

Regional Tourism Crisis Management Plan Template

A Guide To Preparing A Regional Tourism Crisis Management Plan

APRIL 2007





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Regional Tourism Crisis Management Plan (R-TCMP) Template

1 Introduction

Why have a Regional Tourism Crisis Management Plan (R-TCMP)?

A R-TCMP aims to ensure a consistent and coordinated 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-TCMP and the steps to take in preparing a plan. Also outlined is the scope of a regional plan versus the state plan (ie the Queensland Tourism Crisis Management Plan to assist in understanding the situations requiring regional crisis management plan activation and where joint activity is relevant.

The template is based on the Queensland Tourism Crisis Management Plan (Q-TCMP). Following this template in the preparation of your R-TCMP will assist in achieving consistency with the Q-TCMP. You are strongly encouraged to include additional information and resources as appropriate for your region, including tools, checklists and guidelines to assist in improving responsiveness to an event or incident. The Appendices provide some examples.

Did you know?

Tourism is particularly prone to external shocks, which by their nature are unpredictable and need to be addressed through effective crisis management processes. Across the tourism industry there are lots of opportunities for 'risks' to turn into 'disasters' or an upheaval event. Issues such as security concerns, natural disasters and outbreaks of infectious diseases have a tremendous impact on the tourism industry. So do incidents as isolated as a bomb threat in an office building in a regional centre, an oil spill in a harbour or on the reef, a mini tornado in an outback town, a train derailment, or a drowning at a beach or on the reef. All of these 'shocks' will have an impact on regional tourism and will require a response from the Regional Tourism Organisation (RTO) and Tourism Queensland (TQ) to ensure the least possible disruption to tourism in the region. As such, crisis management and risk assessment has become, and will remain, a vital component of the way all businesses operate within the tourism industry.

It is essential that a network of crisis management plans are in place, from the national to the regional/local and individual tourism operator level, to respond to unforeseen events that occur and to improve the speed and extent to which businesses and regions recover from these incidents.

At the regional level, RTOs play a key role in leading and coordinating response and recovery initiatives in times of crises, in conjunction with TQ and other organisations. Having a plan in place enables RTOs to acknowledge and formalize the various response and recovery activities in which they become involved in times of crises. RTOs can also assist operators to be better prepared for such crises by encouraging them to have appropriate risk and crisis management plans in place for their business.

Cyclone Larry proved a valuable exercise for the Tourism Tropical North Queensland (TTNQ) and Townsville Enterprise Limited (TEL) RTOs, demanding effective coordination across government departments and a response plan for tourism alongside other industries impacted. For a summary of the Cyclone Larry tourism response activities see Appendix 1.

2 Steps In Preparing Your Plan

The following are the key steps to follow in developing your plan. While you may wish to add further steps, those included in this template are considered vital to achieving an effective response in the event of a crisis.

2.1 Consultation

Key action: Identify key stakeholders and involve them in preparing your plan

Helpful hints for preparing this section:

- Identify any crisis management plans already existing in your region.
- Identify the various government agencies, industry groups and others that will be impacted or have some role in the event of a crisis in your region.
- Bring these organisations together to assist in preparing your Plan. This group will also be crucial in implementing your Plan and is likely to become the Regional Tourism Immediate Response Group (RTIRG). To gain buy-in from the appropriate State Government Departments this may be undertaken in co-operation with the Regional Managers Coordination Network through the Destination Action Group meeting process.
- This group could involve representation from:
 - Your RTO staff
 - Your Local Tourism Organisations
 - Your Local Government authority
 - Your local and/or regional visitor information centres
 - Your TQ Regional Director and/or Coordinator
 - Local and regional representatives of key state government agencies (eg Department of State Development, Department of Employment and Industrial Relations, Environmental Protection Agency, Queensland Police Service, Department of Primary Industries and Fisheries, Department of Natural Resources & Water, Department of Emergency Services, Department of Main Roads etc)

- Involvement from these people will:
 - bring new and varied ideas to the planning process;
 - improve understanding of your plan and its purpose;
 - help gain strong ownership of, and commitment to your plan;
 - enable a whole of government approach to effectively tap into Government recovery efforts; and
 - ensure more effective implementation of your plan.
- Conduct a workshop with this group to discuss content (including undertaking regional scenario exercises) and prepare your plan.
- Once drafted, present your plan to your Board for final sign-off.
- Once finalised, distribute your plan to your RTIRG and other key stakeholders involved in crisis management in your region. Promote its availability to your operators.

