



PORT DOUGLAS  
DAINTREE



# TOURISM OPERATORS RESPONSE & RECOVERY GUIDE

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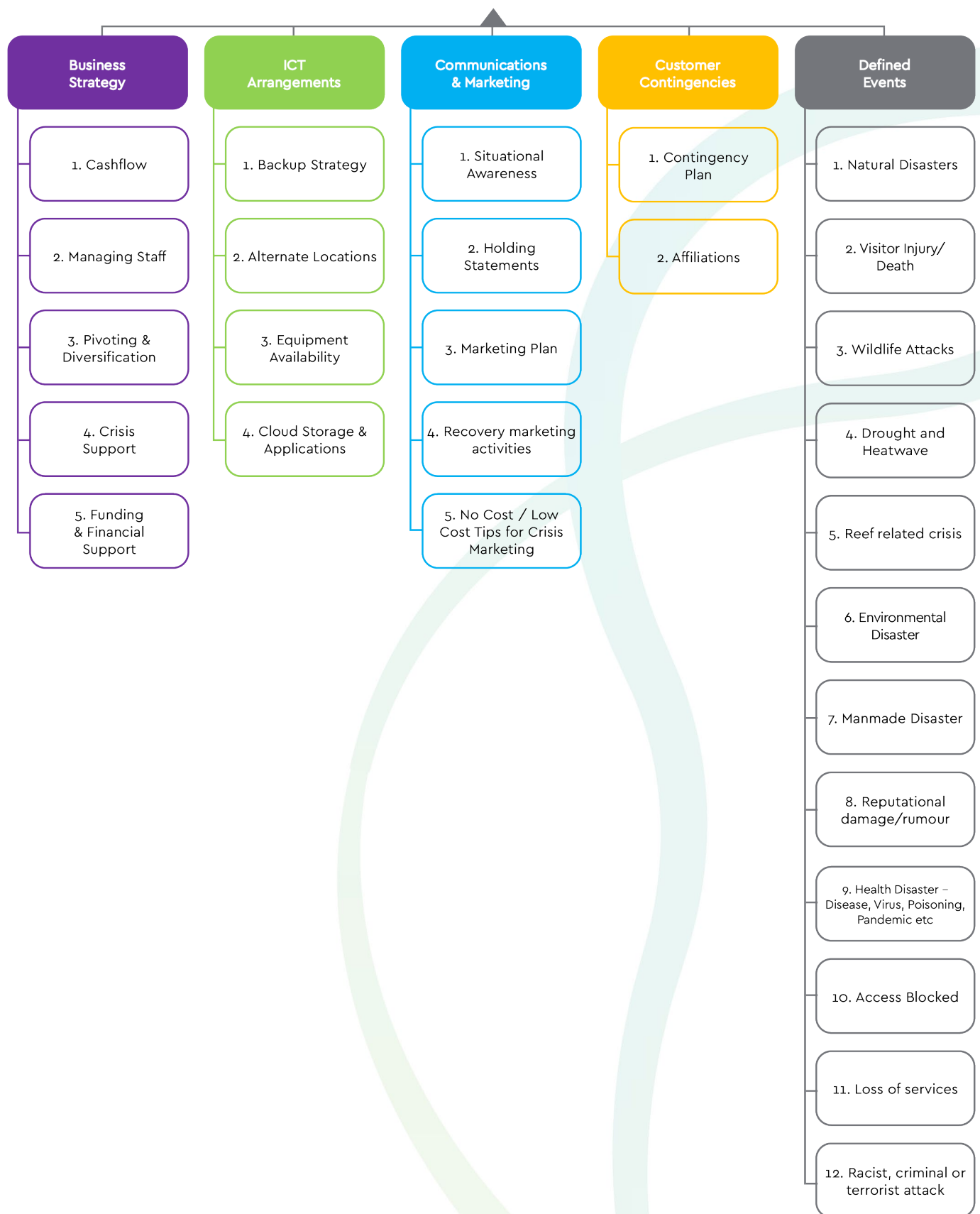
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## STAKEHOLDER CONTACT LIST

Organisation	Website
Australian Federal Police	<a href="http://www.afp.gov.au">www.afp.gov.au</a>
ABC Local Radio (Emergency Broadcaster)	<a href="http://www.abc.net.au">www.abc.net.au</a> 639 AM (Mossman)
Australian Institute of Marine Science	<a href="http://www.aims.gov.au">www.aims.gov.au</a>
Australian Security Intelligence Organisation	<a href="http://www.asio.gov.au">www.asio.gov.au</a>
Bureau of Meteorology	<a href="http://www.bom.gov.au">www.bom.gov.au</a>
Cairns Airport	<a href="http://www.cairnsairport.com.au">www.cairnsairport.com.au</a>
Department of Health	<a href="http://www.health.gov.au">www.health.gov.au</a>
Douglas Shire Disaster and Emergency Information	<a href="http://douglas.qld.gov.au/community/disaster-and-emergency-information">douglas.qld.gov.au/community/disaster-and-emergency-information</a>
Douglas Shire Disaster Dashboard	<a href="http://dashboard.douglas.qld.gov.au">dashboard.douglas.qld.gov.au</a>
Mossman Police Station	<a href="http://www.police.qld.gov.au/station/mossman-station">www.police.qld.gov.au/station/mossman-station</a>
Nature Conservancy Australia	<a href="http://www.natureaustralia.org.au">www.natureaustralia.org.au</a>
Port Douglas Fire and Rescue	<a href="http://www.facebook.com/pdfirerescue">www.facebook.com/pdfirerescue</a>
Port Douglas Police Station	<a href="http://www.police.qld.gov.au/station/port-douglas-station">www.police.qld.gov.au/station/port-douglas-station</a>
QGov Disaster Management	<a href="http://www.disaster.qld.gov.au">www.disaster.qld.gov.au</a>
Royal Automobile Club of Queensland	<a href="http://www.roadconditions.racq.com.au">www.roadconditions.racq.com.au</a>
Tourism Port Douglas Daintree	<a href="http://www.visitportdouglasdaintree.com">www.visitportdouglasdaintree.com</a>
Tourism Tropical North Queensland	<a href="http://www.tourism.tropicalnorthqueensland.org.au">www.tourism.tropicalnorthqueensland.org.au</a>
World Health Organisation	<a href="http://www.who.int">www.who.int</a>

# TOURISM OPERATORS RESPONSE AND RECOVERY PLAN



## GENERAL GUIDANCE

### Safety First

#### People

The safety of yourself and others should always be the priority in any crisis. Depending on the type of event, you may need to move people to a place of safety or shelter in place. Consider how you might do this based on your operation. Also think how you will support your employees who may be distressed.

#### Wildlife & Environmental

After people, comes the protection or rescue of wildlife if they relate to your business operations. Consider how you would protect them, either in-place or evacuation – what equipment would you need and where would you take them.

Protection of the environment you operate in is important to enable future recovery actions and to prevent further exacerbation of the event. Ensure the actions you take to respond to an event does not significantly impact upon the environment.

#### Assets & Equipment

During recovery from a crisis, your assets and equipment can be replaced however some may take longer than others which can have a significant impact on your ability to recover. Ensure you have adequate insurance, that it is current and that you have identified equipment without which would severely impact your operations.

Consider having spare equipment at an alternative location or having awareness of alternate supply chains and workarounds.

#### Emergency Plan

Your business should have some type of contingency or emergency plans that can be relied upon during a crisis. It should be customised based on the type of tourism operation you have, the type of events you may be a risk from and what their level of impact or disruption would likely be.

#### Stay Informed

Identify multiple information sources. In a large event you may not have access to regular sources such as the internet, mobile network, television or radio. Consider how you can obtain information about the event so you can monitor it and consider any further actions you need to take.

Identify how you will communicate with your suppliers and customers who could be either onsite or have future bookings.

Also consider how you will respond to direct media enquiries if the incident is related to just your tourism business. Who would the best person be to talk to the media?

#### Assess and Act

Many disasters and emergencies start as a small incident or only have the potential to become a crisis, for example the slow creation of a Tropical Cyclone which may or may not impact your location.

Keep track of what is happening and assess how it may affect you then start to scale up in your response. This may be as simple as checking your data is being backed up to the cloud or discussing with staff what spares are available or what stock levels are like. Either way, monitoring the situation early is the best way to predict the impacts that it may cause your business and help you determine how you can best respond to reduce those impacts.



## TOURISM OPERATOR RESPONSE ACTIONS

The following list of defined events may occur across the Far North Queensland region and tourism operators are encouraged to consider the impacts of each event type upon their business.

1. Natural Disasters
2. Visitor accident/death
3. Wildlife attacks
4. Drought and heatwave
5. Reef related crisis
6. Environmental disaster
7. Manmade disaster
8. Reputational damage/rumours
9. Health – Disease, Pandemic, Health Event
10. Incident blocking access
11. Loss of services / operator bankruptcy
12. Racist, criminal, or terrorist attack



Daintree Ferry Crossing

A general Response and Recovery Actions Checklist can be found at the end of this document.

