DAYLESFORD MACEDON TOURISM
CRISIS MANAGEMENT PLAN

Immediate Response Checklist

Within the first 24 hours of the incident occurring the DMT CEO will undertake the following actions:

- Confirm the safety of staff and premises (if relevant).
- Establish and maintain contact with Regional Emergency Management Team (REMT) or control agency, and relevant council managers, to achieve a better understanding/insight/knowledge into the incident. This may include participation in regular REMT meetings.
- Contact TEVE to discuss the incident.
- Conduct an initial assessment of the probable scale and tourism impact of the incident (refer Section 6.2 - Initial Crisis Assessment Checklist).
- Monitor the media coverage of the incident, in conjunction with TEVE.
- Using the information collected together with the indicators found in table 13, determine the level of response require (local or regional) and undertake the necessary response activities (refer sections 7 and 8 of the plan).
- Refer all initial media queries and requests back to the emergency service (control) agency dealing with the crisis or incident unless there is a specific tourism focus.

1. Introduction

1.1 Background

The Daylesford Macedon region is heavily dependent on tourism as a contributor to GRP and employment. The region attracts approximated 4 million visitors annually, contributing over $500m in spend. While both Macedon Ranges Shire and Hepburn Shire both rely on tourism as an economic contributor, it is worth noting that Hepburn Shire is particularly reliant on tourism.

In fact with respect to the measure 'residents per visitor' Hepburn Shire is second only to Phillip Island in Victoria, with a ratio on 3.4 residents per visitor. Approximately 5,000 jobs are reliant on the direct and indirect impacts of tourism, meaning that approximately one in six jobs is driven by the tourism industry. This is more pronounced in Hepburn Shire, where the ratio is approximately two in five jobs.

Given this, any downturn in visitation would have a strong impact on both economic tourism and, if the downturn was significant, a significant impact on employment.

There is a history of bush/grass fires and major floods throughout the region.

Incidents of note include:

- February 1983 - wildfire in Mt. Macedon destroyed 50 houses and over 6,000 hectares of vegetation.
- February 1983 - 'Ash Wednesday' another wildfire impacted Macedon and Mt. Macedon, devastating both townships.
- February 1997 – Creswick bushfire
- February 2009 - 'Black Saturday' fires affected areas of the region, including Daylesford
- September 2010 - Major flood Creswick and Clunes
- January 2011 - Major flood Creswick and Clunes
- February 2014 - Gisborne South and Mickleham Fires
- October 2015 – Cobaw-Lancefield planned burn escape impacted more than 100 properties with the loss of five homes.
- February 2019 Elevated Plains/Shepherds Flat/Hepburn grass fire

1.2 Purpose

Worldwide and local experience shows that when a crisis occurs, the absence of effective crisis preparation, response and recovery activities can be devastating to local businesses, towns and regions. A structured approach to crisis management planning is required so that the Daylesford Macedon region can quickly and effectively respond to crisis events to ensure that their impacts on the tourism industry are minimised.

The *Daylesford Macedon Tourism Crisis Management Plan* outlines actions to be undertaken by Daylesford Macedon Tourism (DMT) and, where necessary, the Tourism Crisis Management Group (in partnership with key stakeholders) in preparing for, responding to and recovering from, incidents which affect the region's tourism industry. It outlines specific roles and responsibilities for DMT staff, TCMG members and local government tourism managers.

For the purposes of this plan, *a crisis is a serious event that can be either perceived or real. A crisis disrupts normal activities and impacts negatively on the operations of a tourism business and/or region in the immediate to short term. Some emergency incidents may develop into a crisis.*

The plan aims to:

- Minimise confusion amongst visitors about the crisis and support their safety.
- Increase understanding of the tourism industry's needs amongst stakeholders who are making decisions in response to the crisis, such as the emergency services agencies.
- Minimise misinformation in the media.
- Reduce booking cancellations and loss of business.
- Help to protect the region's brand/reputation.
- Increase the resilience of tourism operators to manage their business successfully through a crisis.
- Rapidly restore visitor confidence.

2. Key Roles and Responsibilities

2.1 Daylesford Macedon Tourism

Daylesford Macedon Tourism is the peak tourism organisation for the region. It plays a strong leadership role in supporting the tourism industry to prepare, respond and recover from a crisis event. This role includes, where necessary, establishing, actively participating in and supporting (in-kind and financial) the Tourism Crisis Management Group and associated activities as well as leading the industry's preparedness activities and ongoing engagement with the emergency services agencies.

In most cases, the DMT CEO will represent the tourism industry on the Regional Emergency Management Team (REMT), act as the key tourism media spokesperson and is the primary regional liaison point with the Tourism Events and Visitor Economy (TEVE) branch of the Department of Jobs, Precincts and Regions and other key industry stakeholders.

2.2 Tourism Crisis Management Group

DMT recognises that a coordinated response to a crisis is a prerequisite if the region is to be portrayed with a sense of reassurance, control and, if appropriate, a 'business as usual' message to its potential audiences. Tourism recovery efforts can be hindered by a perception that there are too many tourist organisations and associations purporting to speak for 'tourism'.

The Daylesford Macedon Tourism Crisis Management Group (TCMG) has been established to perform a vital role in overseeing the implementation of this plan when a regional crisis occurs, particularly the crisis response and short-term recovery activities.

The TCMG's Terms of Reference is found in Appendix 1.

NOTE: Depending on the scale and nature of the incident, it may not be necessary to activate the full TCMG in response to a crisis event. The level of activation will be based on the initial assessment (refer to RESPONSE section) and in consultation with TEVE.

Figure 2 demonstrates the separation of leadership and support roles of DMT and the TCMG through the crisis preparedness, pre-response, response and recovery phases.

Figure 2

DMT				
TCMG				
	Preparedness	**Pre-Response**	**Response**	**Recovery**

Lead
Support
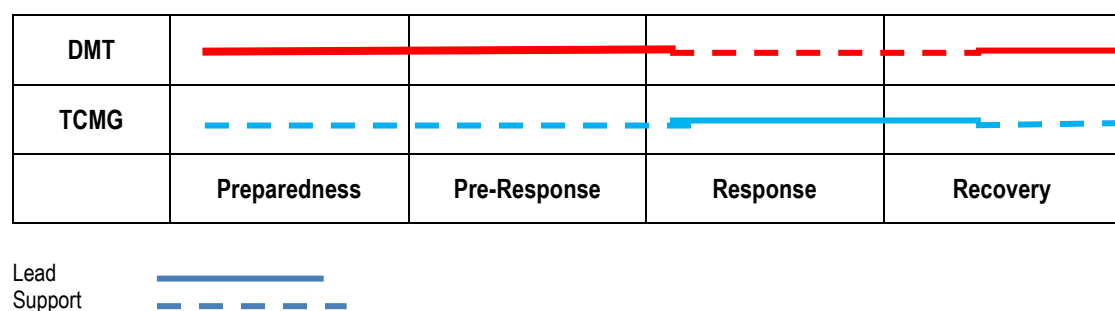
The TCMG members have been appointed on the basis of their expertise and linkages with other organisations which can help guide the tourism industry's response to, and short-term recovery from, a crisis. The current list of TCMG, including contact details, key positions and support person for each group member if they are not available during a crisis, can be found in table 2 below. In the event of a crisis event requiring a regional response, TCMG members will be notified via SMS with a follow up email.

The TCMG Chair may appoint other personnel relevant to a particular crisis on an as-needs basis. Consequently, 1-2 positions will remain vacant and will be filled depending on the nature of the crisis event and the expertise required.

A full list of the TCMG responsibilities is found in Appendix 2.

ⓘ DMT will advise the region's tourism businesses about the TCMG's members and its roles through its industry communications activities.