Did you know?

The Q-TCMP was developed in close consultation with industry and government stakeholders. It incorporates feedback from the Tourism Assistance Hotline Survey (post September 11/Ansett collapse), TQ Managers, and the Tourism Immediate Response Group¹. In addition, feedback was included from a series of workshops held involving TQ, Department of Tourism, Fair Trading and Wine Industry Development (DTFTWID) and the Queensland Tourism Industry Council's (QTIC) Associations Council.

¹ The Tourism Immediate Response Group consists of Department of Tourism, Fair Trading, Wine Industry Development (DTFTWID), Department of State Development and Trade, Queensland Rural Adjustment Authority, Treasury/OESR, Department of Employment and Industrial Relations, Premiers and TQ.

2.2 Purpose

Key action: Identify the purpose of your Plan.

Helpful hints for preparing this section:

- The purpose of your Plan could mirror the purpose of the Q-TCMP.

Example:

- To provide an integrated plan that will enable XXX (organisation name) to assist the industry and individual operators reduce the impact of local and regional shocks that result in a downturn in domestic and/or international travel in the short, medium or long-term.
- To identify the key processes that can be initiated in the event of a significant regional crisis.

Did you know?

Appendix 2 provides some examples of Plan purposes.

2.3 Scope

Key action: Identify what tourism crises your Plan will respond to.

Helpful hints for preparing this section:

- Of the potential incidents that may impact tourism in your region, identify what crises will be covered by the Plan.
- The scope of your Plan could mirror the type of incidents within the scope of the Q-TCMP but at a regional/local level eg natural disaster impacting region, visitor deaths in region.

Did you know?

The Q-TCMP will respond to any potential tourism crisis that will have either a direct or indirect impact upon the industry. Examples of tourism industry crises include:

Direct:

- tourism related industrial dispute/business collapse (eg. pilots strike, airline collapse)
- natural disasters in tourism areas (eg. cyclones, flooding, bushfires, oil spills)
- tourist deaths/injuries (eg. murders, Irukandji jellyfish stings, drownings, fires)
- terrorism involving tourism infrastructure or tourists

Indirect:

- terrorist attacks/military activities (eg. September 11, Gulf War, Bali bombing)
- unsustainable increases in public liability insurance (PLI)
- economic downturn (eg. Asian financial crisis)
- currency fluctuations
- health scares (eg. Foot & Mouth Disease, SARS)

2.4 Context

Key action: Establish links between your Plan and the Q-TCMP, other regional crisis management plans and local plans and processes in place.

Helpful hints for preparing this section:

- Identify in your Regional Tourism Crisis Management Plan where it will link in with the activity of the Q-TCMP.
- Obtain copies of any other regional and local crisis management plans for your region (tourism and other industries), including Department of Emergency Services' disaster management plans. Make a note of them in this section, and explain how they link with and support your Plan.
- Include an organisation chart that shows the organisations that may be involved in the event of a crisis. The RTO may work with these organisations in the event of a major incident to devise and implement strategies.

Did you know?

To achieve consistency and coordination in response and recovery activities, the Q-TCMP directly links with the National Tourism Incident Response Plan (NTIRP). It is encouraged that any regional tourism crisis management plans and processes link with the Q-TCMP. Also, every effort should be made for regional tourism crisis management plans to link with District/Regional and Local Disaster Management Groups established under the Disaster Management Act.

Regional shocks that have a direct or indirect impact on the industry will involve activation of both a regional crisis management plan and the Q-TCMP. If the shock has short term local or regional impacts, the Q-TCMP communication strategy will be activated. Escalation of the Q-TCMP beyond communication activities is dependent upon whether the shock is likely to reduce domestic and/or international travel to Queensland. A coordinated and consistent approach therefore is of tremendous value to a region when faced with a crisis. The Cyclone Larry Response and Recovery Plan Summary (see Appendix 1) provides a useful example of the interaction of the RTOs, TQ and other industry bodies during a crisis.

