

# TOURISM CRISIS COMMUNICATION TOOLKIT

for Regional Tourism Organisations



Australian Government



Queensland Government

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### **Acknowledgement**

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### **Toolkit queries**

If you have any queries relating to the Tourism Crisis Communication Toolkit please contact [info@articulous.com.au](mailto:info@articulous.com.au).

### **Acronyms**

DITID	Department of Innovation Tourism and Industry Development
GBRMPA	Great Barrier Reef Marine Park Authority
LDMG	Local Disaster Management Group
RTOs	Regional Tourism Organisation
TEQ	Tourism and Events Queensland
QFES	Queensland Fire and Emergency Services
QTIC	Queensland Tourism Industry Council

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# Crisis communication toolkit purpose

This toolkit assists Regional Tourism Organisations (RTOs) to prepare for, respond to and recover from potential crises and disasters. It outlines the roles, responsibilities and suggested actions your RTO should take to manage crisis events.

The toolkit will:

- Help your tourism region become crisis ready so it can return to business as soon as possible after an event
- Improve RTO's readiness for crisis events and emergencies so they can return to business as soon as possible after an event
- Better coordinate tourism-related messaging and communication between key disaster management groups and the tourism industry
- Improve future messaging to visitors ahead of, during and after a crisis to reduce impacts on tourists and the region's reputation
- Remove gaps in existing crisis communication planning to help prepare for, respond to and recover from future crises
- Provide an operational framework and steps to manage communications before, during and after a crisis
- Provide a one-stop shop for crisis scenario key messages and communication templates
- Allow the tourism industry to share and enhance crisis communication best practice
- Help as a training tool for RTO staff.





The role of RTOs before,  
during and after a crisis

## RTO crisis role

The role of RTOs before, during and after a crisis is to:

- Oversee crisis management preparation, response and recovery activities for the region's tourism industry
- Act as a conduit between local and regional disaster management groups/agencies and the tourism industry
- Implement crisis management planning prior to an event; and practice relevant plans
- Lead a tourism crisis response process after a warning is issued by the relevant emergency services
- Manage hot regional tourism issues to help reduce the impact on the region's tourism industry
- Guide and co-ordinate all crisis management activities for the region's tourism industry in conjunction with Tourism and Events Queensland (TEQ) and Local Disaster Management Groups (LDMGs) and other stakeholders including Queensland Tourism Industry Council (QTIC), the Department of Innovation Tourism and Industry Development (DITID), Great Barrier Reef Marine Park Authority (GBRMPA) and emergency services organisations
- Lead tourism recovery and implement a regional communications and marketing strategy to ensure visitors will return when it is safe to do so.



# Pre-crisis preparation steps

Everything you need to  
know to be prepared  
ahead of a crisis



# Pre-crisis preparation overview



## Step A: Update crisis risk assessment

- Update Crisis risk assessment table in [Step 1 \(page 19\)](#)



## Step B: Local Disaster Management Group (LDMG) or tourism industry group planning

- Participate in LDMG crisis training exercises
- Plan with tourism industry group to manage crises



## Step C: Update crisis communication toolkit

- Update crisis communication toolkit including contact lists (staff, key stakeholders and industry lists)



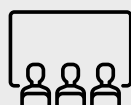
## Step D: Work with tourism operators

- Help operators plan for crises and how RTO can help
- Undertake crisis management training and share crisis management tips, articles, and case studies
- Plan with accommodation/transport operators on how to help stranded visitors in an emergency
- Plan how to communicate with visitors during a crisis (non-English speaking also)



## Step E: Consider communication methods

- Plan how to communicate with staff, key stakeholders and visitors if electricity and phone lines go down



## Step F: Practice how to manage a crisis

- Train staff re crisis roles and responsibilities
- Undertake regular RTO crisis training exercises
- Do media training for key spokespeople, back up spokespeople and key tourism operators



[Return to Pre-crisis overview](#)



# Preparation detailed steps

## Step A: Update crisis risk assessment

### Update crisis scenario risk

- Regularly update [Step 1 Crisis risk assessment](#)
- Update table to identify most probable scenarios for your region

## Step B: LDMG or tourism industry group planning

**LDMG lead crisis:** The LDMG is responsible for managing natural disaster and major emergency crises in the region.

### LDMG Planning

- Participate in LDMG meetings and crisis training exercises

### Agree RTO role in LDMG

RTO role is to:

- Highlight crisis impact on visitors, operators and industry
- Assist with evacuation messaging for tourists
- Liaise with operators to accommodate/transport stranded visitors and emergency personnel
- Advise operators where to access emergency updates – local council emergency dashboard
- Assess crisis damage/impact on operators/industry
- Coordinate local tourism recovery campaign
- Assist in evacuation messaging for visitors



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**Non LDMG led events** - e.g. wildlife attack, reputational damage and loss of services

To manage crisis events that do not involve the LDMG. TEQ or the RTO should convene a tourism industry group with relevant stakeholders to manage specific crisis events

- Consider identifying relevant stakeholders to manage non-disaster crisis events before they occur
- If a crisis occurs, TEQ and the RTO will decide if a crisis communication group should be convened

### RTO role in crisis communication group

- TEQ or RTO to lead the group
- Report industry impacts to TEQ/stakeholders
- Provide information on what actions are needed for your region and work with group to implement them annually
- Communicate with key operators and stakeholders to provide messaging to ensure coordinated response
- Coordinate local tourism recovery communication campaign

### Step C: Update crisis communication toolkit

#### Update crisis communication toolkit

- Update crisis communication toolkit
- Clearly define staff crisis roles and responsibilities
- Update stakeholder contacts regularly
- Add and update key messages and communication collateral/templates

#### Staff toolkit familiarisation

- Familiarise staff with toolkit and their roles in a crisis





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## Step D: Work with tourism operators

### Educate and prepare tourism operators ahead of crisis

- Ensure operators can plan for, respond to and recover from crises
- Advise operators on RTO, LDMG and their roles in a crisis
- Encourage tourism operators to use EarthCheck's CrisisReady app
- Ensure operators know best links to emergency updates
- Provide access to crisis management workshops or training
- Include crisis management tips on your website
- Send out articles/case studies on crisis management
- Encourage excellence in crisis preparedness and response via regional awards or recognising who responded well during a crisis

### Accommodation/transport operator role pre/post crisis

- Work with accommodation/transport operators ahead of crises to improve how to assist stranded/impacted visitors

### Plan how to communicate with visitors pre, during and post emergency

- Consider how to communicate with visitors pre, during and post disaster ([see checklist – page 11](#))
- Provide [visitor emergency response fact sheets](#) to operators

*Return to Pre-crisis  
overview*

# How to communicate with operators and visitors during a crisis\*

Checklist	Detailed action
<b>Working with tourism operators</b>	
<p>Prepare the tourism industry's regional response via:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> training/workshops/information sessions</li> <li><input type="checkbox"/> articles/blogs</li> <li><input type="checkbox"/> fact sheets</li> <li><input type="checkbox"/> website tips</li> </ul>	<p>Develop education and training sessions for tourism operators to ensure they are ready and prepared to respond to a crisis.</p> <p>Encourage operators to develop a crisis response plan including:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> where to go, and how to evacuate the property if required</li> <li><input type="checkbox"/> how to support guests and staff for a minimum of three days if infrastructure, supplies or the property are significantly damaged</li> <li><input type="checkbox"/> how to communicate with visitors, current, expected and future</li> <li><input type="checkbox"/> how to manage bookings and potential cancellations</li> <li><input type="checkbox"/> how to mitigate damage to property and resources during the event</li> <li><input type="checkbox"/> what impact assessments you may need to complete for insurance and ongoing recovery needs</li> <li><input type="checkbox"/> staffing management</li> <li><input type="checkbox"/> where to access further assistance during or after an event</li> </ul>

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## Checklist

## Detailed actions

### Visitor communication before crisis

How to communicate with visitors before a disaster

Before a disaster, operators should consider:

- how to notify current guests of an event that is likely going to occur (e.g. severe storms or potential flooding event that occur with prior warning)
- how to notify current guests of an event that is occurring with short notice (e.g. severe storm)
- how to communicate with non-English speaking visitors (provide links to translated visitor emergency fact sheets, if available)
- what communications should occur for guests expecting to arrive (access, safety, cancellations, business as usual)
- methods of communication (such as emails, website, social media, direct phone calls, text messages)
- how to communicate with staff

### Visitor communication during crisis

How to communicate with visitors during a disaster

During a disaster, visitors should be kept informed of what is occurring, and likely issues. Operators should consider:

- what messaging is provided to current and future visitors, depending on the event
- how to provide visitors and staff with accurate information
- what existing infrastructure can be used e.g. PA system
- if mobile, internet or power stops working, what potential alternative communication methods are available

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overview**

## Checklist

## Detailed actions

### Visitor communication after crisis

How to communicate with visitors after a disaster

After a disaster it is important to communicate with future visitors about whether operations are back to normal.

Operators should consider:

- how to communicate with visitors to let them know you are open for business, or have been impacted
- what processes or provisions are in place if you need to cancel bookings?
- reviewing marketing activities
- directing current visitors to latest information regarding road closures, access to transport and impact on surrounding regions

\* Reference: *DON'T RISK IT! A guide to assist Regional Tourism Organisations to prepare, respond and recover from a crisis*

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## Step E: Consider communication methods

### Consider how to communicate during/after an emergency

- Consider how to communicate if electricity and phone lines go down
- Consider underground power or a generator for RTO office or key RTO staff members' homes
- Liaise with LDMG to allow access to headquarters post crisis if required

## Step F: Practice how to manage a crisis



### Staff training

- Conduct staff training to confirm crisis roles, responsibilities and protocols

### Mock crisis exercises

- Participate in LDMG mock crisis training exercises
- Or conduct internal mock crisis communication exercises

### Media training

- Do media training for key spokespeople, backup spokespeople and key tourism operators where required





# Crisis response steps

Everything you need to  
respond during a crisis



# Crisis response overview



## FIRST 1-2 HOURS

### Step 1: Crisis risk assessment

- Review crisis risk assessment table in [Step 1 \(page 19\)](#) for lead agency and risk level



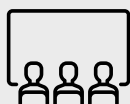
### Step 2: Brief key internal stakeholders

- Confirm facts - duration, area, visitor and travel impacts
- Review media reports
- Check what can and can't say publicly
- Brief key internal stakeholders ([see crisis communication hierarchy tree – page 21](#))
- Enact staff and office safety measures
- Charge mobiles/laptops, arrange alternative power source



### Step 3: Activate LDMG or tourism crisis communication group

- Activate LDMG for natural disasters/major emergencies OR
- Convene tourism crisis communication group re response
- Agree RTO/TEQ roles and responsibilities
- Determine response, messaging and who contacts who ([crisis response strategies - page 67](#))
- Log media queries/monitor media
- Revise/suspend advertising and scheduled social media posts
- Brief visitor information centre or transfer phone to mobile



## FIRST 2-6 HOURS

### Step 4: Implement initial external communication

- Provide media statement
- Contact tourism operators – updates, media messaging and visitor emergency response fact sheets
- Seek vacancy rates re accommodating stranded visitors and emergency personnel
- Identify and brief tourism operators to make media statements, if appropriate



## DAY 2 ONWARDS

### Step 5: Implement ongoing communication

- Determine ongoing staffing roles and roster
- Continue media monitoring
- Update media statement/interviews
- Liaise with stakeholders regarding updates and impacts
- Issue updated communications as required



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# Crisis response detailed steps

## Step 1: Crisis risk assessment

**TIMING:** Immediately following notification of pending natural disaster or other crisis event

**RESPONSIBILITY:** RTO CEO/GM reviews below crisis risk scenario table

**ACTION:** Determine lead agency and level of activation required to manage the relevant scenario \* *Please note these are example crisis scenarios only. Activation of the crisis toolkit will depend on RTOs' judgement)*

# Step 1: Crisis risk assessment



See [Crisis lead agency role and contacts](#) for details about which agency leads in these crises and agency contact details.

RISK LEVEL	CRISIS RISK - SCENARIO													RESPONSE		
	NATURAL DISASTER				VISITOR ACCIDENT/ DEATH	WILDLIFE ATTACKS	DROUGHT/ HEATWAVE	REEF RELATED CRISIS	ENVIRON- MENTAL DISASTER	MANMADE DISASTER	REPUTA- TIONAL DAMAGE/ RUMOUR	HEALTH SCARE	INCIDENT BLOCKING ACCESS	LOSS OF SERVICES/ BANKRUPT- CY	RACIST/ CRIMINAL/ TERRORISM ATTACK	
	Fire/firestorm Air contaminant	Severe weather - cyclone flooding	Severe storm surge/ tsunami	Landslide/ earthquake	Visitor/s: missing/ injured drowned abducted/ murdered bus/plane/ boat incident attraction deaths	Multiple snake bite Irukandji/sea life injuries Multiple shark, croc or dingo attacks on visitors	Severe heatwave Water shortage Dust storm Closure of attractions/ operators	Record mass coral bleaching Coastal/reef shipping oil spill UNESCOa 'in danger' list	Water pollution Algal bloom Fish die-off Pest plague	Chemical or gas leak Major explosion	Repeated bad service, poor visitor experiences High profile criticism (e.g. from celebrity)	Pandemic/ plague Major health scare	Major rail/ vehicle accident Road/bridge collapse Dam collapse	Hospitality/ transport strike Major opera- tor collapse Long-term power failure	Racist or violent attack on tourist Major crime Mass shooting Terrorism event	
<b>LEAD AGENCY</b>	LDMG QFES				Local police QFES QAS Maritime Safety Queensland	QAS	Queensland Health Department of Natural Resources Mines and Energy (DNRME)	GBRMPA Department of Environ- ment and Science TEQ Maritime Safety Queensland (oil spill)	Department of Environ- ment and Sci- ence (water) Department of Agriculture and Fisheries (fish/pest)	QFES Local police Queensland Health TEQ	Queensland Health	Local police QFES Department of Natural Resources Mines and Energy (dam collapse)	RTO TEQ Department of Natural Resources Mines and Energy	Local police Australian Federal Police QFES QAS TEQ		
<b>MINOR</b>	Small bushfire in a Council reserve which can be controlled	Heavy rain causing minor flooding causing traffic	Higher than normal tides expected with strong rips - beaches closed	Prolonged heavy rain causes small landslide across local road - traffic is partially obstructed	A tourist is sustaining injuries in bushwalking/ rafting/tourist activity	Tourist receives minor injury from wildlife/ marine animal attack – expected to make full recovery	Water restric- tions in place, and visitors are asked to conserve water	Sporadic coral bleaching incidents	Blue green algae bloom detected in a remote waterway	Gas smell reported in hotel. Hotel evacuated. No injuries	Celebrity tweeted an inflammatory comment about a local town. Community members upset	Tourist couple experiences food poisoning after dining at a hotel Heatwave warning in tourist area	Local roads blocked following traffic accident	Power interruption during peak trading hours. Some loss of perishable stock	A tourist was verbally abused while travelling on a local bus	<b>STANDARD PROCEDURE</b>
<b>MEDIUM</b>	Bushfire along highway corridor, smoke obstructing visibility and traffic	Prolonged rain - flood- ing in tourist areas – street closures and more rain forecast	King tides with storm swell and damaging waves expect- ed to cause erosion and local flooding	Prolonged heavy rain causes landslide to obstruct busy road. Traffic is completely obstructed	Multiple tourists sustain minor injuries in bushwalking/ rafting/ tourist activity	Two wild- life attacks occur in short period in area popular with tourists	Low water lev- els affecting rafting tours – with some cancelled due to low water levels	Increase in coral bleach- ing incidents in key locations	Blue green algae bloom detected a local swim- ming area. Area tempo- rarily closed	Gas leak in hotel. A num- ber of people treated for inhalation at the scene. No major injuries	Celebrity mocked local town on social media – with repeated shares and more remarks Community upset	Multiple tourists experience food poison- ing or issues following heatwave	Regional access road temporarily blocked following traffic accident	Power loss for more than 24 hours. Complete loss of perishable stock. Busi- nesses forced to close for the day	A number of racial abuse incidents on local trans- port – leading to local/state media cover- age	<b>STANDARD PROCEDURE</b>
<b>HIGH</b>	Bushfire spreads to area with bushwalkers/ campers – need evacuation High risk of fire will spread	Category 1-4 tropical cyclone with severe winds and major flood- ing forecast	King tides and sustained low pressure system - very damaging waves to cause erosion and local flooding	Landslide destroys busy road corridor, vehicles were swept down- hill, people injured/ killed and months to repair the road	Multiple tour- ists sustain major injuries in rafting, bus or other tourist activity accident re- quiring hospi- talisations	Multiple wildlife at- tacks occur in short period in popular tourist area - beach closed. International media	Dam lev- els reach extremely low levels, with severe water restrictions in place. Severe heatwave leading to visitor hospi- talisations	Record mass coral bleach- ing affecting over 60%. International media cover- age leading to signifi- cant drop in visitors and economic impact	Blue green algae bloom in popular vis- itor swimming area - tourists sick. Area closed until further notice	A major gas leak and a street - hotel evacuated for a number of hours while the leak is contained. Two people taken to hospi- tal	Celebrity shames local town and post goes viral causing international media coverage and reputational damage	Multiple tourists hospi- talised and diagnosed following salmonella outbreak/ health scare/ Coronavirus	Major access road blocked for hours causing massive traffic delays	Power loss for a number of days. No cool- ing causing visitor cancel- lations. Major operator – wedding ven- ue collapse	Racially moti- vated attack on tourist causing injury - national and international media coverage	<b>ACTIVATE CRISIS TOOLKIT</b>
<b>EXTREME</b>	Firestorm threatening tourist region/ attraction/ hotel. Tourists evacuated/ trapped	Category 5 tropical cyclone - destructive winds, wide- spread dam- age, extreme flooding	King tide during tropical cyclone/ tsunami warning to cause extreme flooding	Landslide destroys buildings and roads in busy tourist area, visitors missing or unaccounted for	A rafting/ tourist/ bus/plane accident has resulted in deaths and others still unaccounted for	Tour group swimmers attacked and rushed to hospi- tal in critical condition one death	Tourist attrac- tions closed with no water available to operate facilities and hotels restrict- ing visitor water usage extremely	Oil spill kills kms of coral reef. UNESCO 'in danger' listing'. Inter- national media coverage causes visitor and business losses	Blue green algae bloom/ Cyanobacte- ria detected in drinking water. Do not drink warning in place	An explosion triggered after a gas leak in tourist/ accommo- dation area. A number of people injured and some fatalities	Celebrity demands boycott of region – viral post/wide- spread media coverage - tourist cancellations	Coronavirus/ Severe salmonella/ Dengue fever outbreak/ Tourists hospitalised/ local deaths and media coverage	Major access road blocked 2 days post road/bridge collapse/ deaths	Extended blackouts disrupt local economy. No cooling and heat stroke hospitalisa- tions	A spree of racially motivated attacks with a tourist dying from injuries. International media cover- age	<b>ACTIVATE CRISIS TOOLKIT</b>



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## Step 2: Brief key internal stakeholders

**TIMING:** First 1-2 hours

**RESPONSIBILITY:** RTO CEO/GM

**ACTION:** Confirm facts and brief internal stakeholders

### Confirm facts with lead agency

- Confirm facts - duration, area and visitors/travel impacts
- Check what can/can't say publicly

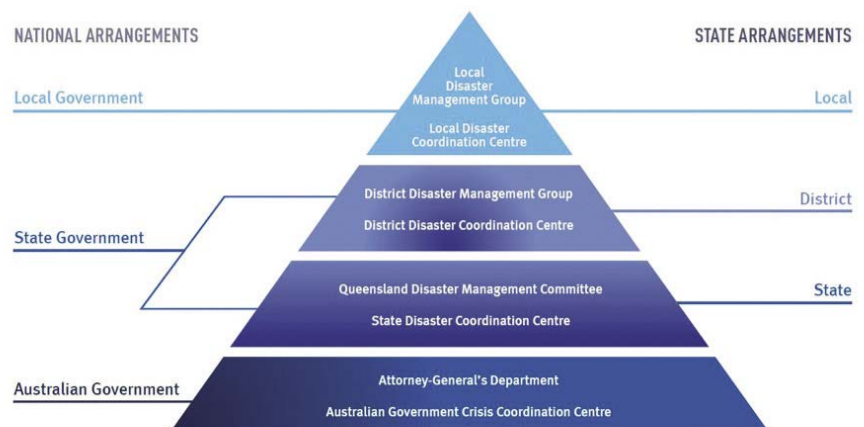
### Brief key internal stakeholders

- Brief key internal stakeholders - RTO senior staff and TEQ ([see communication hierarchy tree - page 21](#))

### Enact staff safety protocols

- Brief RTO staff and enact safety measures and office protocols as required
- Backup server, charge mobiles/laptops, organise alternate power source

