

# TOURISM CRISIS COMMUNICATION TOOLKIT

for Regional Tourism Organisations



Australian Government

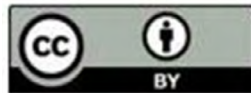


Queensland Government

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### **Acknowledgement**

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### **Toolkit queries**

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

### **Acronyms**

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

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# Crisis communication toolkit purpose

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

The toolkit will:

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



# Pre-crisis preparation steps

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



# Pre-crisis preparation steps



## Step 1: Update incident risk assessment

- Update Incident risk assessment table in Step 1 (page 10)



## Step 2: Local Disaster Management Group (LDMG) or tourism industry group planning

- Participate in LDMG crisis training exercises
- Regional Tourism Organisations should plan with tourism industry groups on how to manage crises



## Step 3: Update your organisation's crisis plan

- Update your communication plan including contact lists for staff, key stakeholders and industry lists



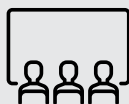
## Step 4: Work with tourism operators

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



## Step 5: Consider communication methods and channels

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



## Step 6: Practice how to manage a crisis

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



# Crisis response steps

Everything you need to  
respond during a crisis



# Crisis response steps



## IMMEDIATELY

### Step 1: Assess Crisis

- Review Incident risk assessment table in Step 1 (page 10) for lead agency and risk level



## FIRST HOUR

### Step 2: Brief key internal stakeholders

- Confirm facts - duration, area, visitor and travel impacts
- Review media reports
- Check what can and can't say publicly
- Brief key internal stakeholders (see crisis communication hierarchy tree – page 11)
- Enact staff and office safety measures
- Charge mobiles/laptops, arrange alternative power source

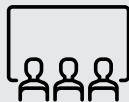


## FIRST 1-2 HOUR

### Step 3: Activate LDMG or tourism industry group as required

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





## FIRST 2-6 HOUR

### Step 4: Implement initial external communications

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



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## DAY 2 ONWARDS

### Step 5: Provide ongoing communication

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

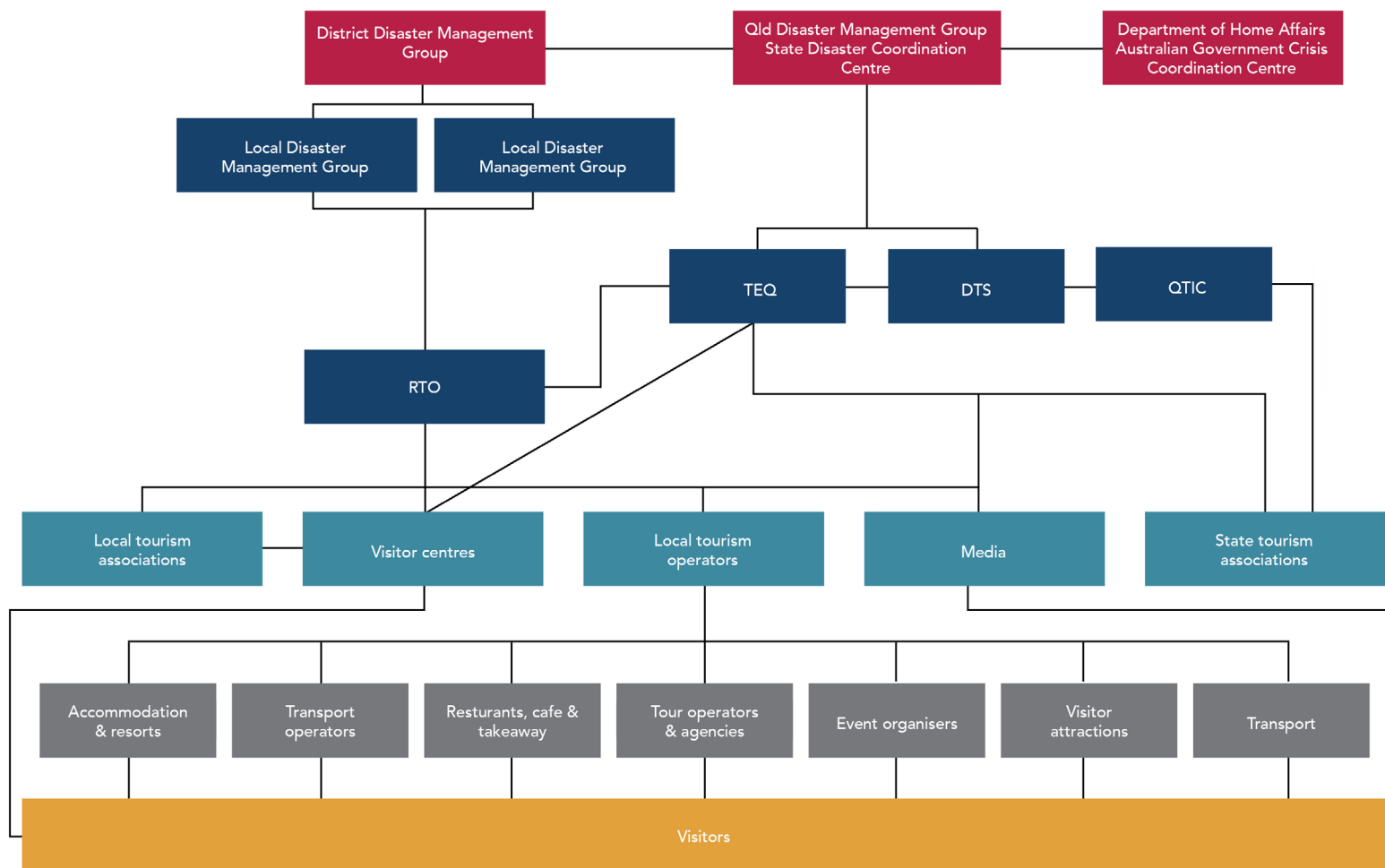
# Step 1: Incident risk assessment



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

RISK LEVEL	INCIDENT RISK - SCENARIO											RESPONSE
	NATURAL DISASTERS				VISITOR ACCIDENTS/ DEATHS	MAJOR HEALTH EVENT	REPUTATIONAL INCIDENT/ RUMOUR	IT THREAT	DROUGHT/ HEATWAVE	REEF RELATED CRISIS	MAJOR TRANSPORT INCIDENT	
	Bushfires/ firestorm	Severe storm/ Cyclone/ Flooding	Severe storm surge/ Tsunami	Landslide/ earthquake	Visitor/s: missing/ injured/ drowned/ wildlife incident/ abducted/ murdered bus/ plane/ boat incident attraction deaths	Pandemic/ plague Major health scare	Repeated bad service, poor visitor experiences High profile criticism (e.g. from celebrity)	Cyber-attack, data breaches/ IT failure	Severe heatwave Dust storms Water shortage Closure of attractions/ operators	Record mass coral bleaching Coastal/ reef shipping oil spill UNESCO 'in danger' list	Major vehicle accident Road/ bridge collapse	
LEAD AGENCY	LDMG				Local police QFES RTO/TEQ	Queensland Health	RTO TEQ	Australian Cyber Security Centre/ Police	Queensland Health Dept Natural resources & Energy	GBRMPA Dept of Environment TEQ Maritime Safety Qld (oil spill)	Local police QFES Dept of Natural Resources (dam collapse)	
MINOR	Small bushfire in a Council reserve which can be controlled	Heavy rain causing minor flooding causing traffic	Higher than normal tides expected with strong rips - beaches closed	Prolonged heavy rain causes small landslide across local road - traffic is partially obstructed	A tourist sustains injuries in bushwalking/ rafting/ tourist activity or wildlife incident	COVID-19 outbreak. Tourists experience food poisoning after dining at a hotel	Celebrity tweeted an inflammatory comment about a local town. Community members upset	Visitor bookings are lost due to an IT failure	Water restrictions in place, and visitors are asked to conserve water. Heatwave warning in tourist area	Sporadic coral bleaching incidents	Local roads blocked following traffic accident	STANDARD PROCEDURE
MEDIUM	Bushfire along highway corridor, smoke obstructing visibility and traffic	Prolonged rain - flooding in tourist areas - street closures and more rain forecast	King tides with storm swell and damaging waves expected to cause erosion and local flooding	Prolonged heavy rain causes landslide to obstruct busy road. Traffic is completely obstructed	Multiple tourists sustain minor injuries in bushwalking/ rafting/ tourist activity	COVID-19 outbreak linked to tourism venue. Multiple tourists experience food poisoning.	Celebrity mocked local town on social media - with repeated shares and more remarks Community upset	Minor cyber-attack impacting some visitors	Low water levels affecting rafting tours - with some cancelled due to low water levels	Increase in coral bleaching incidents in key locations	Regional access road temporarily blocked following traffic accident	STANDARD PROCEDURE
HIGH	Bushfire spreads to area with bushwalkers/ campers - need evacuation High risk of fire will spread	Category 1-4 tropical cyclone with severe winds and major flooding forecast	King tides and sustained low pressure system - very damaging waves to cause erosion and local flooding	Landslide/ earthquake destroys busy road corridor, vehicles were swept downhill, people injured/ killed and months to repair the road	Multiple tourists sustain major injuries in rafting, bus or other tourist activity requiring hospitalisations Shark/crocodile incident injuring international visitor	Multiple or high-profile tourist/s hospitalised from COVID/ health outbreak/ food poisoning	Celebrity shames local town and post goes viral causing international media coverage and reputational damage	Major cyber-attack or data breach with visitors personal or banking information at risk	Dam levels reach extremely low levels, with severe water restrictions in place. Severe heatwave leading to visitor hospitalisations	Record mass coral bleaching affecting over 60%. International media coverage leading to significant drop in visitors and economic impact	Major access road blocked for hours causing massive traffic delays	ACTIVATE CRISIS TOOLKIT
EXTREME	Firestorm threatening tourist region/ attraction/ hotel. Tourists evacuated/ trapped/ killed	Category 5 tropical cyclone - destructive winds, widespread damage, extreme flooding	King tide during tropical cyclone/ Tsunami warning to cause extreme flooding/ tourist deaths	Landslide/ earthquake destroys buildings and roads in busy tourist area, visitors missing or unaccounted for	A rafting/ tourist/ bus/ plane accident has resulted in multiple deaths. Wildlife incident visitor death and widespread media coverage	Severe health/ COVID outbreak linked to Qld destination. Evacuating tourists during major COVID outbreak	Celebrity demands boycott of region - viral post/ widespread media coverage - tourist cancellations	International celebrity personal data exposed due to cyber-attack of hotel	Tourist attractions closed due to water restrictions and hotels restricting visitor water usage extremely	Oil spill kills kms of coral reef. UNESCO 'in danger' listing'. International media coverage causes visitor and business losses	Major access road blocked 2 days post road/ bridge collapse/ deaths	ACTIVATE CRISIS TOOLKIT