## BUSINESS RESPONSE & RECOVERY

### Bookings & Cashflow

#### Manage Bookings

As soon as you become aware that a crisis will or has already affected your business, you should identify what the impact will be on future bookings and subsequently your cashflow. Some simple steps to take include:

- Notify your current customers and advise whether the tourism service can still be provided
- Manage cancellations, re-bookings or alternative arrangements
- Review your Cancellation Policy

If a guest cancels a booking or checks out early if you have an accommodation business (and there is no booking condition), you should apply your cancellation policy. However, always talk to your customer and negotiate other options, especially if the crisis is a major one.

If you need to cancel a booking that you have already accepted, you are in breach of a contract and the customer is entitled to claim damages from you to compensate them for any loss.

Consider what alternatives you can offer your customer. This will depend on the booking stage, for example if the booking is in the future then this may mean delaying or re-booking for a future service.

If they are already in attendance, this may mean finding alternative options such as another accommodation provider or tourism operator that could provide the same or similar service. Always try to find an outcome that satisfies both you and your customer as this is an important aspect for your long-term recovery and may have reputational impacts. Alternative options may include:

- Credit notes
- Changing the booking date(s)
- Transferring the booking to another business in your group or another business in the broader region

### Forward Bookings

Depending on the nature and longevity of the crisis, your forward bookings may be impacted based upon perceptions and negative media resulting in cancellations. This is the time you should be actively promoting your business and the destination. Counteract negative media with positive, for example posting happy, fun images from your business and the area onto your social media accounts. TPDD can help provide positive stories and articles during the recovery phase of a crisis.



Post Emergency Clean Up

Identify the positive reasons why visitors should still visit your business and the local area. If part of the region has been damaged, have ideas ready for new itineraries and identify alternative, enjoyable attractions that suit a range of interests.

To help you and/or your staff to respond positively to booking inquiries, prepare a script for answering telephone calls, emails, walk-ins, etc. that outlines the activities and things to do.

### Cashflow

Because cash is the life blood of a tourism operators' business it is critical to your business survival and even more so during a crisis. You need to continually monitor your cash flow budget for several months following a crisis. Consistently compare your actuals to estimates on a weekly or fortnightly basis to enable you to identify trends or areas you need to try and increase revenue and lower expenses.

### Prepare a cash flow budget

Budgets are the expected future activities of a business, measured in financial terms. They are a kind of financial summary of all anticipated plans and actions for the business such as marketing, staffing, human resources, and operations.

The best way to keep track of cashflow is to create a cash flow budget that can be easily updated. For example: staffing levels, crisis recovery times, funding sources, increased expenses, marketing results etc. will regularly impact on your cash flow budget and needs to be kept up to date so it adds value to your options. It is also useful during tourism related crisis when applying for funding or grants to have this information available and up to date.

The two types of budget you may use, are:

- Cash flow budget
- Profit and loss budget



The cash flow budget estimates the future income and expenditure of the business and can identify time periods when you may be cash poor or times when your cash generating activities are high.

When reviewed against projected expenditure for the same time, you can quickly identify if you will be short. By developing cash flow projections up to several months ahead you can estimate when the business will be short of money. However, the recovery period following a crisis may be very uncertain and fluctuate to the extent your cash flow budget needs to be constantly updated. This guide provides the tools to prepare a Crisis Cash Flow Budget for your tourism business.

## Managing Staff

### Assess your staffing levels

Your employees are a critical component for your business when recovering from a crisis. Effectively managing them will ensure they are committed to the recovery of your tourism business as you are. However, you still need to consider risks to their health and safety.

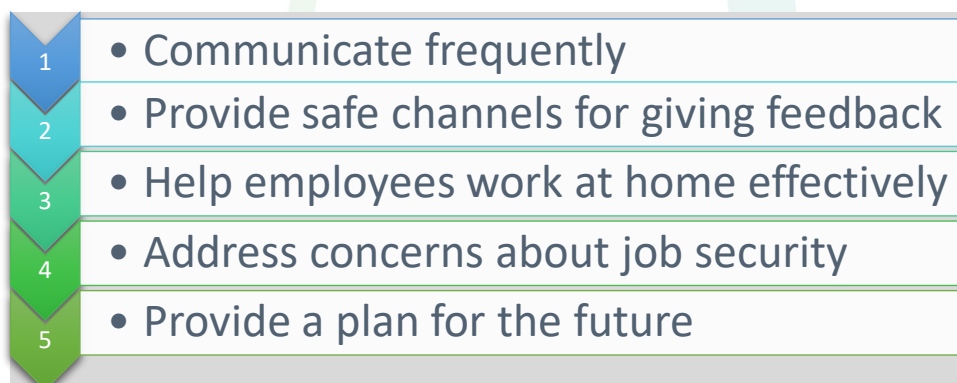
Consider too what other skills your employees may have that is not their core job role. If they cannot fulfil their normal role, what else could they do to support your recovery?

Be aware of all the options under the Fair Work Act and Awards or Agreements. This includes redeploying staff into other roles, instigating job-sharing arrangements, reducing hours, standing employees down, redundancy and entitlements. It is critical that you act legally and ethically depending on the staff members employment status and industry sector.

Stay up to date with the latest news and advice from government to be able to communicate the same to your employees and take advantage of any relief or funding that is available.

Remember, during the recovery period when you need additional staff, they may not be available if you have not acted fairly and assessed all the risks to your business.

If you are considering pivoting or diversifying your business services or products, consider what your resourcing needs are in terms of qualifications, product or service knowledge, skills training, availability and rate.

- 
- 1 • Communicate frequently
  - 2 • Provide safe channels for giving feedback
  - 3 • Help employees work at home effectively
  - 4 • Address concerns about job security
  - 5 • Provide a plan for the future

### Standing Down / Redundancies

Any crisis which has a prolonged impact on a tourism business is likely to lead to an overburden of staffing numbers and the decision may need to be made to stand down some staff and/or make others redundant. The following list may guide you to undertake this difficult task:

- Be aware of the legal meanings of Standing Down and Redundancy
- Be aware of the national employment standards, contractual conditions, and employee entitlements
- Be sure you have reviewed your needs for the short, medium, and long-term recovery from the crisis and are clear about the need to act
- Be calm, listen to their concerns and thoughts
- Be a leader – take ownership, communicate openly and honestly, and ensure every individual has clarity and understanding

Consider how to retain your key employees before taking the serious action of retrenching staff, look at all the options that may enable the business to retain staff, beyond a short or medium-term crisis.

### Before retrenching staff, consider these options:

1. Invite employees to take accrued leave entitlements during the crisis
2. Negotiate for employees to take leave without pay or change from full to part time
3. Consider the merits of changing employment arrangements to contracting so employees can seek other work
4. Negotiate with other businesses to take on employee or even share duties on a temporary basis.

*Any options you consider around changes to the structure of your business must be done in a way that does not leave employees disillusioned or uncertain about their own future. Keep staff informed about why you have made the decisions you have.*

## Pivoting and Diversification

### Pivoting

Refers to the actions a business takes to make a fundamental change to their product or service offering. It often means a complete move to another product or service and discontinuing the existing ones. Think of it like a tourism business pivoting by closing their unsuccessful reef tour operation and then providing a tourism luxury coach service.

## Diversification

Usually means a business retains its original product or service and creates new ones that may or may not be related to the original product. For example, a tourism business that provides reef tours, establishes a tourism luxury coach service to take tourists to various locations including the departure point for their reef tourism operation.

In the recovery phase after a crisis, it is good practice to consider if the option of pivoting or diversifying your business is realistic – even for a short term to get through it until you can return to business as usual.

Carefully considering the potential impacts of pivoting or diversifying your business will help you decide whether it is a viable option for you. You might look at it as an opportunity to put plans in place for future business growth and change instead of just recovering from the crisis. This is great way to turn your mindset from negative to positive.

If you do make any changes to your products or services, make sure you tell your existing customers and market to your new ones. Ensure you update terms and conditions, website(s), marketing collateral and sales/call scripts.

Review your target market. Does it still apply, or do you need to market to an entirely different demographic? Is your marketing databases easily available and do you have the technical infrastructure to market to them, for example cloud-based applications? How will you record information about new or potential customers?

Focus on products and services which will make the most impact on your cashflow or is more likely to recover quicker from the crisis. Consider the perception of both domestic and international visitors on your products and services and of the entire region or Country as a whole. Factor this into your planning for product or service pivoting and diversification.

Following a crisis, you should consider the following:

- How long is this likely to last?
- What is the impact on my main product or service lines?
- Is the impact across the whole region and all tourism operations or just my own?
- Will marketing, price reduction or other offers change the impact on my product or service?
- What tourism related products are not being impacted by the crisis and is my business aligned with any of them?
- Is there a unique gap in the market created by this crisis that I could fill?
- What would the cost of pivoting or diversifying be, and would the returns be worth the effort?
- Are there other ways I can maintain revenue without changing or adding to my existing products or services?