Table 2: Current TCMG members and support staff

	Position	Name	Contact Details	Substantive role	CM role	Support
1	Chair	Steve Wroe	0419574813	RTB CEO	CEO/Chair	
2	DMT Board Rep	Andrew Dick	0467 676 543	RTB Chair	Sector Representative	
3	HSC Rep	Rebecca Pedretti	0488 604 902	HSC Tourism Officer	Hepburn Shire Council Rep	
4	MRSC Rep	Will Rayner	0438 381 053	MRSC Tourism Officer	Macedon Shire Council Rep	
5	DJPR Rep - Grampians	Scott White	0409 356 405	Director	DJPR/RDV	
6	DJPR Rep – Loddon Mallee	Rachel Lee	0408 346 124	Regional Director	DJPR/RDV	
7	Vacant					

2.3 TCMG Support Staff

DMT will provide staff to support the work of the TCMG in the media officer and information officer roles.

Current support staff contact details are found in table 3 below.

Position	Name	Contact Details	
PR/Comms Manager	Madeleine Blake	madeleine@dmrtourism.com.au 0400 262 505	

2.4 Local Government Economic Development/Tourism Managers/Officers

Hepburn Shire Council and Macedon Ranges Council economic development staff play an important support role in assisting DMT and the TCMG prepare, respond and recover from a regional crisis event.

This role includes the collection of impact intelligence at the business level, the local coordination of business crisis preparedness activities, facilitating the dissemination of official emergency information to visitors and tourism businesses and, depending on scale of the crisis event, representing council on the TCMG.

They also play an important linking role between the TCMG and other areas of Council (including Mayor's office and the Municipal Emergency Coordination Centre) as well as the local tourism liaison point for the incident controller and should contribute to the development of councils' MEMPlans.

Hepburn Shire Council and Macedon Ranges Council economic development staff play a strong leadership role in supporting the tourism industry respond and recover from a local crisis event.

NOTE: A localised incident may only require coordination between the DMT CEO and appropriate council staff.

2.5 State Crisis Management Group

Tourism Events and Visitor Economy Branch

If the incident is at a State level, TEVE leads the tourism response and recovery effort, in consultation with relevant government departments/ agencies and industry associations. This role includes the establishment of a State Tourism Crisis Management Group.

Membership of this group will include key TEVE/Visit Victoria staff, a Victoria Tourism Industry Council representative, relevant emergency services staff and RTB CEOs from the affected regions. In this context, the DMT CEO may be invited to be a member of the group if the region is affected by the crisis.

3. Risk Assessment & Management

Daylesford Macedon Tourism has identified a number of high-risk incidents which are most likely to affect the region's tourism industry, whether in terms of accessibility or reputational damage, and which it will focus its preparedness, response and recovery planning. This will include relationship building with the relevant control agency.

This assessment is based on past experience in regards to the frequency, likelihood and potential impacts of specific incidents and informed by the plans of the emergency services, including Emergency Management Victoria's *Emergency Risks in Victoria* report and the Hepburn Shire Council and Macedon Ranges Councils' municipal emergency management plans. Noting that not all tourism crises are emergencies and not all emergencies are tourism crises.

High risk tourism crisis events are those which are likely to affect key attractions and the destination's key brand attributes.

High risk incidents for the destination, which are likely to occur, include:

- Food/water contamination
- Arsenic poisoning/contamination of mineral springs
- Legionnaires disease outbreak at hot springs/spa
- Prolonged power/telecommunications outage
- Significant incident at a key attraction (i.e. measles outbreak etc).
- Incident impacting a regionally significant event.
- Flooding
- Bushfire
- Poor service /celebrity criticism
- Incident impacting a key food/drink primary produce e.g., potatoes, vineyards
- COVID-19 outbreak involving several tourism businesses / Viral fragments detected in the wastewater of a local township
- Blue algae bloom in tourism-significant regional waterway

A detailed assessment of the likely tourism impacts and consequences of these risks, suggested responses and, where appropriate, the relevant control agency is found in Appendix 4.

4. Preparedness

4.1 DMT /TCMG Preparedness

DMT recognises that the effectiveness of the TCMG's response to a crisis event is, to a large degree, governed by its preparedness activities.

These activities range from specific crisis training for DMT staff training, TCMG members, local government tourism manager briefings, the establishment of issue/crisis based working groups (on a needs basis), communications templates to desktop scenario planning and ongoing monitoring and review this plan.

Crisis Training

Core crisis response and recovery staff regularly will undertake training relevant to their respective crisis-related duties, as found in Table 5.

Table 5. Key DMT/TCMG Crisis Training Needs

Position	Training Needs	When
DMT CEO	Advanced crisis media training.	By June 2022
Media Officer	Advanced Crisis Media training	By June 2022
TCMG members	Scenario planning	By June 2022

Crisis-based Working Groups Taskforce
DMT CEO

On a needs basis, based on the intelligence provided by the relevant control agency, specific crisis based working groups/taskforces will be established to develop and implement the TCMG's response.

Desktop Crisis Exercise
DMT CEO

DPI will prepare and conduct a Desktop Crisis Exercise annually to assess the level of preparedness of the TCMG members and supporting crisis response personnel, test the effectiveness of the plan or to specifically test a new phase of operation and its vulnerabilities.

Emergency Service/Control Agency Partnerships
DMT CEO

DMT maintains a strong formal and informal working relationship with the regional emergency service agencies and related State Government departments, particularly as they relate to the high risk incidents identified in section 3 & Appendix 5.

① DMT will undertake a suite of activities to strengthen these relationships, including regular meetings and invite senior emergency agency personnel to present to the DMT Board and industry forums and support the emergency services' engagement with the tourism industry (section 4.3).

The contact details of key emergency services personnel as they relate to the identified high risk incidents is found in table 6 below.

Table 6: List of Key Emergency Services Personnel – being updated APRIL 2022

Risk	Control Agency	Contact	Status of DPI Relationship/Engagement
	Vic Pol	Matthew Flood (HSC) XXX (MRSC)	Passive
	CFA	XXX (HSC) XXX (MRSC)	Non existent

Formally, DMT is a member of the Regional Emergency Management Team (REMT).

Under Victoria's *Emergency Management Arrangements*, whenever there is a multi-agency activation in readiness for or in response to an emergency that has the potential for regional significance, the relevant emergency services agencies (Regional Controller or Regional Emergency Response Coordinator) will initiate a REMT.

A key role of the REMT is to facilitate a discussion to enable the emergency services agencies to develop a consistent situational awareness regarding the emergency(s) affecting the region and provide controllers with information on the likely community impacts and consequences of an emergency.

These forums provide a valuable conduit for ongoing dialogue and rapport with senior regional emergency services personnel, provide a crucial source of intelligence and importantly, provide a forum to raise matters impacting the Daylesford Macedon regional tourism industry.

Additionally, DMT may be invited to participate in specific crisis-related taskforces/committees.

State Tourism Organisation Relationships

DMT maintains a strong working relationship with TEVE.

TEVE will provide assistance and advice to DMT and the TCMG through a suite of activities including:
- Specific advice and training on the formation and on-going activities of the TCMG.
- Subject to funding, conducts crisis media training for regional tourism stakeholders responsible for dealing with media in a crisis.
- On a needs basis, in partnership with the responsible Government agency, conducts training on impending or potential crisis events.

In the event that it receives warning that an incident is expected to occur, TEVE will enact its pre‑response phase, including advising the DMT CEO of the potential threat.

TEVE represents the tourism industry on the State Emergency Management Team (SEMT). Consequently, TEVE is the primary tourism industry conduit to the emergency services agencies at the State level and can escalate regional issues, if necessary.

The contact details of key crisis personnel at TEVE are found in table 7 below.