# Crisis communication hierarchy tree



 **Return to Crisis response overview**





# Post-crisis recovery steps

Everything you need  
to know to recover  
post-crisis



# Post-crisis recovery steps



## Step 1: WEEK 1 post-crisis Assess crisis damage and debrief

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



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

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



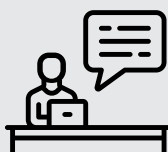
## Step 3: WEEK 1-2 post-crisis Implement initial recovery campaign

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



## Step 4: WEEK 2-4 post-crisis Implement on-going campaign

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



## Step 5: WEEK 3-4 post-crisis Evaluation and learnings

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



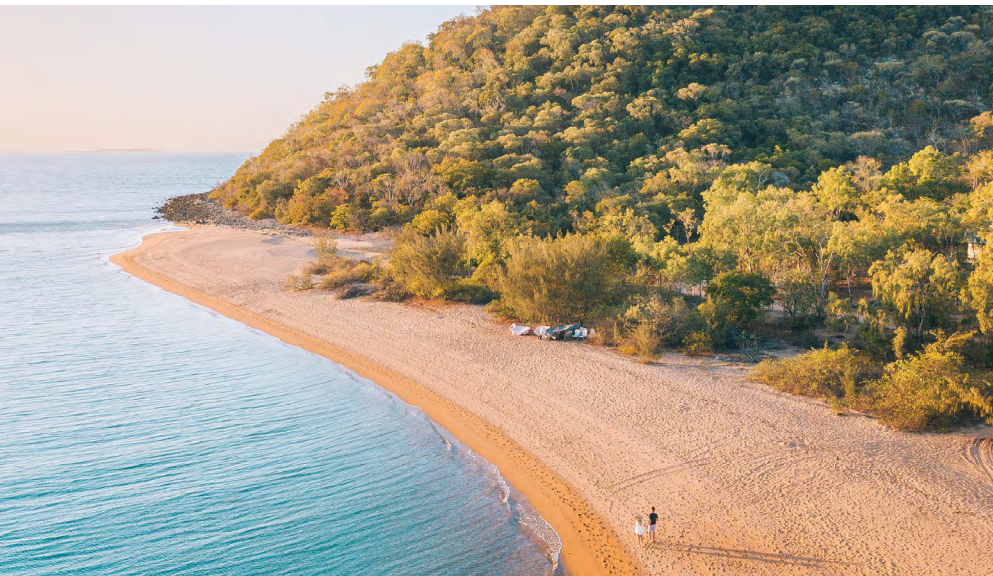
# Crisis communication and vlog tips for tourism organisations



# Crisis communication tips

- Log all media queries**  Only respond to tourism related media queries and questions
  
- Know when to respond**  Don't respond immediately before checking facts and thinking about your response  
 Record journalist contact details and deadline  
 Ask what questions the media has
  
- Check in for advice**  Check in with the lead agency and local tourism organisations about public responses  
 Liaise with TEQ on big incidents
  
- Speak with one voice**  Share agreed messages with key stakeholders and operators for a unified voice
  
- Plan what to say**  Stick to the points you want to make  
 Provide written or voice recorded responses if needed
  
- People come first**  Your first priority should always be the safety of staff and visitors  
 People come before property and profits
  
- Stay calm and be honest**  Be calm and measured to convey a sense of control and readiness  
 Put the crisis in perspective  
 Be open and honest  
 Demonstrate what you're doing to address any issues
  
- Celebrate heroes**  Promote the heroic actions of emergency services or general public





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





# Social media crisis tips

## Natural disasters

- Turn off scheduled posts when notified about disaster
- Share official natural disaster alerts on social media where appropriate
- Post about any business closures and re-opening times
- Avoid posting photos of flooded or burned areas – covered enough by the media
- Post crisis – use photos with dates in captions to show when you're open for business
- Create a vlog showing the region is good to go and encouraging visitors to return (see video and vlog tips)
- Post anniversary and success stories and community efforts supporting businesses
- Use hashtags for unified response

## Reputational incidents

- Know when to stay quiet – avoid social media debates and controversy – move conversations to private message, where appropriate
- But if posts go viral, don't stay quiet – tell customers and staff what you're doing to fix an incident and how you'll avoid a repeat
- Don't be defensive, remain professional and polite
- Highlight how long you've successfully operated without any other incident
- Be quick to correct or remove false or misleading information

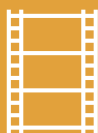
[REMEMBER]

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

# Creating a video/vlog tips



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Follow the below steps from Tourism and Events Queensland to shoot a vlog encouraging visitors to return to your region following a weather event or other crisis.

## Script

- Write a script before you start and practice before you film.
- Think about making it warm, authentic and energetic.

## How to film it

- Use your smartphone — set your camera to the highest resolution possible. Be sure to have someone else film the video for you or use a tripod, no selfies.

## Framing

- Choose a location that looks appealing and interact with what makes the location/ experience special. For example, if you're at the beach, go on the sand, or if it's in a rainforest, show a view of the trees. Showcase the unique factor!

## Orientation

- Stand one to two metres away from the camera and frame the person so you capture the background. Use either landscape or portrait depending on what works best.

## Lighting

- The best time to shoot your video may be either early morning or late afternoon, when the sun is low and the light is dramatic. Ensure your video is not backlit or overexposed and avoid filming in shadows.



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### Branding

- If you can, capture your brand or signage in the frame, even if it's just on your shirt.



### Sound

- Keep background noise to a minimum.



### Tone

- Be honest and informative, heartfelt and fun. Remember, you're personally inviting visitors to see your part of Queensland!



### Promote

- Share your video on your socials and with your regional and local tourism organisations and encourage your followers to share it. Use a hashtag.



### Example video script cues

- As you can see, we're absolutely open for business..."
- "Here's a taste of what to expect..."
- "Report from the ground: we're open, it's sunny, and there's plenty to do..."
- "Now's as good a time as any to visit us at xxx..."
- "We may have had a bit of rain, but that won't stop the adventures..."
- "There's never been a better time to see xxx..."



# Tourism crisis case studies



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## Binna Burra Bushfires

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



Griffith Institute for Tourism

Binna Burra Lodge is a heritage listed attraction and accommodation facility founded in 1933 and located in Lamington National Park in South East Queensland.

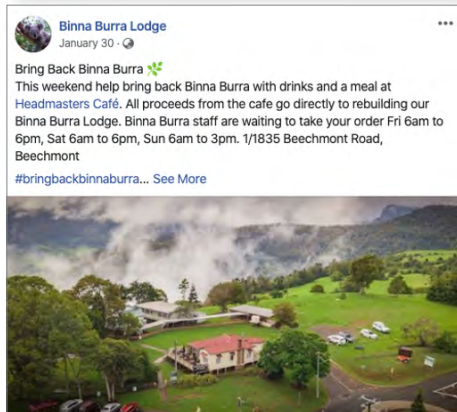
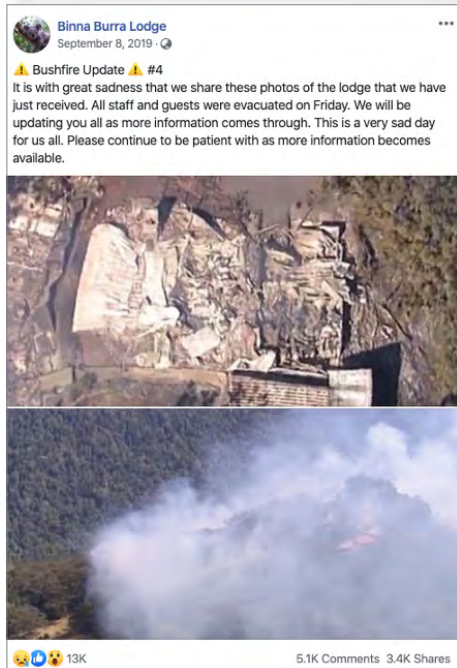
On Friday 6 September 2019, Binna Burra Lodge was fully booked. A nearby bushfire was burning in the valley at Sarabah. By Saturday 7 September the fire status changed to 'emergency warning' and the decision was made to conduct a voluntary evacuation of the lodge, ensuring no one was killed or injured.

Doors were marked with chalk to ensure all rooms were vacated and staff were positioned at strategic locations to ensure all guests were evacuated and no new visitors could enter the site.

On Sunday 8 September 2019, a bushfire tore through the area and destroyed most of Binna Burra's heritage listed buildings. The impacts on Binna Burra were devastating. With many buildings destroyed, a significant recovery project would be needed.

Binna Burra was well-prepared to handle the crisis. All disaster management policies and procedures were up to date and a 'cool burn' (an Aboriginal technique used for controlled burning) had been conducted one month prior.