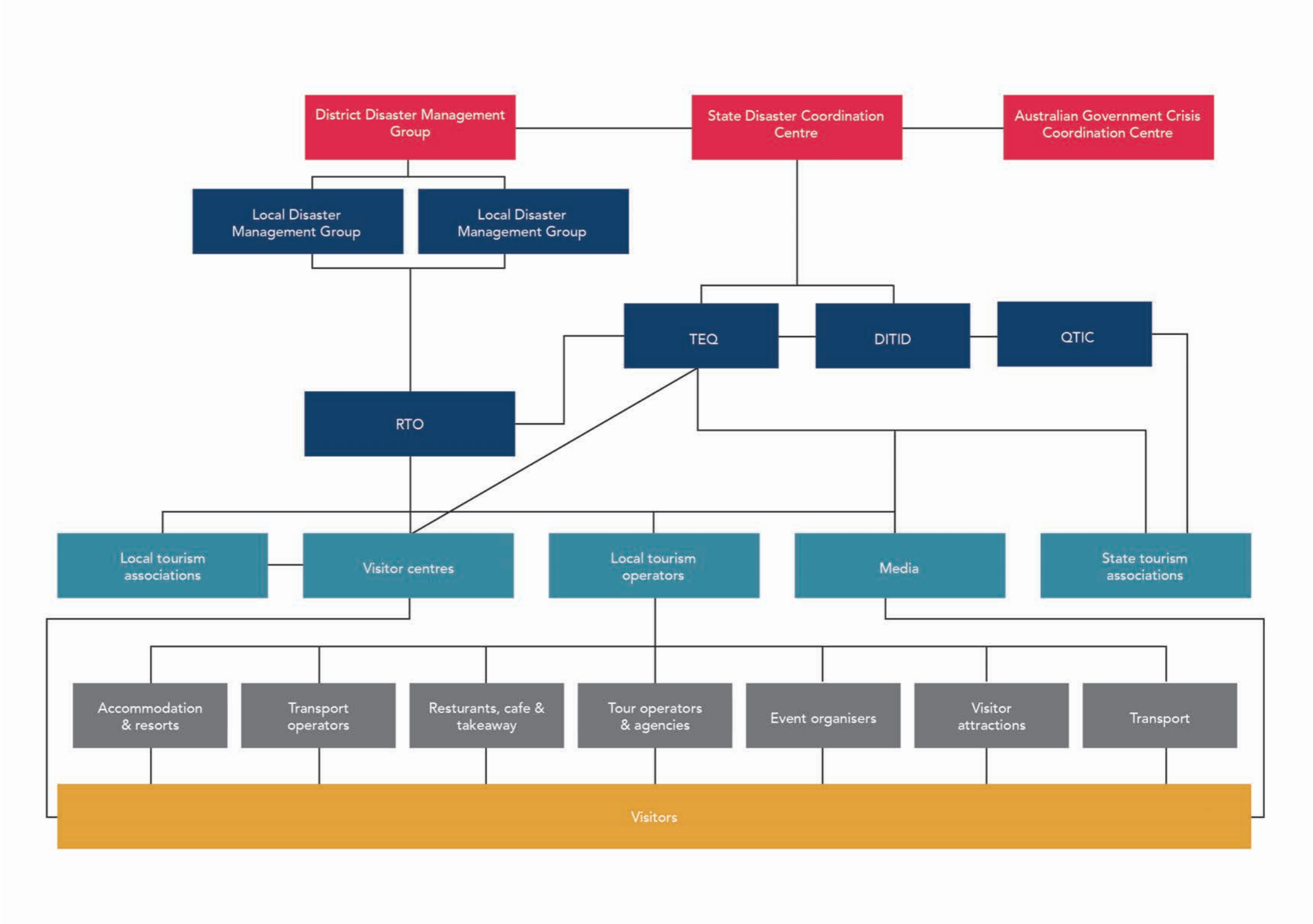
## Government disaster management arrangements



The disaster management arrangements.

Source: [www.disaster.qld.gov.au/About\\_disaster\\_management/Pages/Disaster-management-arrangements.aspx](http://www.disaster.qld.gov.au/About_disaster_management/Pages/Disaster-management-arrangements.aspx)

# Crisis communication hierachy tree





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### Step 3: LDMG led crisis (natural disasters)

**TIMING:** First 1-2 hours after notification

**RESPONSIBILITY:** RTO CEO/GM

**ACTION:** Determine RTO role and response

#### LDMG meeting

- LDMG activated
- Obtain updated facts
- Brief LDMG on likely visitor impacts/numbers

#### Agree RTO role in LDMG

- TEQ leads tourism comms response in major state crisis - daily crisis management meeting
- Agree RTO/TEQ roles

#### Determine response and messaging

- Review relevant crisis response strategy ([see crisis response and messaging - page 67](#))
- Agree who contacts who, how and when
- Prepare communication materials ([see crisis response and messaging - page 67](#))
- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries where appropriate

#### Log media queries and revise advertising

- Refer media crisis queries to lead agency and respond to tourism queries
- Set up media enquiry log and media monitoring
- Review media protocols and media crisis tips
- Revise, cancel or suspend advertising and scheduled social media posts

#### Transfer visitor centre phone

- Provide updates to visitor information centres
- Transfer visitor centre phone to mobile if closing during emergency



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response overview**



### Step 3: Non LDMG led crisis events (when not a natural disaster crisis)

To manage crisis events not involving the LDMG, TEQ and the RTO should convene key stakeholders as part of a tourism crisis communication group to determine response

#### Convene tourism crisis communication group meeting

- Convene meeting to consider response and messaging in conjunction with TEQ, lead agency and relevant stakeholders
- Agree key roles and responsibilities

#### Determine response, messages and who contacts who

- Review relevant crisis response strategy ([see crisis response and messaging - page 67](#))
- Agree who contacts who, how and when
- Update communication materials ([see crisis response and messaging - page 67](#))
- Check if future travel bookings are impacted and advise operators to cancel bookings if relevant
- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries where appropriate
- Check if names of impacted tourists can/can't be released

#### Log media queries and revise advertising

- Refer media crisis queries to lead agency
- Set up media enquiry log and media monitoring
- Review media protocols and media crisis tips
- Revise, cancel or suspend advertising and scheduled social media

[Return to Crisis response overview](#)



## Step 4: Implement initial external communication

**TIMING:** 2-6 hours after notification

**RESPONSIBILITY:** RTO CEO/GM and media officer

**ACTION:** Communicate with external stakeholders

### Provide media response

- Issue media release/holding statement or do interview ([see Crisis response and messaging - page 67](#))

### Social media and website

- Update social media/website messaging re incident warnings
- Provide links to lead agency/emergency services updates on RTO website and social media

### Communicate with tourism operators and organisations

- Send email/push EarthCheck's CrisisReady app notification to operators:
  - crisis and transport access
  - links to emergency websites
  - emergency response fact sheets for visitors
  - seek vacancy rates to help stranded/evacuated visitors and visiting emergency personnel
  - provide media crisis tips and messaging to operators if contacted

### Monitor media and ongoing crisis

- Monitor ongoing media reports and crisis situation



**[REMEMBER]**

**Save time and issue the same industry updates to all stakeholders. This includes a status report and key messages to all stakeholders during a natural disaster or emergency.**





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response overview



## Step 5: Implement ongoing communication

**TIMING:** Day 3 of long-running crisis

**RESPONSIBILITY:** RTO CEO/GM and media officer

**ACTION:** Ongoing communication with external stakeholders

### Determine ongoing staffing rolls

- In long-running crisis determine staff safety and support roster

### Continue to monitor media and ongoing crisis

- Continue to monitor media and situation

### Issue updated communications

- Send updated messaging to reception/call centre/visitor centre staff regarding the incident to respond to direct queries where appropriate
- Provide media updates re tourism impact and where unaffected
- Update social media and website
- Update operators re crisis and transport access and to determine impacts

### Monitor media and ongoing crisis

- Monitor ongoing media reports and crisis situation



**[REMEMBER]**

**Don't write headlines for the media**

**Be accurate and factual and  
avoid inflammatory language like  
'crisis', 'emergency' or 'fire' of epic  
proportions'**





# Post-crisis recovery steps

Everything you need  
to recover post-crisis



# Post-crisis recovery overview



## Step 6: DAY 1 post-crisis Assess crisis damage and debrief

- Check staff safety and availability
- Seek impact update from lead agency
- Liaise with TEQ re coms and marketing for recovery
- Update visitor centre information
- Contact operators to assess damage and help required
- Start to formally log impact to industry
- Liaise with DITID re industry recovery needs and funding



## Step 7: DAY 1-2 post-crisis Determine and coordinate recovery response

- Hold informal debrief with operators (1-week post crisis)
- Consider and agree detailed recovery response with state, regional and local agencies
- Coordinate messaging and timing for unified response



## Step 8: DAY 1-2 post-crisis Implement initial recovery campaign

- Share messaging with operators
- Use photos to tell the story
- Issue messaging



## Step 9: WEEK 2-4 post-crisis Implement ongoing recovery campaign

- Consider good new stories for longer-term media – recovery milestones and anniversaries



## Step 10: WEEK 3-4 post-crisis Evaluation and lessons learned

- Evaluate what worked, what didn't and what changed
- Report on lessons learned
- Update toolkit as required

Return to Post-crisis  
recovery overview



# Post-crisis recovery detailed steps

## Step 6: Assess crisis damage and debrief

**TIMING:** Day 1 – post crisis

**RESPONSIBILITY:** RTO CEO/GM and available staff

**ACTION:** Assess damage

### Liaise with staff and LDMG

- Check staff safety and availability
- Assess vital infrastructure, services and transport access damage via lead agency

### Liaise with TEQ re recovery messaging

- Liaise with TEQ re recovery messaging and response. Update immediate messaging:
  - emphasise region is resilient
  - provide transport/access routes information in/out of region for visitors
  - provide tourism websites/contacts for unaffected areas for visitor vacation plans
- Liaise with DITID re industry recovery needs and funding
  - identify impact and damage to industry
  - determine industry support required
  - determine recovery funding needed

### Issue media update

- Send media release, do media interviews
- Monitor media to assess if false perceptions about overall level of region's devastation

### Update relevant websites/social media

- Update website and social media messaging

*Return to Post-crisis  
recovery overview*

## **Communicate with tourism operators – to assess damage**

- Liaise with operators to:
  - provide updates and visitor messaging
  - assess damage, assistance required and when operational (calls or online survey)
  - formerly log impacts – jobs, infrastructure, cancellations...
  - assist operators with cancellation messaging
  - advise re recovery funds
  - assist event organisers to relocate/reschedule
  - assist stranded/evacuated visitors and visiting emergency personnel find accommodation, food and transport options
  - request current photos from unaffected operators/regions

*Return to Post-crisis recovery overview*



## Step 7: Determine and coordinate recovery response

**TIMING:** Day 1-2 post crisis (when region is open)

**RESPONSIBILITY:** RTO CEO/GM

**ACTION:** Determine and coordinate recovery strategy and campaign

### Hold informal debrief with tourism operators (first week post crisis)

- Hold informal morning tea with key tourism operators to debrief and consider regional recovery options

### Consider recovery response

- Consider timing for need to recover first before saying open for business
- Review recovery response for relevant crisis ([see Crisis response and messaging - page 67](#))
- Liaise with TEQ to determine tourism recovery messaging response
- Liaise with DITID re industry recovery needs and funding
- Consider targeting new markets – business visitors return sooner
- Review tourist drawcards if major attractions closed – consider new sites of interest such as regrowth post fire/or wetlands post flood

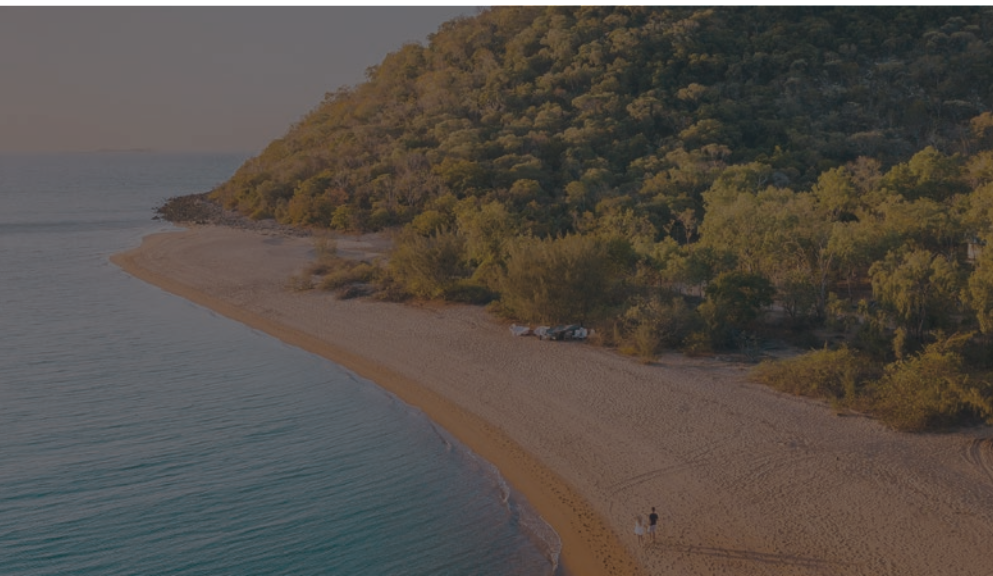
### Meet with local disaster management/recovery group

- Provide brief on impact on operators and industry
- Determine when region is open for business
- Agree tourism recovery response, messaging and roles with state, regional and local agencies

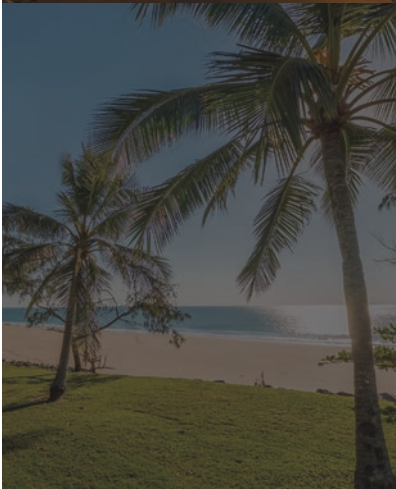
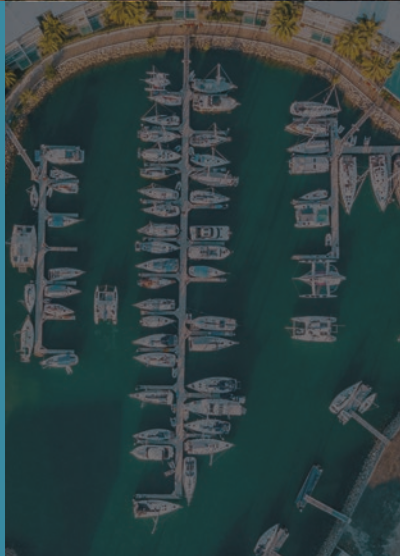
### Coordinate response

- Coordinate messaging to ensure unified response





**[REMEMBER]**  
**A picture is worth 1000 words. Real-time photos and videos are the best weapon against exaggerated media reports. Encourage followers to share photos.**



*Return to Post-crisis  
recovery overview*



## Step 8: Implement initial recovery campaign

**TIMING:** Day 1-2 post crisis

**RESPONSIBILITY:** TEQ and available RTO staff

**ACTION:** Implement initial recovery communication

### Update tourism operators

- Provide info updates re access routes in and out, other unaffected regions to visit
- Send messaging to operators to use in media interviews and give to visitors
- Identify operators to talk with media and brief them on messaging

### Social media

- Use photos to tell the story – post unaffected areas
- Encourage key stakeholders to share

### Media campaign

- Issue media release, interviews, photos
- Suggest operators for media interviews
- Liaise with QTIC to provide comment where appropriate

### Advertising campaign

- Liaise with TEQ re recovery campaign



*[REMEMBER]*

***Too much information post disaster is better than too little. To help counter misinformation, rumour and media exposure it is better to overshare and provide too much information during recovery.***





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## Step 9: Implement ongoing recovery campaign

**TIMING:** Week 2 to 4 weeks post crisis

**RESPONSIBILITY:** TEQ and RTO

**ACTION:** Implement ongoing visitor campaign

### Determine ongoing campaigns

- Seek recovery funding – industry, government and stakeholders
- Determine recovery strategy with TEQ, QTIC, state, regional and local stakeholders ([see recovery marketing activities - page 37](#))
- Consider longer-term media – recovery milestones, anniversaries, good news stories

### Meet with local disaster recovery group

- Lobby for tourism needs re visitor infrastructure, services and attractions

### Implement campaigns

- Coordinate campaign in conjunction with TEQ and key stakeholders

# Recovery marketing activities\*

Media	Advertising campaign
<b>Low cost</b>	
<input type="checkbox"/> Provide regular media updates <input type="checkbox"/> Promote newsworthy stories <input type="checkbox"/> Distribute fact sheets <input type="checkbox"/> Highlight recovery milestones <input type="checkbox"/> Encourage high profile visitors – Premier, celebrities <input type="checkbox"/> Highlight impact of crisis on local business	<input type="checkbox"/> Targeted advertising in tourism publications <input type="checkbox"/> Social media campaign, including blogs <input type="checkbox"/> Direct communication with inbound travel operators <input type="checkbox"/> Free call information line <input type="checkbox"/> Existing outlets such as visitor information centres
<b>Medium cost</b>	
<input type="checkbox"/> As above <input type="checkbox"/> Select journalist famils to the region <input type="checkbox"/> Pursue positive stories with expert PR assistance <input type="checkbox"/> Conduct briefings/famils for opinion leaders (bloggers, media personalities) <input type="checkbox"/> Co-ordinated special travel and accommodation deals	<input type="checkbox"/> As above <input type="checkbox"/> Market research <input type="checkbox"/> More extensive online, print and radio advertising <input type="checkbox"/> Opportunities for advertorials
<b>High cost</b>	
<input type="checkbox"/> As above <input type="checkbox"/> Arrange more extensive famils to the region	<input type="checkbox"/> As above <input type="checkbox"/> Extensive advertising – online, television, radio, newspaper supplements/ advertorials <input type="checkbox"/> Direct marketing to key audiences <input type="checkbox"/> Introduction and promotion of generous travel and accommodation deals

\*Reference – [Tourism Victoria's Crisis Communications Handbook for regional and local tourism](#)

## Return to Post-crisis recovery overview



### Step 10: Evaluation and lessons learned

**TIMING:** Week 3 to 4 post crisis

**RESPONSIBILITY:** TEQ, RTO and local stakeholders

**ACTION:** Evaluate

#### Evaluation

- Meet with LDMG, key stakeholders and operators to evaluate process
- Send survey to assess crisis communication response:
  - What worked?
  - What didn't work?
  - What would you do differently?
  - How effective was communication between partners coordinated?
  - Feedback from visitors re information during and after?
  - How can we improve our response pre, during and post crisis?

#### Lessons learned

- Report on lessons learned and recommendations for improvement

#### Update Crisis Communication Toolkit

- Revise and update Crisis Communication Toolkit as required



# Media protocols and crisis communication tips

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## Crisis media protocols

- All media enquiries must be logged
- Buy time - record journalist's name, organisation, phone number, email address and deadline and say appropriate person will come back to them
- Ask what questions they have
- Provide written responses to confrontational journalists, where possible
- Avoid 'no comment' and instead use:
  - 'I don't have that information to confirm right now'
  - 'What I can tell you is...'
  - 'You're asking me to speculate, which I won't do'
  - 'That's private information and we respect people's privacy'
- Liaise with lead agency in charge of crisis/emergency to determine what can/can't say publicly
- Only respond to tourism related media queries and refer crisis handling queries to lead agency or QTIC, where appropriate
- Liaise with TEQ and QTIC on media responses with far-reaching impact on the industry
- If appropriate, identify appropriate local experts or tourism operators to make "third party" comments



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## Social media crisis protocols

- Turn off scheduled posts when notified about crisis
- Know when to walk away from social media responses – move conversation to private message, if appropriate
- Don't post photos of flooded or burned areas – covered enough by the media
- Post crisis - show real-time photos of open businesses and attractions
- Include dates photos are taken in caption to show what region looks like now
- Post success stories and community efforts from local hotels, restaurants and other hospitality businesses
- Post about holiday events or relevant community fundraisers
- Anniversary – where we are now success stories
- Use hashtags for unified response

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## RTO crisis media tips

### People come first

- Demonstrate concern for people. In order of importance people come before environment, property and profit

### Media offers an opportunity not a threat

- The media can help spread your message fast and wide
- If the incident is not a threat to visitors downplay response

### Avoid 'no comment'

- No comment sounds like you're guilty, hiding something or confirming a controversial fact

### Instead of no comment

- I don't have that information I can confirm right now
- You're asking me to speculate, which I won't do
- What I can tell you is...
- You will need to speak to ... for that
- That's private information and we respect people's privacy

### Media conference location

- Hold in contained area away from incident, preferably indoors and/or command centre – projects professionalism/confidence, avoids impeding emergency services and prevents contact with bystanders
- Ensure appropriate background for TV interviews – avoid marketing collateral
- Highest ranking government or agency official should lead media conference – Premier, government minister, mayor

### When in doubt, refer media to the experts

- Only discuss facts and reliable information
- Don't make information up
- Refer non-tourism crisis related queries to relevant or lead agency

### Know when to respond

- Avoid pressure to respond immediately before considering the situation and your message
- Buy time by recording contact details and telling them someone will come back to them
- But don't wait too long or the media will tell the story for you and it's harder to correct a story

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**Provide regular updates**  Regular updates help counter speculation and misunderstandings

**Tell the truth**  Transparency is vital to your credibility  
 The truth always catches up with a lie  
 Bad news can be tempered by emphasising actions taken to address it and putting it into full context

**Be calm**  Be calm and measured in all media interactions to convey a sense of control and preparation  
 Acknowledge your responsibility to visitors and the community  
 Put the crisis in perspective

**Speak with one voice**  Share agreed key messages with key stakeholders and operators, so the industry has a unified voice if contacted directly

**The media loves a hero or a villain**  Help shift the media's focus on assigning blame by promoting a hero  
 Promote the heroic actions of emergency services, tourism operators or general public in a crisis

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## Tourism operator - media crisis tips and messaging

- Buy time - record journalist's name, organisation, phone number, email address and deadline and say will come back to them
- Ask what questions they have
- Avoid 'no comment' and instead use:
  - 'I don't have that information to confirm right now'
  - 'What I can tell you is...'
  - 'You're asking me to speculate, which I won't do'
  - 'That's private information and we respect people's privacy'
- Contact the Regional Tourist Organisation for messaging advice
- Suggested media/social media messaging immediately following serious tourist incident:
  - We are saddened to confirm that xxx of our guest/s were injured/killed in an incident this morning. Our thoughts are with them, their families and the other guests on the tour.
  - We are working with authorities to assist in any way we can. We have suspended our tours and will work closely with authorities regarding our upcoming tours.
  - We would also like to thank emergency services for their immediate response in assisting our affected guests so quickly.