2.5 Response and recovery initiatives

Key action: Outline the range of response and recovery actions that will be undertaken in the event of a crisis (as defined by 2.3 Scope) to ensure the timely recovery of the tourism industry to at least pre-event activity levels.

Helpful hints for preparing this section:

- Identify the key, generic responses that need to be undertaken, including convening your RTIRG and preparing a situation assessment.
- Include specific responses that will be undertaken in your region in the areas of communication, research, marketing, business/industry development assistance and product/infrastructure redevelopment. This may also include providing basic necessities such as food, water and accommodation to residents and visitors to your region.
- As communication is a critical activity during a crisis, it is highly recommended that a Regional Crisis Communication Plan be developed to guide your communication activities. See Appendix 3 for a Regional Crisis Communication Plan checklist to assist you in preparing this Plan for your region.
- As it may also be necessary for the RTO to become part of another agency's communication plan such as Police, Emergency Services and the State Disaster Management Group, it would be useful for your Plan to include the contact details of the key people and organisations. See Appendix 4 for a contact list example.
- Specify how you will work with other organisations (particularly TQ) in undertaking response activities, for example:
 - Communication: Implement Regional Crisis Communication Plan, in consultation with TQ
 - Research: collect and collate information from operators about the impact of the crisis on their business. Provide information to TQ for analysis (if requested).
 - Marketing: Prepare a marketing response plan for the region, in close collaboration with TQ.
 - Business/industry assistance: Inform operators about availability of relief efforts, and ensure any assistance programs recognise the needs of tourism operators.

- Product/infrastructure redevelopment: Work with TQ to identify and facilitate infrastructure redevelopment needs and opportunities for the region (or parts thereof).
- Summarise the responses in an Action Plan that includes the action, key individuals and organisations responsible for undertaking each action, outcomes and timeframe for action (see Appendix 5).
- Develop checklists, protocols and guidelines to help in the effective management of the issue or crisis and to minimise impacts (see Appendix 6 for checklist example and Appendix 7 for scenario planning worksheets).

Did you know?

The Q-TCMP includes generic and specific response and recovery initiatives. Specific responses include:

- Communication
- Research/data collection
- Marketing
- Business/Industry development assistance
- Product/Infrastructure redevelopment.

Based on past application of the Q-TCMP, these categories have proven appropriate. The Product/Infrastructure redevelopment category was added post-Cyclone Larry as during the recovery activity this area of response was acknowledged as critical for the re-establishment of operators and the destinations.

When a crisis event hits a region, TQ will work with your organisation to assist in the response and recovery activities. The Q-TCMP will be activated at the level relevant to the scale of the incident and action undertaken to support your efforts on the ground in leading and coordinating local/regional response and recovery initiatives. Cyclone Larry provides a useful example of the role of RTOs and TQ during a crisis (see Appendix 1).

3 Activation

Key action: Establish when your Plan will be activated and the type and scale of response required.

Helpful hints for preparing this section:

- Outline the activation levels required for your Plan, according to the severity and impacts of crisis. It is recommended the activation levels reflect those outlined in the Q-TCMP.
- Use a flow chart to illustrate the activation levels, the major response actions and key stakeholders involved at each level. See Appendix 8 for a Q-TCMP flow chart.
- Clearly identify who will lead and who will coordinate activities at each level of activation and their roles and responsibilities. Have regularly maintained contact details for the people in these roles, and their alternates in the event they are unavailable.
- Your plan should note that in times of crises, RTOs would work closely with TQ to determine the required level of activation of your plan and if and when to escalate to the next level. This will also ensure that your plan and the Q-TCMP reflect the same level of activation at all times throughout the crisis response and recovery process.

Did you know?

The Q-TCMP has three levels of activation:

Level 1: events likely to have short term, local or regional impacts (eg visitor accidents/deaths)

Level 2: events likely to reduce domestic/international travel to Queensland in short, medium or long term (eg tourism related industrial disputes and terrorist activities).

Level 3: events likely to have long-term consequences for the Queensland tourism industry and operators (eg domestic terrorist activity; major shocks in combination – September 11 & Ansett demise).

At each level of activation different stakeholder groups become involved, from TQ Corporate Communications at level one, TQ/Tourism Strategy Division at level two, through to a cross-government response group at level three.