If your product or service is supply-chain related and the crisis impacts this, what alternatives do you have? What is the cost impact or timeline for alternate supply chains or suppliers? Will the value of the Australian Dollar in international markets change the cost of your supplies?

### Reassess your product

One of the things you may discover soon after a crisis event is that you cannot offer the same experience to visitors as you did before. This may be due to:

- The environment you operate in could be affected, (e.g. by fire, flood or cyclone), which may lessen the appeal of visiting the area.
- If major drawcards to the region are closed or damaged, you may need to identify new sites of interest that are appealing and safe for visitors.
- You may not be able to offer your usual range of products or services due to damaged property or trouble with suppliers.
- The crisis may also have created certain negative perceptions about the region that you need to address through changes to your product.
- Or you may need to restructure your product in some way to appeal to a new market to substitute for those who are not visiting.
- Most tourism operators must alter their product offerings in some way to compensate for the impact of a crisis.

### Crisis Support

Any type of incident or crisis can have a severe impact on other people. The level of impact depends on their propensity for resilience in the face of adverse conditions, the level of personal involvement to them, family or their peers, the nature and location of the event and their response to external influences such as media reports and collective behaviour reaction.

### Communication

Provide open, honest communication to stakeholders including employees and customers. Consider the potential impact of these communications and how they may best be conveyed to people. The next of kin to an injured employee will need a very different approach to a media interview.

Ensure you are factual and succinct. Practice what and how you are going to say something before doing it. Keep to the main points and do not provide too much detail unless the stakeholder is a regulator or receiving the information in an official capacity.

Remember, communication is a two-way activity. Listen more often than you talk.



Shannonvale - Day after Cyclone Ita (Julie Ogorman)

## Managing Emotions

As a business person in your local community, you will often be involved in community meetings or working with others to assist the recovery process. An awareness of how members of a community may respond to a crisis event can be helpful, especially if people behave in challenging ways.

A crisis often poses threats to those things a person holds value against such as other people, their property and their environment. They are associated with uncertainty about the threat and what will keep them safe. This can make people feel highly emotional which results in physical and / or mental tension. Tension is often released as anger which seeks to assign blame and responsibility.

Angry or anxious people are often relieved when they communicate their concerns and feel they are genuinely being heard. Anxiety can also be reduced by being provided with reassurance and certainty about what is unknown. If people cannot be given information to reduce their anxiety, then any certainty that can be given will help, such as information on assistance that's available.

It's important that people have an opportunity to relieve their stress and anger so they can think more clearly and move into a more productive frame of mind which will help the recovery process.

## Seek counselling

Counselling can be a great way for a person to deal with their concerns in an objective and non-threatening environment. Crisis counselling is a professional service with skilled and qualified people who may provide their service on a community, group, or individual basis. As an employer, you may seek such services for all your employees or just a few. Details of appropriate counsellors can be obtained from local health providers, community mental health services and State government.

*Adapted in part from 'Managing Emotions in Emergencies - for people working with affected communities: Fact Sheet' by Department of Human Services (Vic)*



## Funding and Financial Support

### Financial Response

The table below should be used as a guide to identify the appropriate level of response depending on the type of crisis that occurs.

Type of Crisis	Examples	Financial Response
1. Brief or Sudden Event: Short Term Consequences for the business	Infrastructure/transport failure Rain affecting access roads to the business	Act immediately to ensure that the short-term effect of the emergency can be handled using existing financial resources. Otherwise arrange for extra cash - cash injection, overdraft or credit extension.
2. Brief or Sudden Event: Medium to Long Term Consequences for the business	Disease outbreak at or near the business premises (food poisoning, Legionnaire's, bird flu) Terrorism attack or riot Shark attack	This type of emergency threatens customers' sense of safety and security with long-term impacts on visitation. It may be important to invest in marketing campaigns and preventative systems to restore confidence, e.g. food safety systems in the case of food poisoning. Develop a budget to present to the bank or shareholders to secure the extra cash required.
3. Medium Term Event: Medium Term Consequences for the business (1-4 years)	Flood or bushfire eliminating a whole tourist season, with longer term impacts	Organise for additional cash to be available to the business to help tie it over until sales return to a normal level. This could come from a bank or from further investment from the owners or shareholders, once a plan has been prepared to show how the business will return to profitability.
4. Long Term Event: Changing Business Strategies for the business (4+ years)	Long-term impacts of climate change, altering the ambiance and attractiveness of a tourist location (e.g. ongoing water restrictions)	Invest in promoting the most positive messages about the destination to potential visitors, ideally in collaboration with other businesses to pool marketing dollars. The business may also need to invest in new systems that demonstrate they are tackling the challenges of the long-term emergency, e.g. energy or water saving devices, or security systems.
5. Long Term Event: Continuing Consequences for the business	Closure, or reduced access, to a fundamental resource or activity that is crucial to the business, such as a national park for a tour operator, or the drying of an inland lake to a boat or accommodation provider A flood or a fire resulting in substantial destruction of the business' assets and equipment	If relevant, use an insurance payout to start afresh. If there is no financial payout, assess whether the expertise, enthusiasm and financial resources exist for the business to provide a new package of services or to re-establish in a new location. In an extreme case, the business owners may need to seek accounting and legal advice to determine how to meet the demands of creditors to wind-up the business and avoid being forced into liquidation.

Acknowledgement: Street Ryan and Associates

## Financial Support

A major crisis event may prompt some financial supports from both government and non-government agencies which could assist you through a time of low turnover. However, this depends largely on the size and impact of the event on your region or state.

If no specific recovery funding is available there may be community and government existing or new grants that you could apply for to help you with infrastructure, growth, business support, equipment etc. You can find out about funding and grants through:

- Your regional and state tourism organisation
- Local council
- State government's business development agency
- Emergency service agencies
- Your accountant
- Specialist grant and funding application service providers

Assistance from non-government agencies may also be available, such as your bank (e.g. postponement of mortgage payments) or selected charities, (e.g. funding support). Even renegotiating your payment terms with suppliers may provide valuable financial support during tough times.

## Debt and Creditor Management

### What is Debt?

- Debt is money borrowed
- Debt is money owed, due or over-due
- Debt is a means of making a large purchase that you could not afford under normal circumstances.

As a business owner you could be liable to the following debt:

Long Term Debt	Short Term Debt
<ul style="list-style-type: none"><li>• Bonds</li><li>• Convertible bonds</li><li>• Notes payable</li><li>• Lease obligations or contracts</li><li>• Superannuation or post-retirement benefits</li><li>• Contingent obligations</li></ul>	<ul style="list-style-type: none"><li>• Short-term bank loans</li><li>• Accounts payable</li><li>• Wages</li><li>• Lease payments</li><li>• Income taxes payable</li></ul>

## Debt Negotiation

Debt negotiation is a negotiation (discussion aimed at reaching a desired agreement) between debtor (you) and creditor (the entity you owe) to settle a debt on terms which are beneficial to both parties.

### Track Debtors and Creditors

As a business owner it is important to keep track of the money you owe as well as the money that is owed to you. Keeping detailed records of what you owe, and the money owed to your business is essential if you want to make payments on time.

This process involves invoicing customers, sending timely reminders, notify on outstanding invoices and recording supplier invoices to ensure payments are made in a timely fashion. Be persistent with debtors to increase cashflow so that you are not late with paying your creditors.



Coopers Creek Causeway (Lyll Naylor)

### Cancel Supply Orders

In times of crisis, you will need to go back to your stored away invoices and contractual agreements with suppliers. Your contract should stipulate the conditions in which you can cancel incoming orders. If you are unable to cancel an order, contact your supplier and ask if you can delay the order to a further date. This could potentially delay payment of that specific delivery leveraging your position in fulfilling other payments.

### Seek Instalment Plans & Payment Extensions

If you are caught in a catch-22 situation where it seems impossible to pay a lump sum amount to your creditors because you are backed up with other payments, it would be wise to first contact your creditors and negotiate an instalment plan or payment extension with them. Creditors are usually open to negotiation if you have a valid reason, one that is truthful and realistic. Payment plans do however result in you paying more over time. So, if you decide to go with a payment plan, make sure you understand the total amount you will pay.

### Review your Financial Position

Go over your income (the money your business takes in) and expenses (what it spends money on.) Your net income is generally your revenue, or all the money coming into your business, minus all your expenses. If that number is positive, your business is making a profit. If it is negative, your business is making a loss. Using that as a guideline, figure out what you can afford and only agree to pay a realistic amount. In most cases, you can negotiate the best settlement on a debt if you can come up with a lump sum amount to resolve that debt.



## Settling Debts

In the event you can offer a lump sum payment to resolve the debt this may be the best option for a long-term benefit. You can negotiate with the creditor to settle the debt for a lesser amount. There may of course be implications on your credit rating or future supply contracts, but it is worth negotiating to see what can be achieved.