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- Suggested messaging to notify visitors of pending natural disaster:
  - You should consider leaving the area if it is safe to do so. Check airport status updates and road closures before you leave.
  - If you are planning to leave the area remember to check the status of the airport and road closures by visiting the xxxxxx City Council emergency dashboard.
  - To book a taxi call xxxxxxxx or an airport shuttle bus call xxxxxxxx.
  - For information regarding the cyclone, please visit the xxxxxx City Council emergency dashboard or listen to the local ABC radio station on xxxxxx.
  - If you have no option but to stay, follow these Steps:
  - Contact your accommodation provider to ensure it is safe for you to stay.
  - If you can't stay in your accommodation, find the nearest emergency evacuation centre by visiting the xxxxxx emergency dashboard (or provide these details to them and travel options to get there)
  - Prepare an emergency kit including (water in sealed containers, canned food to last three days, can opener, medications, toiletry supplies, torch, mobile phone charger and portable power pack for charging phones)
  - Watch/listen for updates and follow the advice of authorities.
  - Contact your travel providers to find out more about cancellations or updates to bookings.



# Tourism crisis case studies



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## Coronavirus (COVID-19)

Due to the coronavirus (COVID-19) pandemic, tourism operators large and small across Australia have been heavily impacted as they face the industry's biggest challenge seen in decades. Initial impacts began with a drop in visitor numbers from China and increased booking cancellations in late January.

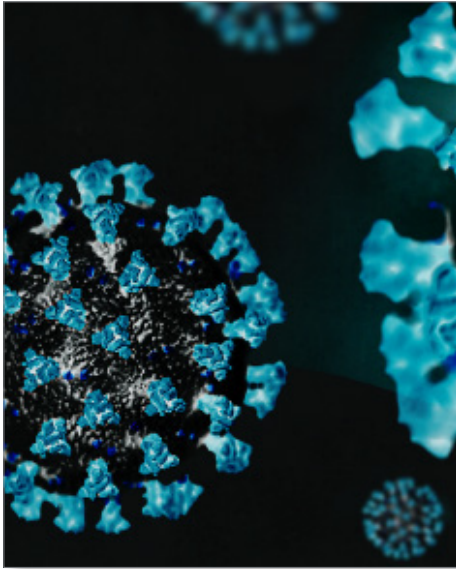
By April 2020, Australia's borders were closed to foreign travellers, most state borders shut, major events and festivals cancelled, and Queenslanders ordered to stay home and not take holidays over the peak Easter break.

### Crisis impacts on tourism industry

As a result, tourism businesses and operators have been forced to either close or change their operating model to act as 'quarantine' hotels, provide online, take-away or delivery services, or deliver virtual tours. Major tourism-related revenue losses for 2020 are likely to reach the billions of dollars, with multiple business collapses and job losses devastating the industry.

### Crisis management response


Although no tourism, or other, business is likely to escape the coronavirus pandemic unscathed, those that act to change what they offer while also protecting their reputation and brand by putting the interests of their customers and staff first are likely to be in a better position to recover long term.



Key crisis communication tips for tourism operators to remember in this environment include:

- **Be authentic** – show genuine empathy through actions, not just words by prioritising customer/guest and staff interests and going over and above what is required where possible. Now is not the time to profit at others' expense
- **Avoid hysteria** – staff and customers/guests are looking for reassurance. Emphasise your first priority is to ensure the safety of staff and customers/guests
- **Be up front** – don't lie or cover up the facts. Be transparent and honest about impacts on your business and visitors
- **Don't make promises you can't keep** – make sure you do what you say you will do. And don't make commitments you cannot keep as customers and guests are watching and will remember
- **Consider all stakeholders** – address all stakeholders concerns as best you can and communicate with each using the most appropriate channels
- **Be proactive not reactive** – don't wait for the worst-case scenario, instead make a plan, consider customer/guest concessions where possible and tell stakeholders what you are doing
- **Turn a crisis into an opportunity** – where possible, pivot your business. Many dine-in restaurants have shifted to take-away and delivery services, while numerous tour operators and zoos are now offering virtual tours
- **Corporate Social Responsibility** – if possible, assist charities, laid off tourism employees and community groups. Communicate what you are doing to assist others, but avoid promoting your own business or brand first
- **Know when to stay quiet** – avoid media or social media debates and controversy. Move to private message to address customer/guest concerns and only respond to tourism/business related media queries. Refer journalists to government authorities regarding directives



**O'REILLY'S COMMITMENT TO YOU**

An important message from the O'Reilly family.

First of all, we would like to wish you the very best of health during these unprecedented times - please keep safe, stay calm and look after each other.

O'Reilly's Rainforest Retreat is OPEN FOR BUSINESS. Rest assured that we are taking the COVID-19 virus extremely seriously and are following advice from both government and health authorities. We have taken necessary steps and the highest precautions to ensure your comfort and safety during your stay with us at O'Reilly's.

**HEALTH AND HYGIENE - Current and additional health procedures in place**

**GENERAL**

- Hand sanitiser dispensers located throughout the Retreat and Villa precincts.
- All staff have been briefed on best hygiene practices.
- Common areas such as toilets are disinfected hourly to ensure cleanliness.
- O'Reilly's has ordered 3 non-contact instant temperature devices. All staff will have their temperatures taken daily before their work shift to monitor their health. Guests can also make use of this option. We will follow recommended guidelines and procedure if a staff member has a temperature.
- The Retreat and Villas are spread out over 10 hectares, O'Reilly's owns 300 hectares and Lamington National Park is over 20,600 hectares. Our guests enjoy both open space and privacy amongst these tranquil settings.

**YOUR ROOM**

- All door handles and surfaces are being disinfected daily with commercial disinfectant.

## Crisis response examples

Although no tourism, or other, business is likely to escape the coronavirus pandemic unscathed, those that act to change what they offer while also protecting their reputation and brand by putting the interests of their customers and staff first are likely to be in a better position to recover long term.

### O'Reilly's Rainforest Retreat

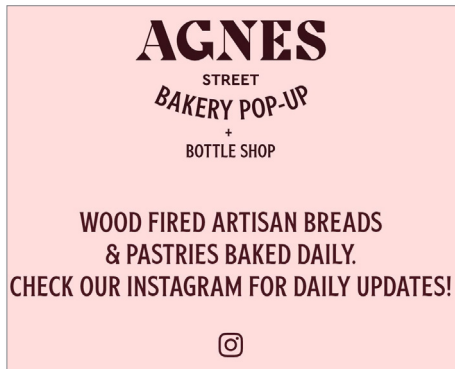
Prior to the Queensland Government's directive requiring the closure of non-essential businesses, O'Reilly's Rainforest Retreat located in the Gold Coast Hinterland was proactive in promoting the measures they were taking over and above health requirements to keep guests and staff safe.

They kept previous, current and future guests updated with regular EDMs highlighting what actions they were taking, while also promoting the retreat's key selling point during a pandemic "of space and privacy amongst a tranquil setting".

Since closing the retreat, O'Reilly's has been promoting online wine sales from O'Reilly's Canungra Valley Vineyards.



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### Agnes Pop Up Bakery and Bottle Shop

Brisbane-based restaurant, Agnes, was due to open for business in Fortitude Valley earlier this year. But the opening was postponed following the coronavirus crisis. They have since reinvented their business to create Agnes Pop Up Bakery and Bottle Shop.

In keeping with government directives, it will now offer take-away products, including exclusive restaurant wines you can't find at liquor stores at bottle shop prices, alongside wood-fired breads, pizzettas and baked sweet treats like doughnuts and Basque cheesecake, plus handmade cheeses, cured meats, and more.

(<https://agnesrestaurant.com.au/>)



### Stageking

Following the cancellation of the Melbourne Formula One and all large events due to coronavirus, Stagekings' lost more than \$2.5 million worth of business.

Stagekings, which makes giant pop-up stages for big events, quickly pivoted their business. Within 10 days the company reopened, switching from making stages to designing, manufacturing and selling stand-up desks and other 'isolation' office furniture.

The company reemployed old staff as well as an additional 10 people from the entertainment and events industry. They are also donating \$10 from every sale to Support Act, a non-profit which is providing emergency support, including a wellbeing hotline, to people in the entertainment industry.

(<https://www.stagekings.com.au/store/isoking>)



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### Diageo - Bundaberg Distilling Co.

Queensland's iconic Bundaberg Rum has contributed to the nation's supply of hand sanitiser by pumping up ethanol production and donating it to the Queensland Government.

The donation is part of a global pledge by parent company Diageo to donate up to two million litres of alcohol to manufacturing partners worldwide, enabling the production of more than eight million bottles of hand sanitiser.

Bundaberg Rum has donated 100,000 litres of ethanol to the Queensland Government that will be forwarded to manufacturers to produce around 500,000 250ml bottles of hand sanitiser.

(<http://www.myc.com.au/queensland-rum-distilleries-help-boost-hand-sanitiser-production/>)

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Two British tourists attacked by a shark while snorkelling in the Whitsundays

## Shark attack – Tourism Whitsundays

In October 2019, two British tourists were attacked by a shark in a popular snorkelling and diving location at Hook Passage in the Whitsundays. Although both tourists recovered, one tourist had his foot bitten off and the other received severe lacerations to his leg.

The shark attack was the fifth attack in the region over the past 13 months. Three of the previous incidents occurred in Cid Harbour, which is not a recognised snorkelling or swimming area, and were the first in more than a decade. The other attack occurred at Line Reef in an area frequented by scuba divers.

The recent attack resulted in considerable national and international media coverage as well as reduced snorkelling and dive tour bookings immediately after the attack.

### Crisis management response

#### Immediate response (1-2 hours)

While emergency services were on hand to assist the injured visitors at Coral Sea Marina, Tourism Whitsundays in conjunction with the Whitsundays Regional Council and Coral Sea Marina Resort organised immediate counselling support for the passengers and crew as they returned.

Tourism Whitsundays CEO and the Whitsundays Mayor met arriving media at the marina to provide immediate comment and prevent the media from trying to interview the injured tourists, crew and passengers.

Initial messaging focused on concerns for those injured, the welfare of the other visitors who witnessed the attack and the provision of trauma counselling to the passengers and crew.



## Messaging response (2-6 hours)

To ensure all messaging was coordinated, Tourism Whitsundays liaised closely with the tour boat operators involved, the local council, Tourism and Events Queensland, local charter boat industry groups and other key stakeholders.

The mayor and Tourism Whitsundays CEO, Natassia Wheeler, held a media conference later that day emphasising their concern for the wellbeing of those involved as well as praising the "lightening fast response" of emergency services and holidaying paramedics onboard the boat. She also indicated it was too early to comment on shark control measures. Natassia also did several media interviews with the BBC UK, Channel 5 UK, ABC radio Brisbane and Hit FM.

Key messages were also prepared for the tour boat operator's Facebook, helping to reduce media queries.

## Ongoing response (Day 2 and 3)

Tourism Whitsundays held a second media conference the day after the incident, focusing on visitor safety and their collaborative approach with government and experts to find a long-term solution. They announced that an urgent working group with researchers would be convened and requested the government provide funding for aerial surveillance.

In the days after the incident, messaging was provided to tour boat operators, other tourism operators and trade industry partners to provide a unified voice in responding to visitors concerns and the media. The messaging emphasised the industry's commitment to the safety of visitors to the region.

## Media coverage outcomes

Following previous shark attacks, Tourism Whitsundays did not provide immediate media comments or interviews. Although media coverage was equally widespread for all incidents, the length of coverage for previous attacks was longer and more sensational. There was also greater emphasis on the controversy surrounding shark control methods and the “blame game” of who was responsible.

By engaging with the media following the most recent attack, coverage of the incident was considerably shorter, with only three days of media coverage compared to out-of-town media still covering the previous events in Airlie Beach up to eight days later.

Tourism Whitsundays handling of the recent incident also helped to shape the nature of media coverage. By managing the media immediately after the attack and asking them to respect the privacy of those involved, reporting was less sensational and more respectful towards the injured tourists and other guests.

Media conference comments praising the response of emergency services also shifted the focus onto the heroic efforts of the two holidaying paramedics who helped on the boat and the first responders prompt reaction at the marina.

Tourism Whitsundays was also able to help fill the void, previously filled by media speculation and criticism, by actively offering a short and long-term solution via aerial surveillance and the urgent working group.

These measures not only helped to reduce ongoing coverage of the incident, but also helped to reassure visitors and tourism operators that measures were being taken to address safety concerns.

To help overcome potential cancellations due to the recent attack, Tourism Whitsundays will increase its overall advertising buy in domestic markets as part of its upcoming campaign.





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## Binna Burra Bushfires

The following case study has drawn on research completed by Dr Debbie Cotterell & Associate Professor Sarah Gardiner from Griffith Institute for Tourism.



Griffith Institute for Tourism

Binna Burra Lodge is a heritage listed attraction and accommodation facility founded in 1933 and located in Lamington National Park in South East Queensland - approximately 45 kilometres from the Gold Coast.

Part of the UNESCO World Heritage Listed Gondwana Rainforests of Australia, the site housed original heritage listed timber buildings, the Rainforest Campsite, the Lamington Teahouse and Skylodge apartment type accommodation.

On Sunday 8 September 2019, a bushfire tore through the area and destroyed most of Binna Burra's heritage listed buildings. Due to a voluntary management initiated evacuation of all guests and staff two days beforehand, no one was killed or injured.

Prior to the bushfire Binna Burra was a well-known and much-loved place to visit for holidays, educational school camps, outdoor activities, weddings and celebrations.



## Crisis management response

### Preparation

Binna Burra was well-prepared for the impending bushfire crisis.

1. All disaster management policies and procedures were up to date
2. Staff conducted regular emergency drills
3. Three senior managers had recently completed a refresher training course in a fire safety program
4. A 'cool burn' (an Aboriginal technique used for controlled burning) was conducted one month prior which helped to reduce the impact of the fire on surrounding national park areas approximately three kilometres away from the lodge

### Response

While Binna Burra was prepared for a bushfire, no one could foresee the unprecedented emergency that was to unfold.

On Friday 6 September 2019, Binna Burra Lodge was fully booked. A nearby bushfire was burning in the valley at Sarabah. By mid-morning the situation had worsened.

By lunchtime, the fire status had changed to 'act and alert' so staff started the pre-evacuation procedures. Guests were advised to pack their bags and be ready to leave, if necessary. Reception provided regular updates to guests and senior management controlled the messaging.

By Saturday 7 September weather conditions had worsened and the fire status changed to 'emergency warning'. Senior Binna Burra Lodge staff made the decision to conduct a voluntary evacuation of the lodge.





Staff followed their emergency plan which included:

- Activating the fire alarm and roof sprinklers
- Marking doors with chalk to ensure all rooms were vacated
- Locking all doors and windows
- Switching off gas
- Securing cash
- Positioning staff at strategic locations to ensure all guests were evacuated and no new visitors could enter the site
- Evacuating the site

In the early hours of Sunday morning, Binna Burra Lodge was hit by the bushfire, destroying most of the heritage listed buildings which housed the reception, original lodge accommodation and dining room, leaving only the Rainforest Campsite, the Lamington Teahouse and most of the newer self-contained Sky Lodges intact.

A temporary headquarters was set up the same day at a nearby cafe and the Chairman, Steve Noakes Chairperson of the Board of Directors, became the sole media and stakeholder communications spokesperson.

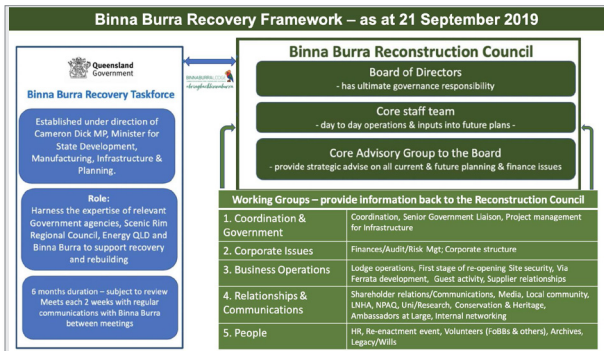
The Hon. Cameron Dick, Minister for State Development, Manufacturing, Infrastructure and Planning contacted Steve Noakes on the Sunday afternoon of the bushfire to offer support with an across government agency recovery taskforce.

### **Crisis impacts on Binna Burra**

The impacts on Binna Burra were devastating. With many buildings destroyed, a significant recovery project would be needed.

65 staff worked at the facility at the time of the bushfire.

Binna Burra Lodge had over 4,000 forward bookings for guests as well as group, weddings and conferences. Managing refunds through third party distributors in the weeks following the fire proved challenging.



## Crisis recovery

### 1. Taskforce set up

On 13 September the first meeting was held of the Queensland Government Recovery Taskforce for Binna Burra to coordinate between and within local, state and federal governments for the redeployment of staff and manage the road access and infrastructure recovery.

### 2. Recovery framework implemented

Binna Burra Lodge created a recovery framework that ran parallel to the Queensland Government Recovery Taskforce and drew on the framework outlined in the Queensland State Disaster Plan.

### 3. Staff management

A 'staff transition' event was organised where staff were offered new jobs or training opportunities. All staff retained their jobs.

### 4. Show of support from public figures

Key public figures including the Australian Governor General, the Prime Minister, the national Minister for Emergency Services, the local Members of Parliament from federal and state electorates, the Premier, the Leader of the Opposition, the Mayor and others visited the site and drew attention to its recovery, helping to boost moral, financial and other contributions.

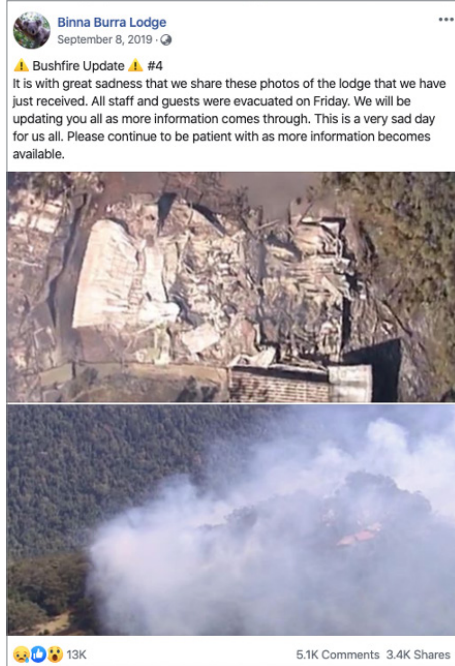
### 5. Rebuild

Seven months after the fire, Binna Burra remains closed with a reopening date to be confirmed (pending Coronavirus). The reconstruction of the facility will help boost the local tourism industry which has suffered immensely as a result of the bushfire.

There are plans for a new government-funded climbing track, and a master plan will be completed with stakeholder consultation. Recently the Federal and State Governments committed \$1.8m to the recovery fund under national Bushfire Recovery Agency.



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## Media and social media response

National and international media covered the devastation of the Binna Burra bushfire. This high profile media coverage threw the lodge into the spotlight, gaining immediate attention from the public and government.

All messaging was controlled through the media spokesperson, Steve Noakes, via TV, radio and print media, as well as the in-house social media sites and mailings to shareholders.

Binna Burra Lodge acted quickly to convert their website into '#BringBackBinnaBurra' messaging providing information and updates on the recovery efforts. A Go-Fund-Me page was also set-up.

<https://www.binnaburralodge.com.au/news/message-from-steve-noakes-binna-burra-chair-board-of-directors/>

The website continues to provide updated information and news stories.

The first media coverage with aerial footage was posted on the Binna Burra Lodge Facebook post – attracting 13,000 reactions, over 5,000 comments and 3,500 shares.

Binna Burra's innovative #bringbackbinnaburra campaign used a range of tactics to engage the public and help raise funds to rebuild the site.

The campaign has focused on:

- sharing videos of the Lodge site being cleared
- photos of wildlife returning
- profiling staff who carried out the evacuation
- rebuilding the site
- special events for the public
- general updates.