Table 7: State Tourism Organisation Key Crisis Personnel

State Tourism Organisation	Role	Contact	Status of DMT Relationship/Engagement
TEVE	Manager Industry Sustainability	Stuart Toplis (0412 541 460)	Excellent

Impact Assessment Preparedness

During a crisis, regional tourism operators and accommodation providers are well placed to provide feedback to the TCMG regarding the nature and extent of the incident, as well as its current and likely impact on their businesses and visitor activity.

Within the first 24 hours of an incident occurring DMT will undertake a short Rapid Impact Snapshot to attain feedback on the initial tourism impact of the incident from a representative cross section of key tourism businesses in the region.

To expedite this process a series of questions have been developed (Appendix 5) and may require modification depending on the nature and scale of the crisis. The key businesses have also been identified and agreed to the participate in the event of a crisis. Contact details of these businesses are found in table 8 below.

When a detailed analysis of the impact of the incident on the tourism industry is required, such as when preparing a recovery plan, DMT/TCMG will undertake a Detailed Tourism Impact survey. To expedite this process a series of questions have been developed (Appendix 6) and may require modification depending on the nature and scale of the crisis.

Table 8: Rapid Impact Snapshot

	Name	Contact Details	Type of Business	Area
1	Cam Leith	0408 120 376	Winery	HSC
2	Brendan Hutchinson	0417 542 065	Accom booking agency	HSC
3	Andrew Towner	0414 454 927	Accom Association	MRSC
4	Louise Melotte	0488 120 444	Café/Restaurant/Accom	HSC
5	Bryanna Sandercock	0438 087 665	Retail/food	MRSC
6				
7				
8				

Mayor/Local Politician Relationship Building

During a localised crisis/emergency, the mayor of the affected municipality may invariably become the key media spokesperson for the incident. DMT has recognised this potential and will work closely with council communications staff to integrate key tourism messages into their messaging, when appropriate. A list of council communications staff is found in table 9 below.

Table 9: Council Communications Staff Contacts - being updated APRIL 2022

Council	Contact	Status of DMT Relationship/Engagement
HSC to fill		Excellent
MRSC to fill		Excellent

<u>On-going Monitoring/Intelligence Gathering</u>

In conjunction with TEVE, DMT will continually monitor mainstream and social media (local and Melbourne) and regularly liaises with senior regional emergency services personnel to identify potential crisis events.

4.2 Crisis Communications Preparedness

Every disaster or crisis will attract unwelcome attention of varying degrees, with the potential to impact negatively on visitors' perceptions regarding personal safety, suitability of access, availability of accommodation and the likelihood of disruption to travel plans. Furthermore, the nature of media coverage means that often the seriousness and extent of incidents may be magnified, or even distorted, through the lens of a television camera or the words of a newspaper reporter.

These factors underline the benefit of a planned, considered communications response by the TCMG that seeks to put an issue into perspective, reassures observers about the measures taken to control and address the situation, and fully explains the true extent of the crisis.

<u>Stakeholders and Audiences</u>

DMT acknowledges that effective stakeholder communications play a critical role in the tourism crisis response and recovery process. During a crisis, and in its immediate aftermath, open lines of communications will be established with both internal and external stakeholder audiences to avoid misunderstandings and damaging speculation. The type and severity of the crisis will determine which stakeholder audiences are included.

DMT has developed a Stakeholder and Audiences Communications Matrix that outlines for each of its stakeholder and audience groups:
- What methods of communication would be suitable.
- When and how often a piece of communication about the crisis should be distributed.
- Key messages/information that will be required.
- Who will undertake the tasks.

NOTE: Each crisis will require a unique external and internal communications response. The extent of the response will depend on the nature and scale of the crisis, and the anticipated level of public concern and media interest.

The matrix is found in table 10 below.

<u>Electronic Contact Database/Network</u>

Critical to effective stakeholder communications is the establishment and maintenance of a comprehensive electronic contact database/network. DMT has established an electronic database that includes the details of all stakeholders (i.e. emails) identified in the matrix (including media, politicians etc) and intermediaries who can forward information onto visitors and businesses etc. The database is regularly maintained and backed up.

Resourcing

As a result of a crisis event, DMT/TCMG may need to respond quickly to changed visitor perceptions of the region or to correct misinformation that is circulating, which can require immediate access to funds for communications activities.

The DMT Board have agreed to set aside funds of up to $20,000 for this purpose (or divert funds from other programs). These funds may be used to appoint extra temporary staff, contract a public relations company or implement new marketing campaigns.

The DMT Board also acknowledges that funds may be required to maintain "business as usual" activities while key staff members are managing the crisis event.

Communication Methods/Tools

DMT employs a number of methods and media to regularly communicate with potential visitors and the regional tourism industry stakeholders. These will be utilised by the TCMG in the crisis response to communicate to the key messages with key audiences/stakeholders, including:

- Media releases
- Holding statements
- Media interviews
- Fact sheets
- Advisory notices / Update Bulletins
- Switchboard scripts
- Emails mail outs
- Websites (corporate & consumer)
- Newspaper notices
- Social media
- Verbal briefings

Pre-prepared and Approved Media Releases, Statements and Key Messages

DMT will prepare draft media releases, statements and key messages based on the potential high risk crisis events, in association with TEVE and relevant emergency services agencies (Appendix 7). This will allow for crisis communications to be expedited due to DMT's clear and approved position on an issue. The pre-prepared communication pieces will be reviewed annually or following a major crisis event.

Preparing to Work with the Media in crisis

DMT recognises that a consistent, strategic and carefully managed approach to media interaction is absolutely vital in the event of a crisis. The manner in which the region is perceived to respond to a crisis will be remembered long after the crisis itself has passed.

The region's tourism organisations must be portrayed as responsible, professional and responsive, placing the interests of the community as well as visitors first and foremost. They must also be seen to be open and accountable.

For this reason, it is essential that all media contact by the tourism industry conforms to the set of protocols found in Appendix 8, including the need for a single tourism industry spokesperson.

- DMT CEO and local tourism managers/officers will undertake advanced crisis media training.

However, despite our best efforts to coordinate the regional tourism media response, journalists will always seek out their own sources, including speaking to tourism businesses who have been impacted by the event.

Unfortunately, this situation has the potential to undermine the region's response and recovery efforts, especially if the operator's response is poorly delivered and/or contradicts the broader regional message.

- As part of the industry preparedness activities, educate tourism operators to direct any media inquiries to the regional tourism spokesperson.

- Establish a representative pool of crisis media-trained business operators (key sectors and subregions), whom the TCMG can refer journalists to for an operator's viewpoint.

The table 11 below provides a current list of crisis media-trained businesses in the region.

Table 11: Crisis Media Trained Businesses

	Name	Contact Details	Type of Business	Area
1	TBA			
2				
3				
4				
5				
6				
7				
8				

Preparing to Communicate with Tourism Businesses

DMT will prepare draft Industry Bulletins/Communiques based on the potential high risk crisis events, in association with TEVE and relevant emergency services agencies (Appendix 9). This allows for crisis industry communications to be expedited due to DMT's clear and approved position on an issue. The pre-prepared industry bulletins will be reviewed annually or following a major crisis event.

These communiques will be sent to tourism businesses and other key stakeholders through channels such as DMT Facebook group.

Preparing to Communicate with visitors utilising local government and DMT channels

DMT will prepare draft Q&A sheets based on the potential high risk crisis events (Appendix 10).

It will also include "engaging with clients/visitors in a crisis" information in industry preparedness activities.

Website management procedures & protocols have been established in terms of the posting of crisis information on DMT's consumer and corporate websites.

Social media procedures & protocols have been established in terms of the posting of crisis information on DMT's social media channels.