## Understand your Legal Rights

Before speaking to debt collectors, be familiar with your rights. Debt collectors are savvier and more experienced than you and can easily take advantage of you but before they do, know that you have legal rights. Your rights include:

- You have the right to a written notice explaining the debt
- You have the right to ask for the debt collector's name
- You have the right not to be harassed. This includes being threatened, using crude language or even calling you before 8 a.m. or 9 p.m.
- Debt collectors can only contact your employer, family members and friends to contact information about you
- Understand the statute of limitations on your debt - Looking at the age of your debt can help you determine if you still have legal liability. Even if collectors threaten you, when the statute of limitations passes, they can no longer sue you to collect, unless the debt is revived.

## Potential Bankruptcy

Filing for bankruptcy should only be considered if you are legitimately at risk of becoming bankrupt as it involves long-term impacts that will take many years to recover from. When someone files for bankruptcy, the amount they owe to unsecured creditors is discharged.

Unsecured debt is not tied to any property or assets. The creditor must sue in order to obtain a court judgment to take personal property as payment. Debtors may use this tactic hinting toward the possibility of bankruptcy which may get the creditor to lower their settlement offer.

## Get Everything in Writing

When you do come up with a payment arrangement, or a debt settlement letter, get it in writing before you pay any amount of money, otherwise, the terms can change, and it will be your word against theirs.

When you receive the settlement agreement in writing, this will absolve you of any further obligation to pay back more than what you agreed to in the negotiation. However, once you receive this agreement in writing, you will have to send the amount agreed upon within the time allotted (typically ranging from a day or two, to one month).



Cyclone Ita – Cane tracks to nowhere (Ian Arcus)

## ICT Arrangements

The reliance that is now placed upon digital technology for every part of the business value chain has brought about increased productivity, quality, capacity, and capability. However, all businesses can suffer if they lose this capability whether its related to data storage and accessibility, internet connectivity or communications.

This is especially so when an outage may be prolonged and across multiple channels. For example, consider the impacts to your tourism business if both internet and mobile telephone capability was lost? Whilst you may not have direct control over these services, you can manage their impacts through some simple to implement strategies. For example:

- Having a data backup and retention strategy so business information is not lost and is accessible from multiple locations
- Having alternative places that are equipped to operate from whether it an alternative commercial premises or home location
- Considering what equipment spares and backups you have. For example, a generator can keep your computer network running for enough time to implement workarounds
- The cost effective and wide choice of cloud-based applications and data storage options mean you can often operate effectively from alternate locations

### Backup Strategy

A backup is a digital copy of your business' most important information e.g. customer details, sales figures, bookings, schedules, finances, records etc. This can be to an external, disconnected hard drive or USB or to an online (cloud) service. An automatic backup is a default or 'set and forget' system that backs up your data for you automatically.

While maintaining one backup provides protection against sudden incidents, such as the theft or failure of a computer, greater protection can be gained by having multiple backups covering different periods, for example one week ago, one month ago and six months ago.



Foxton Rescue, Mossman (Cathy Ford)

The limitation of only having one backup is that sometimes data loss can happen slowly in the background and may not be noticed until too late. Some types of ransomware and hardware faults can cause this, and sometimes users inadvertently delete important files without realising. The loss of an important file may not be noticed for a while, by which time the most recently backed up copy will have been overwritten and lost.

Keeping multiple backups can require more management, time and capacity, but allows you to 'go back in time' much further to retrieve important files.



A partial backup cannot provide full disaster recovery, but it can be used in conjunction with the original operating system and application disks to restore basic system functionality. While this may return access to personal files, this process can be time-consuming and may not restore the system completely to its pre-disaster state.

Hardware failure, theft, or malware infection (such as a crypto-locker ransomware attack) can make recovering data that is critical to your business expensive or impossible if lost without warning. To avoid this, you need to back up your data. Make sure you are aware of your business' data retention requirements.

The two main options for backing up your business' data are:

- Perform your own backups to a storage device (USB, external hard drive or Network Attached Storage)
- Backup to an online (cloud) service.

The best approach is usually a combination of the above. For example, a Network Attached Storage device allows for local and remote data access as well as backups both on-site and to cloud based services in real-time. This means you could access your data from anywhere with an internet connection and it will be the latest data produced in your business.

### Alternate Locations

If the crisis has caused your business disruption to the extent you cannot access your ICT network or business location and it may impact your operations for some time, you may need to consider a temporary relocation elsewhere.



Day after Cyclone Ita (Krista Odell)

Relocation to an alternate venue could be a hybrid arrangement across multiple locations of offices. You will need to consider what equipment is required, what communications and connectivity is needed and what will the risks be. Also consider whether the advantages are better than closing your operations for a few days. For example, moving your administration centre to another location may not result in any operational changes to your service delivery requirements if the crisis is still impacting those.

### Equipment Availability

Many tourism operations rely on a wide range of equipment, facilities and infrastructure to be able to operate and provide their services and products to tourists. The impact of losing access to or use of this equipment will have varying degrees depending on its purpose.

If the equipment is mission critical, then you should undertake a Business Impact Assessment to identify workarounds, sources of supply, alternative maintenance or spare part supply chains so you know what options are available during the crisis recovery phase.

## Cloud Storage & Cloud Based Applications

There is an overwhelming choice of online systems with which we can use to operate and manage your tourism bookings from international online flight and accommodation providers, to online scheduling software and accountancy packages. They are all designed to automate processes or provide efficiency gains and be accessible anywhere with an internet connection and browser.

You should conduct a review of your cloud-based application needs and determine what impact they would have during a crisis –both positive and negative. For example, do you have manual backup processes in the event that your online booking system is down? This may be as simple as printing out a daily or weekly booking calendar, but it will work as a backup in the event you lose connectivity.

## Communications and Marketing

When a business is recovering from the impacts of a crisis, the need for information is intense. Especially if the crisis is extended out for a length of time and the business is trying to plan their recovery for the future. Tourism operators especially need to be aware of what information sources are available, how reliable they are and how to best relay appropriate information to employees and customers.

### Environmental Scanning

Under normal conditions, the average tourism operator can be inundated with information from various external sources both official and unofficial –for example Bureau of Meteorology or Social Media weather reports.

During a crisis, the information flow is constant, overwhelming and appears to be across every information channel available including government official sources, television, radio, newspapers, websites, webinars, industry associations, social media, text, phone application and of course word of mouth.

The solution for tourism business operators is to ensure they only focus on what will impact their business and customers. Often, much of the information is repeated or reposted from official sources so it makes sense to identify those official channels and monitor them for information through the

The best message you can provide to your customers is "*We are still open for business*".

response and recovery phase, remembering that in the early stages accuracy may be low and the circumstances constantly changing.

Depending on the nature of the crisis, the government will appoint a department to lead the recovery –known as the lead agency. For most events it will be the Queensland Police Service backed up by State, District and Local Disaster Management Groups. However, at times another part of government may be appointed lead agency –for example Department of Health during a pandemic or health emergency. Many of these agencies have what is known as holding statements which are pre-prepared media messages that are released.

Many of these agencies have what is known as holding statements which are pre-prepared media messages that are released as a crisis unfolds. This also extends into industry associations such as Tourism and Events Queensland (TEQ), Tourism Port Douglas and Daintree (TPDD), Queensland Transport, RACQ, utility and service providers. Queensland Police Service Facebook Page is a high-value source of information during a crisis.

## Restore consumer confidence

Restoring consumer confidence and bringing travellers back to your region is, of course, crucial. Effective media relations allow you to establish credibility, minimise negative / incorrect coverage, extend your marketing budget and relaunch your region appropriately. Assisted by expert and up-to-date operational advice, your regional tourism organisation will be able to help with the timing and content of communication activities during the recovery phase.

Make sure all information used in media releases, briefings, fact sheets, advertising and marketing efforts are accurate and consistent with emphasis on your situation.

Engage with local media channels such as television, radio, podcasts or social media to promote and provide information about your own tourism operation. Where possible, discuss positive stories or unaffected business/current mitigating measures. Upload photos or videos to social media or websites to promote incident cessation and readiness for business. Reshare messaging and support regarding ongoing detailed recovery campaign with other operators, local business and tourism industry organisations. Evaluate with others what worked and what did not to record as a review, for future disaster management within your business.

