



PORT DOUGLAS
DAINTREE



TOURISM OPERATORS

CRISIS RECOVERY STRATEGY

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FORWARD

The Douglas Region Tourism Operators Crisis Recovery Strategy has been prepared by Tourism Port Douglas Daintree for the benefit of all participants in our critically important tourism industry sector.

Past events have proven the need for a strategy that has a strong focus on the recovery phase of any disaster or major event which may impact upon our tourism operators. The quicker we can recover and return to 'business as usual' the less the economic impact is to our region and provides increased confidence for our visitors.

As participants in the tourism sector we must all collectively contribute to creating a sustainable economy post-crisis and giving life to our 'We're open for business' mantra.



Tara Bennett
Chief Executive Officer
Tourism Port Douglas Daintree

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Port Douglas Daintree Tourism Operators Crisis Recovery Strategy

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Feedback

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- Emergency & Stakeholder Contacts
- Response & Recovery Plan
- General Guidance
- Business Response & Recovery
- ICT Arrangements
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- Tourism Operator Response Actions

SCOPE

The Tourism Operators Crisis Recovery Strategy provides support for tourism operators across the region in the event of major incidents, disasters, or crisis situations.

It is intended to support business recovery and resilience, contributing to an effective and successful recovery that is fully scalable depending on the scale of the incident.

The strategy is represented visually in the diagram below.

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Tourism Operators Crisis Recovery Strategy Framework Diagram

The term crisis can be defined as any situation that has the potential to affect long-term confidence in an organisation or a product and may interfere with its ability to continue operating normally.

The term applies to both tourism region's and individual businesses where the confidence in tourism is affected and where the ability to continue normal operations is impaired. A crisis, as referred to in this guide, can be natural or man-made and affects more than one business.

CRISIS RECOVERY STRATEGY

The Crisis Recovery Strategy document provides an overview of how the strategy fits into the wider disaster management arrangements across the region, who the key stakeholders are and how the strategy will be managed.

Stakeholder Consultation

The stakeholder consultation component of the strategy has been developed to ensure a process of continual improvement is maintained for our capacity to respond and recover from significant events.

Consultation with stakeholders shall be undertaken regularly at defined calendar points and during the recovery phase of any significant event that impact tourism operations in our region.

We will use a combination of consultation channels including face to face feedback, surveys and environmental scanning of social media and other channels.



Regional Flooding - Common Event

TOURISM OPERATOR RESPONSE & RECOVERY GUIDE

This is the primary document to guide tourism operators during the business orientated response and recovery phase following an event. Experience has shown this is the time when tourism operators need the most support when their internal business capacity and capability is impacted by external influences.

The guide has been developed to outline key areas a business should focus on as part of their economic recovery and a return to normal operations or alternative solutions. To aid the knowledge base of tourism operators, a reference guide has been developed as a toolkit that includes checklists, templates and other sources of information and support.

STAKEHOLDERS

The Douglas Shire is one of the most tourism-dependent regions in Australia contributing to 80% of its economy. Tourism operators are at the heart of the industry, but many up and downstream businesses are also reliant upon tourism. Therefore, the potential range of stakeholders is significant and may be dependent upon the nature of the operation and its location.

Tourism operators should:

- Identify the range of stakeholders that may influence or be a factor during a major event, disaster, or crisis.
- Understand what the role of your stakeholder are during and after an event so you can determine the level of engagement.
- Ensure you know how to contact your stakeholders and the type of information, service or support they can provide.