<u>Preparing to Communicate with Key Intermediaries</u>

DMT and local councils maintain a formal crisis communications network with key intermediaries to ensure the timely and effective delivery of key incident messaging and warnings, including distribution of travel advisories from the emergency services and TEVE.

These intermediaries include:

- Regional visitor information centres.
- Hotel concierge/motel reception desks.
- Industry/sector groups/associations

The contact details of these intermediaries are included in the electronic contact database

<u>Preparing to Communicate with Neighbouring Regions</u>

Arrangements have been established between Grampians Tourism, Ballarat Regional Tourism, Bendigo Regional Tourism and Great Ocean Road Regional Tourism to align communications strategies that will facilitate a streamlined approach if a crisis occurs.

Table 10: Stakeholder Audience Communications Matrix

Audience / Stakeholder Group	Responsibility	Method	Timing and Frequency	Information Needs
TCMG members	Chair	Phone Email Industry bulletins Media releases	Immediately, then every two days, then weekly as required	The nature and extent of the crisis. Industry Impact information Communications activities for all audience / stakeholder groups
Emergency service agencies	Information Officer	Phone Email	Immediately, then every two days, then weekly as required	Key messages to visitors and media
Tourism businesses	Information Officer	Industry bulletins Media releases Briefings / meetings	Initially within two days then every 5-7 days as required	The nature and extent of the crisis and suggested alternatives and key information for visitors Response and recovery activities
TEVE (Visit Victoria)	Chair	Phone Email	Immediately, then every two days, then weekly as required	The nature and extent of the crisis Industry Impact information Key messages for stakeholder dialogue.
Tourism industry and Travel trade	Information Officer	Industry bulletins	Initially within two days then fortnightly as required	The nature and extent of the crisis and Tourism Victoria's response to the crisis
Intermediaries, eg. VICs, , etc.	Information Officer	Email	Initially within two days then fortnightly as required	The nature and extent of the crisis and suggested alternatives and key information for visitors
Consumer/ General public	Media Officer Information Officer	Consumer websites (local, regional, state) Travel bulletins Social media	Initially within two days then fortnightly as required	Up-to-date factual information and alternative activities and locations, preferably within the region

Media	Media Officer	Holding statement Media release Media interviews	Initially within two days then fortnightly as required	Up-to-date factual information and alternative activities and locations, preferably within the region

4.3 On-going Review/Monitoring of the Plan

This plan is a living document, which will undergo regular evaluation, testing and updating so it can remain relevant and improve over time.

After a crisis event, an evaluation of pre-response, response and recovery processes will be undertaken to provide insightful information that can be used to update the plan.

Evaluation questions will include (amongst others):
• How well were the response and recovery processes executed by the TCMG?
• What did and didn't work?
• How effectively were communications co-ordinated between partners?
• How well equipped was the tourism industry to manage their businesses through the crisis?

4.3 Assisting Industry Crisis Preparedness

Local Government Tourism/Economic Development Managers

DMT will provide assistance and advice to Council tourism/economic development managers, in conjunction with TEVE, on crisis management through a suite of activities including:

- The dissemination of the *Tourism Crisis Management Planning: A guide for destination managers*.

- Specific advice and training on the formation and on-going activities of a local crisis coordination group.

- On a needs basis, in partnership with the responsible Government agency, conducts briefings/training on impending or potential crisis events.

Tourism Businesses

DMT in partnership with local councils will undertake a suite of preparedness activities to build capacity in the region's tourism businesses to better respond and recover from crisis events, focused on the high risk incidents:

General

- The promotion of TEVE's *Open for Business* crisis management on-line resource and the dissemination of the *Crisis Essentials* publication.
- The inclusion of business crisis planning advice in DMT's regular industry communications, such as information about the TCMG, the benefits of a sole regional spokesman on tourism and the need for protocols in working with the media and using social media.
- In conjunction with councils and TEVE conduct general crisis management workshops/briefings for tourism businesses (i.e. Managing Your Bookings in a Crisis briefings);
- On a needs basis, in partnership with the responsible Government agency and TEVE, conducting briefing sessions for tourism businesses on impending or potential crisis events.

High Risk Crisis Events

- Support TEVE and CFA in the promotion of the *Tourism Business Fire Ready Kit* and associated visitor engagement resources.

- Support CFA in the delivery of bushfire related briefings for the destination's tourism businesses.
- Support VICSES in the promotion of the *Business Floodsafe toolkit* and associated activities.

Regional Accredited Visitor Information Centres

- Support CFA in the delivery of bushfire related briefings for the region's accredited visitor information centres.

Regionally Significant Tourist Attractions & Events

- Encourage regionally significant tourist attractions and events to undertake crisis management planning, including how this should integrate with the regional approach.

Visitors

DMT will undertake a suite of activities to educate visitors about safety risks relevant to the region, including:

- The provision of safety advice on www.daylesfordmacedonlife.com.au and social media channels

- In partnership with the relevant Government agency/ies, conducting risk-specific activities such as the promotion and distribution of the *Bushfire Safety Tips for Travellers* brochures.

5. Pre-Response

If DMT receives advanced notice from emergency service agencies and/or TEVE that an incident is going to occur that will affect the region, such as a severe weather forecast or an approaching bushfire, Code Red fire danger warning, it will enact the following steps:

1. Conduct a brief assessment of the threat (based on table 12).
2. Discuss relevant warnings with TEVE to gather additional information.
3. Communicate all relevant warnings to your regional tourism industry.
4. Identify with TEVE if travel advisories are required to discourage travel to the affected area, and issue as relevant with TEVE.
5. Encourage tourism operators (including event organisers) to assess the potential impacts on their business and the safety of staff and visitors, and manage their bookings accordingly.
6. Gather additional information from the local tourism managers and local tourism associations.
7. Notify the TCMG members depending on the scale of the potential threat
8. Support the relocation / deferment of major events as required.

DMT will undertake relevant marketing activities, such as promoting parts of the region and activities that will not be affected by the incident. This may include providing fact sheets to visitor information centres and tourism operators to convey information to visitors.

6. Response

6.1 Incident Reported

DMT will be notified that an incident has occurred through various channels, including:

- REMT or control agency;
- phone call from TEVE;
- media monitoring by TEVE (e.g. theage.com.au); or
- other.

This will provide a signal to the organisation to examine the incident and its potential impact on tourism.

6.2 Initial Tourism Impact Assessment

Within the first 24 hours of the incident occurring DMT will undertake an initial tourism impact assessment to determine the nature and scale of the incident to the regional tourism industry. This assessment will include:

- Communicating with REMT or control agency, and relevant council managers to achieve a better understanding/insight/knowledge into the incident

- Monitoring the media coverage of the incident, in conjunction with TEVE.
- Undertaking a short Rapid Impact Snapshot to attain feedback on the initial tourism impact of the incident from a representative cross section of key tourism businesses in the region. A series of pre-prepared questions are found in Appendix 5 and may require modification depending on the nature and scale of the crisis. The contact details of these businesses are found in section 4.1.

6.3 Determining Level of Response

Using the information collected, the classification of the incident (local or regional) and appropriate level of response (including who leads the response) will be determined based on the indicators found in table 13 and in consultation with TEVE. This process will also inform the decision to undertake immediate communications or not (using the checklist found in Appendix 6).

NOTE: The level of response chosen depends on the specific incident and will be decided on a case by case basis and may not be necessary to activate the full TCMG. in response to a crisis event. For instance, a localised incident may only require coordination between DMT and a local council representative.