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## Media and social media response

National and international media covered the devastation of the Binna Burra bushfire.

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

The campaign focused on:

- sharing videos of the Lodge site being cleared
- photos of wildlife returning
- profiling staff who carried out the evacuation
- key public figures visited the site to draw attention to its recovery
- rebuilding the site
- special events for the public
- general updates.





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## Key insights

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

**For more information visit**

### **Bushfire Response & Recovery**

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



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

## Shark bite – Tourism Whitsundays

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

The shark bite was the fifth incident in the region over the past 13 months. The incident resulted in considerable national and international media coverage as well as reduced snorkelling and dive tour bookings.

### Crisis management response

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

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

Tourism Whitsundays CEO and the Whitsundays Mayor met arriving media at the marina to provide immediate comment.

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



## MEDIA STATEMENT

For immediate release  
October 30, 2019

**Media Statement from Tourism Whitsundays CEO, Tash Wheeler**

Our thoughts remain with those injured in yesterday's incident, as well as for the welfare of those who witnessed it. Alistair Raddoin and Danny Maggs are out of surgery and we have been advised that they are in good spirits. This is obviously a very difficult time for everyone involved, we ask the media to respect their privacy.

The Board and staff at Tourism Whitsundays are working tirelessly to ensure the best and safest steps are taken for visitors and the tourism industry. Guest safety is of the utmost concern to operators in our region and authorities are working closely with the industry regarding next steps.

A key priority for the organisation is supporting the safety of people through advocating for what actions need to be taken based on the research reports released. As such the Board will make contact with researchers from James Cook University and Great Barrier Reef Marine Park Authority to convene an urgent working group.

We would ask the Federal and Queensland Government for support to provide immediate funding for daily aerial surveillance in specific bays as an interim measure.

Our industry is working collaboratively with government and experts to find a long-term solution as well as understanding why these incidents have occurred and based on this knowledge what measures can be taken to mitigate against further risks.

- ENDS -

About Tourism Whitsundays: Tourism Whitsundays (TW) is the organisation responsible for destination marketing and visitor attraction for the Whitsunday region. It is the lead agency recognised by Tourism and Events Queensland and the Whitsunday Regional Council to lead the promotion of the region as a tourism destination. Tourism Whitsundays markets all aspects of the region including the Great Barrier Reef, Whitsunday Islands and Coast, accommodation, boating and sailing, fishing, boating, recreational activities, adventures, diving, shopping, weddings and honeymoons, conferencing and business events.

**FOR MEDIA ENQUIRIES, CONTACT:**  
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Publicity and Content Manager  
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To access the Tourism Whitsundays Media Centre click [here](#)

THE HEART OF THE GREAT BARRIER REEF

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THE HEART OF THE GREAT BARRIER REEF

### Messaging response (2-6 hours)

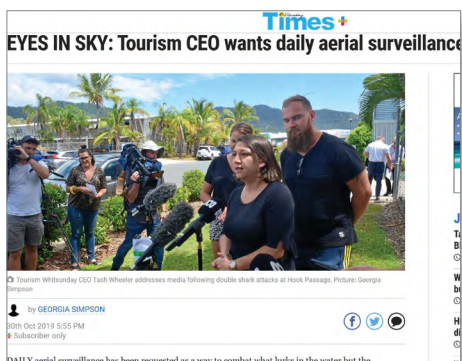
To ensure all messaging was coordinated, Tourism Whitsundays liaised closely with the tour boat operators involved, the local council, Tourism and Events Queensland, local charter boat industry groups and other key stakeholders.

The mayor and Tourism Whitsundays CEO, Natassia Wheeler, held a media conference later that day emphasising their concern for the wellbeing of those involved as well as praising the "lightening fast response" of emergency services and holidaying paramedics onboard the boat.

### Ongoing response (Day 2 and 3)

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

Messaging was provided to tour boat operators, other tourism operators and trade industry partners to ensure unified messaging.



## Media coverage outcomes

By immediately engaging with the media the coverage of this incident was considerably shorter and less sensationalised than previous shark bite incidents, with only three days of media coverage.

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

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



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Weather event -  
2018 floods threaten  
Townsville tourism

## Floods – Townsville Enterprise

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

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

### Crisis management response

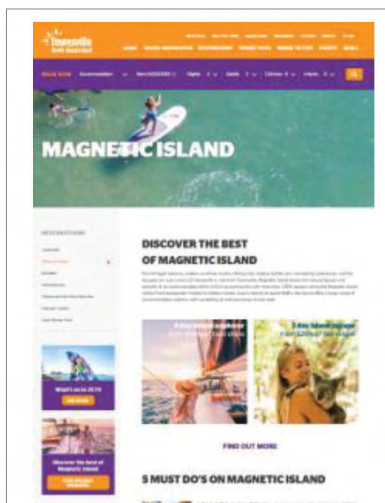
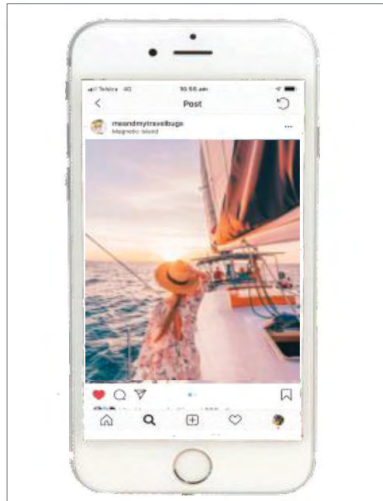
#### Preparation

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

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

#### Response

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



### Crisis impacts on tourism industry

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

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

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

### Crisis recovery

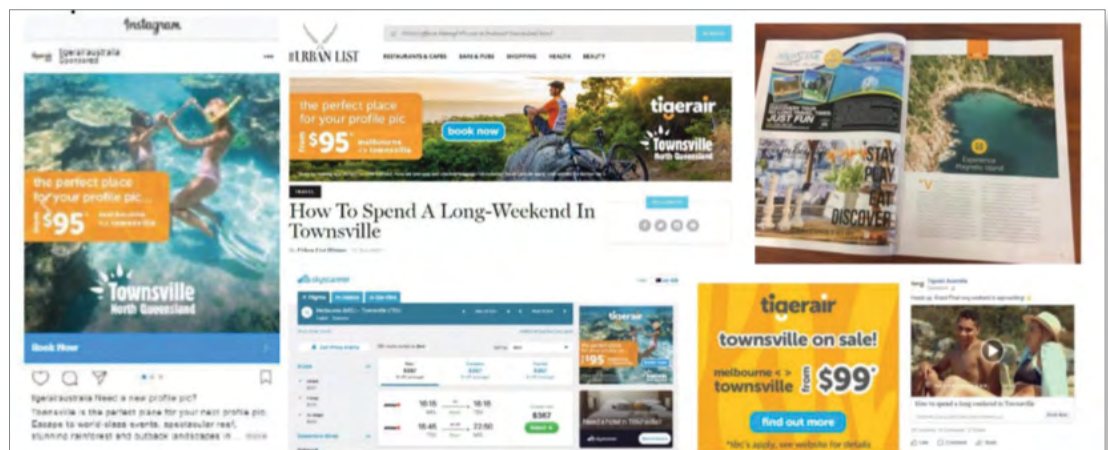
To help the tourism industry recover, Townsville Enterprise took the following steps:

- Distributed State Government surveys assessing flood damage for businesses
- Launched a community sentiment campaign to celebrate post-flood community successes and encourage Queenslanders to holiday in their own backyard
- Worked with Tourism and Events Queensland to secure funding to develop marketing campaigns primarily promoting Magnetic Island as well as Townsville

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## Campaign outcomes

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



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

# Cyclone Iris – Mackay Tourism

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

## Crisis management response

### Preparation and response

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

**Visit Mackay, Queensland, Australia**  
Published by Dan Brown · April 3, 2018

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

**Mackay Regional Council Emergency Dashboard**

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

1,732	97
People Reached	Engagements

Chris James, Leah Barr and 14 others · 1 Comment 3 Shares

Like Comment Share

Performance for Your Post		
1,732 People Reached		
23 Likes, Comments & Shares		
19 Likes	16 On Post	3 On Shares
1 Comments	1 On Post	0 On Shares
3 Shares	3 On Post	0 On Shares
74 Post Clicks		
0 Photo Views	18 Link Clicks	56 Other Clicks
NEGATIVE FEEDBACK		
0 Hide Post	0 Hide All Posts	
0 Report as Spam	0 Unlike Page	

Reported stats may be delayed from what appears on posts





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## Crisis impacts on tourism industry

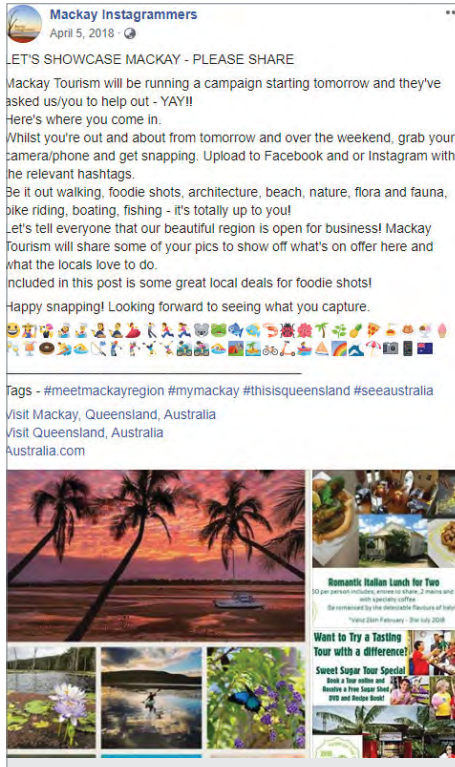
Although cyclone Iris did not cause widespread damage, tourism operators feared that media reports would lead to visitor cancellations for the upcoming Easter and April long weekends as well as winter bookings due to perceptions of damaged infrastructure and attractions.