## Key insights

- Have multi-skilled, cross-trained staff that are able to deal with complex and variable situations, and transferable skills.
- Conduct regular crisis scenario training
- Have a go-kit that is easily accessible and contains information required to keep business trading
- Store important archive documents off-site, and store cash and valuable items in a way that is easy to move.
- Station staff to avoid more visitors to the disaster zone.
- Pre-determine the most senior person in the organisation as a single spokesperson to communicate and liaise with key stakeholders and media
- Have the ability to operate remotely and set-up temporary headquarters
- Pivot your communications and website in response to the event
- Create a campaign that will capture people's imagination and invite them to contribute
- Consider how you will manage bookings and distribution channel partners
- Build relationships with key stakeholders and partners prior to the event such as destination marketing organisations, the media, emergency services and government.
- Understand staffing responsibilities and have a staff management plan in the event of a disaster with particular consideration to the post-disaster staff management strategy

### For more information visit

#### **Bushfire Response & Recovery**

<https://www.slideshare.net/SteveNoakes/bushfire-response-recovery-optics-substance>

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Tropical cyclone Isis threatened coastal communities in the Mackay and Whitsunday region

# Cyclone Iris – Mackay Tourism

In April 2018, tropical cyclone Iris threatened coastal communities in the Mackay and Whitsunday regions. Although the cyclone eventually weakened and did not make landfall, local residents and tourism operators feared the impact of another cyclone one year on from destructive tropical cyclone Debbie.

## Crisis management response

### Preparation and response

In April 2018, tropical cyclone Iris threatened coastal communities in the Mackay and Whitsunday regions. Although the cyclone eventually weakened and did not make landfall, local residents and tourism operators feared the impact of another cyclone one year on from destructive tropical cyclone Debbie.

**Visit Mackay, Queensland, Australia**  
Published by Dan Brown (7) April 3, 2018

For locals and visitors currently in The Mackay Region looking for information regarding TC Iris, Mackay Tourism will be issuing regular updates. Our office is open for all general enquiries. In the meantime to ensure you are cyclone ready please visit the Mackay Regional Council's emergency dashboard. Please remain safe and in the event of an emergency contact the SES on 132 500.

**Mackay Regional Council Dashboard**

Get More Likes, Comments and Shares  
Boost this post for A\$100 to reach up to 9,400 people.

1,732	97
People Reached	Engagements

1 Comment 3 Shares

Like Comment Share

<b>Performance for Your Post</b>		
1,732 People Reached		
23 Likes, Comments & Shares		
19 Likes	16 On Post	3 On Shares
1 Comments	1 On Post	0 On Shares
3 Shares	3 On Post	0 On Shares
74 Post Clicks		
0 Photo Views	18 Link Clicks	56 Other Clicks
<b>NEGATIVE FEEDBACK</b>		
0 Hide Post	0 Hide All Posts	
0 Report as Spam	0 Unlike Page	
Reported stats may be delayed from what appears on post.		





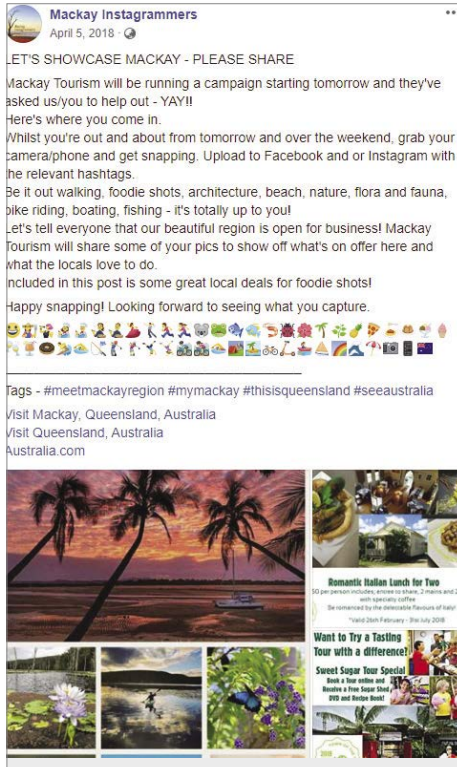
## Crisis impacts on tourism industry

Although cyclone Iris did not cause widespread damage, tourism operators feared that media reports would lead to visitor cancellations for the upcoming Easter and April long weekends as well as winter bookings due to perceptions of damaged infrastructure and attractions.

## Crisis recovery

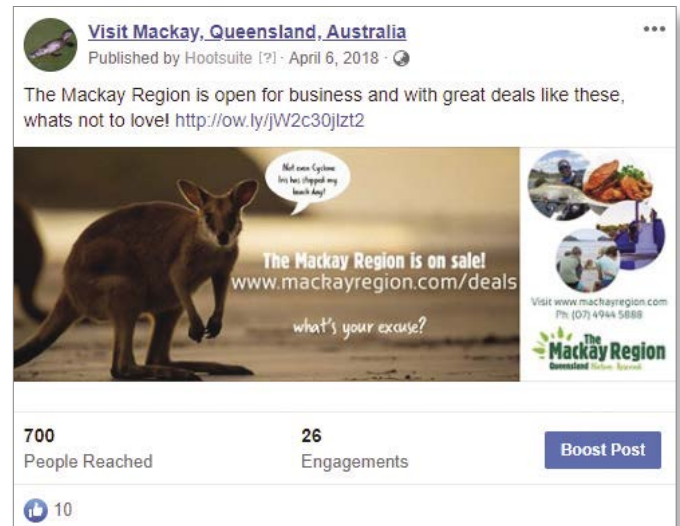
To help ensure cyclone Iris did not negatively impact the tourism industry, Mackay Tourism took the following Steps:

- Launched an immediate campaign to promote positive messaging that Mackay was 'open for business'. The campaign:
  - used stunning and current images, avoiding stock images, to demonstrate the area was unaffected
  - encouraged operators to post positive social media using hashtags
  - developed a series of good news stories including kangaroos and wallabies safe at Cape Hillsborough, volunteers helping with the clean-up and local restaurants open throughout to feed/service SES and emergency workers
  - activated a social advertisement for Awareness Campaign targeting empty nesters and older families
  - implemented an influencer/media famil program to increase exposure
  - launched a visiting friends and relatives campaign to entice locals to invite visitors to the region using contra agreements with partners including The Daily Mercury, Southern Cross Austereo and Qantaslink



## Campaign outcomes

The campaign resulted in increased visitor numbers for Mackay over the 2018 Easter and April long weekends. Tourism operators also reported they had minimal cancellations as a result of the cyclone during the winter season.





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Weather event -  
2018 floods  
threaten Townsville  
tourism

## Floods – Townsville Enterprise

In February 2019, Townsville North Queensland experienced an unprecedented weather event, recording more than 2000mm of rain - the largest recorded rainfall to have occurred in the area in the past 120 years.

Floodwaters extended 700km long and 70km wide covering 15,000 km<sup>2</sup> in the Flinders and Norman river basins. More than 8000 residents were impacted in Townsville, with nearly 3300 properties damaged.

### Crisis management response

#### Preparation

Ahead of the intense flooding, Townsville and Magnetic Island Visitor Information Centres were closed. Townsville Enterprise contacted tourism operators encouraging them to access the Townsville Emergency Management Dashboard for emergency updates and determine visitor numbers in the area.

Due to quick thinking and good relationships with regional accommodation providers, Townsville Enterprise was able to provide local vacancy rates to the Townsville Local Disaster Management Group (LDMG) within hours to help accommodate stranded visitors and evacuating residents as expected flooding worsened.

#### Response

Townsville Enterprise continued to provide updated visitor impacts and vacancy rates, including event spaces to accommodate people on mattresses, to the LDMG throughout and immediately after the event. Townsville Enterprise also liaised directly with Airbnb to accommodate additional visitors and incoming emergency services personnel. It also continually shared LDMG updates with tourism operators.



## Crisis impacts on tourism industry

The 2019 weather event generated national and international headlines, depicting images and headlines of devastation to Townsville and the region.

Although domestic overnight visitor numbers increased in the March 2019 quarter by 32% Year Over Year (YOY), international visitation dropped by 11% YOY. The rise in domestic visitor numbers was largely due to relief workers and displaced people seeking accommodation as a result of the flooding event.

However, tourism operators feared that visitor numbers would decline, and tourists would cancel bookings due to perceptions of damaged infrastructure and potential health risks resulting from the floods.

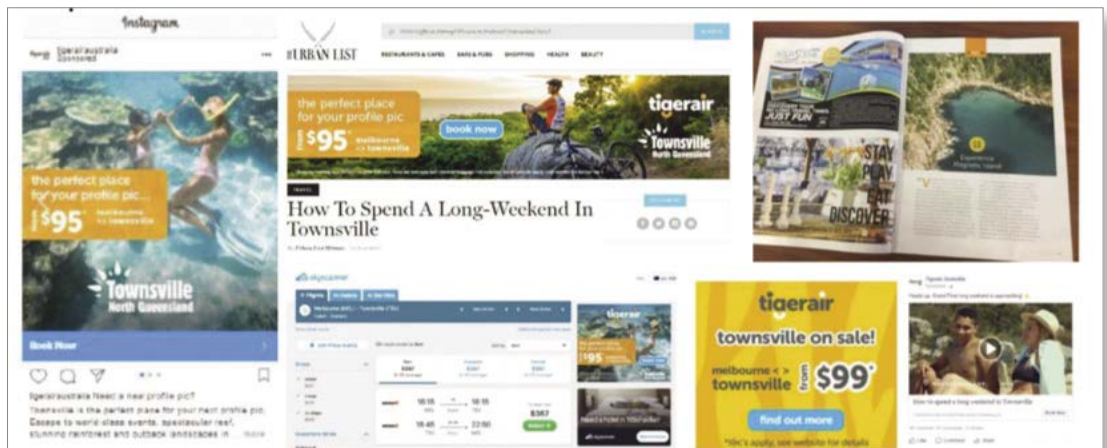
## Crisis recovery

To help the tourism industry recover, Townsville Enterprise took the following steps:

- Distributed State Government surveys assessing flood damage for businesses
- Launched a community sentiment campaign to celebrate post-flood community successes, ban together and encourage Queenslanders to holiday in their own backyard
- Worked with Tourism and Events Queensland to secure funding to develop marketing campaigns primarily promoting Magnetic Island as well as Townsville
  - The campaign used Today Show broadcasts from The Strand in Townsville, a joint airline campaign targeting Brisbane, Sydney and Melbourne travellers, influencer famils and socia media campaigns, trade partnerships including Flight Centre, Webjet and SeaLink travel package promotions, a national radio campaign, billboard promotions and industry development workshops for operators to enhance digital platforms for attractions and operators.

## Campaign outcomes

The campaign resulted in record visitor numbers for Magnetic Island between Easter and Winter. Similarly, the airline partnership, which involved 10 days of marketing, secured more than 8,000 inbound visitors.





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# Crisis response and messaging



[View crisis lead agency role and contacts](#)



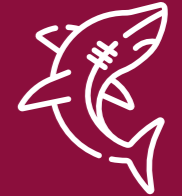
## 1. Natural disaster

Response messaging  
Communication materials  
p.69



## 2. Visitor accident/death

Response messaging  
Communication materials  
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## 3. Wildlife attacks

Response messaging  
Communication materials  
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## 4. Drought and heatwave

Response messaging  
Communication materials  
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## 5. Reef related crisis

Response messaging  
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## 6. Environmental disaster

Response messaging  
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## 7. Manmade disaster

Response messaging  
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## 8. Reputational damage/rumour

Response messaging  
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## 9. Health scare

Response messaging  
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## 10. Incident blocking access

Response messaging  
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## 11. Loss of services/operator bankruptcy

Response messaging  
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## 12. Racist, criminal or terrorist attack

Response messaging  
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# 1. Natural disaster

## 1.1 – Natural disaster - cyclone, flooding, storm surge, tsunami, fire or earthquake response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local Disaster Management Group</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Crisis Coordination Centre</li> <li>Queensland Fire and Emergency Services (QFES)</li> <li>Tourism and Events Queensland (TEQ)</li> </ul>	<b>National lead agencies</b> <ul style="list-style-type: none"> <li>Australian Government Crisis Coordination Centre</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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Imminent crisis	During crisis	Recovery
<p><b>Key steps (Natural disaster/cyclone watch period)</b></p> <ul style="list-style-type: none"> <li>Check facts with lead agency - duration, specific area, visitor and travel impacts, what can/can't say publicly</li> <li>Brief CEO, Chair and staff</li> <li>Brief TEQ</li> <li>Liaise with lead agency – agree response, messaging and RTO role</li> <li>Print out up to date contact list</li> <li>Ensure readiness of emergency and first aid kits, charge portable devices, fuel company vehicles, secure loose items</li> <li>Prepare messaging</li> <li>Contact tourism operators, local tourism organisations and visitor centres re updates, establish if assistance required, explain how to assist stranded visitors</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Respond to tourism-related media queries – refer others to lead agency</li> <li>Revise/suspend advertising and scheduled social media</li> <li>Post relevant updates encouraging visitors to refer to local emergency dashboard</li> </ul> <p><b>Key steps (Natural disaster/cyclone warning period)</b></p> <ul style="list-style-type: none"> <li>Call meeting to advise staff of situation and ensure their safety</li> <li>Advise visitors to leave the area if safe to do so</li> <li>Send updated notifications/emails/texts to trade, members and other stakeholders</li> </ul> <p><b>Key steps (Natural disaster/cyclone Impact expected (within 48 hours))</b></p> <ul style="list-style-type: none"> <li>Enact office safety protocols – secure windows and doors, clear desktops, unplug electrical equipment, ensure systems backup up to date and secured, master electrical board shutdown and valuables in safe</li> <li>Send updated message to all stakeholders advising of office shutdown and where to access latest emergency updates</li> <li>Advise visitors to leave area if safe to do so or to seek appropriate shelter</li> <li>Change office's phone recorded message to advise of office closure and directing people to local emergency dashboard</li> <li>Send all staff home</li> <li>Post message on visitor information centre noticeboard and transfer centre phone to mobile, if applicable</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Liaise with TEQ and LDMG</li> <li>Send out 4-hourly regular notifications (email/SMS and social media) updates to: <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Transport providers</li> <li>Visitor centre electronic noticeboard</li> <li>TEQ</li> <li>Local tourism organisations</li> </ul> </li> <li>Liaise with tourism operators to support stranded or evacuated visitors</li> <li>RTO respond to tourism-related media related enquiries</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Seek lead agency updates on infrastructure, services and transport impact</li> <li>Liaise with TEQ and lead agency re initial recovery messaging/response</li> <li>Issue media release, interviews as appropriate</li> <li>Update website and social media channels re incident cessation</li> <li>Contact operators to assess damage and provide assistance</li> <li>Hold informal debrief with operators (first week post crisis)</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Implement initial recovery messaging – media, social media, website and advertising</li> <li>Use photos to tell the story</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ: <ul style="list-style-type: none"> <li>Positive stories about unaffected or open operators</li> <li>Celebrity and other endorsements</li> <li>Media famils</li> <li>Evaluate what worked and what didn't during crisis</li> </ul> </li> <li>Update crisis toolkit</li> </ul>



## Imminent crisis

### Key messaging - Imminent

#### General

- Our priority is allowing emergency services to do their job to ensure people, property and infrastructure are safe.
- We are working with the relevant authorities to ensure the safety of visitors to the region.
- The tourism industry is well prepared for events such as this with management plans in place to keep visitors safe.
- If it is safe to do so, we encourage you to leave the region as soon as possible.
- For information about bookings or changes to arrangements please contact your accommodation or transport providers directly. Please do not call 000.
- For information about ground transfers to xxxx Airport please visit xxxx
- We will provide regular updates to local operators and through our social media channels.
- Our visitor information centre will be closed from xxxx.

#### Cyclone/flooding

- Visitors should monitor our social media channels for the latest information and listen to the advice of authorities at all times.
- If it is safe to do so, visitors should immediately leave the region.
- For information about bookings or changes to arrangements please contact your accommodation or transport providers directly. Please do not call 000.
- For information about ground transfers to Xxxxxx Airport please visit xxxx.
- If you are unable to leave the region, please seek shelter in a safe place.
- Local shelters are located at xxxx. For more information visit xxxx (specify how they should do this). If you find yourself in an emergency situation, please contact 000.
- Our visitor information centre will be closed from xxxx (provide details). Visit our Facebook/Twitter page for the latest updates on conditions and access restrictions.

#### Fire

- Visitors should not put their life at risk and are asked to observe all signage, barriers and instructions from emergency services.
- Bushfire warnings are in place for these incidents and people should ensure they stay up-to-date with the latest information by checking the [QFES website](#).
- For a full list of national park and forest closures, visit [www.parks.des.qld.gov.au/park-alerts/](http://www.parks.des.qld.gov.au/park-alerts/)
- Please remain vigilant, report fires to Triple Zero (000) early and follow the advice of emergency services and other authorities.

## During crisis

### Key messaging - During

#### General

- If you are in a life threatening or dangerous situation or require emergency assistance, please call 000. For all other weather event updates visit xxxx (provide details).
- We encourage visitors to stay up to date with the latest on the xxxx event by following QFES on social media, visiting the QFES website and tuning into local radio.
- Please listen to the advice of emergency authorities at all times.

#### Cyclone/flooding

- Please refer to xxxx for latest emergency updates (provide details)
- You should seek shelter immediately or find your nearest evacuation centre. For details visit xxxx (provide details)
- For information about bookings or changes to arrangements please contact your accommodation or transport providers directly. Please do not call 000.
- Please visit xxxx for information about major tourist attractions in this region (provide details). Please do not call 000.

#### Fire

- Road conditions are changing quickly as fires escalate. Visit [QLDTraffic.qld.gov.au](http://QLDTraffic.qld.gov.au) for the latest updates on conditions and access restrictions. To hear the latest traffic incidents in your area, call 13 19 40.
- If you are in a fire-affected area, or if you plan is to leave, identify where you will go if the situation changes. Plan your evacuation route and check traffic conditions before you travel. You should reconsider any non-essential travel.

## Recovery

### Key messaging – Recovery

#### Initial recovery

- For information regarding airport status and road closures visit xxxx (provide details).
- For information about bookings or changes to arrangements please contact your accommodation or transport providers directly.
- We have been working with authorities to assess the safety of the region and will advise as soon as it is safe for people to return.
- Cyclones/flooding are a part of life in the tropical zone and our landscape recovers quickly from these natural weather events (use photos to show this).
- To continue your holiday, consider visiting xxxx, which has not been impacted and is open for business (provide links to nearby areas/regions open for business)

#### Ongoing

- xxxx region is now open for business. Local roads, transport networks, accommodation providers and other local businesses are now open, and our region is ready to welcome visitors back.
- Contact your local travel provider to see the many wonderful deals available that will allow you to experience everything xxxx has to offer.
- Visit our live webcams at xxxx to see current conditions.

## Imminent crisis

- Everyone should have a bushfire survival plan in place, so they know what to do in the event of a bushfire.
- If you see an unattended fire or suspicious activity, report it immediately to Triple Zero (000).
- If you are experiencing any adverse reactions to bushfire smoke, such as shortness of breath, prolonged coughing or wheezing, seek medical advice or ring Triple Zero (000) in an emergency.
- Fires can create hazards on our roads.
- As road conditions are changing quickly as fires escalate, visit [QLDTraffic.qld.gov.au](http://QLDTraffic.qld.gov.au) for the latest updates on conditions and access restrictions. To hear the latest traffic incidents in your area, call 13 19 40.
- Motorists should drive to conditions, particularly in areas with limited visibility due to smoke.
- Please don't travel in fire-affected areas unless directed by authorities that it's safe to do so.
- Motorists should be aware of emergency service vehicles, slow down and safely move out of their path so they can respond quickly to fires.

## During crisis

## Recovery

## 1.2 Natural disaster – communication materials

Imminent crisis	During crisis	Recovery
<p><b>Media release/holding statement</b></p> <p>xxxx is monitoring the situation and working with the relevant authorities to ensure the ongoing safety of visitors.</p> <p>Visitors who are currently staying in the region should plan to evacuate the area or seek shelter.</p> <p>We encourage people who had planned to visit the region to check the latest advisory updates.</p> <p>People who wish to change their travel plans will need to speak to their travel providers or travel insurer.</p> <p>Visitors can find more information on our website xxxx or xxxx City Council emergency dashboard.</p> <p><b>FIRE:</b> Do not enter closed areas including affected campgrounds and adhere to all advice and warnings by authorities.</p> <p>We encourage people who had planned to visit the region to check the latest advisory updates.</p> <p>People who wish to change their travel plans will need to speak to their travel providers or travel insurer.</p> <p><b>FLOOD OR STORM SURGE:</b> It is not safe to enter floodwater at any time. This puts you and our emergency service personnel at risk. If you see someone at risk, phone 000 immediately.</p> <p>Do not attempt to cross a flooded street, causeway or river. Water can be unpredictable. If you are trapped by flood water stay put until authorities can assist you.</p> <p>We encourage people who had planned to visit the region to check the latest advisory updates.</p> <p>People who wish to change their travel plans will need to speak to their travel providers or travel insurer.</p> <p>Visitors can find more information on our website xxxx or xxxx emergency dashboard.</p>	<p><b>Media release/holding statement</b></p> <p>xxxx is monitoring the situation closely and is working with the relevant authorities to ensure the ongoing safety of visitors.</p> <p>Anyone who requires emergency assistance should call 000 immediately.</p> <p>Many of our providers including local attractions and transport providers are currently closed.</p> <p>Visitors who need emergency shelter can visit xxxx City Council emergency dashboard for more information.</p> <p>If you are planning to evacuate, follow the advice of the relevant authorities or visit xxxx City Council emergency dashboard for more information.</p> <p>We encourage visitors who are staying to pack an emergency kit including clean water, food, and a torch.</p> <p><b>FIRE:</b> We urge visitors to our region to listen to authorities and follow their advice.</p> <p>Do not attempt to flee a fire affected area if it is not safe to do so. Seek shelter and wait for assistance.</p> <p><b>FLOOD:</b> Do not attempt to cross a flooded street, causeway or river. Water can be unpredictable. If you are trapped by flood water stay put until authorities can assist you.</p> <p>We urge visitors to our region to listen to authorities and follow their advice.</p>	<p><b>Media release/holding statement</b></p> <p>Cyclones are a part of life in North Queensland. Our community is working hard to ensure our tourism industry can get back on its feet as soon as possible.</p> <p>We are continuing to work with the authorities to monitor the situation and ensure it is safe for people to return.</p> <p>Many of our accommodation and transport providers, attractions and local businesses are already open and are welcoming visitors.</p> <p>Visitors who wish to leave the area can find out more about airport or road closures at xxxx City Council emergency dashboard or the xxxx <a href="#">Airport Facebook page</a>.</p> <p>For information about bookings or changes to arrangements please contact your accommodation or transport providers directly.</p> <p>If you have plans to visit us soon, speak to your travel providers, or visit our website to find out what is open.</p> <p><b>ONGOING:</b> xxxxxx is open for business. Our local roads, transport networks, accommodation providers and other local businesses are ready to welcome visitors back.</p> <p>We are encouraging people back to our region to give us a much needed boost as our community continues to rebuild.</p> <p>To see our area’s recovery first-hand and for the latest updates, visit our website and Facebook page.</p> <p>Our latest campaign is showcasing the best of our region to bring visitors back to our doorstep.</p>

## Imminent crisis

### Social media posts

For locals and visitors currently in the xxxx region looking for information regarding xxxx, please visit the xxxx City Council emergency dashboard or listen to the local ABC radio station (xxx AM). Our office will be closing from xxxx. In the meantime, please ensure you are [cyclone ready](#). Please remain safe and in the event of an emergency contact 000.