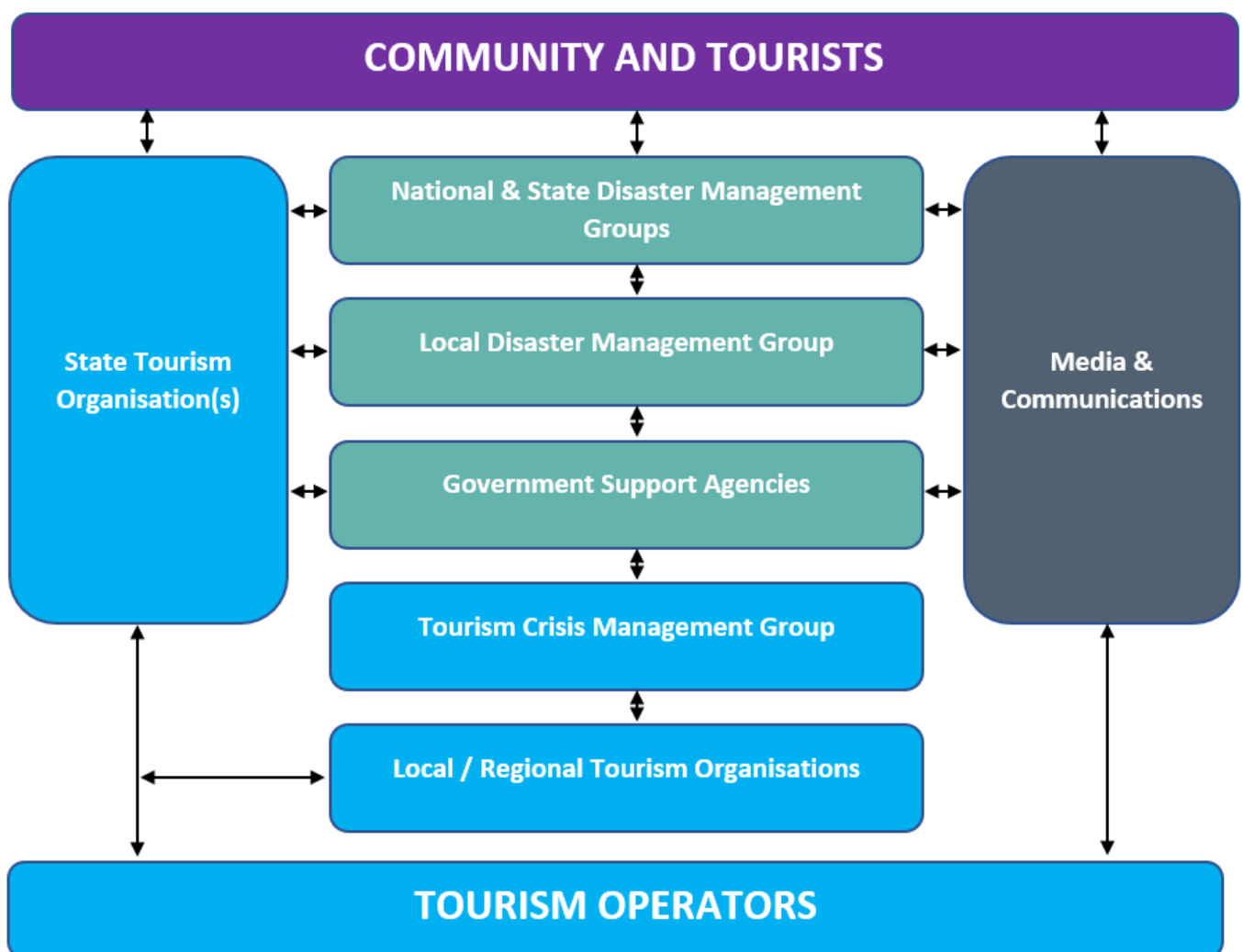
Tourism Industry Stakeholder Groups

ROLES AND RESPONSIBILITIES

The effective response to a crisis may involve an escalating approach where initial resources are committed at a local level until the scale of the response requires additional layers of support from government and other networks.

The Tourism Industry Crisis Network was established to provide an escalation path during a crisis so that the necessary resources can be mobilised. This commences with the Local Tourism Organisation providing the initial support to tourism operators which can then be escalated right up to a national response.

TOURISM INDUSTRY CRISIS NETWORK



Tourism Industry Crisis Network Diagram

Tourism Operators

- Develop and implement business recovery plans and contingency arrangements
- Communicate, inform, and support customers
- Communicate with other stakeholders including Tourism Organisations, government, other tourism operators and community representatives
- Implement and support tourism industry recovery plans

Local Tourism Organisations

- Educate tourism operators in crisis planning
- Develop and Implement marketing plans
- Tourism industry representation on Local Disaster Management Group
- Develop and implement media communication plans
- Contribute to recovery planning processes
- Restore consumer confidence
- Act as an information gateway between tourism operators, tourism crisis management group, local government, media, community and other stakeholders

Tourism Crisis Management Group

- Acts as a link between local tourism organisations and the tourism industry
- Oversees response and recovery activities during and after a crisis
- Includes representatives from the affected Local Tourism Organisation, Local Government, Emergency Services and State Tourism Organisation

Government Agencies

- Provide social, environmental, infrastructure and economic support to the affected region
- Release and administer emergency funding, grants and concessions
- Communicate policy and support arrangements to relevant stakeholders

Disaster Management Groups

- Coordinate the prevention, preparedness and response and recovery efforts from disasters in accordance with the Disaster Management Act 2003
- Mobilise necessary resources to respond to a disaster
- Receive and communicate information to stakeholders pertinent to the disaster



Topsoil Turmoil, Cyclone Ita (Andrew Petrack)

State Tourism Organisation

- Support the recovery process through marketing and influence
- Provide tourism related information to State and National Disaster Management Groups
- Provide media and communications functions between tourism operators, Local Tourism Organisations and community.

Community & Tourists

- Consider their health and safety and that of others
- Provide and receive information relative to the crisis
- Report factual information relevant to the crisis

CRISIS RESPONSE

In emergency management, the response stage is the reaction to the occurrence of a disaster. Response can occur before, during and immediately after the event.