## Crisis recovery

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

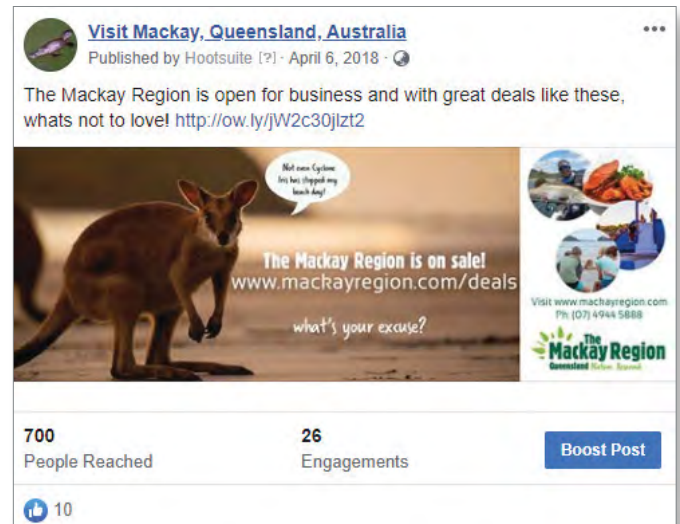
- Launched an immediate campaign to promote positive messaging that Mackay was 'open for business'. The campaign:
  - used stunning and current images, avoiding stock images, to demonstrate the area was unaffected
  - encouraged operators to post positive social media using hashtags to develop a series of good news stories
  - activated a social advertisement for Awareness Campaign targeting empty nesters and older families
  - implemented an influencer/media family program to increase exposure
  - launched a visiting friends and relatives campaign to entice locals to invite visitors to the region using contra agreements with partners including The Daily Mercury, Southern Cross Austereo and Qantaslink

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## Campaign outcomes

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





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# Crisis scenario responses and messages



## 1. Natural disasters

Response messaging  
Communication materials



## 2. Major health event

Response messaging  
Communication materials



## 3. IT threat

Response messaging



## 4. Drought and heatwave

Response messaging  
Communication materials



## 5. Reef related incident

Response messaging



## 6. Major transport incident

Response messaging



# 1. Natural disasters

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

Local lead agencies	State lead agencies	National lead agencies	Tourism stakeholders	Media
<ul style="list-style-type: none"> <li>Local Disaster Management Group</li> <li>District Disaster Management Group</li> <li>Queensland Police Service (QPS)</li> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisations (LTO)</li> </ul>	<ul style="list-style-type: none"> <li>Queensland Crisis Coordination Centre</li> <li>Queensland Fire and Emergency Services (QFES)</li> <li>Tourism and Events Queensland (TEQ)</li> </ul>	<ul style="list-style-type: none"> <li>Australian Government Crisis Coordination Centre</li> <li>Tourism Australia</li> </ul>	<ul style="list-style-type: none"> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>

Before crisis	During crisis	Recovery
<p><b>Key steps (storm season)</b></p> <ul style="list-style-type: none"> <li>Encourage tourism operators to get ready for storm season. See key messages for preparation tips for operators.</li> </ul> <p><b>Key steps (Natural disaster/cyclone watch period)</b></p> <ul style="list-style-type: none"> <li>Check facts with lead agency - duration, specific area, visitor and travel impacts, what can/can't say publicly</li> <li>Brief RTO CEO, Chair and staff</li> <li>Conference call with local tourism crisis group</li> <li>Brief TEQ</li> <li>Liaise with lead agency – agree response, messaging and RTO role</li> <li>Print out up to date contact list</li> <li>Ensure readiness of emergency and first aid kits, charge portable devices, fuel company vehicles and generator, secure loose office items</li> <li>Prepare messaging</li> <li>Contact tourism operators, local tourism organisations and visitor centres re updates, establish if assistance required, explain how to assist stranded visitors</li> <li>Advise operators to visit the Small business disaster hub for tourism and hospitality tips on how to prepare, respond, recover and communicate when a natural disaster hits.</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Respond to tourism-related media queries only</li> <li>Revise/suspend advertising and scheduled social media</li> <li>Post relevant updates encouraging visitors to refer to local disaster dashboard</li> </ul> <p><b>Key steps (Natural disaster/cyclone warning period)</b></p> <ul style="list-style-type: none"> <li>Call meeting to advise staff of situation and ensure their safety</li> <li>Advise visitors to leave the area if safe to do so and direct them to local council disaster dashboard/information</li> <li>Send updated notifications/emails/texts to trade, members and other stakeholders also directing them to local council disaster dashboard</li> </ul> <p><b>Key steps (Natural disaster/cyclone Impact expected (within 48 hours))</b></p> <ul style="list-style-type: none"> <li>Enact office safety protocols – secure windows and doors, clear desktops, unplug electrical equipment, ensure systems backup up to date and secured, master electrical board shutdown and valuables in safe</li> <li>Send updated message to all stakeholders advising of office shutdown and where to access latest emergency updates via <a href="#">local council disaster dashboard/information</a> or <a href="#">local ABC radio</a></li> <li>Advise visitors to leave area if safe to do so or to seek appropriate shelter (evacuation centres listed on local council disaster dashboards)</li> <li>Change office's phone recorded message to advise of office closure and direct people to local disaster dashboard</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Liaise with TEQ and LDMG</li> <li>Where appropriate send out 4-hourly regular notifications (email/SMS and social media) updates to: <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Transport providers</li> <li>Visitor centre electronic noticeboard</li> <li>TEQ</li> <li>Local tourism organisations</li> </ul> </li> <li>Send LTOs/tourism operators a link to the <a href="#">Small business disaster hub</a> for tourism and hospitality tips on how to prepare, respond, recover and communicate when a natural disasters hits</li> <li>Liaise with tourism operators to support stranded or evacuated visitors</li> <li>RTO respond to tourism-related media related enquiries</li> </ul> <p><b>Key steps (Earthquake – during and immediately after)</b></p> <ul style="list-style-type: none"> <li>Where possible, advise guests over intercom or loudspeaker to: DROP to the ground; take COVER by getting under a sturdy table; and HOLD ON until the shaking stops.</li> <li>Advise all guests to follow emergency services directives and those issued by hotel staff in the event of an evacuation.</li> <li>Advise visitors to expect aftershocks to follow the main shock of an earthquake. Be ready to Drop, Cover, and Hold On if you feel an aftershock.</li> <li>If you are in a damaged building, advise staff and visitors to go outside and quickly move away from the building. Do not enter damaged buildings.</li> <li>Where appropriate advise staff and visitors to leave area if safe to do so or to seek appropriate shelter (evacuation centres listed on local council disaster dashboards)</li> <li>Change office's phone recorded message to advise of office closure and direct people to local disaster dashboard</li> <li>Post message on visitor information centre noticeboard directing them to the local disaster dashboard and transfer centre phone to mobile, if applicable.</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Provide updates to lead agency about impact on visitor accommodation, transport and services where available</li> <li>Seek lead agency updates on other infrastructure, services and transport impacts</li> <li>Liaise with TEQ and lead agency re initial recovery messaging/response</li> <li>Issue media release, interviews as appropriate</li> <li>Update website and social media channels re incident cessation</li> <li>Contact operators to assess damage and provide assistance</li> <li>Hold informal debrief with operators (first week post crisis)</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Implement initial recovery messaging – media, social media, website and advertising</li> <li>Use photos to tell the story</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ:</li> <li>Positive stories about unaffected or open operators</li> <li>Celebrity and other endorsements</li> <li>Media famils</li> <li>Evaluate what worked and what didn't during crisis</li> <li>Update crisis toolkit</li> </ul>