As mentioned above, a Media Holding Statement is a pre-prepared message that can be customised to suit the particular emergency or crisis and released at appropriate times. The following are some examples of Media Holding Statements you may consider preparing:

*'xxxx tourism operator is now open for business. Local roads, transport networks, accommodation providers and other local businesses are also open, and we are ready to welcome you back.'*

*'xxx tourism operator wishes to advise all its customers that xxxx crisis name, is now behind us and we have fully recovered with all services up and running and waiting for your arrival.'*

*'On behalf of our employees, suppliers and customers, xxxx tourism operator would like to thank all the authorities across the Port Douglas and Daintree region for responding to this crisis so quickly and ensuring the safety of our residents and visitors. We are now open for business to locals and tourists.'*

*'xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality. Check out our latest Instagram pics to see what our recent visitors have been doing'*

## Marketing Plan

During the first few weeks and perhaps months after a crisis event, you will need to make some quick marketing decisions for your business to help increase or generate sales. Key questions to answer include:

- Is my product or service still intact? (If not, consider pivoting or diversification)
- Have the main drawcards to the region been affected by the crisis?
- What is the effect of the crisis on the appeal of visiting the region amongst my target markets?

- Do I need to focus on other markets?
- Which customers are the most likely to come back quickly?
- How do I encourage customers to come back to the region and to my business?
- Should I reduce my prices?

Customers may have fears and concerns about visiting the region post crisis in relation to their safety and comfort, or the quality of experience available. If you can understand and address their fears, concerns and expectations you can work towards addressing them. Have a good understanding of why your customers visit your business:

- If your product is damaged in some way, consider the rewards that customers are seeking when they experience the product or service you offer (i.e. emotional, physical, social, spiritual rewards).
- Also, what else are customers doing while they are in the area? Has the availability of these experiences changed? (NB. It is helpful to survey / research your customers' interests prior to a crisis occurring).
- When you contact customers with forward bookings, notice if they have any fears or concerns about holidaying in the region.
- Monitor how the media are representing the region and the impressions this is likely to make on the public.
- Talk to other tourism operators about whether they are noticing any changes in attitudes towards the region from their customers.

Having undertaken the above research, it is then important to identify:

- If your essential product or service is damaged in some way, how else can you provide the rewards your customers are seeking through another product or service?
- What substitute experiences in the region can you recommend to visitors that are open, safe and they will equally enjoy?
- What marketing messages can you develop that will reassure your customers and address their fears and concerns?

Once you have identified the types of product changes you'd like to put in place, work out how you'll communicate your new offers to your target markets.

## Understanding your markets

- Having a good understanding of who your markets are before a crisis hits gives you a head start when recovering from an event.
- Record information about your customers (origin, interests, demographics, etc.) and their visitation patterns to help you make decisions about marketing and product development that are tailored to their needs.
- Keep records of contact details for previous visitors and seek permission to contact them again with promotional offers (e.g. request them to tick a box of a sign in or sign out form).
- Build your relationships with previous customers by contacting them with information about special offers, new products, etc. (e.g. twice per year). Customer loyalty can generate critical support for a business affected by a crisis event.

The experiences of different businesses when recovering from a crisis show that some markets recover faster than others. How markets respond will depend on the type of crisis. For example, German visitors who generally value the environment will take longer to return to a region where natural habitat has been damaged in some way (e.g. by a chemical or oil spill). United States visitors

are sensitive to issues of personal safety and can stay away from a destination for a long time if there has been a terrorist attack.

If some of your usual markets are staying away, you may need to target new markets, some of which may take more effort to attract. Ideas include:

- You may be able to find market substitutes that can generate business (e.g. if short-break weekenders are staying away from a bushfire-affected area, you may be able to attract a mid-week seniors touring market with a modestly priced package). Focus on market segments that are less deterred by the specific type of crisis (e.g. if visitation by international markets is in decline due to a rising Australian dollar, shift your focus to relevant domestic markets). Business tourists are also likely to return faster to a destination post-crisis due to the imperative of work in contrast to choosing a holiday destination.
- Sometimes those looking for a bargain can provide a short-term market to stimulate cash flow if you decide to discount your prices. Sometimes parts of a region which are not as hard hit by a crisis event as other areas can be ready to reopen for business earlier than the region as a whole. In this instance, it is a good idea to work with your local tourism industry and your RTO to devise a promotional campaign for your destination / local area.
- It's also very valuable to participate in promotional activities developed for the re-opening of a whole region when that occurs. However, also undertake your own marketing activities, focusing on lower cost, effective strategies.

By developing a Crisis Marketing Plan, you will have thought about all the above points and have a guide to follow over the next several months.

### Recovery marketing activities

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

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



## No Cost / Low Cost Tips for Crisis Marketing

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

### Previous and Existing Customers

Send a newsletter or email to your previous guests to inform them about any new products, experiences, or special offers. Up-sell to your existing customers is far more cost effective than sourcing new customers. This could be through bundling products, service level upgrades, vouchers etc.

### Adding Experiential Value

Be customer focused on the little things. Encourage word of mouth promotion and repeat visitations. Consider the following:

Free tickets to gallery exhibitions or local attractions

- A pick-up/drop-off service, or transfers to/from accommodation to a restaurant for dinner
- Games for children
- Take-home mementos
- Cater for special interest visitors –cyclists, picnics, walkers, honeymooners, families, aged etc.

## Discounting

When considering offering a discount, think about the season, discount value/cost, profitability, methodology.

## Packaging

Packaging can be a way of value-adding to your product. It doesn't need to be price driven. Many visitors opt for packages. Package or bundle options may include:

- Offering additional experiences that aligns to the visitors needs and creates value, convenience, enjoyment, or savings
- Sharing promotional costs with other tourism operators
- Matching target markets to specific packages
- Identify no or low-cost promotional channels

## Public relations

Have an interesting story to tell? Canvass local journalists, newspapers, magazines, tourism publications, business associations and tourism groups to publish your story for free. Contribute to online blogs or industry newsletters.

If you have pivoted, diversified or altered your product or service or developed new packages, this may be newsworthy and be taken up by television, radio or print media outlets looking for good news stories during the crisis recovery phase. It's an opportunity to promote your business for no cost.

## Direct marketing to special interest groups

After a crisis event it's even more important to be targeted about where you choose to advertise so money doesn't trickle away without results.

Direct marketing can be a cheaper way to reach your target markets. If your customers have specific interests, for example fishing, hiking, cycling, it can be useful to advertise in dedicated magazines or newsletters of relevant interest clubs. If your product appeals to people in a particular life stage, such as a senior's market, consider targeting relevant recreational groups such as Probus clubs, etc. Packages promoted to special interest groups can also work well.

## E- Marketing

E-Marketing refers to any marketing and promotional activities you do within the digital world such as the use of websites, smart phone applications, tablets and social media channels. Often marketing on these channels can be undertaken at a very low cost considering how wide the target audience could be. You don't need to use paid advertising as all these channels offer free options.

For example, Linked In and Facebook will accept regular posts about your business without paying for them. You can contribute to chat channels and message boards as well as add blogs to your own websites or landing page. You can put advertising posts on your Google Business page and website without having to pay for Google AdWords.

## Email Marketing

Essential to remain in contact with existing customers and target new markets. Nurture subscribers so they are interested in what you have to say and then transition them into paying customers.

## Landing Pages

In digital marketing, a landing page is a standalone web page, created specifically for a marketing or advertising campaign. It's where a visitor "lands" after they click on a link in an email, or ads from Google, Bing, YouTube, Facebook, Instagram, Twitter, or similar places on the web.

Unlike web pages, which typically have many goals and encourage exploration, landing pages are designed with a single focus or goal, known as a call to action (or CTA, for short). Having fewer links on your landing page increases conversions, as there are fewer tantalizing clickables that will carry visitors away from the call to action. That is why expert marketers always use a dedicated landing page as the destination of their traffic.

### Your website

Learn how to do it yourself and don't rely on a web developer or hosting account. Upload information and images about your new products, services or packages. Include links to the websites of other package partners and ensure their sites include links to yours. Upload video clips of your products (or embed YouTube links) to communicate information more powerfully about your product.

### Events

Often events can be a catalyst to bring people to your business. A town recovering from a cyclone may create an event to celebrate a lifestyle or cultural feature of the area to give people a reason to visit other than for the natural environment. (i.e. – Blues festival or Food & Wine event)

### Work with your accredited Visitor Information Centre

Are you taking full advantage of the promotional opportunities available through the extensive network of accredited, professional visitor information centres in your state? Your local visitor information centre is an important marketing avenue.

### Work with the Tourism Crisis Management Group and your regional and state tourism organisations

As part of the recovery process from a crisis event that affects your region, the Tourism Crisis Management Group, in association with your state and regional tourism organisations, will establish a marketing program that is designed to bring people back to the region. This may include subsidised promotional opportunities to participate in press, radio and email promotions, or other initiatives. Spending your money on cooperative activities rather than going it alone can provide greater returns on your marketing spend.

Useful questions to ask before you get involved:

- What specific markets is the promotion targeting?
- How much exposure will your business get?
- How much will it cost?
- How much business will the promotion need to generate to cover your participation costs?
- How will you track whether it generates bookings/sales?

### Take advantage of all the main social media platforms

Do not just stick to one platform to market your business, make use of multiple platforms to reach the most amount of people. Major social media sites include:

- YouTube
- Facebook
- LinkedIn
- Twitter
- Instagram
- WhatsApp
- Snapchat

- Pinterest
- Foursquare

When utilising these platforms ensure you produce quality content that is educational or entertaining. Use video content to increase views and build brand awareness to promote your products and services.