4 Deactivation

Key action: Identify when the Plan will be deactivated and how that decision will be reached.

Helpful hints for preparing this section:

- Assign responsibility for deactivating your Plan to an individual within your RTO or a group in your region. This role will vary depending on the level to which the Plan was activated. For example, Level 1 might be deactivated by the RTO Communications Manager and/or GM or Chair of the Board, whilst Levels 2 and 3 might be deactivated by your Regional Tourism Immediate Response Group.
- Liaise with TQ prior to deactivating your Plan, to ensure consistency with the Q-TCMP deactivation process and timing.

Did you know?

The TQ Crisis Response Group assesses the situation and agrees when the Q-TCMP Plan should be deactivated.

Deactivation does not mean stopping all activities associated with the Plan, but the point when a staged approach to winding down occurs.

5 Maintenance

Key action: Put processes in place to ensure your Plan is regularly maintained, reviewed and updated.

Helpful hints for preparing this section:

- Assign responsibility for maintaining your Plan to an individual within your RTO, and include this responsibility in their Position Description.
- Ensure that your Plan is reviewed at least annually to ensure accuracy and currency of its contents (particularly the contact list – see Appendix 4).
- Include a requirement for preparing and maintaining a Plan within your RTO Business Plan and Destination Management Plan.
- Include the key stakeholders involved in preparing this Plan (particularly your RTIRG) in the review and update process. It is also a good opportunity to remind them of the Plan's contents.

Did you know?

The Q-TCMP is regularly updated to incorporate learnings from past crises and to ensure all information is current.

Appendices

Appendix 1: Cyclone Larry Response and Recovery Plan Summary

Cyclone Larry crossed the Queensland Coast at 7:00am on 20 March 2006. The cyclone was a Category 3/4 force with wind speeds of up to 280 km/h. The regional coastal city of Innisfail and towns within a corridor taking in communities from the South point of Kurramine Beach and North West across the Atherton Tablelands were severely affected. Major damage to tourism product and infrastructure was confined to Kurramine Beach, Mission Beach, Dunk and Bedarra islands, Innisfail and towns located on the Atherton Tablelands excluding Kuranda and Mareeba. Also international tourists were found to be in the cyclone zone without support.

In response to the incident, TQ immediately activated the Queensland Tourism Crisis Management Plan (Q-TCMP) and Cyclone Scenario Planning Summary. The Q-TCMP was activated to level two, which involves Tourism Queensland/DTFTWID response to industry and government on a wide range of issues related to the event. In partnership with QTIC, the relevant RTOs and key government agencies, actions were activated in the areas of communications, marketing/PR, industry assistance and data collection/research.

Communications/PR:

- A coordinated communications response between TQ, the RTOs and key industry bodies was developed and delivered to the media, operators and the community.
- An agreed communications message that focused on the region being 'open for business', whilst being sensitive to the needs of badly affected operators and the relief efforts, was developed and delivered.
- Positive stories about unaffected or 'open for business' operators were obtained and provided to the media.

Industry Assistance:

- Assistance program administrators were contacted to ensure that tourism operators were adequately recognised in these programs.
- Tourism operators were regularly informed and updated about the availability of these programs through special Tourism on Q bulletin editions.
- Assistance was provided to QTIC to gain information on, and assist, the most badly affected operators.

Research/Data Collection:

- Information was obtained from the RTOs and operators to model three scenarios on the estimated effect of Cyclone Larry on Northern Queensland regions.

Marketing:

- Marketing Response Plans for the Townsville and Tourism Tropical North Queensland regions were developed in consultation with the RTOs.
- A Treasury submission was prepared to lobby for additional funds to implement the marketing plans.

Appendix 2: Purpose of Crisis Management Plans

The purpose of the Q-TCMP is to:

- provide an integrated plan that will enable the Queensland Government to assist the tourism industry and individual operators reduce, or respond to, the impacts of shocks that result in a downturn in domestic and/or international travel in the short, medium or long-term.
- identify generic processes that can be initiated in a timely and effective manner in the event of a significant shock. (Note: a generic approach is considered appropriate, as specific shocks will always require additional unique responses).