Table 13. Criteria for Determining Level of Response

Local	Regional (Activate Full TCMG)
Incident occurs in a localised area only	Incident occurs covering a significant part of the Daylesford Macedon region
Limited safety risk for visitors and locals	Extreme health or safety risk for visitors and locals Fatalities
Restrictions on visitor access to local area only. Other parts of the region remain safe and accessible	Potential recovery efforts required for the tourism industry within the destination. e.g. significant environmental or infrastructure damage present within region.
Little or no local media coverage	Significant Melbourne metropolitan media coverage, although limited world media coverage.
Little or no financial impact on tourism businesses(i.e. limited booking cancellations)	Potential financial impact on tourism businesses within the Daylesford Macedon region (i.e. widespread booking cancellations)
Little or no impact to the Daylesford Macedon brand	Potential to impact on the Daylesford Macedon brand. The region's tourism reputation may be threatened.

Once the scale of the incident has been determined, an appropriate response will be implemented, especially concerning communications.

7. Local Response

<u>Within the First 24 Hours of the Incident Occurring</u>

If the incident is classified as LOCAL, DMT will act in an advisory/ support role to the local government tourism manager and encourages them to follow similar steps to the regional response , including the establishment of a small coordinating group.

If the incident is at a regionally significant attraction/event DMT will contact the operator and offer support and assistance.

<u>Ongoing</u>
DMT CEO

- DMT will maintain regular contact with the relevant council officer and (and tourism operator if affecting the region) and offer support at a personal level as there is a high degree of "burnout" in dealing with the stress of a crisis.

- DMT, together with TEVE, will continue to monitor the threat or incident and if it escalates, DMT will elevate the response to a regional level.

8. Regional Response

If the incident is determined as requiring a REGIONAL response, DMT will undertake the following actions:

Within the first 24 hours of the incident ...

8.1 Determine the Appropriate Regional Response
DMT CEO

- The appropriate regional response will be determined based on the type and scale of the incident and informed by detailed assessment of the likelihood and consequences of high risk events and information collected during the initial impact assessment phase.

8.2 Activate the full Tourism Crisis Management Group or small working group, depending on response determination
DMT CEO

- Contact/alert TCMG members
- Regularly update TCMG regarding media interest and attitudes, as well as any community feedback via talkback radio and social media.
- Disseminate a copy of initial media statement to TCMG members.

8.3 Emergency Services/Control Agency Liaison
DMT CEO/Media Officer

- Liaise with the emergency service agency/ies or control agency via REMT or relevant coordinating body or if necessary, the Regional Controller.
- Represent Tourism on REMT or related response committee meetings.
- Liaise with emergency service agencies communications staff/public information unit.

8.4 Key Message Development
DMT CEO/Media Officer

- Modify existing template (Appendix 7) to develop key messages to inform consumers and the tourism industry about the incident, based upon information collected in the initial impact assessment phase. These messages will be prepared in liaison with the emergency services agencies and TEVE. The messages will be distributed via DMT's electronic database/network (e.g. email, corporate website, consumer website, social media).
- Depending on the scale of the incident, liaise with the neighbouring regions to assist with the development of their own messages to industry and consumers.
- If appropriate, consult with other organisations involved to ensure consistent messages and conformity of responses.

NOTE: The messages will reflect the broader emergency services /or control agency messaging, leadership role, and resource status. They should attempt to reinforce the positive and be action/solution oriented if possible. The media officer will clear key messages with the responsible control agency before distribution via the various communication methods.

In addition, the emphasis of the message will change throughout the response phase from visitor safety information in the initial stages to the "open for business" focus in the final response stage.

8.5 Media Monitoring and Management/Relations
Media Officer

- Set up media monitoring of local, state and national media (as feasible), including social media, to gauge the ongoing impact of the event on public perceptions.
- Refer all initial media queries and requests back to the emergency service (control) agency dealing with the crisis or incident unless there is a specific tourism focus.
- Work with the key incident spokesperson or their support staff to integrate key tourism messages into their messaging, when appropriate.
- Based on the approved key messages, prepare a holding statement, talking points / Q&As and send to media outlets.
- All media contact should conform to the established media protocols (Appendix 8).
- If media are seeking comment from impacted tourism operators, they will be referred to a crisis media trained operator (section 4.2).
- If warranted, develop answers to specific questions that may be asked by the media.
- Log and document all media inquiries on the standard Media Request Log (Appendix 11).

> NOTE: It is important to recognise that the TCMG is unlikely to be a prominent media commentator in the event of a crisis.

8.6 Stakeholder Communications
Information/media officer

- All key messages, media releases, holding statements, Q&As will be disseminated to regional tourism stakeholders, TEVE and industry associations as soon as possible after being issued.
- TEVE will be kept updated on the impact of the crisis on the tourism industry, as well as response and recovery activities. This will assist the State Governments to develop appropriate responses to assist the region.

8.7 Tourism Operator Communications

- All key messages, media releases, holding statements, Q&As will be disseminated to regional tourism operators as soon as possible after being issued.
- Modify existing industry communique template to suit the particular incident and disseminate to the region's tourism operators. Information on communicating with existing bookings, the established media and social media protocols will be included in this communique.

8.8 Visitor Communications

- Post approved key messages on consumer website and social media channels, according to the established protocols.
- Provide links to relevant emergency service websites on tourism consumer websites to update visitors and friends/relatives.
- Re-tweet etc relevant emergency services information.
- Send all holding statements, media releases to the intermediaries communications network (i.e. visitor information centres).

8.9 Review Marketing Activities
Chair

Revise or suspend any current marketing programs for the region (or affected areas) immediately until an appropriate recovery strategy has been determined.

Within the first 48 hours of the incident ...

8.10 Convene the Tourism Crisis Management Group
TCMG Chair

- Hold an TCMG inception meeting. Provide a verbal / written update on the situation. Report on communications to date. Confirm plans for communications and other crisis management response activities. A draft agenda is found in Appendix 13.
- Communicate outcomes of the TCMG meeting with TEVE.
- TCMG continues to meet on a daily or weekly basis (as required).

8.11 Emergency Services/Control Agency Liaison
DMT CEO

- Continue to liaise with emergency service agency/s via REMT or relevant coordinating body and, if necessary directly with Regional Controller.
- Continue to represent Tourism on REMT or related response committee.

8.12 Media Monitoring and Management

- Continue to media monitoring of local, state and national media (as feasible), including social media, to gauge the ongoing impact of the event on public perceptions.

8.13 Update Key Messages

- Update key messages as new information is gathered.

NOTE: In addition, the emphasis of the message will change throughout the response phase from visitor safety information in the initial stages to the "open for business" focus in the final response stage.

8.14 Media Management/Relations
Media Officer

- Work with the key spokesperson or their support staff to integrate key tourism messages into their messaging, when appropriate.
- Based on the updated key messages, update talking points / Q&As and send to media outlets.

8.15 Stakeholder/Industry Communications

- Send updated media releases, Q&As to key industry stakeholders, including tourism operators.
- Update industry communique to include information on opportunities to access government funds and services (i.e. small business mentoring services) to assist with the recovery process

8.16 Keep Visitors Informed

- Update messages on consumer website and social media channels, according to the established protocols.
- Send updated media releases, Q&As to intermediaries via electronic communications network (i.e. visitor information centres).

Short-Medium Term Actions: up to 14 days

> The period of 'short to medium term' response to a crisis event can vary depending on the impact of the event. Typically it can be up to 14 days. However, it can be longer if a number of businesses have been directly affected and require a significant level of work to reopen.

8.17 Reconvene the TCMG

- TCMG will meet as regularly as required to guide the region's response activities.

8.18 Ongoing Impact Assessment

- Regularly liaise with Rapid Impact Snapshot businesses to monitor the industry's performance over time.

8.19 Update Key Messages

- Continue to update the key messages to reflect the specifics of the event.

8.20 Work with the media

- Continue to work closely with the media to manage consumer perceptions.