The actual response is dependent upon the nature of the event and may include providing resources like people, equipment or supplies or measures taken to prevent loss of life or property and environmental damage.

For tourism operators, this may be the immediate actions you take to prevent loss or harm to your business, for example:

- Suspending a tourism activity
- Removing or protecting property and stock from damage or loss
- Transferring essential records and information to paper form or a storage device
- Issuing notices to customers about current or future bookings
- Transporting customers from your location to a place of refuge
- Standing down employees until the danger period has passed
- Evacuating the area
- Activating emergency or business continuity plans



Road collapse caused by heavy rainfall

Tourism Operators should plan their response to crisis based on the nature of the event. This may be based upon the following questions:

- What is the nature of the emergency?
- What is the location and extent of the impact?

- How could it affect my business?
- What will the impact be on my customers?
- How long might it last for?
- What are other tourism operators doing?
- How is government and the community reacting?
- What information channels do I need to monitor?
- What immediate actions do I need to take?
- How can I minimise the impacts to my business?

It may also help to understand the escalation process that disaster management groups implement for a community response to a crisis. The following table describes each level of response and action to be taken:

	TRIGGERS	ACTIONS
ALERT	<ul style="list-style-type: none"> • Awareness of a threat or hazard that has the potential to affect the region. 	<ul style="list-style-type: none"> • Hazards and risks identified. • Information sharing. • Environmental scanning and monitoring. • Initial advice to all stakeholders.
LEAN FORWARD	<ul style="list-style-type: none"> • There is an increasing likelihood the threat or hazard may affect the region. • The threat has been quantified but is not imminent. • There is a need for public awareness. • The local disaster management group will manage the event. 	<ul style="list-style-type: none"> • Situation analysis conducted. • Meetings held with stakeholders. • Prepare disaster control centre for operations. • Warning orders issued to response agencies. • Public information released.
STAND UP	<ul style="list-style-type: none"> • Threat is imminent. • Community / region will be impacted. • Response coordination required. 	<ul style="list-style-type: none"> • Disaster control centre activated. • Essential personnel activated. • Emergency plans implemented. • Situation reporting. • Support requests received and responded to.
STAND DOWN	<ul style="list-style-type: none"> • No longer a need for a coordinated response. • Community has returned to normal functions. • Recovery phase has been commenced. 	<ul style="list-style-type: none"> • Review outstanding support requests. • Implement transition to recovery plans. • Return to core business. • Final situation report delivered.

Disaster Management Operations – Activation Levels

CRISIS RECOVERY

The recovery stage is the actions that are taken to return to a normal economic and social status. It could be relative to a community, business, or individual and for tourism operators, may involve:

- Construction or repair of infrastructure assets
- Repair or replacement of equipment and other assets
- Restoration of essential and non-essential services
- Provision of essential life requirements including food, water and shelter
- Economic assistance through government grants, funding applications, loans and concessions
- Insurance claims
- Business support services
- Customer support services including cancellations, re-booking and alternative options
- Media, communication and business marketing activities
- Business diversification, pivoting and planning
- Reinstatement of transport, logistical and resupply services
- Employee counselling and health services
- Activation of business resilience, recovery and continuity plans

The critical role of the recovery phase contributes to the overall management of a crisis is its ability to reduce consequential impacts through reverting to business as usual in a timely and effective way.

The Tourism Operator Response and Recovery Guide provides further information and detailed guidance on how to implement recovery actions.



Disaster and Emergency Management Cycle

ENVIRONMENTAL SCANNING AND MONITORING

Environmental scanning is the process of gathering information and data from recognisable sources as a basis of analysing performance and opportunities for improvement. For tourism operators, this means reviewing your internal crisis response and recovery arrangement in comparison to what others are doing and considering whether you have done enough to aid recovery in the event of a crisis.

All levels of Government, tourism industry associations and private enterprise have developed literature that can assist tourism operators with any phase of crisis management.

Reputable sources of information are contained in the accompanying Reference Guide within this Strategy and can be relied upon by tourism operators undertaking environmental scanning on behalf of their business.

Stakeholder Consultation and Engagement

Whilst environmental scanning deals with information sources that are authoritative it is also important to consider more qualitative based information from consumers, industry representatives and employees. This provides a more rounded perspective of how your Crisis Response and Recovery strategy may be perceived.

Usually this information gathering is undertaken on behalf of tourism operators by Regional Tourism Organisations through:

- Monitoring social media and mainstream media channels
- Conducting online and point of sale surveys with tourists and other stakeholders
- Industry association meetings and conferences

This information is used by Tourism Port Douglas Daintree to identify negative and positive trends, improvements, feedback and policy that can be provided to support tourism operators in the Douglas region.



Daintree Ferry Ticket Booth Flooded



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07 4099 4588

www.visitportdouglasdaintree.com

