide to preparing for and surviving the bushfire season	The guide will help you to prepare and develop a bushfire survival plan.	<a href="http://www.fesa.wa.gov.au/safetyinformation/fire/bushfire/BushfireManualsandGuides/FESA_Bushfire-Prepare_Act_Survive_Booklet.pdf">http://www.fesa.wa.gov.au/safetyinformation/fire/bushfire/BushfireManualsandGuides/FESA_Bushfire-Prepare_Act_Survive_Booklet.pdf</a>
Prepare – Cyclone Smart	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.	<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>
Queensland Wine Industry Biosecurity Emergency Response Protocol	This document summarises existing protocols which address the emergency response to an incursion of high risk exotic pests and disease which may threaten Queensland Wine Industry.	<a href="http://www.dpi.qld.gov.au/documents/PlantIndustries_FruitAndVegetables/QLD-Wine-ER-Protocol-final.pdf">http://www.dpi.qld.gov.au/documents/PlantIndustries_FruitAndVegetables/QLD-Wine-ER-Protocol-final.pdf</a>

## ADDITIONAL RESILIENCE RESOURCES

### NATIONAL RESOURCES

Resources	Summary	Source
National Disaster Resilience Framework	This framework supports measures to strengthen communities, individual, businesses and institutions to minimise the adverse effects of disasters on Australia. It is a framework to enhance disaster resilience.	<a href="http://www.em.gov.au/Documents/NationalDisasterResilienceFramework-EndorsedatMCPem-EM20Nov2009.doc">http://www.em.gov.au/Documents/NationalDisasterResilienceFramework-EndorsedatMCPem-EM20Nov2009.doc</a>
National Strategy for Disaster Resilience	Strategy that focuses on priority areas to build disaster resilient communities across Australia. Outlines roles for individuals, households, businesses, communities and governments.	<a href="http://www.em.gov.au/Documents/National%20strategy%20for%20disaster%20resilience%20-%20word.DOC">http://www.em.gov.au/Documents/National%20strategy%20for%20disaster%20resilience%20-%20word.DOC</a>
Risk Management Toolkit	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.	<a href="http://www.treasury.act.gov.au/actia/toolkit.doc">www.treasury.act.gov.au/actia/toolkit.doc</a>

### STATE RESOURCES

Resources	Summary	Source
Back to business – recovery	This factsheet names a number of practical steps that businesses can take to get back on track after a natural disaster.	Queensland Government (2011/2012). Back to business – recovery
Building Business Resilience – Business Continuity Planning	A guide using the comprehensive approach (PPRR – Prevention, Preparedness, Response and Recovery) to disaster management. By following this approach you will be able to develop a Business Continuity Plan for your business.	Queensland Government (2009). Building Business Resilience. Business Continuity Planning. Guide
Business Continuity Plan Template	The Business Continuity Plan is to ensure the continuation of your business during and following any critical incident that result in disruption to your normal operational capability. It helps you to undertake a Risk Management Plan and Business Impact Analysis, and create Incident Response and Recovery Plans for your business.	<a href="http://www.business.qld.gov.au/risk-management/business-continuity-planning/whats-in-business-continuity-plan.html">http://www.business.qld.gov.au/risk-management/business-continuity-planning/whats-in-business-continuity-plan.html</a>
Business Continuity Plan Template	A Template for writing Business Continuity Plans	The State of Queensland (Department of Employment, Economic Development and Innovation) (2009). Business Continuity Plan Template
Crisis Communications Handbook – for regional and local tourism	This Handbook is an acknowledgement that effective stakeholder communications play a critical role in the tourism recovery process for regions affected by disaster and other high-impact events. The guidelines suggest taking specific actions before, during and after the crisis to successfully manage it.	<a href="http://www.tourism.vic.gov.au/images/stories/Documents/IndustryResources/crisis-communications-%20handbook.pdf">http://www.tourism.vic.gov.au/images/stories/Documents/IndustryResources/crisis-communications-%20handbook.pdf</a>
Crisis Essentials – Crisis Management for Tourism Businesses	This guide provides essential information to tourism businesses about how to prepare for, respond to, and recover from a crisis event. The guide will help to get organised so you can recover more quickly from any emergency incident.	<a href="http://www.tourism.vic.gov.au/images/stories/Documents/IndustryResources/crisis_essentials.pdf">http://www.tourism.vic.gov.au/images/stories/Documents/IndustryResources/crisis_essentials.pdf</a>
Queensland Government - Risk Management	This website provides much information on risk management – from identifying business risk unto protecting your business from crime.	<a href="http://www.business.qld.gov.au/risk-disasters/risk-management/index.html">http://www.business.qld.gov.au/risk-disasters/risk-management/index.html</a>

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