8.21 Keep visitors informed

- Update message www.daylesfordmacedonlife.com.au website and social media channels, according to the established protocols.
- Send updated media releases, Q&As to intermediaries communications network (i.e. visitor information centres).

8.22 Stakeholder/Industry Communications

- Send updated media releases, Q&As to key industry stakeholders, including tourism operators.
- Update industry communique to include information on opportunities to access government funds and services (i.e. small business mentoring services) to assist with the recovery process

9. Recovery

DMT recognises that it is essential that the region delivers marketing messages as quickly and effectively as possible when the region re-opens for business (the recovery phase) in order to regain consumer confidence and counter any negative or inaccurate perceptions of the region.

The region will be considered to be open for business and in the 'recovery' phase when:
- A range of visitor services and products are operating again
- Vital infrastructure is restored, including access routes and transport services if they are critical for visitation
- It is safe and enjoyable to visit.

9.1 Taking stock

TCMG will undertake a Detailed Tourism Impact Survey to establish the impact of the crisis on the tourism industry (pre-prepared questions are found in Appendix 6).

An up-to-date position paper will be prepared that details emergency authorities' activities and the status of the region's tourism industry based on the detailed tourism impact survey.

9.2 Business Recovery Assistance

- TCMG will liaise with TEVE, Small Business Victoria, Regional Development Victoria and other relevant agencies to identify appropriate cross-Government business assistance programs.

- Potential assistance (where appropriate) includes:
    o Deployment of the Small Business Mentoring Service through Small Business Victoria (SBV)
    o Clean Up and Restoration Grants and Loans from the Rural Finance Corporation for directly affected businesses.

9.3 Restoration of Key Visitor Infrastructure and Public Attractions

TCMG may be required to participate in planning by relevant Government agencies to restore key visitor infrastructure and public attractions, including membership on regional recovery committees, often lead by the Department of Health. This is vitally important as it ensures that these agencies are influenced in priority setting where tourism is impacted e.g. road or park re-openings.

9.4 Maintaining communication with stakeholders

Key messages will be updated and sent via the electronic communications database to inform tourism operators, government and other stakeholders about the recovery process and keep up-to-date with information from emergency services. Opportunities for tourism operators to access government and charitable funds and services will be included in this information.

9.5 Liaising with Government

TCMG will continue to liaise with the relevant State Government to determine a suitable recovery package (which may or may not include funding from DMT).

9.6 Monitoring public perceptions

TCMG will continue to monitor public perceptions and media coverage of the region will be continued to be monitored.

Support the media to write post-crisis feature stories.

9.7 Prepare and Implement Recovery Marketing Activities

Consumer website information will be updated with a "concluding statement" about recovery from the crisis and outdated media releases removed.

A suite of marketing activities will be undertaken, in partnership with Visit Victoria and local councils to relaunch the region to all key visitor markets.

9.8 Deactivate the Tourism Crisis Management Group

While the timing will vary depending on the nature of the crisis, the responsibility for long term strategic recovery activities will be transferred to DMT at the completion of the TCMG's tactical recovery activities.

APPENDIX 1

Tourism Crisis Management Group
TERMS OF REFERENCE

The roles of the TCMG include:

- Develop a Tourism Crisis Management Plan prior to an event occurring.
- Implement the plan.
- Update and practise the Plan.
- Get involved in emergency planning at the regional level to ensure that the tourism industry's requirements are incorporated into planning arrangements, such as the safety of visitors.
- Initiate response and recovery activities in the event of a crisis, especially a communications strategy targeting visitor markets and the media to manage public perceptions of the region.
- Handle media inquiries.
- Monitor and respond to the tourism industry's needs.
- Coordinate/facilitate tourism business crisis preparedness activities, in partnership with TEVE and the emergency services.

APPENDIX 2

Tourism Crisis Management Group
ROLE & RESPONSIBILITIES

Chair/Deputy Chair

1. Make an initial assessment of the probable scale of the crisis.
2. Activate the TCMG and arrange for members to be contacted.
3. Arrange for verbal/written briefing on situation status for TCMG.
4. Determine the TCMG's support requirements.
5. Decide what extra specialist personnel should be involved in the TCMG eg: issues and crisis management consultants.
6. In conjunction with TCMG members, determine resource requirements to effectively address the crisis.
7. Advise senior stakeholders eg: Minister, TEVE , as required.
8. Refer to Crisis Communications Plan and determine what is applicable.
9. Immediately revise, cancel or suspend advertising.
10. In conjunction with TCMG members, initiate immediate actions required.
11. In conjunction with TCMG members, determine media strategy and authorise all media statements on the crisis.
12. Act as regional spokesperson regarding tourism issues for significant media interviews
13. Authorise regular situation updates for visitors, regional tourism operators and staff, other relevant stakeholders.
14. Coordinate planning for longer term recovery.
15. Once crisis has passed, commission external review of the effectiveness of the Crisis Communications plan and other actions taken.

Information & Strategy

1. Establish and maintain contact with emergency response team for regular information updates.
2. Feed authoritative information into the TCMG.
3. Assess immediate implications for regional tourism, including initial economic impacts
4. Canvass any immediate actions required.
5. Determine key themes and messages for all communications.
6. Determine most appropriate tools of communications to reach key stakeholders and audiences.
7. Coordinate regular stakeholder information updates.
8. Review any proposed media statements or releases.
9. Contribute to the effective operation of the TCMG.
10. Participate in debrief process and advise on gaps in provision and dissemination of information.

Planning

1. Assess potential implications for regional tourism.
2. Start planning process to mitigate potential impacts.
3. Consult with regional tourism operators as appropriate.
4. Consider need to reschedule/make special preparations for any upcoming public events (eg seminars, conferences etc).
5. Assist with media and website management.
6. Contribute to the effective operation of the TCMG.
7. Once crisis is over, participate in debrief process.
8. As required, update procedures and coordinate stakeholder de-briefings.
9. If appropriate, send letters of appreciation to relevant staff and organisations that assisted the TCMG.

Media Management

1. Liaise with Media Officers of emergency response agencies.
2. Arrange for all media inquiries regarding tourism to be handled or forwarded immediately.
3. In conjunction with TCMG members, determine strategic approach to answering media inquiries and the proactive release of information.
4. Respond to media inquiries in a calm, measured and reassuring manner, as quickly as practicable.
5. If necessary, explain why more details are not immediately available.
6. Monitor all media coverage, immediately alert TCMG of significant issues.
7. Maintain a log of journalists making inquiries.
8. Monitor extent and tone of media coverage.
9. Determine appropriateness of issuing a holding statement and draft if necessary.
10. Authorise extra public affairs support eg: other agencies, consultants, if required.
11. Brief Chair in advance of media commitments.
12. Draft media statements and website updates for authorisation by TCMG.
13. Review all media statements prior to release to assess implications.
14. Provide background information to media as required.
15. Carefully manage all media events.
16. Correct any factual errors or misperceptions reported by the media.
17. If appropriate, and only in consultation with the TCMG, respond to any potentially damaging claims by third parties.
18. Participate in debrief once the crisis is resolved.