The Tourism Noosa Issues and Crisis Communications Manual notes that:

“development of an effective Issues and Crisis Communications Manual is vital to ensuring the destination can swiftly respond to serious issues or crises, devise strategies to help retain confidence and minimise long terms impacts in the recovery from significant events.... The manual is designed to assist TN effectively plan for, manage and assist recovery from a major incident.”

The objective of the National Tourism Incident Response Plan (NTIRP) is:

“to establish a framework to ensure national tourism incidents are managed in a coordinated whole of government way to minimise potential negative economic impacts to the industry.”

Appendix 3: Crisis Communication Plan Checklist

Definition of a Crisis

A serious event - perceived or real - that has the potential to impact negatively on the desirability or reputation of a tourist destination or the reputation in the immediate to short-term.

Examples of a crisis:

- Death or injury of a visitor through an accident or deliberate action
- Threats to the safety and well-being of visitors and the community
- Natural (eg cyclones, fire, flood) and man-made disasters (eg pollution, violence, industrial action)
- Negative events that are likely to receive media attention
- Negative commentary on international visitors and foreigners
- Internal issues such as death, injury or an incident involving staff
- A major political issue involving the organisation or industry.

Crisis Communication Policy

This section sets out the communication policy for the organisation and the procedures for managing a crisis.

The policy should determine:

- Position responsibilities, who does what (i.e. media management and strategy, industry liaison and coordination, public enquiries management, issues and risk management, grief management (if applicable), crisis management contact listings).
- Information required regarding the crisis (i.e. what, when, where, who, why).
- Who needs to know and when (i.e. internal and external stakeholders).

- Key actions required and by when (i.e. Reports to key stakeholders and partners including local, state and federal government authorities and ministers' offices, media briefings, industry briefings, preparation of messages and PR material).
- Information dissemination as required.

Recovery

The following may be required in the recovery phase:

- Ongoing internal and external communication
- Media famils and post-incident media opportunities
- Market research
- Trade missions or VIP visits or famils
- External briefings or correspondence to industry, community or government stakeholders
- Communication of any regulatory or legislative changes/funding or relief programs
- Monitoring of any ongoing legal action/investigations
- Ongoing media management i.e. recovery milestones, anniversaries, good news stories.
- Public acknowledgements

Appendix 4: Example Regional Crisis Management Plan Contact List

Include (and maintain) a contact list for all key stakeholders involved in the activation of your regional tourism crisis management plan, for example:

Level 1 Activation – Regional Crisis Communication Plan

Organisation	Contact	Contact Details
RTO		

Levels 2 and 3 Activation – Regional Tourism Immediate Response Group

Organisation	Contact	Contact Details

Other Contacts

Organisation	Contact	Contact Details

Appendix 5: Example Action Plan – Response and Recovery Initiatives

1.0 Communication				
Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
1.1 Reduction in domestic visitor numbers to region	Implement Regional Crisis Communication Plan		Crisis messages directed to the media and public are developed with consideration of the potential impact on the tourism industry, minimising potential negative impacts of the shock.	Pre-Shock: - Plan developed and in place Post-Shock: - Utilise Plan (primarily short to medium-term)
1.2 Reduction in international visitor numbers to region	Implement Regional Crisis Communication Plan		International visitors better able to accurately differentiate between Australian regions and determine what elements of a planned holiday, if any, may be affected. reducing both uncertainty for international visitors and negative impacts on the industry	Pre-Shock: - Plan developed and in place Post-Shock: - Utilise Plan (primarily short to medium-term)
1.3 Uncertainty concerning affected areas relative to travel plans	Provide specific, accurate and timely information to industry and consumers (both domestic and international), including transport access restrictions, through RTO and LTO newsletters and websites, and through local and regional visitor information centres		Reduces uncertainty for domestic and international visitors and operators, therefore minimising the potential negative impacts of a shock on affected and non-affected areas.	Pre-Shock: - RTO websites and newsletters in operation Post-Shock: - RTO website accessed by industry and travellers (short to medium-term)
1.4 Transport access restrictions: - Road, air, sea & rail	Liaise with relevant agencies to provide up-to-date road, rail and sea access info in RTO and LTO newsletters and websites, and through local and regional visitor information centres		Minimised impact of transport access restrictions on international and domestic visitors, operators and regions.	Post-Shock: - Liaise with relevant agencies and provide transport info on website, in newsletters and through local VICs (primarily short-term)