If you had planned to visit our region but now want to change your plans, please contact your travel providers for advice on rebooking or cancellations. You can also visit the xxxx Emergency Dashboard for more information.

We are working closely with our local tourism providers to get cyclone ready and ensure the safety of our visitors. This means helping people find emergency shelter or accommodation. If you need help visit xxxx Emergency Dashboard.

For visitors who plan to leave the area, weather conditions mean that some transportation options may not be available, so please phone ahead first and monitor the situation on xxxx Emergency Dashboard.

In the event of a bushfire you should monitor the situation at the QFES website or Facebook page. Please listen to all advice provided by authorities and act accordingly.

A total bushfire ban is currently in place for our region. Remember if you are camping, this rule applies to you. If you spot a fire, call 000. Visit [www.parks.des.qld.gov.au/park-alerts/](http://www.parks.des.qld.gov.au/park-alerts/) for more information.

Due to the weather alerts in place, our region will be experiencing closures of major attractions, tours and other activities until we can ensure the safety of our visitors. For more information visit xxxx Emergency Dashboard.

## During crisis

### Social media posts

Please refer to xxxx City Council emergency dashboard for latest emergency updates and how to remain safe during the cyclone. You can also tune into the local ABC radio station 630 AM for updates.

If you are seeking emergency shelter, please visit xxxxx Emergency Dashboard to find your nearest emergency evacuation centre. Please do not call 000. Visitors who need access to food and fresh water can visit the nearest distribution centre located at xxxx. For more information visit xxxx Emergency Dashboard.

Our visitor centre is closed, but you can find assistance at the nearest emergency evacuation centre. For details visit xxxx Emergency Dashboard. Remember to stay indoors and do not risk your life or the lives of others. Follow all advice from authorities and monitor updates by visiting xxxx Emergency Dashboard or listening to ABC radio.

### Flood

Never cross a flooded river, causeway, creek or road. If you can't get through, call the SES on 132 500 and wait for assistance. In an emergency call 000.

## Recovery

### Social media posts

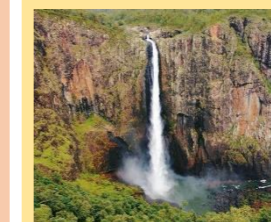
Getting in and out of xxxx

For the latest updates on road closures and xxxx Airport status visit xxxx Emergency Dashboard or the xxxx Airport Facebook page.



Your holiday isn't over yet

Why not visit Townsville's Wallaman Falls. The area is safe to visit and better than ever, with record water flows. See how to [get there](#).



Continue your holiday in Tropical North Queensland

No need to head home yet. To continue your holiday why not visit Cairns and the Great Barrier Reef. To see how to get there and what's on offer visit Tourism Tropical North Qld.



Check out our latest campaign to see how we've bounced back from the recent cyclone. (Links to videos/images)

We're open for business and welcoming visitors back to our region. Don't take our word for it, come and see for yourself. Book your holiday today at xxxx.



## Imminent crisis

### Visitor centre notices

If it is safe for you to leave the region, we encourage you to leave as soon as possible.

If you are planning to leave the area remember to check the status of the airport and road closures by visiting the xxxx Emergency Dashboard.

To book a taxi call xxxx or an airport shuttle bus call xxxx.

For information about bookings or changes to arrangements please contact your accommodation or transport providers directly.

For information regarding the cyclone, please visit the xxxx Emergency Dashboard or listen to the local ABC radio station on xxxx.

Our visitor centre will be closed from xxxx.

### Frequently Asked Questions (FAQs)

#### Q. I am visiting the area, what should I do?

You should consider leaving the area if it is safe to do so. Check airport status updates and road closures before you leave. If you have no option but to stay, follow these steps:

1. Contact your accommodation provider to ensure it is safe for you to stay.
2. If you can't stay in your accommodation, find the nearest emergency evacuation centre.
3. Prepare an emergency kit - for information on what to include visit xxxx City Council [emergency dashboard](#).
4. Watch/listen for updates and follow the advice of authorities.
5. Contact your travel providers to find out more about cancellations or updates to bookings.

#### Q. How can I access the local evacuation centres?

You can find out where your nearest emergency evacuation centre is by visiting the xxxx Emergency Dashboard.

#### Q. How do I get the latest updates about the natural disaster?

Visitors can get updates in the following ways:

- xxxx Emergency Dashboard
- Radio - 630 AM
- [www.facebook.com/bureauofmeteorology](https://www.facebook.com/bureauofmeteorology)
- [twitter.com/QldFES](https://twitter.com/QldFES)

## During crisis

### Visitor centre notices

The visitor centre is currently closed.

The nearest emergency evacuation centre and cyclone shelter are located at xxxx.

Remember to stay indoors and follow all advice from authorities. In the event of an emergency contact 000.

For information regarding the cyclone, please visit the xxxx Emergency Dashboard or listen to the local ABC radio station.

Remember, stay indoors and follow all advice. In the event of an emergency contact 000.

### Frequently Asked Questions (FAQs)

#### Q. I can't get back to my accommodation, where do I go?

Visit xxxx Emergency Dashboard to find out where your nearest emergency evacuation centre is.

#### Q. What if the power goes out?

It is possible that you may experience a power outage as a result of the cyclone. This will mean limited ability to contact family or friends. Tell your family and friends your plans and keep them updated on where you are. Provide them with relevant links so they can keep updated if the power does go out.

#### Q. I'm experiencing an emergency, what should I do?

Call 000 immediately and wait for assistance.

#### Q. There's no room in the emergency evacuation centre, where do I go?

Call the local State Emergency Services on xxxx.

#### Q. Where do I get supplies such as food and water?

Find out where to get supplies at the xxxx Emergency Dashboard

#### Q. What should I do if I run out of food and water?

Call the local State Emergency Services on xxxx.

#### Q. Can I leave the area now?

Listen for updates and follow all advice by the authorities. You should only leave if it is safe to do so. Otherwise seek shelter immediately.

## Recovery

### Visitor centre notices

The xxxx visitor centre is now open for business. xxxx is once again safe to visit, and we welcome visitors back to our beautiful region.

With some attractions yet to open, we still have plenty to see and do. Come and talk to our friendly staff for more information.

For information about airports and road closures please visit the xxxx Emergency Dashboard.

If you are planning on staying, please contact your accommodation and transport providers directly.

If you need to make updates or cancellations to your bookings, you will need to do this directly with your providers. For information about refunds, contact your travel insurer.

### Frequently Asked Questions (FAQs)

#### Q. Can I get a refund for my holiday?

You will need to contact your travel insurer to find out what you're covered for. You can also contact your travel providers directly.

#### Q. I'm not insured, what should I do?

You will need to contact your travel providers. Some providers may offer you cancellation or re-booking options, but they are not obligated to do so.

#### Q. How do I get out of the town/city?

Only leave when it is safe to do so. Listen to updates and follow the advice of authorities. Check for road closures and updates on the airport via the xxxx Emergency Dashboard.

#### Q. Where can I go that has not been affected to continue my holiday?

Our region has many wonderful areas that you can visit which haven't been directly impacted by the cyclone.

Visit our website or Facebook page to get the most up to date information about what is currently open for business.

#### Q. Can I continue my holiday here?

Yes, if it is safe and reasonable to do so. But cyclones can have devastating effects on local businesses including the tourism industry. While we encourage visitors to our region it can sometimes take time to recover. This means that some businesses may be closed for a time. You can continue to follow our Facebook page for updates, and of course we welcome and encourage visitors back when it is safe.

## Imminent crisis

**Q. If I need to stay, who pays for my accommodation and other needs?**

You are responsible for the costs of your accommodation. If you are staying in an emergency evacuation centre you won't need to pay, but you will need to provide your own food, water and supplies. For more information visit the xxxx Emergency Dashboard.

**Q. Will I lose what I've paid for if I leave now?**

You will need to contact your individual travel providers to find out more about your cancellation options. You may also wish to check with your travel insurer to find out what you're covered for.

## During crisis

**Q. How do I know when it's safe to leave my shelter?**

Listen for updates and follow all advice by the authorities. Do not go outside unless it is safe to do so.

## Recovery





## 2. Visitor accident/death

## 2.1 – Visitor accidents and deaths – attraction deaths, bushwalkers missing, drownings, rafting, transport crashes, abduction or murder response strategy

<p><b>Local lead groups</b></p> <ul style="list-style-type: none"> <li>Local police</li> <li>Local airport (plane incidents)</li> <li>Regional Tourism Organisation</li> <li>Association of Marine Park Tourism Operators (reef related incidents)</li> </ul>	<p><b>State lead agencies</b></p> <ul style="list-style-type: none"> <li>Queensland Ambulance Service</li> <li>Queensland Police Service</li> <li>Maritime Safety Queensland (coordinate boat rescue)</li> <li>Australian Transport Safety Bureau (air crash investigation)</li> <li>Queensland Health (mass fatalities)</li> <li>Tourism and Events Queensland</li> </ul>	<p><b>Tourism stakeholders</b></p> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<p><b>Media</b></p> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme crisis incident

### Recovery

**Key steps (Immediate: 1-2 hours post notification)**

- Verify and check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency (if RTO staff or family journalists present)
- Brief RTO CEO, Chair and staff
- Brief TEQ and QTIC
- Organise trauma counselling for impacted visitors and staff who witnessed incident
- Agree response, messaging and RTO role with lead agency and TEQ/QTIC
- If applicable, go to site of incident to manage media and provide comment
- Advise tourism operator involved to document all texts/calls/emails and decisions in logbook/form regarding incident to assist in likely regulator investigation
- Liaise with tourism operator involved to determine who will respond to media – provide advice re media messaging/interviews and property signage for operator re temporary closure
- Ensure family of impacted visitors have been contacted and if names can be released

**Key steps (2-6 hours post notification)**

- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
- Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
- Monitor media and log enquiries - refer emergency related queries to lead agency
- If appropriate, organise media conference with RTO spokesperson, lead agency and local mayor to control message. Liaise with QTIC re media comments
- Revise/suspend scheduled social media and advertising campaigns, if required

**Key steps (Day 2)**

- Liaise with key industry and government stakeholders to determine potential short and long-term solutions to help prevent future incidents
- Act as the go between in coordinating media around injured or impacted visitors where possible
- Focus media messaging around finding a solution in collaboration with the industry, researchers and the government to improve visitor safety

**Key steps – days and weeks after incident**

- Seek lead agency updates on incident/tourists' status
- Liaise with TEQ, QTIC and lead agency re initial recovery messaging/response
- Implement initial recovery messaging – social media, website and advertising
- Issue media release, interviews as appropriate
- Use photos to tell the story
- Contact impacted operators to provide assistance
- Share agreed messaging with tourism operators (as per TEQ)
- Coordinate and implement ongoing detailed recovery campaign with TEQ
- Evaluate what worked and what didn't
- Update crisis toolkit

**Key messaging**

**Immediate messaging (1-2 hours after notification)**

- Our priority is allowing the emergency services to do their job to ensure people and property are safe.
- Our thoughts are with the individuals involved and their families.

**Transport disaster**

- An EVENT has occurred xxxx and all is being done to ensure the safety of people in the area and to minimise the disruption to travel plans in the region.
- This is a rare incident and emergency services/authorities are doing everything possible to assist those involved and to manage the situation.
- AVIATION: xxxx Airport is responding according to its Emergency Plan and working with all key stakeholders. Stay tuned to local media and the

**Key messaging – Recovery**

**Transport disaster**

- All local roads, transport networks and the xxxx Airport are now open, and our region is ready to welcome visitors back.

**Tourism activity injuries/death**

- Our thoughts remain with the people and families of those involved.

## High/extreme crisis incident

- We extend our condolences to the family of those involved in today's incident. It would be a very traumatic time for them, and we want to respect their privacy.
- We are concerned about the loss of life/destruction of property/disruption to services and we are ready to assist wherever possible.
- We are working with local authorities regarding the incident and a trauma counsellor has been assisting the other passengers and staff from the tour.
- Our first priority remains with those affected. We do not have detailed information about the incident as yet and therefore cannot provide further details.
- Our region has a strong safety record. Each year we welcome xxxx visitors to this region.

### Messaging (2-6 hours following notification)

- Our thoughts remain with those affected in the incident and their families.
- We would also like to commend emergency services for their immediate response and exceptional assistance in helping those affected.
- Immediate counselling support was arranged for the passengers and crew, their welfare is also our priority.
- This is a rare incident and our operators take visitor safety very seriously.
- While tragedies do happen, these are extremely rare, and we will continue to work with the industry to ensure people can enjoy these activities safely.

### Messaging (Day 2)

- Police/maritime authorities have launched a full-scale investigation into yesterday's incident.
- We are unaware of the exact circumstances surrounding yesterday's incident. However, we can say this is a rare event.
- We welcome more than X million visitors to our region each year, with xxxx tourists visiting the Great Barrier Reef annually.
- The Great Barrier Reef dive and boating industry is considered one of the safest in the world. The industry adheres to strict Australian Standards.
- Our members take their responsibility to their guests seriously with many going above and beyond legislative requirements to ensure their safety and comfort.
- We will assist authorities in any way we can and will work with them to ensure the safety of our region so visitors can continue to enjoy all the wonderful attractions we have to offer.

### Drownings

- Lifeguards regularly patrol the beach and during busy periods such as xxxx additional lifeguards are on duty.
- All visitors are reminded to always swim between the flags and follow advice from lifeguards.
- Visitors to the Great Barrier Reef and xxxx are given safety instructions in Mandarin (if applicable).

airport's website, Facebook page or Twitter account for the latest updates.

- COACHES: Our transport providers adhere to Workplace Health and Safety and relevant Department of Transport requirements including machinery checks and driver authorisation.
- For up-to-date information regarding airport status/road closures and access to the xxxx region please visit xxxx.
- For information about travel arrangements please contact your transport provider directly.

### Great Barrier Reef – snorkelling and diving

- Each year 2 million people visit the Great Barrier Reef – an area the size of Japan. The GBR dive industry is considered the safest in the world.
- The industry adheres to strict Australian Standards which include the requirement for divers to complete medical questionnaires and in many cases to have dive medical certificates.
- Tour operators on the GBR also follow a recreational snorkeling and diving code of practice.
- This code requires reef tour boat operators to have an automatic external defibrillator onboard, systems in place to identify at-risk snorkelers and requirements for at-risk snorkelers to swim in a buddy pair and use floatation devices.
- Our members take their responsibility seriously with many going above and beyond legislative requirements to ensure their safety and comfort.

### Bushwalking/adventure activities

- Bushwalking/hiking/adventure activities is/are enjoyed by a growing number of people who want to experience nature.
- Adventure activities have an element of risk and for some that is part of the attraction.
- We urge people to follow all the recommended safety steps and let people know their plans in advance (bushwalking).
- Mountain biking is rapidly growing in popularity and trails exist for all skill levels from beginner to experiences, allowing all to safely enjoying the sport.

### Visitor missing/abducted/murdered

- Queensland prides itself on being a safe destination for overseas visitors. This is an isolated incident and is being fully investigated by authorities.
- We extend our condolences to the individuals involved and their families.

## Recovery

- We recognise the latest events have been difficult for the families of those involved, and for our community.
- We will continue to be a safe destination to visit and we look forward to continuing to welcome visitors to our region to showcase everything it has to offer.
- As investigations continue, we will work alongside the relevant authorities to look at ways we can ensure the safety of our region to allow residents and visitors to enjoy all the wonderful attractions we have to offer.
- We will support any changes recommended as part of the investigation into the incident if it improves safety for tourists.

## 2.2 Visitor accidents and deaths communication materials

# Crisis incident communication materials

### Media release/holding statement

#### General

We are deeply saddened by the recent incident and send our condolences to family of the person/people involved.

Our priority now is to work with the authorities to allow them to do their jobs, and to ensure the safety of others.

Our region has a strong track record in safety. We will continue to ensure the safety of our region to allow visitors to enjoy all the wonderful attractions we have to offer.

#### Tourist activity injury/death

We are deeply saddened by the incident at xxxx and send our condolences to family/s of the person/people involved. We are currently working with the authorities to provide relevant information and assistance they require.

Safety for our visitors is a top priority for our region, but sometimes unexpected events can happen. While this is highly unusual, it is important that the authorities can do their job to keep people and property safe.

Activities such as this do carry some risk, but it's part of the appeal of doing them. If you plan to do such an activity, we remind you to follow all safety regulations and listen to advice

The tourism businesses in the region are particularly resilient. I don't believe this incident will deter tourists from the area.

If asked about operator involved in incident:

I wouldn't speculate on the future of the business involved. Businesses in our region have dealt with changes from many fronts over recent years and I have absolute confidence that businesses in this region will support the operator involved and the community will come support them.

#### Drownings

We are deeply saddened by the incident at xxxx and send our condolences to the family/s of the person/people involved. Our lifeguards regularly patrol the beach and during busy periods such as xxxx additional lifeguards are on duty.

All visitors are reminded to always swim between the flags and follow advice from lifeguards.

TTNQ: All visitors to the Great Barrier Reef and Green Island are given safety instructions in Mandarin (if applicable).

GREAT BARRIER REEF: Each year 2 million people visit the GBR – an area the size of Japan. The GBR dive industry is considered the safest in the world.

The xxxx industry adheres to strict Australian Standards which include the requirement for divers to complete medical questionnaires and in many cases to have dive medical certificates.

Our members take their responsibility seriously with many going above and beyond legislative requirements to ensure their safety and comfort.



### 3. Wildlife attacks

### 3.1 – Wildlife attacks – multiple snake bite, Irukandji, shark, crocodile or dingo attacks response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Regional Tourism Organisation</li> <li>Local ambulance and/or air rescue service</li> <li>Local hospital</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Ambulance Service</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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## High/extreme crisis incident

**Key steps (Immediate: 1-2 hours post notification)**

- Verify and check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency (if RTO staff or famill journalists present)
- Brief RTO CEO, Chair and staff
- Brief TEQ
- Organise trauma counselling for impacted visitors and staff who witnessed incident
- Agree response, messaging and RTO role with lead agency and TEQ
- If applicable, go to site of incident to manage media and provide comment
- Advise tourism operator involved to document all texts/calls/emails and decisions in logbook/form regarding incident to assist in likely regulator investigation
- Liaise with tourism operator involved to determine who will respond to media – provide advice re media messaging/interviews and property signage for operator re temporary closure
- Ensure family of impacted visitors have been contacted and if names can be released
- Prepare messaging:
  - Aim to minimise impact on tourism by emphasising how many people safely visit the region and demonstrating how responsible industry is
  - Minimise newsworthiness of incident by keeping comments to essential messages of concern and inability to comment on detail at this stage

**Key steps (2-6 hours post notification)**

- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
- Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
- Monitor media and log enquiries - refer emergency related queries to lead agency
- If appropriate, organise media conference with RTO spokesperson, lead agency and local mayor to control message
- Revise/suspend scheduled social media and advertising campaigns, if required. Liaise with QTIC re media comments
- Provide updates for when operations are back to normal

**Key steps (Day 2)**

- Liaise with key industry and government stakeholders to determine potential short and long-term solutions to help prevent future incidents
- Act as the go between in coordinating media around injured or impacted visitors where possible
- Focus media messaging around finding a solution in collaboration with the industry, researchers and the government to improve visitor safety

## Recovery

**Key steps**

- Seek lead agency updates on incident status
- Liaise with TEQ and lead agency re initial recovery messaging/response
- Implement initial recovery messaging – social media, website and advertising
- Issue media release, interviews as appropriate
- Use photos to tell the story
- Contact impacted operators to provide assistance
- Share agreed messaging with tourism operators (as per TEQ)
- Coordinate and implement ongoing detailed recovery campaign with TEQ
- Evaluate what worked and what didn't
- Update crisis toolkit

**Key messaging**

Wildlife attacks (1-2 hours after notification)

- Our thoughts are with the people injured in the incident and the welfare of the other visitors who witnessed the attack.
- We extend our condolences to the family of those involved in today's incident. It would be a very traumatic time for them, and we want to respect their privacy.
- We are working with local authorities regarding the incident and a trauma counsellor has been assisting the other passengers and staff from the tour.
- Our first priority remains with those affected. We do not have detailed information about the incident as yet and therefore cannot provide further details.