## CUSTOMER CONTINGENCY PLANNING

### Develop and implement a Customer Contingency Plan

The purpose of a customer contingency plan is to have a readily available document that considers existing and new target markets and what the impact of certain crisis would be on those markets. During the recovery period, situations may unfold that could not be planned for, so continuous market analysis will allow for the identification of new consumers or alternate arrangements for current customers. While your target markets may change in the short-term, you will also need to constantly assess your supply sources and logistics as well. This may present short-term issues regarding the alignment, with your adjusted target market.

For example, following Cyclone Debbie in 2018, Airlie Beach accommodation, take-away and dine-in food retailers lost their traditional customer market of visitors and tourists. However, they were able to keep trading by changing their customer demographics and marketing to cater for the massive influx of contractors coming into the area to undertake building and infrastructure repairs and construction. Menu's and opening hours were adjusted to align with the needs of the new customer market.

#### New Ideas

Your business model may require modification to employ new ideas. If your region has been damaged, have ideas ready for new itineraries and identify alternative enjoyable attractions that suit different markets. This may require some detailed planning to critically evaluate cashflow and potential earnings to make these decisions viable. Remember, your planning will need to exploit the fact that this is short-term, as well as any other opportunities currently available to you.

Alternate facilities may need to be utilised for periods of disruption. It is advisable to constantly check that the facilities are still able to be utilised, as facility owners also could be experiencing crisis recovery. Typical booking regimes could also face congestion or disruption, so it pays to be extra vigilant during these periods.

#### Assistance

This period may also provide the opportunity to determine if you are eligible for assistance for a government grant, postponements of repayments or negotiating terms, while you attempt to enact your customer contingency plan. Most of these assistance packages take quite a while to come through, so it may pay to not rely on this type of support.



## Tourism Industry Partners

### Travel trade

Contact your travel trade partners soon after a crisis event to let them know what is happening with your business and your region. If your business or region is closed, it may be appropriate to work with them to identify alternative activities and itineraries for customers who were originally booked with you.

### Package partners

If you are involved in packaging arrangements with other tourism operators, contact them to let them know if you are still able to take bookings for packages or to meet your current booking obligations.

### Other tourism operators'

In the days and weeks following a crisis, contact other tourism operators in your area to find out the impact on their businesses. This is the time for tourism operators and the whole community to work together to provide emotional support to each other, as well as practical assistance where possible.

### Update customers, employees and tourism partners

News (including misinformation) travels fast so ensure they have accurate information to reduce the possibility of unnecessary cancellations. Your website is a great way to update visitors on the local situation, perhaps with a newsflash alert on the homepage so it cannot be missed. Your Facebook page and other social networking sites can also be good communication channels, especially to update staff if they are off-site.

It can also be useful to prepare scripts for staff to help them respond to visitors' telephone or email inquiries in an upbeat and positive way, and to tactfully address any misinformation.

Customers may have fears and concerns about visiting the region post crisis in relation to their safety and comfort, or the quality of experience available. If you can understand and address their fears, concerns and expectations you can work towards addressing them.

## INFORMATION SOURCES & WEBLINKS

Resources	Summary	Source
Business Continuity Planning	This and the relating videos, as well as the other links on the website are describing the process of developing a business continuity plan. It goes through in detail the components of the plan and discusses the key factors to ensure that your plan is as effective as possible.	<a href="http://toolkit.smallbiz.nsw.gov.au/chapter/18/92">http://toolkit.smallbiz.nsw.gov.au / chapter/18/92</a>
Good Security, Good Business – Attorney General's Foreword	This booklet outlines how to make your business more resilient by understanding how your business operates, identifying and evaluating risks, and developing emergency and continuity plans.	<a href="http://www.tisn.gov.au/Documents/Security+Good+Business.rtf">www.tisn.gov.au/Documents/ Security+Good+Business.rtf</a>
Regional Tourism Crisis Management Plan Template - A Guide To Preparing A Regional Tourism Crisis Management Plan	A R-TCMP aims to ensure a consistent and coordinate approach to response and recovery activities within the region, and between state and regional tourism bodies, in the event of a "shock" impacting tourism in a region. This template outlines the structure and content of a R-TMCP and the steps to take in preparing a plan.	<a href="http://www.sustainabletourisonline.com/awms/Upload/HOMEPAGE/QLD%20Regional%20Tourism%20Crisis%20Management%20Plan%20Template.pdf">http://www.sustainabletourisonline.com/awms/ Upload/HOMEPAGE/QLD%20 Regional%20 Tourism%20Crisis%20 Management%20Plan%20 Template.pdf</a>
The Better Business Guide - Tips for a Sustainable Tourism Business	This guide assists you in understanding exactly what is going on and what some of the changes mean for you. It gives some practical tips and tools and covers some of the most frequently asked questions by tourism businesses seeking help to change and grow their businesses.	<a href="http://www.tq.com.au/fms/tq_corporate/industrydevelopment/Sustainability%20Section/FCO1234_TQ_The_Better_Business_Guide_ONLINE.pdf">http://www.tq.com.au/fms/tq_corporate/ industrydevelopment/Sustainability%20 Section/ FCO1234_TQ_The_Better_Business_ Guide_ ONLINE.pdf</a>
Tourism Risk Management - An Authoritative Guide to Managing Crisis in Tourism	A guide that provides a practical framework within which tourism destinations can identify, analyse, evaluate, treat, monitor and review risks in the tourism context. The same principles also apply to a tourism business or organisation and can easily be adapted for their purposes.	<a href="http://www.sustainabletourisonline.com/awms/Upload/HOMEPAGE/AICST_Risk_management.pdf">http://www.sustainabletourisonline.com / awms/ Upload/HOMEPAGE/AICST_Risk_ management. pdf</a>

Weather Proof Your Business Kit: A Guide to Managing Your Response	This kit outlines the four phases of Crisis Management (prevention, preparedness, response, recovery) and explains what should be done in each of these phases.	Tourism Queensland (2011). Weather Proof Your Business Kit: A Guide to Managing Your Response
Bring prepared for a Human Influenza Pandemic – A Business Continuity Guide for Australian Businesses	This business continuity guide helps Australian businesses to consider what impact a human influenza pandemic might have on their business, and to help businesses take appropriate actions to prepare themselves as best they can.	<a href="http://www.business.gov.au/BusinessTopics?Insurance/Documents/BusinessContinuityGuideforAustralianBusiness.pdf">http://www.business.gov.au/BusinessTopics?Insurance/Documents/BusinessContinuityGuideforAustralianBusiness.pdf</a>
Discussion paper: Implications of a human influenza pandemic for employment and workplace relations	This discussion paper provides advice to employers and employees to manage the employment and workplace implications of a human influenza pandemic and, where possible, continue business operations during a pandemic.	<a href="http://www.justice.qld.gov.au/_data/assets/pdf_file/0007/9466/ir-influenza/pandemic.pdf">http://www.justice.qld.gov.au/_data/assets/pdf_file/0007/9466/ir-influenza/pandemic.pdf</a>
Pandemic Influenza – Building Resilience Through Business Continuity and Pandemic Planning (for non-government organisations)	This document assists non-government organisations to better prepare for a potential human influenza pandemic in Australia. It furthermore provides some practical tools and information to assist you in thinking about and developing your pandemic plan.	<a href="http://www.fahcsia.gov.au/sa/communities/proserv/documents/pandemic_influenza/pandemic.pdf">http://www.fahcsia.gov.au/sa/communities/proserv/documents/pandemic_influenza/pandemic.pdf</a>
Pandemic Planning in the Workplace	This resource assists employers and employees to consider some of the possible impacts of a human influenza pandemic on their workplace and prepare in advance. (It should be read in conjunction with the resource right above.)	<a href="http://www.dpmc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf">http://www.dpmc.gov.au/publications/pandemic/docs/Pandemic_Planning_in_the_Workplace.pdf</a>
Prepare. Act. Survive: Your guide to preparing for and surviving the bushfire season	The guide will help you to prepare and develop a bushfire survival plan.	<a href="http://www.fesa.wa.gov.au/safetyinformation/fire/bushfire/BushfireManualsandGuides/FESA_Bushfire-Prepare_Act_Survive_Booklet.pdf">http://www.fesa.wa.gov.au/safetyinformation/fire/bushfire/BushfireManualsandGuides/FESA_Bushfire-Prepare_Act_Survive_Booklet.pdf</a>
Prepare – Cyclone Smart	This factsheet explains the nature of cyclones and what people can do before, after and during a cyclone in order to keep the impact as low as possible.	<a href="http://www.fesa.wa.gov.au/safetyinformation/cyclone/CycloneManualsandGuides/FESA_CycloneSmart.pdf">http://www.fesa.wa.gov.au/safetyinformation/cyclone/CycloneManualsandGuides/FESA_CycloneSmart.pdf</a>
Queensland Wine Industry Biosecurity Emergency Response Protocol	This document summarises existing protocols which address the emergency response to an incursion of high risk exotic pests and disease which may threaten Queensland Wine Industry.	<a href="http://www.dpi.qld.gov.au/documents/PlantIndustries_FruitAndVegetables/QLD-Wine-ER-Protocol-final.pdf">http://www.dpi.qld.gov.au/documents/PlantIndustries_FruitAndVegetables/QLD-Wine-ER-Protocol-final.pdf</a>
<b>NATIONAL RESOURCES</b>		
National Disaster Resilience Framework	This framework supports measures to strengthen communities, individual, businesses and institutions to minimise the adverse effects of disasters on Australia. It is a framework to enhance disaster resilience.	<a href="http://www.em.gov.au/Documents/NationalDisasterResilienceFramework-EndorsedatMCPEM-EM20Nov2009.doc">http://www.em.gov.au/Documents/NationalDisasterResilienceFramework-EndorsedatMCPEM-EM20Nov2009.doc</a>
National Strategy for Disaster Resilience	Strategy that focuses on priority areas to build disaster resilient communities across Australia. Outlines roles for individuals, households, businesses, communities and governments.	<a href="http://www.em.gov.au/Documents/National%20strategy%20for%20disaster%20resilience%20-%20word.DOC">http://www.em.gov.au/Documents/National%20strategy%20for%20disaster%20resilience%20-%20word.DOC</a>