2.0 Research/Data Collection

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
2.1 Uncertainty regarding industry conditions in the post-shock period	Contact operators to canvas and monitor potential/effects and to gather market intelligence		RTO, TQ and industry better informed of industry conditions , thus better able to make informed decisions in the post-shock period	Post-shock: <ul style="list-style-type: none"> - Utilise existing networks & conduct qualitative surveys as required (short to medium-term)
2.2 Downturn in tourism industry, and the wider regional and/or State economy	Assist TQ to undertake qualitative assessment of day-to-day and medium to long-term impacts of shock.		Stakeholders better informed of impacts to assist decision making on appropriate response and recovery actions	Pre-shock: <ul style="list-style-type: none"> - Across government and tourism network preparations based on past experience Post-Shock: <ul style="list-style-type: none"> - Appropriate support programs in place

3.0 Marketing

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
<p>3.1 A significant reduction in international visitation to the region</p>	<p>Work with TQ to apply Marketing Response Framework to develop response strategies:</p> <ol style="list-style-type: none"> 1. <i>Collect Information/Intelligence</i> <ul style="list-style-type: none"> ■ Identify affected markets ■ Identify specific market segments affected (eg VFR/FIT/Corporate/Incentive) 2. <i>Interpret Information/Intelligence</i> <ul style="list-style-type: none"> ■ Estimate short/medium/long-term impact on visitor arrivals/spend/average length of stay (ALOS) etc from affected markets ■ Quantify/estimate consequent economic impact on region and affected industry segments ■ Develop appropriate response strategies 3. <i>Communicate proposed response/s to industry</i> <ul style="list-style-type: none"> ■ via RTO websites and newsletters 		<p>Timely and appropriate response strategies developed (including marketing campaigns and cooperative marketing opportunities), based on relevant market information & intelligence, with an emphasis on:</p> <ul style="list-style-type: none"> ■ domestic travel and repeat visitation ■ niche markets, and ■ identifying new markets <p>... thus minimising the potential negative impacts of a reduction in international visitation</p>	<p>Pre-shock:</p> <ul style="list-style-type: none"> - identify and establish information/market intelligence conduits

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
	<p>4. <i>Implement Response Strategies, which may include:</i></p> <ul style="list-style-type: none"> ■ <i>Maintain balanced portfolio of tactical marketing spend in all relevant markets – maintain status quo</i> ■ <i>Selective re-allocation of existing market spend (tactical) from affected markets to unaffected markets in order to minimise impact of decline</i> ■ <i>Identify opportunities for Government to invest in short-term opportunities created by the crises with the objective of maximising visitation from affected markets and/or increasing visitation from unaffected markets</i> ■ <i>Review tactical cooperative marketing spend options – including the identification, if required, of potential cooperative tactical campaigns to affected or alternate markets</i> 		<p>Maximised alternative opportunities for tourism business into region, and development of marketing strategies to assist affected operators to recover</p>	<p>Post-shock:</p> <ul style="list-style-type: none"> - Apply Marketing Response Framework to develop appropriate response strategies (within 24hrs) (short to medium-term)

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
<p>3.2 A significant reduction in domestic visitation to the region</p>	<p>Work with TQ to apply Marketing Response Framework to develop response strategies:</p> <ol style="list-style-type: none"> 1. <i>Collect Information/Intelligence</i> <ul style="list-style-type: none"> ■ Identify affected markets ■ Identify specific market segments affected (eg drive/fly/coach/short break VFR/FIT/Corporate/Incentive) 2. <i>Interpret Information/Intelligence</i> <ul style="list-style-type: none"> ■ Estimate short/medium/long-term impact on visitor arrivals/spend/ALOS etc from affected markets ■ Quantify/estimate consequent economic impact on region and affected industry segments ■ Develop appropriate response strategies ■ Identify particular segments less affected, dislocated etc. 3. <i>Communicate proposed response/s to industry</i> <ul style="list-style-type: none"> ■ via TQ websites and newsletters 		<p>Timely and appropriate response strategies developed (including marketing campaigns and cooperative marketing opportunities) based on relevant market information and intelligence, minimising the potential negative impacts of a reduction in domestic visitation</p>	<p>Pre-shock:</p> <ul style="list-style-type: none"> - identify and establish information/market intelligence conduits <p>Post-shock:</p> <ul style="list-style-type: none"> - Apply Marketing Response Framework to develop appropriate response strategies (within 24hrs) <p>(short to medium-term)</p>