**Key messaging – Recovery**

Days/weeks following an attack

- Our thoughts remain with those injured in yesterday's incident, as well as for the welfare of those who witnessed it.
- This is obviously a very difficult time for everyone involved, we ask the media to respect their privacy.



## High/extreme crisis incident

### Wildlife attacks (2-6 hours following notification)

- Our thoughts remain with those affected in the incident, who are now recovering in hospital.
- We would also like to commend emergency services for their lightning response and exceptional assistance in helping those affected.
- Immediate counselling support was arranged for the passengers and crew, their welfare is also our priority.
- Our tourism operators and companies take safety very seriously. Before anyone enters the water, operators do checks in and around their surroundings.
- But like anywhere you travel in the world, when you're in a natural environment you must take caution regarding the area, you're in.
- We have contacted other tourism companies to notify them of the incident.
- Passenger safety is the ultimate priority for anyone in the Whitsundays and anyone that operates a tour.

### Wildlife attacks (Day 2)

- The Board and staff at RTO xxxx are working tirelessly to ensure the best and safest steps are taken for visitors and the tourism industry.
- Guest safety is of the utmost concern to operators in our region and authorities are working closely with the industry regarding next steps.
- A key priority for the organisation is supporting the safety of people through advocating for what actions need to be taken based on the research reports released. As such the Board will make contact with researchers from xxxx to convene an urgent working group.
- We would ask the State Government for support to provide immediate funding for daily aerial surveillance in specific bays as an interim measure.
- Our industry is working collaboratively with government and experts to find a long-term solution as well as understanding why these incidents have occurred and based on this knowledge what measures can be taken to mitigate against further risks.

### Questions regarding shark drumlines:

- xxxx/TEQ is a marketing organisation and while there is much discussion around the options for what can be done to mitigate further risk to ensure traveller safety, this is an area being led by the Queensland and Federal Government.
- However, our industry is working collaboratively with government and experts to find a long-term solution as well as understanding why these incidents have occurred and based on this knowledge what measures can be taken to mitigate against further risks.
- Our tourism operators appreciate the opportunity to understand the science behind sharks better so they can ensure a safer experience for visitors.

### Queensland Government shark control program information:

- Please direct any queries about the permit for the shark control program to GBRMPA media: (07) 4750 0846 or [media@gbmpa.gov.au](mailto:media@gbmpa.gov.au)
- [Permit for Queensland Shark Control Program — frequently asked questions \(http://www.gbrmpa.gov.au/access-and-use/permits/current-permit-application-and-decisions/permit-for-queensland-shark-control-program\)](http://www.gbrmpa.gov.au/access-and-use/permits/current-permit-application-and-decisions/permit-for-queensland-shark-control-program)
- [Statement from the Marine Park Authority about the Queensland Shark Control Program \(http://www.gbrmpa.gov.au/news-room/latest-news/latest-news/corporate/2019/statement-great-barrier-reef-marine-park-queensland-shark-control-program\)](http://www.gbrmpa.gov.au/news-room/latest-news/latest-news/corporate/2019/statement-great-barrier-reef-marine-park-queensland-shark-control-program)

### SharkSmart – safety messaging

- Sharks inhabit the Queensland coast including estuaries, canals and streams.
- Be SharkSmart and follow safe swimming guidelines when enjoying Queensland's coast and beaches.
- Be aware of risky areas for swimming—follow local signage
- Understand sharks and recognise the potential dangers, learn how to reduce the risk of shark attack and how to help someone if they get into trouble
- Following safe swimming practices (use regional specific messaging)
  - Swim between the flags at patrolled beaches (where available)
  - Swim, surf, snorkel or dive with a mate
  - Don't swim at dawn or dusk when sharks are more active
  - Don't swim in murky water, anchorages, estuary mouths or canals
  - Don't throw food scraps overboard
  - Don't swim/surf near or interfere with shark control equipment
  - Don't swim near schools of bait fish or where fish are being cleaned
- Call 13 25 23 for other SharkSmart tips.

## Recovery

- The Board and staff at xxxx are working tirelessly to ensure the best and safest steps are taken for visitors and the tourism industry.
- Guest safety is of the utmost concern to operators in our region and authorities are working closely with the industry regarding next steps.
- A key priority for the organisation is supporting the safety of people through advocating for what actions need to be taken based on the research reports released. As such the Board will make contact with researchers from James Cook University and Great Barrier Reef Marine Park Authority to convene an urgent working group.
- We would ask the Government for support to provide immediate funding for daily aerial surveillance in specific bays as an interim measure.
- Our industry is working collaboratively with government and experts to find a long-term solution as well as understanding why these incidents have occurred and based on this knowledge what measures can be taken to mitigate against further risks

### Ongoing

- Historically figures show that the xxxx region is one of the safest and most beautiful places to swim anywhere in the world.
- When travelling anywhere in the world, it is important to understand the environment and heed the safety messages provided by operators.
- Guest safety is of utmost concern to operators and island resort staff.
- We share our Reef with the natural wildlife and attacks prior to this one did occur in swimming no-go zones where warnings had been issued.
- Education is the key. Providing materials to educate people about the potential dangers of sharks or other wildlife and help visitors to our region educate themselves about potential hazards present in reef environments.
- SharkSmart tips include (use regional specific messaging)
  - Swim between the flags at patrolled beaches (where available)
  - Swim, surf, snorkel or dive with a mate
  - Don't swim at dawn or dusk when sharks are more active
  - Don't swim in murky water, anchorages, estuary mouths or canals
  - Don't throw food scraps overboard
  - Don't swim/surf near or interfere with shark control equipment
  - Don't swim near schools of bait fish or where fish are being cleaned
- Call 13 25 23 for other SharkSmart tips.

## High/extreme crisis incident

## Recovery

### Jellyfish/snake

- Venomous (don't say deadly) box jellyfish and irukandji may be present in tropical waters between November and May.
- The tourism industry is careful to make visitors aware of the presence of jellyfish and when it is considered safer to swim inside a beach enclosure or at a freshwater swimming location.

### Crocodile/cassowary

- Saltwater crocodiles can inhabit local estuaries and signs are in place to warn people of their possible presence.
- The tourism industry is careful to make visitors aware of crocodiles and their natural habitat.
- The State Government has a program in place to remove crocodiles where they are considered a threat in urban areas.
- Seeing a crocodile in the wild is a highlight of visiting TNQ and a number of operators offer tours so visitors can safely undertake this activity.

## 3.2 Wildlife attacks – shark attack communication material

Crisis incident	Recovery
<p><b>Affected operator social media/media statement (initial messaging)</b></p> <p>We are saddened to confirm that xxx of our guests were injured in a shark attack this morning. Our thoughts are with them, their families and the other guests on the tour.</p> <p>We are working with authorities to assist in any way we can. We have suspended our tours for today and will work closely with authorities regarding our upcoming tours.</p> <p>We would also like to thank the VMR and RAVCQ CQ chopper for their immediate response in assisting our injured guests so quickly.</p> <p><b>Affected operator social media/media statement (resuming tours)</b></p> <p>Our thoughts remain with the tourists injured in yesterday’s incident, who are now recovering in hospital.</p> <p>The safety of all guests and crew on our tours remains our first priority. We will therefore not be returning to Hook Passage where the attack occurred in the immediate future.</p> <p>But we have resumed operations as of this afternoon and will be taking every precaution in looking after our guests’ safety.</p> <p><b>Operator talking points to visitors (days after attack)</b></p> <p>Today we are visiting the Great Barrier Reef Marine Park – a place where marine life is diverse and abundant.</p> <p>Visitor safety is our absolute priority as we take you to explore our marine wonderland.</p> <p>Yes, there has been some recent incidents in the region, and as an industry, all tourism operators are working tirelessly to ensure the best and safest steps are taken for visitors. This includes working collaboratively with government and experts to find a long-term solution by understanding why these incidents have occurred and how to mitigate further risks.</p> <p>The Whitsundays is a vast area including 74 islands, with almost one million visitors here in the past year.</p> <p>Individual operators should then outline their company’s specific safety measures (e.g. snorkel watch, snorkel buddies, first aid on board, snorkeling in clear water, not snorkeling in locations where previous incidents have occurred)</p> <p>While our focus today is exploring and enjoying the marine life, there are inherent risks with exploring the natural environment, but we are here to provide the safest possible experience as you do that.</p> <p>The Whitsundays is a spectacular destination blessed with a myriad of incredible nature experiences which you are about to discover.</p>	<p><b>Trade industry communication – shark attack</b></p> <p>Australia is a secure destination where you can enjoy safe travel experiences all year round.</p> <p>Incidents can occur in any destination. Australia has a very well set-up response infrastructure.</p> <p>A highlight of the Whitsundays is exploring and enjoying the picture-perfect beaches and Great Barrier Reef, and while there are inherent risks with exploring this natural environment, tourism operators are focused on providing the safest experience possible as you do that.</p> <p>Yes, there has been some recent incidents in the region, and as an industry, all Whitsundays tourism operators are working tirelessly to ensure the best and safest steps are taken for visitors. This includes working collaboratively with government and experts to find a long-term solution by understanding why these incidents have occurred and how to mitigate further risks.</p> <p>Operators visit a number of different snorkeling sites around the region.</p> <p>(if asked: previous incidents occurred in Cid Harbour, which is not a recognised snorkeling or swimming area.</p> <p>The Whitsundays is a vast area, welcoming close to one million people over the past year and continues to be a world-class travel destination with perfect beaches and amazing reef experiences.</p>



## 4. Drought and heatwave

## 4.1 – Drought and heatwave – water shortage, dust storms or closure of attractions response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local council</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Health (heatwave)</li> <li>Department of Natural Resources Mines and Energy (water shortage)</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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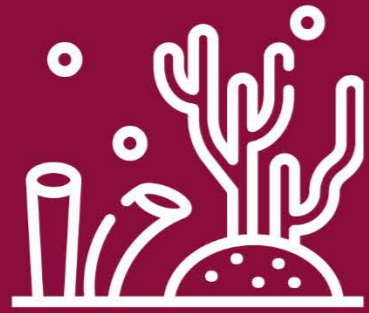
High risk crisis	Extreme risk crisis	Recovery
<b>Key steps (water restrictions)</b> <ul style="list-style-type: none"> <li>Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency</li> <li>Brief CEO, Chair and staff</li> <li>Brief TEQ</li> <li>Agree response, messaging and RTO role with lead agency and TEQ</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Prepare messaging</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Brief key tourism industry spokesperson with key messaging</li> <li>Respond to tourism-related media queries</li> <li>If appropriate, revise/suspend scheduled social media and advertising campaigns</li> </ul>	<b>Key steps (water shortages/restrictions and heatwave)</b> <ul style="list-style-type: none"> <li>Liaise with TEQ and LDMG</li> <li>Send out regular notifications/updates to:                             <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Transport providers</li> <li>Visitor centre electronic noticeboard</li> <li>TEQ</li> <li>Local tourism organisations</li> </ul> </li> <li>Liaise with tourism operators to support impacted visitors</li> <li>RTO respond to tourism-related media related enquiries</li> </ul>	<b>Key steps</b> <ul style="list-style-type: none"> <li>Liaise with TEQ and lead agency re initial recovery messaging/response</li> <li>Implement initial recovery messaging – social media, website and advertising</li> <li>Issue media release, interviews as appropriate</li> <li>Use photos to tell the story</li> <li>Contact impacted operators to provide assistance and advice</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ</li> <li>Evaluate what worked and what didn't</li> <li>Update crisis toolkit</li> </ul>
<b>Key messaging</b> Water restrictions <ul style="list-style-type: none"> <li>xxxx is currently experiencing drought conditions, with water levels lower than usual.</li> <li>To respond to the situation, we have introduced water restrictions.</li> <li>This means residents and visitors can only use a maximum of xxxx litres per day.</li> <li>This is the equivalent of xxxx. We recommend having X minute showers to help conserve water.</li> <li>xxxx remains open for business with multiple tourist attractions available to suit all visitors.</li> </ul>	<b>Key messaging</b> Water restrictions <ul style="list-style-type: none"> <li>xxxx is currently experiencing drought conditions with strict water restrictions in place to help conserve water.</li> <li>This means residents and visitors can only use a maximum of XX litres per day.</li> <li>Some tourist activities such as water parks are not currently operational.</li> <li>However, we still have a range of other water-based activities including boat trips, dive and snorkeling trips available.</li> </ul>	<b>Key messaging – Recovery</b> Water restrictions <ul style="list-style-type: none"> <li>xxxx is no longer experiencing drought conditions with recent rainfall.</li> <li>All tourist attractions are open for business including our world-famous water parks.</li> <li>Water restrictions are no longer in place.</li> </ul>



## 4.2 Drought and heatwave communication materials

High risk crisis	Extreme risk crisis	Recovery
<p><b>Media release/holding statement</b></p> <p><b>Tourists warned to take care during heatwave</b></p> <p>xxxx is expected to experience very high temperatures over the coming weeks and tourists are advised to take care during this time.</p> <p>People over 75, pregnant women and children under three, as well as those with pre-existing health conditions, are particularly vulnerable during a heatwave.</p> <p>All visitors should take care to avoid being dehydrated, sunburned or exhausted.</p> <p>“Visitors should also drink plenty of water, at least two litres a day, and apply plenty of high factor sun cream.</p> <p>“When holidaymakers head for the beach they should go early and when it’s midday, they should seek out some shade just as the locals do.</p> <p>“The reason local people do this is because they know how powerful the sun is at the hottest part of the day and they do everything they can to avoid it.</p> <p>“If you have small children remember they are even more susceptible to the sun, so make sure they are covered up with plenty of high factor sun cream or in the shade.”</p> <p>The most common signs of heatstroke include confusion, dark-coloured urine (a sign of dehydration), dizziness, fainting, fatigue, headache, muscle or abdominal cramps and nausea, vomiting, or diarrhoea.</p> <p>If you experience any combination of these symptoms, please drink plenty of water and seek medical attention immediately.</p> <p><b>Fact sheets</b></p> <p><a href="#">Heat related illness fact sheet- Old Health</a></p>	<p><b>Media release/holding statement</b></p> <p><b>Visitors encouraged to sing in the shower to save water</b></p> <p>Tourists who want to help xxxx during its water crisis should sing in the shower.</p> <p>Xxxxxx is experiencing a water shortage and has water restrictions in place.</p> <p>To conserve the precious resource, the city is encouraging visitors and residents to limit their showers to 90 seconds, among other measures.</p> <p>To keep time, you can set a stopwatch or play one of several Australian songs that have been shortened to 90 seconds. (Add play list of Australian songs – Waltzing Matilda, Kookaburra sits in the old gum tree....)</p> <p>“Our whole city has changed its way when it comes to water and we want visitors to be part of the solution,” xxxx said.</p> <p>“The situation is not pandemonium – people can still flush the toilet, have a shower and drink tap water.</p> <p>“Visitors who are concerned about visiting xxxx, for fear of taking water from locals should not worry.</p> <p>They said the number of annual visitors is modest (about X percent of the population of x million) that their effect on the overall supply is negligible.</p> <p>It is worth noting that xxxx supports more than xxxx tourism jobs that will suffer if people stay away. So we are encouraging visitors to still come so they can boost the tourism industry and contribute to the city’s wellbeing.</p>	<p><b>Media release/holding statement</b></p> <p><b>Big wet boosts xxxxx dams to full capacity</b></p> <p>In great news for xxxx, tourists and sightseers will now be able to experience the region in all of its natural glory following recent rainfall which has dramatically filled xxxx dam/s.</p> <p>With high rainfall in recent days/weeks across xxxx, including falls of between xx and xx millimetres on INSERT DAY/S, massive amounts of rainwater are now flowing into xxxx dam/s providing a spectacular sight for tourists and sightseers.</p> <p>Xxxx dam/s are now full, with storage of close to xxxx litres, representing a dramatic change from this time last week/month/year.</p> <p>Many local businesses are excited about the dam levels, including xxxx based insert business, who said watching the water rise was a magic and exhilarating experience.</p> <p>“This is just amazing. Seeing the power of the water rising is just spectacular,” xxxx said</p> <p>“These rainfalls mean we are back open for business and we look forward to welcoming tourists back to our region where they can see first-hand why this is the best part of the best state of the best country in the world.</p> <p>“We are blessed with a spectacular natural environment, and when the dams are full people can enjoy a wide range of activities such as boating/fishing/kayaking/waterfalls etc.</p> <p>“Local businesses are already recording a spike in tourism related enquiries and are expecting a bumper tourism season this year.”</p> <p>With so much to see and do in REGION, INSERT SPOKESMAN says visitors can plan their getaway by checking out local attractions and accommodation hotspots on the xxxx website.</p> <p>“To plan your next getaway to paradise, jump on our tourism website where you plan your itinerary, book your accommodation and see all the wonderful attractions xxxx has to offer,” xxxx said.</p> <p>To find out more about holiday options in xxxx please visit xxxx or call xxxx.</p>





## 5. Reef related crisis

## 5.1 – Reef related crisis – extreme coral bleaching, oil spill or UNESCO ‘in danger’ listing response strategy

<b>Local lead agencies</b> <ul style="list-style-type: none"> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Great Barrier Reef Marine Park Authority (GBRMPA) (coral bleaching)</li> <li>Maritime Safety Queensland (oil spill)</li> <li>Department of Environment and Science (environmental recovery)</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High risk crisis

- Key steps (record mass coral bleaching/oil spill)**
- Check incident facts – what, where, when, who and how impacted, what can/can’t say publicly with lead agency
  - Brief CEO, Chair and staff
  - Brief TEQ and QTIC
  - Agree response, messaging and RTO role with lead agency, GBRMPA and TEQ
  - Prepare messaging
  - Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
  - Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
  - Monitor media and log enquiries - refer emergency related queries to lead agency. Liaise with QTIC re media comments
  - Brief key tourism industry spokesperson with key messaging
  - Respond to tourism-related media queries
  - If appropriate, revise/suspend scheduled social media and advertising campaigns

- Key messaging**
- General messaging
- About two million tourists visit the Great Barrier Reef every year. Around 80% of all tourism activity occurs within 7% of the marine park, with tourism operators adhering to best practice environmental and interpretation standards.
  - The challenges facing the Great Barrier Reef are part of a global challenge affecting the world’s coral reefs. Importantly, the Great Barrier Reef has fared better than many of the world’s reefs due to its size and biodiversity.
  - Queensland is practicing world-leading management of the Great Barrier Reef Marine Park. Commercial and recreational activities

### Extreme risk crisis

- Key steps (UNESCO ‘in danger’ listing/major oil spill)**
- Liaise with TEQ and LDMG
  - Send out regular notifications/updates to:
    - Tourism operators
    - Local tourism organisations
    - Key stakeholders
  - Liaise with tourism operators to support impacted visitors
  - RTO respond to tourism-related media related enquiries

- Key messaging**
- Oil spill
- The Great Barrier Reef is a World Heritage listed area and its protection is paramount to the local tourism industry
  - The relevant authorities have plans in place to manage such events and are doing everything possible to contain the oil spill and minimise damage to the reef.
  - For further details about the incident and recovery efforts please contact GBRMPA on their media hotline 4750 846 or via [media@gbmpa.gov.au](mailto:media@gbmpa.gov.au).
  - The full scale of the incident is not yet known.
  - Although any such incident is devastating to the reef, this spill will not spell the end of the Great Barrier Reef.

### Recovery

- Key steps**
- Seek lead agency updates on incident status
  - Liaise with TEQ, QTIC and lead agency re initial recovery messaging/response
  - Implement initial recovery messaging – social media, website and advertising
  - Issue media release, interviews as appropriate
  - Use photos to tell the story
  - Contact impacted operators to provide assistance
  - Share agreed messaging with tourism operators (as per TEQ)
  - Coordinate and implement ongoing detailed recovery campaign with TEQ
  - Evaluate what worked and what didn’t
  - Update crisis toolkit

- Key messaging – Recovery**
- Cyclone damage
- The Great Barrier Reef is a World Heritage listed area that attracts about 2 million visitors locally, nationally and internationally every year. In fact, it is one of Australia’s biggest tourism drawcards and its protection is of utmost importance to our region and tourism industry.
  - The Great Barrier Reef covers 344,400km<sup>2</sup> in area, which is the size of Japan, and stretches more than 2,300km along the Queensland coast.
  - Although cyclones do impact the reef, the Great Barrier Reef has the capacity to regenerate after it has been damaged.

associated with the Reef are tightly regulated by the Great Barrier Reef Marine Park Authority.

- The Great Barrier Reef Marine Park sets a global benchmark for marine protected area management.