Before crisis	During crisis	Recovery
<ul style="list-style-type: none"> <li>Send all staff home</li> <li>Post message on visitor information centre noticeboard and transfer centre phone to mobile, if applicable</li> </ul> <p><b>Key steps (Tsunami warning)</b></p> <ul style="list-style-type: none"> <li>Check the BOM's <a href="#">Queensland Tsunami Bulletin</a> to verify warning</li> <li>Forward marine and water warning messages to staff and stakeholders via text/twitter</li> <li>Tell staff and stakeholders the threat is real and advise them to tell visitors and others via PA, loudspeaker or other means to get to higher ground</li> <li>Advise marine and boating tourism operators of warnings and all visitors to move away from the water and rivers</li> <li>Evacuate to higher ground of 10m or more. If you cannot reach high ground, evacuate to an upper floor of a concrete or brick multi-storey building, if one is available.</li> <li>Listen to <a href="#">local ABC radio</a> station for ongoing alerts</li> <li>Where possible, send a series of messages to motivate operators and visitors to act</li> </ul>		
<p><b>Key messaging – Preparation for storm season</b></p> <p>GENERAL</p> <ul style="list-style-type: none"> <li>Get ready this storm season. Top preparation tips include:</li> <li>Make a plan to identify your risks and what you'll do, including evacuation plans</li> <li>Review insurances, finances and policies, including cancellation/refund policies</li> <li>Prepare your premises - clear vegetation and loose items, back up data and pack an emergency kit</li> <li>Plan for power outages, loss of deliveries, access and alternate ways to operate</li> <li>Advise current and future guests about imminent natural disaster alerts, business cancellations and closures and where they can find more information and updates</li> <li>For more tourism and hospitality tips on how to prepare, respond, recover and communicate when a natural disasters hits, visit the <a href="#">Small business disaster hub</a></li> </ul> <p><b>Key messaging - Imminent</b></p> <p>GENERAL</p> <ul style="list-style-type: none"> <li>Our priority is allowing emergency services to do their job to ensure people, property and infrastructure are safe.</li> <li>We are working with the relevant authorities to ensure the safety of visitors in the region.</li> <li>The tourism industry is well prepared for events such as this, with management plans in place to keep visitors safe.</li> <li>If it is safe to do so, we encourage you to leave the region as soon as possible.</li> <li>You can find latest emergency updates via the (local council disaster dashboard/information) or (local ABC radio)</li> <li>For information about bookings or changes to arrangements please contact your accommodation or transport providers directly. Please do not call 000.</li> <li>For information about ground transfers to xxxx Airport please visit xxxx.</li> <li>We will provide regular updates to local operators through our social media channels.</li> <li>Our visitor information centre will be closed from xxxx</li> </ul> <p>CYCLONE/FLOODING/SEVERE STORM</p> <ul style="list-style-type: none"> <li>Visitors should monitor our social media channels for the latest information and listen to the advice of authorities at all times.</li> <li>If it is safe to do so, visitors should immediately leave the region.</li> </ul>	<p><b>Key messaging - During</b></p> <p>GENERAL</p> <ul style="list-style-type: none"> <li>If you are in a life threatening or dangerous situation or require emergency assistance, please call 000. For all other weather event updates visit xxxx (provide details).</li> <li>We encourage visitors to stay up to date with the latest on the xxxx event by following QFES on social media, visiting the QFES website and tuning into local radio.</li> <li>Please always take emergency authorities' advice.</li> </ul> <p>CYCLONE/FLOODING</p> <ul style="list-style-type: none"> <li>Please refer to xxxx for latest emergency updates (provide details).</li> <li>You should seek shelter immediately or find your nearest evacuation centre. For details visit xxxx (provide details).</li> <li>For information about bookings or changes to arrangements please contact your accommodation or transport providers directly. Please do not call 000.</li> <li>Please visit xxxx for information about closures or impacts on major tourist attractions in this region (provide details). Please do not call 000.</li> <li>See <a href="#">What to do when visiting Queensland and a natural disaster strikes fact sheet</a> for further advice.</li> </ul> <p>FIRE</p> <ul style="list-style-type: none"> <li>Road conditions are changing quickly as fires escalate. Visit your local council disaster dashboard for the latest updates on conditions and access restrictions.</li> <li>If you are in a fire-affected area, or if you plan is to leave, identify where you will go if the situation changes. Plan your evacuation route and check traffic conditions before you travel. You should reconsider any non-essential travel.</li> </ul> <p>EARTHQUAKE (DURING)</p> <ul style="list-style-type: none"> <li>DROP to the ground; take COVER by getting under a sturdy table; and HOLD ON until the shaking stops.</li> </ul>	<p><b>Key messaging – Recovery</b></p> <p>INITIAL RECOVERY</p> <ul style="list-style-type: none"> <li>For information regarding airport status and road closures visit xxxx (provide details of local disaster dashboard).</li> <li>For information about bookings or changes to arrangements please contact your accommodation or transport providers directly.</li> <li>We have been working with authorities to assess the safety of the region and will advise as soon as it is safe for people to return.</li> <li>Cyclones/flooding are a part of life in the tropics and our landscape recovers quickly from these natural weather events (use photos to show this).</li> <li>To continue your holiday, consider visiting xxxx, which has not been impacted and is open for business (provide links to nearby areas/regions open for business)</li> </ul> <p>ONGOING</p> <ul style="list-style-type: none"> <li>xxxx is now open for business. Local roads, transport networks, accommodation providers and other local businesses are now open, and our region is ready to welcome visitors back.</li> <li>Contact your local travel provider to see the many great deals available that will allow you to experience everything xxxx has to offer.</li> <li>Visit our live webcams at xxxx to see current conditions.</li> </ul>

## Before crisis

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

### FIRE

- Visitors should not put their life at risk and are asked to observe all signage, barriers and instructions from emergency services.
- Bushfire warnings are in place for these incidents and people should ensure they stay up-to-date with the latest information by checking the QFES website (<https://www.qfes.qld.gov.au/Current-Incidents>) and tuning into local radio (xxxx).
- For a full list of national park and forest closures, visit [www.parks.des.qld.gov.au/park-alerts/](http://www.parks.des.qld.gov.au/park-alerts/).
- Please remain vigilant, report fires to Triple Zero (000) early and follow the advice of emergency services and other authorities.
- Everyone should have a bushfire survival plan in place, so they know what to do in the event of a bushfire.
- If you see an unattended fire or suspicious activity, report it immediately to Triple Zero (000).
- If you are experiencing any adverse reactions to bushfire smoke, such as shortness of breath, prolonged coughing or wheezing, seek medical advice or ring Triple Zero (000) in an emergency.
- Fires can create hazards on our roads.
- As road conditions are changing quickly as fires escalate, visit [QLDTraffic.qld.gov.au](http://QLDTraffic.qld.gov.au) for the latest updates on conditions and access restrictions. To hear the latest traffic incidents in your area, call 13 19 40.
- Motorists should drive to conditions, particularly in areas with limited visibility due to smoke.
- Please don't travel in fire-affected areas unless directed by authorities that it's safe to do so.
- Motorists should be aware of emergency service vehicles, slow down and safely move out of their path so they can respond quickly to fires.

### TSUNAMI MARINE WARNING (FORWARD OFFICIAL WARNINGS):

- A threat to the marine environment of dangerous rips and waves, strong ocean currents and some localised overflow onto the immediate foreshore exists from (location) commencing after (time and day) [AEST] and persisting for several hours.
- The tsunami threat will commence any time after the following local times and will persist for several hours: (locations and times)
- People are strongly advised by Queensland Fire And Emergency Services to get out of the water and move away from the immediate water's edge of beaches, marinas, harbours, coastal estuaries and rock platforms.
- Boats in harbours, estuaries or shallow coastal water should return to shore.
- Secure your boat and move away from the waterfront.
- Vessels already at sea should stay offshore in water at least 25 metres deep until further advised.
- Do not go to the coast to watch the tsunami as there is the possibility of dangerous, localised flooding of the immediate foreshore.
- Check that your neighbours have received this advice.
- Tsunami waves are more powerful than the same size beach waves. There will be many waves and the first wave may not be the largest.

### TSUNAMI LAND WARNING (FORWARD OFFICIAL WARNINGS):

- The local emergency authority has ordered the evacuation of low-lying parts of coastal towns and villages including (locations)

## During crisis

- If you are in bed, turn face down and cover your head and neck with a pillow.
- Do not use a doorway except if you know it is a strongly supported, load-bearing doorway and it is close to you.
- Do not use the elevators. Do not take shelter near any glass, windows, outside doors and walls, and anything that could fall.
- Stay inside until the shaking stops and it is safe to go outside.
- If outdoors, stay there. Move away from buildings, streetlights, and utility wires.
- If you are in a car, pull over and stop. Set your parking brake.

### IMMEDIATELY AFTER EARTHQUAKE

- All guests must follow emergency services directives and those issued by hotel staff in the event of an evacuation.
- Expect aftershocks to follow the main shock of an earthquake. Be ready to Drop, Cover, and Hold On if you feel an aftershock.
- If you are in a damaged building, go outside and quickly move away from the building. Do not enter damaged buildings.
- If you are trapped, send a text or bang on a pipe or wall. Cover your mouth with your shirt for protection and instead of shouting, use a whistle if possible.

### TSUNAMI

- Remember...do not be fooled...tsunami waves can seem to stop for long periods and then begin again. Wait for the official all clear to return to threatened areas.
- People should stay clear of low-lying coastal areas and along coastal rivers as tsunami waves can travel up from the mouth of these rivers.
- Bulletins will be issued regularly.
- Listen to your local ABC radio or visit the BOM's tsunami bulletins if available for updates.

## Recovery

<b>Before crisis</b>	<b>During crisis</b>	<b>Recovery</b>
<ul style="list-style-type: none"> <li>• People are strongly advised to go to higher ground, at least ten metres above sea level, or if possible move at least one kilometre away from all beaches and the water's edge of harbours and coastal estuaries.</li> <li>• Take only essential items that you can carry including important papers, family photographs and medical needs.</li> <li>• It may be in your own interests to walk to safety if possible to avoid traffic jams.</li> <li>• If you cannot leave the area take shelter in the upper storey of a sturdy brick or concrete multi-storey building.</li> <li>• Tsunami waves are more powerful than the same size beach waves, with the first wave not necessarily being the largest.</li> <li>• Once you are in a safe location, stay there until advised by officials that it is safe to leave.</li> <li>• Listen to your local ABC radio for updates.</li> </ul>		



## 1.2 Natural disaster – communication materials

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

**Social media posts**

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



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

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

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

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

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

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

**Social media posts**

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

If you are seeking emergency shelter, please visit xxxx disaster dashboard to find your nearest emergency evacuation centre. Please do not call 000.

Visitors who need access to food and fresh water can visit the nearest distribution centre located at xxxx. For more information visit xxxx disaster dashboard.

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

**Flood**

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

**Social media posts**

Getting in and out of xxxx

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



Your holiday isn't over yet

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



Continue your holiday in Tropical North Queensland

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



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

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



## 2. Major health event

## 2.1 – Major health event – epidemic/pandemic response strategy

This information was prepared in March 2022. Please ensure you source the latest information from the relevant websites below.