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
	<p>4. <i>Implement Response Strategies, which may include:</i></p> <ul style="list-style-type: none"> • <i>Identify opportunities to reallocate strategic marketing resources to short-term tactical opportunities</i> • <i>Identify opportunities for Government to invest in short-term opportunities created by the crisis</i> • <i>Liaise with media strategy and media buying partners to negotiate short-term buying opportunities</i> • <i>Brief advertising agencies of campaign objectives</i> • <i>Initiate short-term tactical opportunities (may include a shift in focus to international opportunities)</i> 		<p>Maximised alternative opportunities for tourism business into region, and development of marketing strategies to assist affected operators to recover</p>	
<p>3.3 RTO and/or TQ website goes offline – reduced ability to promote Qld and provide timely information in any post-shock period</p>	<p>Establish process for running website offsite in the event of a crisis situation</p>		<p>Minimal loss of access to RTO website - minimal reduction in ability to promote region and provide timely information in the post-shock period</p>	<p>Post-shock:</p> <ul style="list-style-type: none"> - Utilise emergency website (short to medium-term)

4.0 Business/Industry Development & Assistance

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
4.1 A reduction in domestic and/or international travel to the region in the short, medium or long-term	<ul style="list-style-type: none"> ■ Provide input to development of the <i>Situation Assessment Report</i> (auspiced under the Q-TCMP) ■ Assist in directing operators to the Government Business Information Service (GOBiS, DSD) for access to up-to-date information on available State and Commonwealth government support programs. Support services include: <ul style="list-style-type: none"> - Training, seminars & workshops - Government subsidies and grants - Trade assistance and development 		Minimised negative impacts of a shock in the post-shock period	<p>Pre-shock:</p> <ul style="list-style-type: none"> - Across-government and industry network preparations based on previous experience <p>Post-shock:</p> <ul style="list-style-type: none"> - Situation Assessment Report produced <p>(primarily short-term)</p>
4.2 Significant long-term negative consequences for the region	<ul style="list-style-type: none"> ■ Provide input to structures and processes established under the auspice of the Q-TCMP 		Minimised negative impacts of a shock with potential long-term consequences for the industry and operators	<p>Pre-shock:</p> <ul style="list-style-type: none"> - Across-government preparations based on previous experience (eg. Q-TCMP) <p>Post-shock:</p> <ul style="list-style-type: none"> - Reconvene TIRG within 48 hrs (under auspice of the Q-TCMP) - Seek activation of the across-government Immediate Response Plan (IRP) (under the auspice of the Q-TCMP) <p>(short to medium-term)</p>

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
4.3 Operators requiring business advice & support, and information on potential financial assistance opportunities	<p>If IRP activated (under the auspice of the Q-TCMP) – direct operators to toll-free <i>Tourism Assistance Hotline</i> to provide business advice and support including:</p> <ul style="list-style-type: none"> ■ general business planning advice ■ information on concessional loans and business seminars, ■ assistance in writing applications for concessional loans 		Business advice and support, and information on potential financial assistance opportunities, provided	<p>Post-shock:</p> <ul style="list-style-type: none"> - Reactivate toll-free <i>Tourism Assistance Hotline</i> <p>(short to medium-term)</p>
4.4 Financial uncertainty for operators due to significant reduction in visitor numbers	<p>If IRP activated (under the auspice of the Q-TCMP) – assist in directing affected operators to assistance and support mechanisms (subject to application criteria)</p>		<p>Affected operators better able to make informed staffing decisions (eg. maintain staffing levels vs. reduction in staffing)</p> <p>Affected operators able to develop more effective business recovery plans</p>	<p>Post-shock:</p> <ul style="list-style-type: none"> - Promote opportunities to industry/ operators - Provision of seminars in affected regions - Access to IRP assistance & support mechanisms <p>(short to medium-term)</p>