#### Mass coral bleaching

- Mass bleaching events have previously occurred in 1998 and 2002, affecting 50 per cent and 60 per cent respectively of the reefs on the Great Barrier Reef.
- In both events, the vast majority of corals on the Reef survived, as sea temperatures came back down again in time for them to recover.
- About five per cent of the Great Barrier Reef's coral reefs experienced coral die-off in both these events.
- The current bleaching event has affected xxxx of the reefs. It is expected about X per cent of the coral reefs have died off.
- The Great Barrier Reef Marine Park Authority (GBRMPA) has a Coral Bleaching Risk and Impact Assessment Plan in place that will promote recovery through targeted actions that reduce pressures on the ecosystem.

- The reef covers 344,400km<sup>2</sup> in area, which is the size of Japan, and stretches 2,300km along the Queensland coast.
- Visitors to the region can also consider visiting xxxx

- For thousands of years, reefs have been exposed to natural cycles that involve storms and cyclones. This is sadly having an impact on the reef and its delicate corals.
- The 2011 category 5 Cyclone Yasi resulted in significant damage to the reef. But history has shown that coral has the capacity to recover. This happens for example when pieces break off branching corals and the fragments are able to regrow and create whole new colonies.
- A [joint study involving GBRMPA, James Cook University, University, University of Wollongong and others](#) - one of the largest studies of its kind - found that about 15% (3,834 km<sup>2</sup>) of the total Great Barrier Reef was estimated to have sustained some level of coral damage following Cyclone Yasi. But less than 4% (949 km<sup>2</sup>) of the reef sustained a degree of structural damage.
- The study showed that severely impacted reefs from Cyclone Yasi did recover. In fact, coral cover increased an average of 4% between 2011 and 2013 at re-surveyed reefs.
- Marine scientists from the ARC Centre of Excellence for Coral Reef Studies have also documented the spectacular recovery of coral reefs damaged by coral bleaching.
- In 2006 the coral reef at Great Keppel Island in the southern part of the Great Barrier Reef was severely bleached following high sea temperatures.
- However, scientists found abundant corals were re-established within a single year. This rapid recovery was attributed to exceptionally high re-growth of fragments of surviving coral tissue, unusual seasonal dieback in the seaweed and a highly competitive coral that was able to outgrow the seaweed.
- The value we place on the Reef now will ensure its protection for future generations. This includes monitoring its recovery and implementing effective management techniques to ensure the reef has every opportunity to recover after severe weather events such as cyclones.
- The Australian Government agency the Great Barrier Reef Marine Park Authority (GBRMPA) is recognised as the global leader in the management of a coral reef system and is responsible for the Reef's long-term resilience.
- We encourage visitors to come and see the reef, so they contribute to its economic recovery. It is the tourism industry's responsibility to follow practices that protect the reef so that future generations can enjoy its beauty.

(Messaging sources: [TEQ's Great Barrier Reef FAQs](#); [Sailing Whitsundays](#); [Joint study involving GBRMPA, James Cook University, Cornell University, University of Wollongong and others](#).)



## 6. Environmental disaster

## 6.1 –Environmental disaster – water pollution, algal bloom and fish die-off or pest plague response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local council</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Department of Agriculture and Fisheries (leads on pest and contaminant eradication)</li> <li>Department of Environment and Science (environmental recovery coordination)</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme risk crisis

#### Key steps (water restrictions and heatwave)

- Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency
- Brief CEO, Chair and staff
- Brief TEQ
- Agree response, messaging and RTO role with lead agency and TEQ
- Prepare messaging
- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
- Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
- Monitor media and log enquiries - refer emergency related queries to lead agency
- Brief key tourism industry spokesperson with key messaging
- Respond to tourism-related media queries
- If appropriate, revise/suspend scheduled social media and advertising campaigns

#### Key messaging

- Emphasise specific areas affected
- Promote speedy efforts to address the issue
- Stress expertise of those responding
- Promote alternate visitor activities
- Fish die-offs
- The Department of Agriculture and Fisheries (DAF) is working with other state and federal agencies to deliver improved management for protecting and enhancing our native fish populations in the xxxx, including better water quality and fish monitoring, increased restocking, and improving fish passages to allow fish to move, feed, and breed.
- DAF will continue to remain on high alert for potential future fish deaths in the xxxx and have commenced the deployment of aeration devices.
- Algal alerts
- Algal alerts have been in place for xxxx in the xxxx region
- xxxx is warning the public to avoid contact with water in xxxx after monitoring detected high levels of blue-green algae.
- Using, drinking or swimming in the water should be avoided until further notice

### Recovery

#### Key steps

- Liaise with TEQ and lead agency re initial recovery messaging/response
- Implement initial recovery messaging – social media, website and advertising
- Issue media release, interviews as appropriate
- Use photos to tell the story
- Contact impacted operators to provide assistance and advice
- Share agreed messaging with tourism operators (as per TEQ)
- Coordinate and implement ongoing detailed recovery campaign with TEQ
- Evaluate what worked and what didn't
- Update crisis toolkit

#### Key messaging – Recovery

- We have been working with authorities to assess the safety/water quality of the region xxxx.
- xxxx region is now open for business.
- Visit our live webcams at xxxx to see current conditions.



## 7. Manmade disaster



## 7.1 – Manmade disaster – chemical or gas leak or major explosion

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>LDMG</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Fire and Emergency Services (QFES)</li> <li>Tourism and Events Queensland (TEQ)</li> <li>Department of Environment and Science</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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High risk crisis	Extreme risk crisis	Recovery
<b>Key steps (major gas leak – hotels evacuated)</b> <ul style="list-style-type: none"> <li>Check facts with lead agency - specific area, visitor and travel impacts, what can/can't say publicly</li> <li>Brief CEO, Chair and staff</li> <li>Ensure safety of staff – office safety protocols</li> <li>Brief TEQ</li> <li>Liaise with lead agency – agree response, messaging and RTO role</li> <li>Prepare messaging</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Contact tourism operators, local tourism organisations and visitor centres re updates, if assistance required, how assist evacuated visitors</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Brief key tourism industry spokesperson with key messaging</li> <li>Respond to tourism-related media queries</li> <li>Revise/suspend advertising</li> <li>Cancel scheduled social media and post updates and links</li> </ul>	<b>Key steps (explosion with visitor injuries/fatalities)</b> <ul style="list-style-type: none"> <li>Liaise with TEQ and LDMG</li> <li>Send out regular notifications/updates to:                             <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Transport providers</li> <li>Visitor centre electronic noticeboard</li> <li>TEQ</li> <li>Local tourism organisations</li> </ul> </li> <li>Liaise with tourism operators to support impacted visitors</li> <li>RTO respond to tourism-related media related enquiries</li> </ul>	<b>Key steps</b> <ul style="list-style-type: none"> <li>Seek lead agency updates on incident status</li> <li>Liaise with TEQ and lead agency re initial recovery messaging/response</li> <li>Implement initial recovery messaging – social media, website and advertising</li> <li>Issue media release, interviews as appropriate</li> <li>Use photos to tell the story</li> <li>Contact impacted operators to provide assistance</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ</li> <li>Evaluate what worked and what didn't</li> <li>Update crisis toolkit</li> </ul>
<b>Key messaging</b> General <ul style="list-style-type: none"> <li>Our priority is allowing emergency services to do their job to ensure people, property and infrastructure are safe.</li> <li>The region is well prepared for events such as this with management plans in place to keep residents and visitors safe.</li> <li>If you require emergency assistance or suffering any symptoms of nausea, please call 000.</li> <li>Authorities have advised those in the nearby suburbs of xxxx to stay indoors with windows closed until any spill is cleaned up</li> <li>We are working with the relevant authorities to ensure the safety of visitors to the region.</li> </ul>	<b>Key messaging</b> General <ul style="list-style-type: none"> <li>Police have declared an emergency situation under the Public Safety and Preservation Act (PSPA) due to a major gas leak/explosion/incident in xxxx.</li> <li>An exclusion zone has been set up in the area. Refer to map for where to avoid</li> <li>Remain indoors and away from exclusion zones until an official all clear has been given by authorities</li> <li>If you require emergency assistance, please call 000.</li> <li>People can stay up to date with the latest by following QFES on social media, visiting the QFES website and tuning into local radio.</li> <li>Please refer to xxxx for latest emergency updates (provide details)</li> </ul>	<b>Key messaging – Recovery</b> Initial recovery <ul style="list-style-type: none"> <li>We have been working with authorities to assess the safety of the region and will advise as soon as it is safe for people to return.</li> <li>Cyclones/flooding are a part of life in the tropical zone and our landscape recovers quickly from these natural weather event (use photos to show this).</li> </ul> Ongoing <ul style="list-style-type: none"> <li>Emergency services have advised there is no risk to people or the environment as the leak has been contained</li> <li>xxxx region is now open for business. Local roads, transport networks, accommodation providers and other local businesses are now open, and our region is ready to welcome visitors back.</li> <li>Visit our live webcams at xxxx to see current conditions.</li> </ul>



## 8. Reputational damage/rumour

## 8.1 - Reputational damage/rumour – repeated bad visitor experiences or high-profile criticism response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Tourism and Events Queensland (TEQ)</li> <li>Queensland Tourism Industry Council</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme crisis incident

### Recovery

#### Key steps

- Check incident facts – what, where, when, who and how impacted, what can/can't say publicly
- Brief CEO, Chair and staff
- Brief TEQ
- Agree response, messaging and RTO role with relevant tourism operators and TEQ
- Liaise with tourism operator involved to determine who will respond to media – provide advice re media messaging/interviews
- Prepare messaging –
  - minimise impact on tourism by emphasising, deflecting or addressing comments if appropriate
  - encourage operator to provide public apology if appropriate
- Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
- Monitor media and log enquiries
- Brief key tourism industry spokesperson with key messaging
- Respond to tourism-related media queries
- If appropriate, revise/suspend scheduled social media and advertising campaigns

#### Key steps

- Liaise with TEQ and lead agency re initial recovery messaging/response
- Implement initial recovery messaging – social media, website and advertising
- Issue media release, interviews as appropriate
- Use photos to tell the story
- Contact impacted operators to provide assistance
- Share agreed messaging with tourism operators (as per TEQ)
- Coordinate and implement ongoing detailed recovery campaign with TEQ
- Evaluate what worked and what didn't
- Update crisis toolkit

#### Key messaging

##### General

- Objectively evaluate criticism before responding
- Do not be defensive
- Address issue if appropriate
- Explain any relevant circumstances that may have led to criticism
- Put issue into context e.g. the number of visitors that do this activity
- If the criticism is ridiculous publicly invite the celebrity to TNQ
- Work with Tourism Events Queensland and Tourism Australia on messaging
- Highlight visitor success stories, numbers, return visitor numbers and local attractions
- Secure high-profile endorsements from well-known current, former local residents or guests.



## 9. Health scare

## 9.1 – Health scare – epidemic/pandemic response strategy

This information was prepared in 16 March 2020. Please ensure you source the latest information from the relevant websites as highlighted below.

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local health service/hospital</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Health</li> <li>Tourism and Events Queensland (TEQ)</li> <li>Department of Innovation, Tourism and Industry Development (DITID)</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Staff and suppliers</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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High risk crisis	Extreme risk crisis	Recovery
<p><b>Key steps – Epidemic (localised) (first 1-4 hours post notification)</b></p> <ul style="list-style-type: none"> <li>Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency</li> <li>Brief RTO CEO, Chair and staff</li> <li>Brief/liase with TEQ</li> <li>Agree response, messaging and RTO role with lead agency, relevant tourism operator and TEQ</li> <li>Liaise with tourism operator involved to determine if and who should respond to media – provide advice re media messaging/interviews if operator responds</li> <li>Prepare messaging to minimise impact on tourism by emphasising the industry's priority is safety</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging and fact sheets</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Brief key tourism industry spokesperson with key messaging</li> <li>Respond to tourism-related media queries</li> <li>If appropriate, revise/suspend scheduled social media and advertising campaigns</li> </ul>	<p><b>Key steps – Pandemic (world-wide spread of a new disease) – coronavirus (COVID-19)</b></p> <p><b>Where to find the latest COVID-19 information</b></p> <ul style="list-style-type: none"> <li><a href="http://health.gov.au">Australian Government Health Department (health.gov.au)</a></li> <li><a href="http://health.qld.gov.au">Queensland Health – Novel coronavirus update (health.qld.gov.au)</a></li> <li>Call the National Coronavirus Health Information Line on 1800 020 080 (open 24/7)</li> <li>If you require translating or interpreting services, call 131 450</li> <li><a href="#">Additional Australian Government resources</a></li> </ul> <p><b>Tourism industry considerations</b></p> <ul style="list-style-type: none"> <li>RTOs and tourism operators to adopt/align with Australian Government and Queensland Health directives, resources and messaging</li> <li>RTOs to alert local tourism organisations, visitor information centres and tourism operators to messaging and resources as they are updated</li> <li>Consider surveying your local tourism operators and businesses to determine how you may offer support</li> </ul> <p><b>Business operations</b></p> <ul style="list-style-type: none"> <li>Tourism operators and organisations may be required to close or provide take-away, delivery or online services only during the Coronavirus pandemic, unless they meet certain exemptions (for example hotels, backpacker hostels or caravan parks)</li> <li>For more information about non-essential business operations during Coronavirus, visit <a href="#">Queensland Health Chief Health Officer Public Directives</a></li> </ul> <p><b>Borders</b></p> <ul style="list-style-type: none"> <li>RTOs, tourism operators and organisations will be affected by border restrictions for Queensland and states and territories. For more information visit <a href="#">Queensland Health Chief Health Officer Public Directives</a></li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>RTOs to advise local tourism operators, local tourism organisations and visitor information centres to review their policies, procedures and messaging around:             <ul style="list-style-type: none"> <li>Self-isolation – staff and visitors (as per Health guidelines)</li> <li>Preventing the spread of the virus – cleaning and personal hygiene, minimum distance etc</li> <li>Cancellations – events, tickets, accommodation, transport etc (meeting legal requirements)</li> <li>Business closures, continuity and contingency planning</li> <li>Gatherings (in line with Australian Government requirements)</li> <li>Accommodation and visitors (as per Health guidelines)</li> </ul> </li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Seek lead agency updates on incident status</li> <li>Liaise with TEQ and lead agency re initial recovery messaging/response</li> <li>Implement initial recovery messaging – social media, website and advertising</li> <li>Issue media release, interviews as appropriate</li> <li>Contact impacted operators to provide assistance and advice</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ</li> <li>Evaluate what worked and what didn't</li> <li>Update crisis toolkit</li> </ul>

High risk crisis	Extreme risk crisis	Recovery
	<ul style="list-style-type: none"> <li>For information regarding gatherings, consult latest Australian Government advice, view coronavirus (COVID-19) advice for <a href="#">organising public gatherings</a></li> </ul> <p><b>Messaging</b></p> <ul style="list-style-type: none"> <li>Visit <a href="#">TEQs website</a> for helpful links and updated resources</li> <li>Emphasise the tourism industry's priority is to ensure the safety of its staff and visitors</li> <li>Follow through on what you say you're going to do</li> <li>Advise operators to consider all stakeholders including staff (remember reception/call centre staff), suppliers and contractors, visitors/guests, booked/future visitors, media and share market (if relevant).</li> <li>Only respond to tourism or industry-related media queries – leave health messaging to the authorities</li> <li>Consider seeking TEQ/RTO advice on messaging prior to media interviews</li> <li>Monitor media and log tourism-related enquiries</li> </ul>	
<p><b>Key messaging – health scares and epidemics</b></p> <p>Food poisoning</p> <ul style="list-style-type: none"> <li>Stress primary focus is on visitor safety, our operators have been briefed on the situation and are advising their guests on how to protect themselves</li> <li>Give advice on symptoms and urge people experiencing symptoms to seek assistance (get advice from xxxx)</li> <li>Assure people of expert medical assistance in region</li> <li>Emphasise unaffected areas and activities</li> <li>Publicise end of threat</li> </ul> <p>Localised health scare/epidemic - Legionnaires Disease</p> <ul style="list-style-type: none"> <li>The event is isolated to xxxx area. This is a rare incident and health authorities are doing everything possible to assist those impacted</li> <li>We advise people to listen to the advice of health professionals. If anyone is concerned about their health, they should contact their local health professional</li> <li>Our priority is allowing the authorities to do their job to ensure people are safe.</li> <li>Everything is being done to ensure the safety of people and to minimise the disruption to travel plans in the region</li> <li>xxxx has a strong health safety record. Each year we welcome X million visitors to xxxxx region, with xxxx tourists visiting xxxx destination</li> </ul> <p>Localised health scare/epidemic - Dengue Fever</p> <ul style="list-style-type: none"> <li>(Note dengue is often present in Far North Queensland, comment would only be necessary if a travel warning was issued or media raised concerns about the number of cases impacting on travel plans)</li> </ul>	<p><b>Key messaging - pandemic – coronavirus (COVID-19)</b></p> <p><b>General tourism industry/operator messaging</b></p> <ul style="list-style-type: none"> <li>The safety, health and wellbeing of our visitors and staff is our number one priority</li> <li>In response to the coronavirus we are working closely with authorities and following daily advisories from the Australian Government to ensure the safety and wellbeing of our community</li> <li>We are committed to proactively ensuring the safety of all staff and visitors at our venue/xxxx and continue to monitor our policies to ensure best practice in a changing situation</li> <li>We are doing our part to prevent the spread of coronavirus through our venue/xxxx by following recommended Australian Government health and cleanliness precautions</li> <li>We are taking these actions to help keep our visitors and staff as well as our community's most vulnerable safe</li> <li>In line with guidance provided by health authorities we have reinforced our cleaning and hygiene measures, implementing new strategies over and above/in line with current guidelines around hygiene and social contact. These include...</li> <li>Thank you in advance for your patience in advance, as we are experiencing a high volume of calls and queries at this time</li> <li>We will continue to monitor the situation and will continually update our website</li> </ul> <p><b>Current situation</b></p> <p>Please refer to <a href="http://health.gov.au">health.gov.au</a> for all the latest updates including:</p> <ul style="list-style-type: none"> <li><a href="#">How the Australia Government is responding to Coronavirus (COVID-19)</a></li> <li><a href="#">News and media related to Coronavirus COVID-19</a></li> <li><a href="#">Resources on Coronavirus COVID-19</a></li> <li><a href="#">Coronavirus myth busters</a> on the World Health Organization website. This includes information about <a href="#">when and how to wear a surgical mask</a></li> </ul> <p>Specific health related information</p> <ul style="list-style-type: none"> <li><a href="#">Coronavirus (COVID-19) and how to protect yourself</a></li> </ul> <p>Events and public gatherings</p> <ul style="list-style-type: none"> <li><a href="#">Limits on public gatherings for coronavirus (COVID-19)</a></li> </ul> <p>Advice for travellers</p> <ul style="list-style-type: none"> <li><a href="#">Coronavirus (COVID-19) advice for travellers</a></li> </ul>	<p><b>Key messaging – Recovery</b></p> <p>General</p> <ul style="list-style-type: none"> <li>We would like to thank the authorities for responding so quickly to ensure the safety of residents and visitors.</li> <li>Our region is ready to welcome visitors back.</li> <li>xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality.</li> <li>If you would like to find out more about the many wonderful attractions in our area, please visit <a href="#">INSERT WEBSITE</a></li> </ul>



## High risk crisis

- Our primary focus is on visitor safety. Tourism operators in the area have been briefed on the situation and are advising their guests on how to protect themselves
- Expert medical assistance is available. Please seek medical advice if you are concerned
- Outbreaks of this nature are not a common occurrence, with more than X million visitors to our region annually
- If you are experiencing any symptoms consistent with Dengue Fever, which include (use advice from Queensland Health) you are advised to seek medical assistance
- Our health system is well equipped to handle such events

## Extreme risk crisis

### Information for employers

- [Coronavirus \(COVID-19\) information for employers](#)

### Tourist COVID-19 death

- We extend our condolences to the individual/s involved and their families
- We would like to commend health industry professionals for their efforts in caring for this visitor
- We will continue to advise staff and visitors to follow advice from the relevant authorities at this time.

### Examples of messaging for RTOs, LTOs and visitor centres:

- (RTO) We are continuing to liaise with state government agencies, tourism associations, councils and local tourism organisations to plan ahead and respond to the current situation. We recognise that this is a hard time for many of you, which is why we are providing ongoing support, resources and advice to best support you through this time.
- For the latest tourism industry information please visit our website at XXX. You will also find valuable information on the TEQ website <https://teq.queensland.com/industry-resources/industry-resilience/update-on-covid-19>
- (LTO, Visitor Centre) As a result of Coronavirus (COVID-19) many tourism business in our area have changed the way they do business. Please visit individual business websites for information relating to operational changes or closures.
- Our staff are working hard to ensure you can find the information you need. Please visit the [www.health.gov.au](http://www.health.gov.au) for the latest updates and advice on Coronavirus.
- We recognise you may be experiencing delays or struggling to contact providers during this busy time. Please be patient and phone, email or use social media to contact the business directly.

### Examples of policy related messaging for operators:

#### Groups, gatherings and events

- We are taking all recommended precautions to ensure the safety of staff and visitors.
- We continue to follow all advice from the Australian Government relating to events and gatherings.
- Staff and visitors should avoid any size gatherings at our premises (except as per government guidelines) until further notice. This includes congregating in public areas such as XXX (e.g. hotel lobbies).
- If you have booked an event with us, please contact us on XXX for cancellations or to rebook your event.
- If you have purchased tickets with us, please contact us on XXX for cancellations or to defer your tickets.