<p><b>Local lead groups</b></p> <ul style="list-style-type: none"> <li>Local health service/hospital</li> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisation (LTO)</li> </ul>	<p><b>State lead agencies</b></p> <ul style="list-style-type: none"> <li>Queensland Health</li> <li>Tourism and Events Queensland (TEQ)</li> <li>Department of Tourism and Sport (DTS)</li> </ul>	<p><b>Tourism stakeholders</b></p> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Staff and suppliers</li> <li>Visitors</li> <li>Tourism Australia</li> </ul>	<p><b>Media</b></p> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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High risk crisis	Extreme risk crisis	Recovery
<p><b>Key steps – Epidemic (disease outbreak in one location)</b></p> <p><b>First 1-4 hours post notification</b></p> <ul style="list-style-type: none"> <li>Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency</li> <li>Brief RTO CEO, Chair and staff</li> <li>Brief/liaise with TEQ</li> <li>Agree response, messaging and RTO role with lead agency, relevant tourism operator and TEQ</li> <li>Liase with tourism operator involved to advise them to contact Queensland Health and determine if and who should respond to media – provide advice re media messaging/interviews if operator responds</li> <li>Prepare messaging to minimise impact on tourism by emphasising the industry's priority is safety</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging and fact sheets</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency</li> <li>Brief key tourism industry spokesperson with key messaging</li> <li>Respond to tourism-related media queries</li> <li>If appropriate, revise/suspend scheduled social media and advertising campaigns</li> </ul>	<p><b>Key steps – Pandemic (world-wide spread of a new disease) – COVID-19</b></p> <p><b>Where to find the latest COVID-19 information</b></p> <ul style="list-style-type: none"> <li><a href="https://health.gov.au">Queensland Government COVID-19 (health.gov.au)</a></li> <li><a href="http://www.health.qld.gov.au">Queensland Health (www.health.qld.gov.au)</a></li> <li><a href="#">Queensland Chief Health Officer Public Health Directions</a></li> <li><a href="https://health.gov.au">Australian Government Health Department (health.gov.au)</a></li> </ul> <p><b>Tourism/business specific information</b></p> <ul style="list-style-type: none"> <li><a href="#">TEQ COVID-19 updates for businesses</a></li> <li><a href="#">Business health and safety resources for coronavirus (COVID-19)</a></li> <li>If you require translating or interpreting services, call 131 450</li> </ul> <p><b>Tourism industry considerations</b></p> <ul style="list-style-type: none"> <li>RTOs and tourism operators to adopt/align with Australian Government and Queensland Health directives, resources and messaging</li> <li>RTOs to alert local tourism organisations, visitor information centres and tourism operators to messaging and resources as they are updated</li> <li>Consider surveying your local tourism operators and businesses to determine how you may offer support. This may include advice on temporary business closures, business resilience measures, and managing COVID-19 cases or staff who are affected.</li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>RTOs to advise local tourism operators, local tourism organisations and visitor information centres to review their policies, procedures and messaging around:             <ul style="list-style-type: none"> <li><a href="#">Dealing with COVID in the workplace</a> (Queensland Government)</li> <li><a href="#">COVID safe events</a></li> <li><a href="#">Business closures, continuity and contingency planning</a></li> <li><a href="#">Gatherings</a></li> </ul> </li> </ul> <p><b>Messaging</b></p> <ul style="list-style-type: none"> <li>Visit TEQ's website for helpful links and updated resources</li> <li>Emphasise the tourism industry's priority is to ensure the safety of its staff and visitors</li> <li>Follow through on what you say you're going to do</li> <li>Advise operators to consider all stakeholders including staff (remember reception/call centre staff), suppliers and contractors, visitors/guests, booked/future visitors, media and share market (if relevant).</li> <li>Only respond to tourism or industry-related media queries – leave health messaging to the authorities</li> <li>Consider seeking TEQ/RTO advice on messaging prior to media interviews</li> <li>Monitor media and log tourism-related enquiries</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Seek lead agency updates on incident status</li> <li>Liase with TEQ and lead agency re initial recovery messaging/response</li> <li>Implement initial recovery messaging – social media, website and advertising</li> <li>Issue media release, interviews as appropriate</li> <li>Contact impacted operators to provide assistance and advice</li> <li>Share agreed messaging with tourism operators</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ</li> <li>Evaluate what worked and what didn't</li> <li>Update crisis toolkit</li> </ul>

## High risk crisis

### Key messaging

#### Food poisoning

- Our operators have been briefed on the situation and are advising their guests on how to protect themselves.
- All the necessary steps have been taken to ensure visitor safety which is our number one priority.
- Give advice on symptoms and urge people experiencing symptoms to seek assistance (get advice from xxxx)
- Assure people of expert medical assistance in region
- Emphasise unaffected areas and activities
- Publicise end of threat

#### Localised epidemic – (e.g. Legionnaires Disease)

- The event is isolated to xxxx area. This is a rare incident and health authorities are doing everything possible to assist those impacted.
- We advise people to listen to the advice of health professionals. If anyone is concerned about their health, they should contact their local health professional.
- Our priority is allowing the authorities to do their job to ensure people are safe.
- Everything is being done to ensure the safety of people and to minimise the disruption to travel plans in the region.
- xxxx has a strong health and safety record. Each year we welcome X million visitors to xxxx region, with xxxx tourists visiting xxxx destination.

#### Localised health scare/epidemic - Dengue Fever

(Note dengue is often present in Far North Queensland, comment would only be necessary if a travel warning was issued or media raised concerns about the number of cases impacting on travel plans)

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

## Extreme risk crisis

### Key messaging - pandemic – COVID-19

#### General tourism industry/operator messaging

- The safety, health and wellbeing of our visitors and staff is our number one priority.
- We will continue to monitor Queensland Health directives to ensure best practice in this rapidly changing environment .
- We have reinforced our cleaning and hygiene measures, which are over and above/in line with current guidelines. These include xxxx.
- We will continue to monitor the situation and will continually update our website and (social media).

#### LTOs/Visitor Centres messaging

- As a result of COVID-19 many tourism businesses in our area have changed the way they do business. Please check their websites for information about changes or closures.
- Our staff are working hard to ensure you can find the information you need. Please visit [covid19.qld.gov.au](https://www.covid19.qld.gov.au) for the latest updates and advice.

#### Groups, gatherings and events

- We are taking all recommended precautions to ensure the safety of staff and visitors.
- We continue to follow all advice from the Queensland Government relating to events and gatherings.
- If you have booked an event with us, please contact us on xxxx to learn more about current restrictions.

#### Change in operator opening hours – staff shortages

- We continue to follow Queensland Health advice and we're taking all recommended precautions to ensure the safety of staff and visitors.
- Unfortunately, we've been impacted by [staff shortages/close contacts/COVID] and we've had to adjust the way we do business.
- There may be minor disruptions or changes to our services. This includes xxxx
- Please visit our website for information relating to our company's current policies and procedures.

#### Operator business closure – staff shortages

- Unfortunately, we've been impacted by [staff shortages/close contacts/COVID] and have had to temporarily close our doors.
- But we'll be back up and running ASAP. For any enquiries during this time, please contact [XXX]. We can't wait to welcome you back.

## Recovery

### Key messaging – Recovery

#### General

- We would like to thank the authorities for responding so quickly to ensure the safety of residents and visitors.
- Our region is ready to welcome visitors back.
- xxxx is one of the safest places in Australia and is renowned for its warmth and hospitality.
- If you would like to find out more about the many wonderful attractions in our area, please visit (insert website).

#### Welcoming international visitors back

- The last few years have been extremely challenging for tourism in our region.
- We're delighted to be welcoming back our international visitors.
- Our industry is well prepared to manage COVID-19 and keep our visitors safe.
- To find out more about COVID-19 in Queensland including current directives and restrictions visit <https://www.qld.gov.au/health/conditions/health-alerts/coronavirus-covid-19>



## 3. IT threat

### 3.1 – IT threats – cyber-attack, data breaches/hacking or IT failure response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisation (LTO)</li> </ul>	<b>State/national lead agencies</b> <ul style="list-style-type: none"> <li>Australian Cyber Security Centre (cyber-crime)</li> <li>Office of the Australian Information Commissioner (notifiable data breaches)</li> <li>eSafety Commissioner (cyberbullying, image-based abuse or illegal/harmful content)</li> <li>Australian Federal Police (AFP)</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Past, present and future visitors and guests</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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## High/extreme crisis incident

- Key steps (Immediate)**
- Verify and check incident facts – what, where, when, who and how impacted
  - Contain and assess the threat checking for unauthorised activity, bank withdrawals and access to customer information
  - Advise staff not to share or click on links in suspect emails, shut down breached system, notify your bank and suspend affected accounts, change computer access privileges and passwords
  - Seek expert IT or cyber security assistance
  - Cyber-crime (e.g. fraud, online image abuse, identity theft or threats and intimidation) must be reported using [ReportCyber](#), so it can be referred to the right law enforcement agency to investigate
  - Notifiable data breaches** must be reported using the [Notifiable Data Breach form](#) or by phone on 1300 363 992. (You have a legal requirement to report unauthorised access of personal information held by your business if it could result in serious harm)
  - Cyberbullying, image-based abuse or illegal and harmful content can be [reported online](#) to the eSafety Commissioner
  - If 'serious harm' has occurred you must notify those impacted, tell them how to protect themselves and actions you've taken to fix it – see suggested communications in key messages below
  - If law enforcement is investigating a data breach check with them before making fraudulent activity public
  - If likely to be a high-profile media story brief TEQ and QTIC
  - Liaise with tourism operator involved to determine who will respond to media – provide advice re media messaging/interviews
  - Advise tourism operator involved to document all actions in logbook/form regarding incident to assist any potential investigation
  - Monitor any media, social media and respond accordingly where necessary

**Key messaging**

Data breach or cyber-crime notification

We are contacting you to let you know a data breach has affected your personal data. On *(date)*, we detected a breach of our organisation's IT security. As a result, some of your information has been accessed *(provide type of data if possible – e.g. contact details)*.

We've launched a full investigation to resolve the issue and we're working closely with authorities *(the Australian Cyber Security Centre, the Australian Federal Policy and/or the Australian Information Commissioner)*.