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



## KEY MESSAGING FOR DEFINED EVENTS

Natural Disasters

Visitor Accident and Deaths

Wildlife Attacks

Drought and Heatwave

Environmental Disasters

Man Made Disasters

Reputational Damage / Rumour

Health Crisis

Incident Blocking Access

Loss of Services

Racist, Criminal or Terrorist Attack

Event	Key Message(s)
<p>NATURAL DISASTERS</p> <p><i>Cyclone, flooding, storm surge, tsunami, fire or earthquake.</i></p>	<p>'Cyclones are a part of life in the tropical zone and our landscape recovers quickly from these natural weather events'</p> <p>(use photo to show this).</p>
<p>VISITOR ACCIDENT AND DEATHS</p> <p><i>Attraction death, bushwalkers missing, drownings, rafting, transport crashes, abduction or murder response strategy</i></p>	<p>'All local roads, transport networks and the airports are now open, and our region is ready to welcome back visitors.'</p> <p>'Our thoughts remain with the people and families of those involved.'</p> <p>'We recognise the latest events have been difficult for the families of those involved, and for our community.'</p> <p>'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.'</p> <p>'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.'</p> <p>'We will support any changes recommended as part of the investigation into the incident if it improves safety for tourists.'</p> <p>'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.'</p> <p>'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.'</p>
<p>WILDLIFE ATTACKS</p> <p><i>Multiple snake bite, Irukandji, shark, crocodile or dingo attacks response strategy</i></p>	<p>'This is obviously a very difficult time for everyone involved, we ask the media to respect their privacy.'</p> <p>'Board and staff at xxxx are working tirelessly to ensure the best and safest steps are taken for visitors and the tourism industry.'</p>

	<p>'Guest safety is of the utmost concern to us and authorities are working closely with the industry regarding next steps.'</p> <p>'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.'</p> <p>'Historically figures show that the xxxx region is one of the safest and most beautiful places to swim anywhere in the world.'</p> <p>When travelling anywhere in the world, it is important to understand the environment and heed the safety messages provided by operators.</p> <p>Guest safety is of utmost concern to operators and resort staff.</p> <p>'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'</p> <p>'Observe first aid techniques and carry a compression bandage if hiking or bushwalking to utilise in the very rare occurrence of a snake bite.'</p>
SHARK ATTACK PREVENTION MESSAGES	<ul style="list-style-type: none"> <li>• Swim between the flags at patrolled beaches</li> <li>• Swim, surf, snorkel or dive with a buddy</li> <li>• Don't swim at dawn, dusk or night when sharks are most active</li> <li>• Don't swim in murky water, anchorages, estuary mouths or canals</li> <li>• Don't throw food scraps overboard</li> <li>• Don't swim near or interfere with shark control equipment</li> <li>• Don't swim near schools of bait fish or where fish are being cleaned</li> <li>• Don't carry fish carcasses on your person, when spearfishing as to attract sharks</li> </ul>

## CROCODILE ATTACK PREVENTION MESSAGES

'Crocodiles inhabit waters in North Queensland, do not swim at dawn, dusk or at night when crocodiles are most active. Do not swim in murky water. Read and obey all crocodile warning signs. Crocodiles usually hunt by staying submerged and can attack in knee-deep water. Crocodiles are very hard to see.' CrocWise tips include:

- Do not clean fish at a boat ramp or riverbank
- Do not swim in estuaries or canals
- Do not interfere with crocodile traps
- Stay at least 5m from the water's edge
- Do not try to feed crocodiles
- Crocodiles are more active during the warmer months of the wet season

## OTHER MARINE SAFETY MESSAGES

'If you are at the beach, always heed lifesavers' warnings and do not swim when beaches are closed.'

'Do not swim in fast moving water.'

'Swim inside stinger nets at patrolled beaches in the Tropical North, to reduce the risk of contact with box jellyfish. These nets are not 100% stinger proof and very small Irukandji and box jellyfish can still infiltrate swimming areas, at patrolled beaches.'

## DROUGHT AND HEATWAVE

*Water shortage, dust storms or closure of attractions response strategy.*

'xxxx is no longer experiencing drought conditions with recent rainfall. All tourist attractions are open for business including our world-famous water parks.'

'Water restrictions are no longer in place.'

'Big wet boosts xxx dams to full capacity.'

'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>'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>'Local businesses are already recording a spike in tourism related enquiries and are expecting a bumper tourism season this year.'</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>'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>ENVIRONMENTAL DISASTERS</p> <p><i>Water pollution, algal bloom and fish die-off or pest plague response strategy.</i></p>	<p>'We have been working with authorities to assess the safety/water quality of the region xxxx.'</p> <p>'xxxx region is now open for business.'</p> <p>'Visit our live webcams at xxxx to see current conditions.'</p>
<p>MAN MADE DISASTERS</p> <p><i>Chemical or gas leak or major explosion.</i></p>	<p>'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.'</p> <p>'Emergency services have advised there is no risk to people or the environment as the leak has been contained.'</p> <p>'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.'</p> <p>'Visit our live webcams at xxxx to see current conditions.'</p>
<p>REPUTATIONAL DAMAGE / RUMOUR</p> <p><i>Repeated bad visitor experiences or high-profile criticism response strategy.</i></p>	<p>'xxxx circumstances have adversely affected our product or service delivery. However, we take full responsibility and we want to keep you as a client. As a result, we have reevaluated our methodology and we want to remediate this issue'.</p>

	<p>'We have conducted a full investigation into the matter, and we have not identified any problems as to connect this rumour to. As a result, we firmly believe this rumour is false. Nevertheless, we will ensure that our product or service delivery is of utmost quality and that your experience is valued by our staff.'</p> <p>'We have valued this negative feedback. While we were disappointed to hear this, we have urgently identified and rectified the situation and we ask for you to come back. We value you as a customer.'</p> <p>'We have x number of customers and this is our first negative review/rumour that we have experienced. As you can see, we have never had a bad review. We take this very seriously and will take the time to investigate this issue for remediation.'</p> <p>'We have x number of customers conduct this activity per year and have 100%/x% positive reviews.'</p> <p>'Our last survey has indicated that x% of our visitors would return to us with a further x% who would recommend us to their family or friends.'</p>
<p><b>HEALTH CRISIS</b></p> <p><i>Pandemic or plague response strategy.</i></p>	<p>'We would like to thank the authorities for responding so quickly to ensure the safety of residents and visitors.'</p> <p>'Our region is ready to welcome visitors back.'</p> <p>'xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality.'</p> <p>'If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE.'</p>
<p><b>INCIDENT BLOCKING ACCESS</b></p> <p><i>Major vehicle accident or road/bridge collapse response strategy.</i></p>	<p>'We would like to thank the authorities for responding so quickly to ensure the safety of residents and visitors.'</p> <p>'We would like to thank the authorities for ensuring it is safe to return to our region.'</p> <p>'Local roads, transport networks are now open, and our region is ready to welcome visitors back.'</p>

	<p>'If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE.'</p>
LOSS OF SERVICES	<p>'We would like to thank the authorities for responding so quickly to ensure the safety of residents and visitors.'</p> <p>'We would like to thank the authorities for restoring power/water/telecommunications in our region.'</p> <p>'Our region is open for business.'</p> <p>'If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE.'</p>
RACIST, CRIMINAL OR TERRORIST ATTACK	<p>'We would like to thank the authorities for ensuring it is safe to return to our region.'</p> <p>'Our region is ready to welcome visitors back.'</p> <p>'xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality.'</p> <p>'If you would like to find out more about the many wonderful attractions in our area, please visit INSERT WEBSITE.'</p>