APPENDIX 4

DETAILED LIKELIHOOD AND CONSEQUENCE ASSESSMENT

OF IDENTIFIED REGIONAL HIGH RISK CRISIS EVENTS

BUSH & DEEP SEATED FOREST FIRES (CFA/DELWP/FRV)

Risk / Impact	Consequence	Treatment/Mitigation
Property Loss &/or damage to individual businesses	Temporary/permanent business closure (staff laid off etc)	Recovery grants, insurance and IR advice, mentoring Crisis planning/business resilience resources & training
Visitor death or injury	International media coverage/requests resulting in flow on tourism impacts (i.e. negative impact of Victoria's safe tourism destination status.) Coroner's inquest WorkSafe investigation	Implement crisis plan actions, including development of key messages and industry/consumer communications. Visitor education about bushfire safety risks through CFA/TEVE bushfire preparedness program
Business (tourism) owner death or injury	Temporary/permanent business closure WorksSafe investigation	
Employee death or injury	Staff resourcing issues, Worksafe investigation	Crisis planning/business resilience resources & training (including crisis communications)
Visitor evacuation	Displacement of visitors, temporary loss of business to affected operators.	Visitors/tourism industry included evacuation planning.
Destruction/damage of significant regional tourist attractions	Downturn in visitation to affected region/area. Booking cancellations & decline in forward bookings for nearby tourism businesses and tour operators. Business continuity/viability issues	Crisis management plans for key tourist attractions Crisis planning/business resilience resources & training. Mentoring Priority repairs/reconstruction of attraction.
Postponement / cancellation of events.	Short term decline in visitation to affected region. Ticket refund issues.	Crisis mgt plans for Event organisers. Education on consumer rights regarding ticket refunds etc.
Destruction of/significant damage to key nature-based tourism sites/nodes/attractions (i.e. Hanging Rock)	Loss of appeal Short to medium term decline in visitation to surrounding area.	Work with Parks Victoria/public land manager to ensure key nodes are restored as a priority / alternative sites promoted.

Risk / Impact	Consequence	Treatment/Mitigation
	Licensed tour operators unable to operate/reduction in trade. Impact on regional brand	
Scale and tone of media coverage of the event	Visitor misperceptions of the scale and nature of the event. Decline in visitation to affected and un-affected areas. Negative impact on "Brand Daylesford Macedon". Booking cancellations & decline in forward bookings. Business continuity/viability issues	Establish TCMG. Incorporate tourism messaging into broader emergency messaging, when appropriate. Recovery marketing Crisis planning/business resilience resources & training
Destruction/significant damage/closure of key tourist roads/touring routes	Accessibility restrictions / disruption to visitor travel plans Visitor/business confusion regarding road closures Coach tour operators unable to operate scheduled tours etc. Booking cancellations & decline in forward bookings. Business continuity/viability issues	Register of key tourist roads & touring routes. Work with DOT to ensure that repair/re-opening of tourist roads etc are given priority treatment. Coach operators implement crisis management plans (including alternative route options). Promote VicRoads website in all communications activities.
Destruction/significant damage to critical utility infrastructure (i.e. power outages, water shortages, telecommunications outage)	Loss of perishable goods/stock. Booking cancellations & decline in forward bookings. Business continuity/viability issues	Insurance advice Crisis planning/business resilience resources & training Mentoring
Loss of critical suppliers (i.e. laundry, food)	Ability to provide service compromised/reduced. Temporary closure of business Business continuity/viability issues	Crisis planning/business resilience resources & training Mentoring

FLOOD (VICSES)

Risk / Impact	Consequence	Treatment/Mitigation
Property Loss &/or damage to individual businesses due to flood inundation.	Temporary/permanent business closure (staff laid off etc) Business continuity/viability issues	Provision of recovery grants, insurance and IR advice, Small Business mentoring Crisis planning/business resilience resources & training/Floodsmart training
Visitor death or injury	International media coverage/requests resulting in flow on tourism impacts (i.e. negative impact of the region's safe tourism destination status.)	Visitor education about flood and storm safety risks via website and regional visitor information centres

	Coroner's inquest Victorian Work Cover Authority investigation	
Visitor evacuation due to flood inundation of caravan parks	Displacement of visitors, temporary loss of business to affected operators.	Work with caravan park operators to em planning Ensure visitors/tourism industry included evacuation planning.
Destruction/damage to major tourist attractions)	Downturn in visitation to affected region/area. Booking cancellations & decline in forward bookings for nearby tourism businesses and tour operators. Business continuity/viability issues	Crisis management plans for key tourist attractions Crisis planning/business resilience resources & training. Managing your bookings forum Mentoring Work with attraction operator and government stakeholders to ensure priority repairs/reconstruction of attraction.
Postponement / cancellation of events.	Short term decline in visitation to affected region. Ticket refund issues.	Crisis mgt plans for Event organisers. Education on consumer rights regarding ticket refunds etc.
Destruction of/significant damage to key nature-based tourism sites/nodes/attractions	Loss of appeal Short to medium term decline in visitation to surrounding area. Licensed tour operators unable to operate/reduction in trade. Impact on regional brand	Work with Parks Victoria/public land manager to ensure key nodes are restored as a priority / alternative sites promoted.
Scale and tone of media coverage of the event	Visitor misperceptions of the scale and nature of the event. Decline in visitation to affected and un-affected areas. Negative impact on "Brand Daylesford Macedon". Booking cancellations & decline in forward bookings. Business continuity/viability issues	Establishment of TCMG Incorporation of tourism messaging into broader emergency messaging, when appropriate. Recovery marketing Crisis planning/business resilience resources & training
Destruction/significant damage/closure of key tourist roads/touring routes	Accessibility restrictions / disruption to visitor travel plans Visitor/business confusion regarding road closures Coach tour operators unable to operate scheduled tours etc. Booking cancellations & decline in forward bookings. Business continuity/viability issues	Register of key regional tourist roads & touring routes. Tourist roads etc are given priority repair treatment. Coach operators implement crisis management plans (including alternative route options). Promote VicRoads website in all communications activities.
Destruction/significant damage to critical utility infrastructure	Loss of perishable goods/stock.	Insurance advice

(i.e. power outages, water shortages, telecommunications outage)	Booking cancellations & decline in forward bookings. Business continuity/viability issues	Crisis planning/business resilience resources & training Mentoring
Loss of critical suppliers (i.e. laundry, food)	Ability to provide service compromised/reduced. Temporary closure of business Business continuity/viability issues	Crisis planning/business resilience resources & training Mentoring

BLUE GREEN ALGAL BLOOM (DELWP/DH)

Risk / Impact	Consequence	Treatment/Mitigation
Health warnings against swimming and engaging in other water-based activities.	Impact on visitor experience	Include alternative activities in key messages
Health warnings against fishing.	Impact on visitor experience	
Warnings/Restrictions on recreational boating activities.	Impact on visitor experience	
Closure of parts of the waterway to recreational boating activities	Impact on visitor experience	***Key media messaging focused parts of the waterway unaffected by the event ***
Drinking and bathing water contamination issues	Impact on visitor experience	
Visitor injury/illness	Media coverage/requests resulting in flow on tourism impacts (i.e. negative impact of region's safe tourism destination status.)	Implement crisis plan actions, including development of key messages and industry/consumer communications. Visitor education about flood and storm safety risks through Bushfire Tourism Preparedness program
Postponement / cancellation of water based events.	Short term decline in visitation to affected region. Ticket refund issues.	Crisis mgt plans for Event organisers. Education on consumer rights regarding ticket refunds etc.
Scale and tone of media coverage of the event leading to perceptions that the entire river was 'unhealthy'.	Visitor misperceptions of the scale and nature of the event. Decline in visitation to affected and un-affected areas. Negative impact on "Brand Daylesford Macedon". Booking cancellations & decline in forward bookings. Business continuity/viability issues	Activation of regional Tourism Crisis Mgt Group. Incorporation of tourism messaging into broader emergency messaging, when appropriate. Recovery marketing Crisis planning/business resilience resources & training

APPENDIX 5

RAPID IMPACT SNAPSHOT QUESTIONS

TOURISM INDUSTRY URGENT INFORMATION REQUEST

The following information will greatly assist in providing an initial snapshot and enable the on-going monitoring of the impact of the ******on the region's tourism industry. Please complete as soon as possible and email back to ******. All information will be treated as strictly confidential.

Name of business

Location and main contact

Type of business

Have you been unable to trade during this current crisis? Yes / No

If yes, please explain?