We're taking the following steps to protect you by:

- engaging an external cyber security agency to ensure we've taken all possible measures to minimise the impact of this security breach and reduce the risk of it happening again
- continuing to monitor for suspicious activity and coordinating with relevant authorities and agencies
- continuing to improve our systems to detect and prevent unauthorised access to user information.

We take our obligations to safeguard your personal data very seriously. We recommend you consider taking the following steps to protect any further access to your *(personal information or account details)* as further safeguards:

- update your password – use at least 12 characters including numbers, symbols, capital letters and lower-case letters (avoid using date of birth or names)
- review and update your contact methods for resetting passwords
- review your account transactions and let us know if you notice anything suspicious
- don't open attachments or click on links from unknown sources
- ignore unsolicited communications that ask for your personal data or refer you to a web page asking for personal data
- also report anything out of the ordinary to *(provide details)*.

## Recovery

- Key steps**
- Fully investigate the data breach
  - Review and update IT security systems and policies
  - Monitor systems for any ongoing suspicious activity
  - Keep customers updated about measures taken to prevent future incidents occurring

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## High/extreme crisis incident

We sincerely apologise for any inconvenience this breach may have caused. If you have any questions or concerns, please don't hesitate to contact us via *(email and/or phone)*.

We'll keep you informed if there is any further information about this breach.

### IT failure

- Our *(telephone/online services/website)* have been disrupted today due to unexpected technical issues.
- Our team is working to resolve the issue as soon as possible. We'll provide updates as soon as more information is available.
- We apologise for any inconvenience this may have caused. If you urgently need to contact us, please *(phone/email/message or visit us at xxxx)*.

## Recovery





## 4. Drought and heatwave

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

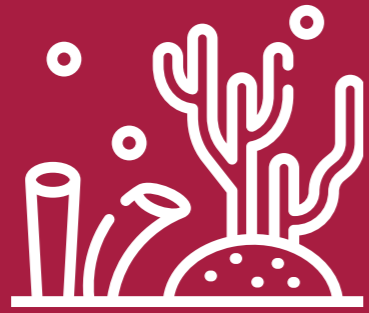
<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local council</li> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisation (LTO)</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Health (heatwave)</li> <li>Department of Regional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

## 4.2 Drought and heatwave communication materials

High risk crisis	Extreme risk crisis	Recovery
<p><b>Media release/holding statement</b></p> <p><b>Tourists warned to take care during heatwave</b></p> <p>xxxx is expected to experience very high temperatures over the coming days and tourists are advised to take care during this time.</p> <p>People over 75, pregnant women and children under three, as well as those with pre-existing health conditions, are particularly vulnerable during a heatwave.</p> <p>All visitors should take care to avoid being dehydrated, sunburned or exhausted.</p> <p>“Visitors should also drink plenty of water, at least two litres a day, and apply plenty of high factor sun cream.</p> <p>“Holidaymakers heading for the beach should go early and seek out shade during the hottest part of the day, between 11am and 3pm, just as the locals do.</p> <p>“If you have small children remember they are even more susceptible to the sun, so make sure they are covered up with plenty of high factor sun cream or in the shade and never leave them in parked cars.”</p> <p>The most common signs of heatstroke include confusion, dark-coloured urine (a sign of dehydration), dizziness, fainting, fatigue, headache, muscle or abdominal cramps and nausea, vomiting, or diarrhea.</p> <p>If you experience any combination of these symptoms, please drink plenty of water and seek medical attention immediately.</p> <p><b>Fact sheets</b>  <a href="#">Heat related illness fact sheet- Qld Health</a></p>	<p><b>Media release/holding statement</b></p> <p><b>Visitors encouraged to sing in the shower to save water</b></p> <p>Tourists who want to help xxxx during its water crisis should sing in the shower.</p> <p>xxxx is experiencing a water shortage and has water restrictions in place.</p> <p>To conserve the precious resource, the city is encouraging visitors and residents to limit their showers to 90 seconds, among other measures.</p> <p>To keep time, you can count set a stopwatch or play one of several Australian songs that have been shortened to 90 seconds. (Add play list of Australian songs – Waltzing Matilda, Kookaburra sits in the old gum tree....)</p> <p>“Our whole city/town has changed its way when it comes to water and we want visitors to be part of the solution,” xxxx said.</p> <p>“The situation is not pandemonium – people can still flush the toilet, have a shower and drink tap water.</p> <p>“Visitors who are concerned about visiting xxxx, for fear of taking water from locals should not worry.</p> <p>The number of annual visitors is modest (about X percent of the population of x million) and their effect on the overall supply is negligible.</p> <p>It is worth noting that xxxx supports more than xxxx tourism jobs that will suffer if people stay away. So we are encouraging visitors to still come so they can boost the tourism industry and contribute to the city’s wellbeing.</p>	<p><b>Media release/holding statement</b></p> <p><b>Big wet boosts xxxx dams to full capacity</b></p> <p>In great news for xxxx, tourists and sightseers will now be able to experience the region in all its natural glory following recent rainfall which has dramatically filled xxxx dam/s.</p> <p>With high rainfall in recent days/weeks across xxxx, including falls of between xxxx and xxxx millimetres on (insert day/s), massive amounts of rainwater are now flowing into xxxx dam/s providing a spectacular sight for tourists and sightseers.</p> <p>Xxxx dam/s are now full, with storage of close to xxxx litres, representing a dramatic change from this time last week/month/year.</p> <p>Many local businesses are excited about the dam levels, including xxxx based business (insert business), who said watching the water rise was a magical and exhilarating experience.</p> <p>“This is just amazing. Seeing the power of the water rising is just spectacular,” xxxx said</p> <p>“These rainfalls mean we are back open for business and we look forward to welcoming tourists back to our region where they can see first-hand why this is the best part of the best state of the best country in the world.</p> <p>“We are blessed with a spectacular natural environment, and when the dams are full people can enjoy a wide range of activities such as (boating/fishing/kayaking/waterfalls).</p> <p>“Local businesses are already recording a spike in tourism related enquiries and are expecting a bumper tourism season this year.”</p> <p>With so much to see and do in xxxx, (insert spokesperson) says visitors can plan their getaway by checking out local attractions and accommodation hotspots on the xxxx website.</p> <p>“To plan your next getaway to paradise, jump on our tourism website where you can plan your itinerary, book your accommodation and see all the wonderful attractions xxxx has to offer,” xxxx said.</p> <p>To find out more about holiday options in xxxx please visit xxxx or call xxxx.</p>



## 5. Reef related incident

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

<p><b>Local lead agencies</b></p> <ul style="list-style-type: none"> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisation (LTO)</li> </ul>	<p><b>State lead agencies</b></p> <ul style="list-style-type: none"> <li>Great Barrier Reef Marine Park Authority (GBRMPA) (coral bleaching)</li> <li>Maritime Safety Queensland (oil spill)</li> <li>Department of Environment and Science (environmental recovery)</li> <li>Tourism and Events Queensland</li> </ul>	<p><b>Tourism stakeholders</b></p> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local business</li> <li>Visitors</li> <li>Tourism Australia</li> </ul>	<p><b>Media</b></p> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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High risk crisis	Extreme risk crisis	Recovery
<p><b>Key steps (record mass coral bleaching)</b></p> <ul style="list-style-type: none"> <li>Check incident facts – what, where, when, who and how impacted</li> <li>Brief CEO, Chair and staff</li> <li>Brief TEQ and QTIC</li> <li>Agree response, messaging and RTO role with lead agency, GBRMPA and TEQ/QTIC</li> <li>Prepare messaging</li> <li>Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries</li> <li>Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate</li> <li>Monitor media and log enquiries - refer emergency related queries to lead agency. Liaise with QTIC re media comments</li> <li>Brief key tourism industry spokesperson with key messaging</li> <li>Respond to tourism-related media queries</li> <li>If appropriate, revise/suspend scheduled social media and advertising campaigns</li> </ul>	<p><b>Key steps (UNESCO ‘in danger’ listing)</b></p> <ul style="list-style-type: none"> <li>Liaise with TEQ and GBRMPA</li> <li>Send out regular notifications/updates to:                             <ul style="list-style-type: none"> <li>tourism operators</li> <li>local tourism organisations</li> <li>key stakeholders</li> </ul> </li> <li>Liaise with and support tourism operators</li> <li>RTO and QTIC respond to tourism-related media related enquiries</li> </ul> <p><b>Key steps (oil spill)</b></p> <ul style="list-style-type: none"> <li>Maritime Safety Queensland (MSQ) is the lead agency for an oil spill</li> <li>Liaise with TEQ and GBRMPA</li> <li>Send out regular notifications/updates to:                             <ul style="list-style-type: none"> <li>tourism operators</li> <li>local tourism organisations</li> <li>key stakeholders</li> </ul> </li> <li>Liaise with and support tourism operators</li> <li>RTO and QTIC respond to tourism-related media related enquiries</li> </ul>	<p><b>Key steps</b></p> <ul style="list-style-type: none"> <li>Seek lead agency updates on incident status</li> <li>Liaise with TEQ, QTIC and lead agency re initial recovery messaging/response</li> <li>Implement initial recovery messaging – social media, website and advertising</li> <li>Issue media release, interviews as appropriate</li> <li>Use photos to tell the story</li> <li>Contact impacted operators to provide assistance</li> <li>Share agreed messaging with tourism operators (as per TEQ)</li> <li>Coordinate and implement ongoing detailed recovery campaign with TEQ</li> <li>Evaluate what worked and what didn't</li> <li>Update crisis toolkit</li> </ul>
<p><b>Key messaging</b></p> <p>General messaging</p> <ul style="list-style-type: none"> <li>About two million tourists visit the Great Barrier Reef every year. Around 80% of all tourism activity occurs within 7% of the marine park, with tourism operators adhering to best practice environmental and interpretation standards.</li> <li>The challenges facing the Great Barrier Reef are part of a global challenge affecting the world's coral reefs. Importantly, the Great Barrier Reef has fared better than many of the world's reefs due to its size and biodiversity.</li> <li>Queensland is practicing world-leading management of the Great Barrier Reef Marine Park. Commercial and recreational activities associated with the Reef are tightly regulated by the Great Barrier Reef Marine Park Authority.</li> <li>The Great Barrier Reef Marine Park sets a global benchmark for marine protected area management.</li> </ul>	<p><b>Key messaging</b></p> <p>Oil spill</p> <ul style="list-style-type: none"> <li>The Great Barrier Reef is a World Heritage listed area and its protection is paramount to the local tourism industry.</li> <li>The relevant authorities have plans in place to manage such events and are doing everything possible to contain the oil spill and minimise damage to the reef.</li> <li>For further details about the incident and recovery efforts please contact GBRMPA on their media hotline, 4750 846, or via <a href="mailto:media@qbrmpa.gov.au">media@qbrmpa.gov.au</a>.</li> <li>The full scale of the incident is not yet known.</li> <li>Although any such incident is devastating to the reef, this spill will not spell the end of the Great Barrier Reef.</li> <li>The Great Barrier Reef is made up of some 3000 reefs, stretching more than 2,300km along the Queensland coast. The area is bigger than the United Kingdom, Switzerland and Holland combined.</li> <li>Visitors to the region can also consider visiting xxxx</li> </ul>	<p><b>Key messaging – Recovery</b></p> <p>Cyclone damage</p> <ul style="list-style-type: none"> <li>The Great Barrier Reef is a World Heritage listed area that attracts about 2 million visitors locally, nationally and internationally every year. In fact, it is one of Australia's biggest tourism drawcards and its protection is of utmost importance to our region and tourism industry.</li> <li>The Great Barrier Reef is made up of some 3000 reefs, stretching more than 2,300km along the Queensland coast. The area is bigger than the United Kingdom, Switzerland and Holland combined.</li> <li>Although cyclones do impact the reef, the Great Barrier Reef has the capacity to regenerate after it has been damaged.</li> <li>For thousands of years, reefs have been exposed to natural cycles that involve storms and cyclones.</li> <li>However, reefs can be severely affected but begin to recover as coral communities re-grow and new coral larvae settle on the reef if environmental conditions are stable.</li> <li>The 2011 category 5 Cyclone Yasi resulted in significant damage to the reef. But history has shown that coral has the capacity to</li> </ul>