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
4.5 Financial uncertainty for operators leading to potential staff redundancies	<p>If IRP activated (under the auspice of the Q-TCMP) – Participate in Regional Tourism Immediate Response Group (RTIRG) to identify business, employment, training, vocational education, and other requirements/ opportunities</p> <p>If IRP activated (under the auspice of the Q-TCMP) – provide input to customisation of employment and training programs for affected regions and/or operators</p>		<p>Agencies better equipped to respond to operator/industry requirements at the local/regional level</p> <p>Affected operators better able to make informed staffing decisions (eg. maintain staffing levels vs. reduction in staffing)</p>	<p>Pre-shock:</p> <ul style="list-style-type: none"> - Train RTIRG members regarding crisis plan and available schemes <p>Post-shock:</p> <ul style="list-style-type: none"> - RTIRGs to meet within 48 hrs of IRP activation - Promote opportunities to industry/ operators - Provision of vocational education & training <p>(short to medium-term)</p>
4.6 Operators requiring financial assistance	<p>If IRP activated (under the auspice of the Q-TCMP) – refer eligible operators to Concessional Loan Schemes (eg <i>Tourism Emergency Assistance Scheme</i>)</p>		<p>Short-term financial assistance provided, allowing operators to more confidently plan for recovery</p> <p>Affected operators better able to make informed staffing decisions (eg. maintain staffing levels vs. reduction in staffing)</p> <p>Affected operators able to develop more effective business recovery plans</p>	<p>Post-shock:</p> <ul style="list-style-type: none"> - Promotion of Tourism Emergency Assistance Scheme to industry <p>(short/medium/long-term)</p>

5.0 Product and Infrastructure Redevelopment

Impact	Actions/Responses	Responsibility (lead agency in bold)	Outcomes	Timeframe for actions
5.1 Uncertainty concerning operator and infrastructure conditions	<ul style="list-style-type: none"> Assist in identifying product and infrastructure impacts arising from event 		Communication, product development, marketing and policy responses developed and implemented - minimising the potential negative impacts in the post-shock period	Post-shock: <ul style="list-style-type: none"> Provide input to report on product and infrastructure impacts (short-term)
5.2 Reduction in domestic and international tourism to Queensland	<ul style="list-style-type: none"> Assist in identifying needs and opportunities for investment (public & private) in short and medium term Assist in communicating needs and opportunities to operators, government and other infrastructure providers Assist in identifying funding sources and communicating them to operators Represent regional interests in across-government state (and national) level response and recovery activities 		New opportunities for tourism businesses identified to assist operators to re-establish and recover	Post-shock: <ul style="list-style-type: none"> Need and opportunities identified Assist in promoting opportunities to industry/operators /government Assist in advising industry on funding opportunities (short to medium-term)

Appendix 6: Example Process Checklist

In the event of a tourism incident or crisis, the following is an example of key steps to work through:

1. **Notify CEO of incident**
2. **Confirm immediate facts**
3. **Determine level of activation required (dependent upon severity of impact)**
4. **Level 1 – Apply Crisis Communication Strategy (key stakeholder communication)**
 - Situation assessment
 - Action List
5. **Level 2 – Convene Regional Tourism Immediate Response Group**
 - Agenda outline
 - Situation assessment
 - Action list
6. **Level 3 – Linking with other agencies**
 - Situation assessment
 - Action list
7. **Communication tools**
8. **Contact log form**
9. **Debrief meeting**

Appendix 7: Example Scenario planning

Work through some scenarios – what would your responses be in the event of an avian flu outbreak, a terrorist attack, a cyclone or flood? Consider the responses for crises directly impacting your region and where the crisis occurs elsewhere but the region suffers from indirect impacts.

CYCLONE

Action Area	Roles/Tasks	Responsibility
Pre-event		
During the event		
Post event		

PANDEMIC – HEALTH RISK

Action Area	Roles/Tasks	Responsibility
Pre-event		
During the event		
Post event		

OIL SPILL IN A HARBOUR OR ON THE REEF

Action Area	Roles/Tasks	Responsibility
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Pre-event

During the event

Post event

LOCALISED ISSUE – TRAIN DERAILMENT

Action Area	Roles/Tasks	Responsibility
Pre-event		
During the event		
Post event		

Appendix 8: Q-TCMP Flow Chart