At this point in time, what is impact of the incident on your revenue, as compared to the same time last year?

%_____ down   %_____ up

At this point in time, can you predict the impact of the incident on your future revenue (as a percentage)?

%_____ down   %_____ up

If relevant, has your business experienced booking cancellations, as a percentage of existing bookings? _____%

Have you experienced a decline in forward bookings over the next three months, compared to the same time last year?

Have you been required to lay off staff (as a percentage of total staff numbers)? _____%

Thank you for your time & input.

APPENDIX 6

To Communicate or Not Communicate?

There are a number of interdependent factors which you will need to consider in responding to an incident. For instance, an incident that has resulted in mass casualties and property loss will generate significant, prolonged media coverage.

This checklist will assist you in making the decision to undertake communications activities in response to an incident. Noting that these activities will ultimately depend on the type of the incident (i.e. natural disaster cf. man-made event).

	Information Source	Questions	Yes	No	Unsure
Geographical coverage of the incident	**Emergency services**				
		Is the incident covering, or has the potential to cover, a significant part of the destination/region?	☐	☐	☐
Loss of Life/ Serious Injury and property	**Emergency services**				
		Has the incident resulted in significant loss of life and/or serious injuries?	☐	☐	☐
		Has the incident resulted in significant loss of life and/or serious injuries to visitors?	☐	☐	☐
		Has the incident resulted in significant loss of property?			

Frequency					
		Has an incident of this type recently occurred in the region/destination?	☐	☐	☐

Safety Risk for Visitors and Local	Emergency services				
		Is the incident presenting safety risks for visitors and locals?	☐	☐	☐
Travel restrictions & accessibility	Emergency services				
		Is the incident resulting in restrictions on visitor access to the affected area?	☐	☐	☐
		Is the incident impacting visitor access/movability to the broader region/destination?	☐	☐	☐
Status of incident	Emergency Services				
		Is the incident escalating?	☐	☐	☐
		Is adverse weather forecasted to occur within the next seven days?	☐	☐	☐
Mainstream Media coverage	Media Monitoring				
		Is the incident appearing on the front/home page of Melbourne metropolitan news channels?	☐	☐	☐
		Is the incident appearing on the front/home page of interstate and international news channels?	☐	☐	☐
		Is the media coverage misrepresenting the nature and scale of the incident?	☐	☐	☐
		Has the media coverage been prolonged over a series of days?	☐	☐	☐
		Are you receiving media enquiries?	☐	☐	☐

Social Media	Social Media Monitoring				
		Is the incident generating significant social media activity?	☐	☐	☐
Financial impact on tourism businesses	**Industry Barometer**				
		Are tourism businesses or local visitor information centre receiving a significant number of enquiries concerning the incident?	☐	☐	☐
		Are tourism businesses in the affected area experiencing significant booking cancellations and/or decline in forward bookings?	☐	☐	☐
		Are tourism businesses in non-affected areas experiencing significant booking cancellations and/or decline in forward bookings?	☐	☐	☐
Regional Brand Impact	**Media Monitor**				
		Does the scale and tone of the media coverage risk negatively impacting the destination/region's reputation/brand?	☐	☐	☐
Loss of Appeal/Attraction	**Emergency Services**				
		Is there significant environmental or infrastructure damage present within the destination/region?	☐	☐	☐
Regional/Major Events	**Emergency Services**				

		Is it necessary to cancel or relocate a regionally significant event?	☐	☐	☐
Current Marketing Activities					
		Is it necessary to revise or suspend any current marketing activities due to the incident?	☐	☐	☐

If you have answered YES to a majority of these questions, it is highly likely that you will need to undertake appropriate and timely communications activities.

If you have answered NO to a majority of these questions, it is highly unlikely that the incident will create significant tourism impacts but may still require regular monitoring and review.

If you have answered UNSURE to a majority of these questions, it is highly likely that you will be required to obtain further information/intelligence and regular review the situation.

APPENDIX 7

Detailed Tourism Impact Assessment Sample Questions

Business Name
Main Contact
Telephone
Email

Type of Business

Answer where applicable for your business
a. What assistance do you need at this stage?

b. What impact has there been to business assets e.g. premises, vehicles?

c. Have you been able to trade during this current crisis?
• Yes
• No
If no, please explain?

d. What is the approximate impact of the incident on a) patron numbers b) revenue, as compared to the same time last year? Please indicate percentage

e. Can you predict the impact of the incident on your future a) patron numbers b) revenue?
Please indicate percentage

f. If relevant, has your business experienced booking cancellations as a direct result of the floods?
• Yes
• No
If yes, for what period were the bookings held?

g. Are you able to estimate the impact of these cancellations as a percentage of existing bookings?
Please indicate percentage.

h. Have you experienced a decline in forward bookings over the next three months, compared to the same time
last year? If yes, please indicate percentage.

i. Are you able to estimate the impact of these cancellations as a percentage of existing bookings?
Please indicate percentage.

j. Have you experienced a decline in forward bookings over the next three months, compared to the same time
last year? If yes, please indicate percentage.

k. Have you or are you likely to lay off staff as a direct result of the incident?
• Yes
• No
If yes, how many full time equivalent staff will be affected?

l. Have other infrastructure or services been affected that impact on your business?
m. Other Comments

APPENDIX 8

DRAFT MEDIA RELEASES, STATEMENTS AND KEY MESSAGES BASED ON THE POTENTIAL
HIGH RISK CRISIS EVENTS

TO BE PREPARED

APPENDIX 9

MEDIA PROTOCOLS

A consistent, strategic and carefully managed approach to media interaction is absolutely vital in the event of crisis. The manner in which the region is perceived to respond to a crisis will be remembered long after the crisis itself has passed.

DMT must be portrayed as responsible, professional and responsive, placing the interests of the community as well as visitors first and foremost. They must also be seen to be open and accountable.

For this reason, it is essential that all media contact by the tourism industry conforms to the following protocols:

- Identify a media spokesperson for the TCMG (usually the Chair) as the sole person who speaks to the media on behalf of the TCMG. This will ensure consistency of message and style.

- All initial media queries and requests should be referred back to the control agency (which is often an emergency services agency but not always) who is dealing with the crisis or incident, unless there is a specific tourism focus. They should then be handled by the TCMG spokesperson.

- No speculation or unauthorised comments should be made on any basis.

- All subsequent media queries and requests must be transferred or directed to the TCMG.

- The TCMG should be notified as soon as practicable about any media contact.

- If media attend the scene of a crisis incident, the TCMG should make contact with the lead agency's media liaison coordinator to ascertain whether tourism-specific queries are being raised.

- The TCMG will provide the media with authorised factual updates on the situation relating to tourism as quickly as possible.

- If further or specifically requested information is not immediately available, the media should be told why.

- The TCMG must be regularly updated regarding media interest and attitudes, as well as any community feedback via talkback radio.

- Clear and concise messages should be formulated by the TCMG before any media interview or statement.

- All media releases should be disseminated to regional tourism stakeholders as soon as possible after being issued.

APPENDIX 10

DRAFT INDUSTRY BULLETINS/COMMUNIQUES

BASED ON THE POTENTIAL HIGH RISK CRISIS EVENTS

TO BE PREPARED

APPENDIX 11

DRAFT Q&A SHEETS BASED ON THE POTENTIAL HIGH RISK CRISIS EVENTS

TO BE PREPARED

APPENDIX 12

MEDIA REQUEST LOG

Date: _____   Time: _____

Handled by: _____

Journalist: _____

Representing: _____

Telephone: _____   Email: _____

Date of Response: _____Time: _____

QUESTIONS:

_____
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RESPONSE GIVEN:

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FOLLOW-UP REQUIRED?

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