# EMERGENCY CONTACT LIST

(Tourism Operators to print and complete)

Contact Type	Key Contacts	Contact Ph	Web Address/Facebook
General Emergency	Emergency Services (Police / Fire / Ambulance)	000	
	State Emergency Services	132 500	<a href="https://www.ses.qld.gov.au/Pages/default.aspx">https://www.ses.qld.gov.au/Pages/default.aspx</a>
	Mossman Hospital	(07) 4084 1200	
Air Pollution	Queensland Government (24/7 Pollution Hotline)	1300 130 372	
Blue Green Algae	Department of Agriculture and Fisheries	13 25 23	<a href="https://www.daf.qld.gov.au/business-priorities/biosecurity/animal-biosecurity-welfare/animal-health-pests-diseases/protect-your-animals/poisonings-of-livestock/blue-green-algae-cyanobacteria">https://www.daf.qld.gov.au/business-priorities/biosecurity/animal-biosecurity-welfare/animal-health-pests-diseases/protect-your-animals/poisonings-of-livestock/blue-green-algae-cyanobacteria</a>
Cyclone	Local Disaster Coordination Centre	4098 2599	
Disease Outbreak			
Drought	Department of Natural Resources, Mines and Energy	13 74 68	
Earthquake			
Fire/Bushfire			
Flooding	State Emergency Services	132 500	
Food Poisoning	Health and Wellbeing – Queensland Government	13 43 25 84	
Hazardous Materials	24/7 Pollution Hotline	1300 130 372	
Landslides			
Major Crime	Police	000	
Major Accident	Emergency Services	000	
Oil Spill	Queensland Government (24/7 Pollution Hotline)	1300 130 372	
Pest Plagues			
Severe Storm		132 500	
Terrorist Incident	Police	000	



Water Pollutions	Queensland Government (24/7 Pollution Hotline)	1300 130 372	
Regional Offices			
(non-emergency)	Police (Police Link)	131 444	<a href="https://www.police.qld.gov.au/how-can-we-help-you/contact-us">https://www.police.qld.gov.au/how-can-we-help-you/contact-us</a>
	Ambulance	131 233	
	Fire	Fire Wardens – Bloomfield: (07) 4060 8147 Cape Kimberly: (07) 4090 7301 Cassowary: (07) 4098 4916 Daintree: 0419 783 754 Finlayvale: (07) 4098 1562 Julatten: 0429 941 218 Killaloe: (07) 4098 4920 Somerset: (07) 4098 3446 Mowbray: (07) 4098 2322 Saltwater: (07) 4098 8233 Whyanbeel: 0400 816 517 Wonga: 0428 161 218	
Tourism Partners	Tourism Crisis Management Group		
	State Tourism Organisation		<a href="https://teq.queensland.com/about-teq-new/contacts/rtos">https://teq.queensland.com/about-teq-new/contacts/rtos</a>
	Regional Tourism Organisation		<a href="https://teq.queensland.com/about-teq-new/contacts/rtos">https://teq.queensland.com/about-teq-new/contacts/rtos</a>
	Visitor Information Centre(s)		
	Tourism Port Douglas Daintree	(07) 4099 3588	<a href="https://www.visitportdouglasdaintree.com/">https://www.visitportdouglasdaintree.com/</a>
	TTNQ	(07) 4031 7676	<a href="https://tourism.tropicalnorthqueensland.org.au/">https://tourism.tropicalnorthqueensland.org.au/</a>
Government	Local Council	(07) 4099 9444	<a href="https://douglas.qld.gov.au/">https://douglas.qld.gov.au/</a>
	Other government agencies (e.g. Main roads)		
	Department of Health	13 43 25 84	<a href="https://www.health.gov.au/">https://www.health.gov.au/</a>
	ASIO	13 27 46	<a href="https://www.asio.gov.au/">https://www.asio.gov.au/</a>
	Australian Federal Police	131 444	<a href="http://www.afp.gov.au/">http://www.afp.gov.au/</a>
	QGOV Disaster Management	13 74 68	<a href="https://www.disaster.qld.gov.au/Pages/default.aspx">https://www.disaster.qld.gov.au/Pages/default.aspx</a>

	Mossman Police Station	(07) 4098 2177	<a href="https://www.police.qld.gov.au/station/mossman-station">https://www.police.qld.gov.au/station/mossman-station</a>
	Port Douglas Police Station	(07) 4087 1999	<a href="https://www.police.qld.gov.au/station/port-douglas-station">https://www.police.qld.gov.au/station/port-douglas-station</a>
	Port Douglas Fire & Rescue	(07) 4213 3600	<a href="https://www.facebook.com/pdfirerescue/">https://www.facebook.com/pdfirerescue/</a>
Information and Reporting	Bureau of Meteorology	(03) 9669 4000	<a href="https://www.bom.gov.au/">https://www.bom.gov.au/</a>
	Crime Stoppers	1 800 333 000	
	Latest Fire Threat Information	13 74 68	<a href="https://www.qfes.qld.gov.au/Pages/Contact-Us.aspx">https://www.qfes.qld.gov.au/Pages/Contact-Us.aspx</a>
	Fire Bans and Permits	(07) 4232 5468	<a href="https://www.ruralfire.qld.gov.au/Using_Fire_Outdoors/Pages/Fire-Bans-and-Restrictions.aspx">https://www.ruralfire.qld.gov.au/Using_Fire_Outdoors/Pages/Fire-Bans-and-Restrictions.aspx</a>
	National Security Hotline	1 800 123 400	
	Poisons Information Centre	131 126	
	Douglas Shire Disaster and Emergency Information	4098 2599	<a href="https://douglas.qld.gov.au/community/disaster-and-emergency-information/">https://douglas.qld.gov.au/community/disaster-and-emergency-information/</a>
	Douglas Shire Disaster Dashboard		<a href="https://dashboard.douglas.qld.gov.au/">https://dashboard.douglas.qld.gov.au/</a>
	ABC Local Radio (Emergency Broadcaster)	Radio Frequency: 106.7mHz	<a href="https://www.abc.net.au/radio/farnorth/">https://www.abc.net.au/radio/farnorth/</a>
	Cairns Airport	(07) 4080 6703	<a href="https://www.cairnsairport.com.au">https://www.cairnsairport.com.au</a>
	World Health Organisation		<a href="https://www.who.int/">https://www.who.int/</a>
	RACQ	131 905	<a href="https://roadconditions.racq.com.au/">https://roadconditions.racq.com.au/</a>
	Nature Conservancy Australia	(03) 8346 8600	<a href="https://www.natureaustralia.org.au/">https://www.natureaustralia.org.au/</a>
Business Contacts	Insurance Company		
	Financial Institution		
	Lawyer/Solicitor		
	Phone Company		
	Internet Provider		
	Suppliers: Main Back-up		
Access Points	Airport		
	Bus Depot		
	Transit Centre		
	Railway Station		
	Main Roads		

Utilities	Water and Sewerage		
	Gas		
	Electricity (Ergon Energy)	General: 13 10 46 Faults: 13 22 96 Emergency: 13 16 70	<a href="https://www.ergon.com.au/">https://www.ergon.com.au/</a>
Employment	Fair Work Australia	1 300 799 675	
	Wageline	1 300 369 945	
Other	Australian Institute of Marine Science	(07) 4753 4444	<a href="https://www.aims.gov.au/">https://www.aims.gov.au/</a>

# RESPONSE & RECOVERY CHECKLIST

(Tourism Operators to print and complete)

- ☐ Seek updates from relevant authorities
- ☐ Monitor relevant information sources
- ☐ Provide updates to your customers through various channels including direct contact, website and social media
- ☐ Liaise with other tourism operators and tourism organisations to share information
- ☐ Post good news stories to social media channels, website posts and media outlets
- ☐ Provide photos and videos of examples of refurbished and restored area of business, as well as resumed tourist activities. This can be actioned through links to webcams to see current condition or updating social media channels or websites. 'We are encouraging people back to our region to give us a much-needed boost as our community continues to rebuild.'
- ☐ Develop a Crisis Marketing Plan
- ☐ Develop a Crisis Response Cashflow Budget
- ☐ Review pivoting and diversification options
- ☐ Identify stakeholder support needs
- ☐ Review current and future bookings to determine options for managing re-bookings or cancellations
- ☐ Use messaging that reassures the rationale behind the crisis - 'Cyclones are a part of life in the tropical zone and our landscape recovers quickly from these natural weather events' (use photo to show this).
- ☐ Maintain dignity and respect is deceased or injured persons are involved



PORT DOUGLAS  
DAINTREE

07 4099 4588

[www.visitportdouglasdaintree.com](http://www.visitportdouglasdaintree.com)



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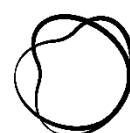
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