#### Self-isolation of staff and visitors

- We are taking all recommended precautions to ensure the safety of staff and visitors.
- We continue to follow all advice from the Australian Government relating to self-isolation measures for staff and visitors if required.
- As a result, there may be minor disruptions or changes to our services. We will keep you informed and advise you of the steps you should take.
- Please visit our website for information relating to our company's current policies and procedures.

#### Revised business operations

- As a result of Australian Government requirements for Coronavirus (COVID-19) we've had to adjust the way we do business. This includes XXX (eg. home delivery service)
- To find out more about our new services visit our website at XXX.

## Recovery

## High risk crisis

## Extreme risk crisis

## Recovery

- We know this is a difficult time for our staff and customers, but we're working hard to ensure we can provide you with XXX



# 10. Incident blocking access

## 10.1 - Incident blocking access – major vehicle accident or road/bridge collapse response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local police</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Police Service</li> <li>Queensland Fire and Emergency Services</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme crisis incident

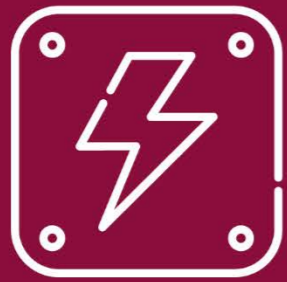
- Key steps (first 1-4 hours post notification)**
- Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency
  - Brief CEO, Chair and staff
  - Brief TEQ
  - Agree response, messaging and RTO role with lead agency, relevant tourism operator and TEQ
  - Prepare messaging –
    - aiming to minimise impact on tourism by emphasising how many people safely visit the region and demonstrating how responsible industry is
    - minimise newsworthiness of incident by keeping comments to essential key messages
  - Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
  - Monitor media and log enquiries - refer emergency related queries to lead agency
  - Brief key tourism industry spokesperson with key messaging
  - Respond to tourism-related media queries
  - If appropriate, revise/suspend scheduled social media and advertising campaigns
  - Provide updates when transport access is open/or operations are back to normal

- Key messaging**
- General
- Our priority is allowing the emergency services to do their job to ensure people and property are safe
  - We extend our condolences to the individuals involved and their families.
  - We are concerned about the loss of life/destruction of property/disruption to services and is ready to assist wherever possible
  - xxxx has a strong safety record. Each year we welcome xx million visitors to xxxx region, with xxxx tourists visiting xxxx destination.
- Transport disaster
- The EVENT is isolated to xxxx area and everything is being done to ensure the safety of people in the area and to minimise the disruption to travel plans in the region.
  - This is a rare incident and emergency services/authorities are doing everything possible to assist those involved/manage the situation.
  - Our transport providers adhere to Workplace Health and Safety and relevant Department of Transport requirements including machinery checks and driver authorisation.
  - For information regarding airport status/road closures and access to the region xxxx (provide details). Also visit xxxx (provide website details)
  - For information about travel arrangements please contact your transport provider directly.
  - Advise when access is open.

### Recovery

- Key steps**
- Seek lead agency updates on incident status
  - Liaise with TEQ and lead agency re initial recovery messaging/response
  - Implement initial recovery messaging – social media, website and advertising
  - Issue media release, interviews as appropriate
  - Use photos to tell the story
  - Contact impacted operators to provide assistance
  - Share agreed messaging with tourism operators (as per TEQ)
  - Coordinate and implement ongoing detailed recovery campaign with TEQ
  - Evaluate what worked and what didn't
  - Update crisis toolkit

- Key messaging – Recovery**
- General
- We would like to thank the authorities for ensuring it is safe to return to our region.
  - Local roads, transport networks are now open, and our region is ready to welcome visitors back.
  - If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE



# 11. Loss of services/operator bankruptcy

## 11.1 – Loss of services or major operator bankruptcy/collapse response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Department of Energy and Water Shortage</li> <li>Tourism and Events Queensland (TEQ)</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme crisis incident

- Key steps (first 1-4 hours post notification)**
- Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency
  - Brief CEO, Chair and staff
  - Brief TEQ
  - Agree response, messaging and RTO role with lead agency, relevant tourism operator and TEQ
  - If major collapse of tourism operator – coordinate alternative operators to step in to provide services where possible
  - Prepare messaging
    - minimise impact on tourism by emphasising authorities doing all they can to get services up and running again
    - minimise newsworthiness of incident by keeping comments to essential key messages
  - Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
  - Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
  - Monitor media and log enquiries - refer utility services related queries to lead agency
  - Brief key tourism industry spokesperson with key messaging
  - Respond to tourism-related media queries
  - If appropriate, revise/suspend scheduled social media and advertising campaigns
  - Provide updates when services are back to normal

- Key messaging**
- General
- Objectively evaluate criticism before responding
  - Do not be defensive
  - Address issue if appropriate
  - Explain any relevant circumstances that may have led to collapse or loss of services
  - Put issue into context e.g. this many weddings are held in this area...
  - Work with local business and industry stakeholders on possible solutions and messaging
  - Highlight alternative local businesses and services
- Loss of utilities
- xxxx is working with the service provider to ensure everything is restored as soon as possible.
  - For updates on repair work please visit xxxx.
  - Advise when services are restored.

### Recovery

- Key steps**
- Seek lead agency updates on incident status
  - Liaise with TEQ and lead agency re initial recovery messaging/response
  - Implement initial recovery messaging – social media, website and advertising
  - Issue media release, interviews as appropriate
  - Use photos to tell the story
  - Contact impacted operators to provide assistance
  - Share agreed messaging with tourism operators (as per TEQ)
  - Coordinate and implement ongoing detailed recovery campaign with TEQ
  - Evaluate what worked and what didn't
  - Update crisis toolkit

- Key messaging – Recovery**
- General
- We would like to thank the authorities for restoring power/water/telecommunications in our region.
  - Our region is open for business.
  - If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE





## 12. Racist, criminal or terrorist attack

## 12.1 – Racist, criminal or terrorist event response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local police</li> <li>Regional Tourism Organisation</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Police Service</li> <li>Queensland Fire and Emergency Services</li> <li>Queensland Ambulance Service</li> <li>Tourism and Events Queensland</li> </ul>	<b>National lead agencies</b> <ul style="list-style-type: none"> <li>Australian Government Crisis Coordination Centre</li> <li>Australian Federal Police (AFP)</li> <li>Australian Security Intelligence Organisation (ASIO)</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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### High/extreme crisis incident

#### Key steps

- Check facts – area, impact, affected stakeholders
- Brief CEO and staff
- Ensure safety of all staff
- Update TEQ media team
- Update relevant lead agencies on tourist impacts
- Prepare messaging
- Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
- Contact tourism operators, Local Tourism Organisations, Visitor Centres
- Brief key tourism industry spokespeople with key messaging
- Log all media inquiries - refer emergency related enquiries to lead agency and respond to tourism related enquiries
- Liaise with tourism operators to support stranded or evacuated visitors
- Send out regular notifications/updates to tourism operators and visitors centres re safety messaging

#### Key messaging

##### General

- If you require emergency assistance, please call 000. For all other updates visit xxxx (provide details)
- Our priority is allowing emergency services to do their job to ensure people, property and infrastructure are safe
- We are working closely with the relevant authorities to ensure the safety of visitors to the region
- Authorities are prepared to handle events such as this so please follow any directions issued by authorities
- Please refer to xxxx for latest emergency updates (provide details)
- Visitors should plan ahead or evacuate the area. For more information visit xxxx (specify how they should do this)
- For information regarding airport status and road closures visit xxxx (provide details)
- For information about bookings or changes to arrangements please contact your accommodation or transport providers directly.

### Recovery

#### Key steps

- Seek lead agency updates on infrastructure, services and transport impact
- Liaise with TEQ re. initial recovery messaging/response
- Issue media release, interviews as appropriate
- Update website and social media channels
- Contact operators to assess any impacts and provide assistance
- Share agreed messaging with tourism operators (as per TEQ)
- Implement initial recovery messaging – media, social media, website and advertising
- Use photos to tell the story
- Coordinate and implement ongoing detailed recovery campaign with TEQ:
  - Positive stories about unaffected or open operators
  - Celebrity and other endorsements
  - Media famils
- Hold informal debrief with operators (first week post crisis)
- Evaluate what worked and what didn't during crisis

#### Key messaging – Recovery

##### General

- We would like to thank the authorities for ensuring it is safe to return to our region.
- Our region is ready to welcome visitors back.
- xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality.
- If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE

# Crisis lead agency role and contacts

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>1. NATURAL DISASTERS</b>	Fire	<ul style="list-style-type: none"> <li>• <b>Queensland Police Service</b> - lead agency when evacuation orders are required to manage a fire</li> <li>• <b>Queensland Fire and Emergency Services (QFES)</b> – primary bushfire response agency/ distributes/develops warnings (when lead agency)</li> </ul>	<a href="#">Queensland Police Service (QPS)</a> State contact - 131 444 Media team contact 07 3015 2444 <a href="#">Queensland Fire and Emergency Services (QFES)</a> State contact - 13 74 68 Media team contact - 07 3635 3310
	Air contamination – smoke/dust storm/fumes	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – assesses and distributes warnings re air contamination/quality</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland hospital and health service</a> local contacts
	Severe weather – cyclone/flooding	<ul style="list-style-type: none"> <li>• <b>Local Disaster Management Group (LDMG)</b> – relevant local council’s LDMG leads disaster management response</li> <li>• <b>Bureau of Meteorology (BOM)</b> – weather forecasts and warnings affecting safety</li> <li>• <b>QFES, State Emergency Services (SES), Queensland Ambulance Service (QAS)</b> – provide rescue assistance</li> </ul>	<a href="#">LDMG list</a> (see local district and council groups) <a href="#">Bureau of Meteorology (BOM)</a> contacts (07) 3239 8700 <a href="#">Queensland Fire and Emergency Services (QFES)</a> State contact - 13 74 68 Media team contact - 07 3635 3310 <a href="#">Queensland Ambulance Service (QAS)</a> contacts - State contact - 13 74 68 Media team contact - 07 3635 3900
	Earthquakes	<ul style="list-style-type: none"> <li>• <b>LDMG</b> – relevant local council’s LDMG leads disaster management response</li> <li>• <b>QFES</b> – distributes and develops earthquake warnings (when lead agency)</li> </ul>	<a href="#">State Emergency Services (SES)</a> contacts - State contact - 132 500 Media team contact - 07 3635 3310
	Severe storm surge/tsunami	<ul style="list-style-type: none"> <li>• <b>LDMG</b> – relevant local council’s LDMG leads disaster management response</li> <li>• <b>QFES</b> – distributes and develops earthquake warnings (when lead agency)</li> </ul>	
<b>2. VISITOR ACCIDENTS/ DEATHS</b>	Drowning	<ul style="list-style-type: none"> <li>• <b>Queensland Police Service (QPS)</b> – leads and coordinates response in the event of a death</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> </ul>	<a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444 <a href="#">QAS</a> - State contact - 13 74 68 Media team contact - 07 3635 3900
	Missing/abducted/murdered visitor	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads search and rescue operations and investigations into abductions and murders</li> </ul>	<a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444

CRISIS TYPE	AGENCY ROLES	AGENCY CONTACTS
Missing bushwalker	<ul style="list-style-type: none"> <li>• <b>QPS</b> – coordinates multi-agency search and rescue response</li> <li>• <b>QFES</b> – provide search and rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QFES</a> - State contact - 13 74 68 Media team contact - 07 3635 3310</p> <p><a href="#">QAS</a> - State contact - 13 74 68 Media team contact - 07 3635 3900</p> <p><a href="#">Queensland Parks regional offices/centre</a> contacts - 13 74 68</p>
Boating accident	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads and coordinates multi-agency operations involving search and rescue/deaths or serious injury</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Volunteer Marine Rescue Queensland and Australian Volunteer Coast Guard</b> – provide volunteer marine search and rescue</li> <li>• <b>Aerial rescue services</b> – provide aerial assistance in rescue operations (see wildlife attack agency contacts)</li> <li>• <b>Maritime Safety Queensland (MSQ)</b> – lead regulator and investigator for recreational vessel accidents</li> <li>• <b>Australian Maritime Safety Authority (AMSA)</b> – lead regulator and investigator for commercial vessel accidents/ also assists in vessel search and rescue</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QAS</a> - State contact - 13 74 68 Media team contact - 07 3635 3900</p> <p><a href="#">Volunteer Marine Rescue Queensland</a> local contacts - 1800 073 282</p> <p><a href="#">Australian Volunteer Coast Guard local contacts</a></p> <p><a href="#">Maritime Safety Queensland (MSQ)</a> – local and after-hours contacts 13 74 68</p> <p><a href="#">Australian Maritime Safety Authority (AMSA)</a> – contact - 1800 627 484</p>
Bus crash	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for mass casualty/fatality management and traffic management</li> <li>• <b>QFES</b> – provides rescue functions</li> <li>• <b>Queensland Health</b> – joint lead agency with QPS for mass casualty/fatality management</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QFES</a> local contacts – 13 74 68</p>
Plane crash (land/sea)	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for search and rescue and mass casualty/fatality management</li> <li>• <b>QFES</b> – provides rescue functions</li> <li>• <b>MSQ</b> – assists water-based search and rescue operations</li> <li>• <b>Australian Transport Safety Bureau (ATSB)</b> – investigates aircraft accidents</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QFES</a> - State contact - 13 74 68 Media team contact - 07 3635 3310</p> <p><a href="#">MSQ regional contacts</a> 13 74 68</p>

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>3. WILDLIFE ATTACK</b>	Shark, crocodile, dingo, snake, Irukandji...	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – joint lead agency with QPS for mass casualty/fatality management</li> </ul>	<a href="#">Australian Transport Safety Bureau (ATSB)</a> contacts - 1800 020 616 <a href="#">Queensland hospital and health service</a> local contacts
		<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads and coordinates multi-agency operations involving deaths or serious injury</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Aerial rescue services</b> – provide aerial assistance in rescue operations</li> </ul>	<a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444 <a href="#">QAS</a> State contact - 13 74 68 Media team contact - 07 3635 3900 <a href="#">RACQ Life Flight Australia fleet and bases</a> <a href="#">CQ Rescue</a> (Central Queensland/ Whitsundays) – 07 4998 5232 <a href="#">RACQ Capricorn Helicopter Rescue Service</a> (Capricorn) – 07 4922 9093 <a href="#">RACQ Life Flight Rescue</a> and (Bundaberg, Maroochydore, Mt Isa & Toowoomba) – 07 4592 5799 and 07 5458 8700 <a href="#">Westpac Lifesaver Rescue Helicopter Service (Surf Lifesaving Qld)</a> (SEQ) contacts – 07 3846 8000
<b>4. DROUGHT/ HEATWAVE</b>	Heatwave	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – primary agency for dealing with heatwaves</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland hospital and health service</a> local contacts <a href="#">Queensland Hospital and Health Service CEOs and Board member</a> contacts
	Drought Water shortage	<ul style="list-style-type: none"> <li>• <b>Department of Natural Resources Mines and Energy (DNRME)</b> – communicate arrangements for emergency events impacting energy or water supply</li> </ul>	<a href="#">Department of Natural Resources Mines and Energy (DNRME) contacts</a> (click on ‘Contact us’ in top right corner) 13 74 68 <a href="#">Queensland utilities contacts</a>
<b>5. REEF RELATED CRISIS</b>	Mass coral bleaching UNESCO ‘in danger’ listing	<ul style="list-style-type: none"> <li>• <b>Great Barrier Reef Marine Park Authority (GBRMPA)</b> – evaluates extent/impacts and promotes recovery through targeted actions</li> <li>• <b>Department of Environment and Science</b> – environmental recovery</li> </ul>	<a href="#">Great Barrier Reef Marine Park Authority (GBRMPA)</a> – 07 4772 6093 <a href="#">Department of Environment and Science</a> contacts – 13 74 68



CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
		<ul style="list-style-type: none"> <li>• <b>Tourism and Events Queensland (TEQ)</b> – leads in coordinating tourism industry response</li> </ul>	<a href="#">Tourism and Events Queensland (TEQ) contacts</a> - 07 3535 3535
	Oil spill	<ul style="list-style-type: none"> <li>• <b>MSQ</b> – lead agency for dealing with oil spills and ship-sourced pollution</li> </ul>	<a href="#">Maritime Safety Queensland (MSQ) regional contacts</a> - 13 74 68
<b>6. ENVIRONMENTAL DISASTER</b>	Water pollution/algal bloom	<ul style="list-style-type: none"> <li>• <b>Department of Environment and Science</b> – coordination of environmental recovery initiatives</li> </ul>	<a href="#">Department of Environment and Science contacts</a> - 13 74 68
	Fish die-off	<ul style="list-style-type: none"> <li>• <b>Department of Agriculture and Fisheries (DAF)</b> – lead agency for containment and eradication of emergency animal and plant diseases and pests – advice on agriculture, fisheries and forestry in a disaster event</li> </ul>	<a href="#">Department of Agriculture and Fisheries (DAF) contacts</a> - 13 74 68
	Insect plague		
<b>7. MANMADE DISASTER</b>	Chemical/gas leak Major explosion	<ul style="list-style-type: none"> <li>• <b>QFES</b> – primary response agency for chemical/hazmat incidents</li> <li>• <b>QPS</b> - lead agency for state rescue and mass fatalities (in conjunction with Queensland Health)</li> <li>• <b>Queensland Health</b> – primary agency for biological and radiological incidents – lead agency for mass casualty/fatality management</li> </ul>	<a href="#">QFES</a> - State contact - 13 74 68 Media team contact - 07 3635 3310  <a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444
<b>8. REPUTATIONAL DAMAGE/ RUMOUR</b>	Poor visitor experience/high-profile criticism	<ul style="list-style-type: none"> <li>• <b>Regional Tourism Organisation (RTO)</b> – leads tourism communication response in local area in conjunction with:</li> <li>• <b>Tourism and Events Queensland (TEQ)</b> – coordinates response to tourism-related reputational issues</li> <li>• <b>Queensland Tourism Industry Council (QTIC)</b> – provides media comment on behalf of Queensland tourism industry</li> </ul>	<a href="#">Regional Tourism Organisation (RTO) contacts</a> <a href="#">TEQ</a> and <a href="#">media spokesperson</a> contacts - 07 3535 3535 <a href="#">QTIC</a> and <a href="#">media spokesperson</a> contacts – 07 3236 1445
<b>9. HEALTH SCARE</b>	Pandemic - major virus/health scare/ major food poisoning	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – primary agency for pandemic, influenza, biological and radiological incidents – lead agency for mass casualty/fatality management</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland hospital and health service</a> local contacts <a href="#">Queensland Hospital and Health Service CEOs and Board member</a> contacts



CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>10. INCIDENT BLOCKS ACCESS</b>	Major vehicle accident Road/bridge collapse	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for mass casualty/fatality management and traffic management</li> <li>• <b>QFES</b> – provide rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Department of Transport and Main Roads</b> – coordinates reconstruction activity of roads and transport</li> <li>• <b>RTO and TEQ</b> – travel advice to visitors</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QFES</a> - State contact - 13 74 68 Media team contact - 07 3635 3310</p> <p><a href="#">QAS</a> - State contact - 13 74 68 Media team contact - 07 3635 3900</p> <p><a href="#">Department of Transport and Main Roads</a> contacts - 13 74 68</p> <p><a href="#">RTO</a> contacts</p> <p><a href="#">TEQ</a> contact - 07 3535 3535</p>
	Dam collapse	<ul style="list-style-type: none"> <li>• <b>DNRME</b> – leads emergency action plans in event of dam failure</li> </ul>	<p><a href="#">DNRME contacts</a> (click on 'Contact us' in top right corner)– 13 74 68</p>
<b>11. LOSS OF SERVICES/ UTILITIES</b>	Hospitality/transport strike Major operator collapse	<ul style="list-style-type: none"> <li>• <b>RTO</b> – leads tourism communication response in local area in conjunction with:</li> <li>• <b>TEQ</b> – coordinates response to tourism-related reputational issues</li> </ul>	<p><a href="#">RTO</a> contacts</p> <p><a href="#">TEQ</a> contact - 07 3535 3535</p>
	Long-term power failure	<ul style="list-style-type: none"> <li>• <b>DNRME</b> – communicate arrangements for emergency events impacting energy supply</li> </ul>	<p><a href="#">DNRME contacts</a> (click on Contact us in top right corner) - 13 74 68</p> <p><a href="#">Queensland utilities contacts</a></p> <p><a href="#">Energex</a> – SEQ - 13 19 62</p> <p><a href="#">Ergon Energy</a> - outside SEQ – 13 22 96</p>
<b>12. RACIST/ CRIMINAL/ TERRORISM EVENT</b>	Racist or violent attack on tourist Major crime Mass shooting	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for crime and mass casualty/fatality management</li> </ul>	<p><a href="#">QPS</a> local station contacts – 131 444</p>
	Terrorism event	<ul style="list-style-type: none"> <li>• <b>QPS</b> – operational responsibility for first response to terrorism</li> <li>• <b>QFES</b> – provide rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Australian Federal Police (AFP)</b> – AFP’s Incident Coordination Centre coordinates and manages major terrorism incident response</li> <li>• <b>TEQ</b> – coordinates messages for tourists</li> </ul>	<p><a href="#">QPS</a> - State contact - 131 444 Media team contact 07 3015 2444</p> <p><a href="#">QFES</a> - State contact - 13 74 68 Media team contact - 07 3635 3310</p> <p><a href="#">Australian Federal Police (AFP)</a> contacts - (02) 5126 0000</p> <p><a href="#">TEQ</a> contact - 07 3535 3535</p>