#### Mass coral bleaching

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

(Messaging sources: [TEQ's Great Barrier Reef resources](#))

recover. This happens, for example, when pieces break off branching corals and the fragments are able to regrow and create whole new colonies.

- A [joint study involving GBRMPA, James Cook University, Cornell University, University of Wollongong and others](#) - one of the largest studies of its kind - found that about 15% (3,834 km<sup>2</sup>) of the total Great Barrier Reef was estimated to have sustained some level of coral damage following Cyclone Yasi. But less than 4% (949 km<sup>2</sup>) of the reef sustained a degree of structural damage.
- The study showed that severely impacted reefs from Cyclone Yasi did recover. In fact, coral cover increased an average of 4% between 2011 and 2013 at re-surveyed reefs.
- Marine scientists from the ARC Centre of Excellence for Coral Reef Studies have also documented the spectacular recovery of coral reefs damaged by coral bleaching.
- In 2006 the coral reef at Great Keppel Island in the southern part of the Great Barrier Reef was severely bleached following high sea temperatures.
- However, scientists found abundant corals were re-established within a single year. This rapid recovery was attributed to exceptionally high re-growth of fragments of surviving coral tissue, unusual seasonal dieback in the seaweed and a highly competitive coral that was able to outgrow the seaweed.
- The value we place on the Reef now will ensure its protection for future generations. This includes monitoring its recovery and implementing effective management techniques to ensure the reef has every opportunity to recover after severe weather events such as cyclones.
- The Australian Government agency the Great Barrier Reef Marine Park Authority (GBRMPA) is recognised as the global leader in the management of a coral reef system and is responsible for the Reef's long-term resilience.
- We encourage visitors to come and see the reef, so they contribute to its economic recovery. It is the tourism industry's responsibility to follow practices that protect the reef so that future generations can enjoy its beauty.
- For the facts on coral bleaching see GBRMPA's website for more information – [Coral bleaching 101](#).



## 6. Major transport incident

## 6.1 – Major transport incident – major vehicle accident or road/bridge collapse response strategy

<b>Local lead groups</b> <ul style="list-style-type: none"> <li>Local police</li> <li>Regional Tourism Organisation (RTO)</li> <li>Local Tourism Organisation (LTO)</li> </ul>	<b>State lead agencies</b> <ul style="list-style-type: none"> <li>Queensland Police Service (QPS)</li> <li>Queensland Tourism Industry Council (QTIC)</li> <li>Tourism and Events Queensland</li> </ul>	<b>Tourism stakeholders</b> <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Local tourism organisations</li> <li>Local tourism operators</li> <li>Visitors</li> </ul>	<b>Media</b> <ul style="list-style-type: none"> <li>Radio</li> <li>TV</li> <li>Press</li> <li>Trade and online</li> </ul>
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<b>High/extreme crisis incident</b>	<b>Recovery</b>
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- Key steps (first 1-4 hours post notification)**
- Check incident facts – what, where, when, who and how impacted, what can/can't say publicly with lead agency
  - Brief CEO, Chair and staff
  - Brief TEQ
  - Agree response, messaging and RTO role with lead agency, relevant tourism operator and TEQ
  - Prepare messaging –
    - aiming to minimise impact on tourism by emphasising how many people safely visit the region and demonstrating how responsible industry is
    - minimise newsworthiness of incident by keeping comments to essential key messages
  - Ensure reception/call centre/visitor centre staff have messaging regarding the incident to respond to direct queries
  - Contact tourism operators, local tourism organisations and visitor centres re media and visitor messaging if appropriate
  - Monitor media and log enquiries - refer emergency related queries to lead agency
  - Brief key tourism industry spokesperson with key messaging
  - Respond to tourism related media queries
  - If appropriate, revise/suspend scheduled social media and advertising campaigns
  - Provide updates when transport access is open or operations are back to normal

- Key steps**
- Seek lead agency updates on incident status
  - Liaise with TEQ and lead agency re initial recovery messaging/response
  - Contact impacted operators to provide assistance and share agreed messaging
  - Implement initial recovery messaging – social media, website and advertising as required
  - Issue media release, interviews to advise when access is restored if appropriate
  - Coordinate and implement recovery campaign with TEQ if required
  - Evaluate what worked and what didn't
  - Update crisis toolkit

- Key messaging**
- General
- Our priority is allowing emergency services and authorities to do their job to ensure people and property are safe.
  - We are working closely with the relevant authorities to ensure the safety of our (staff, customers and/or guests).
  - This incident is isolated to (location) and everything is being done to ensure the safety of people in the area and to minimise disruption to travel plans in the region.
  - For information regarding road closures and access to the region check [ABC local radio](#), [local councils disaster dashboard](#) or [QLDTraffic](#) (e.g. closed roads, alternate routes, airport closures, port closures).
  - For information about travel arrangements please contact your transport provider directly.

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





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# Incident lead agency role and contacts

## Disaster lead agency roles and contacts

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>1. NATURAL DISASTERS</b>	<b>Fire</b>	<ul style="list-style-type: none"> <li>• <b>Queensland Fire and Emergency Services (QFES)</b> – primary bushfire response agency/ distributes/develops warnings (lead agency)</li> </ul>	<a href="#">Queensland Fire and Emergency Services (QFES)</a> local contacts – 13 74 68
	<b>Air contamination – smoke/dust storm/fumes</b>	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – assesses and distributes warnings re air contamination/quality</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland Hospital and Health Service</a> local contacts
	<b>Severe weather – cyclone/flooding/severe storms</b>	<ul style="list-style-type: none"> <li>• <b>Local Disaster Management Group (LDMG)</b> – relevant local council’s LDMG leads disaster management response locally</li> <li>• <b>Bureau of Meteorology (BOM)</b> – weather forecasts and warnings affecting safety</li> <li>• <b>Queensland Police Service (QPS)</b> - distributes and develops cyclone/flooding warnings (lead agency)</li> <li>• <b>State Emergency Services (SES), Queensland Ambulance Service (QAS)</b> – provide rescue assistance</li> </ul>	<a href="#">LDMG list</a> (see local district and council groups) <a href="#">Bureau of Meteorology (BOM)</a> contacts (07) 3239 8700 <a href="#">Queensland Police Service (QPS)</a> local station contacts - 131 444 <a href="#">Queensland Ambulance Service (QAS)</a> contacts - 13 74 68 <a href="#">State Emergency Services (SES)</a> contacts 132 500
	<b>Earthquakes</b>	<ul style="list-style-type: none"> <li>• <b>LDMG</b> – relevant local council’s LDMG leads disaster management response</li> <li>• <b>QPS</b> – distributes and develops earthquake warnings (lead agency)</li> </ul>	

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>2. MAJOR HEALTH EVENTS</b>	Pandemic - major virus/ health scare/ major food poisoning	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – primary agency for pandemic, influenza, biological and radiological incidents – lead agency for mass casualty/fatality management</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland hospital and health service</a> contacts <a href="#">Queensland Hospital and Health Service CEOs and Board member</a> contacts
	Cyber attack, data breaches/ hacking	<ul style="list-style-type: none"> <li>• <b>Australian Cyber Security Centre</b> - (cyber-crime)</li> <li>• <b>Office of the Australian Information Commissioner</b> (notifiable data breaches)</li> <li>• <b>eSafety Commissioner</b> (cyberbullying, image-based abuse or illegal/harmful content)</li> <li>• <b>Queensland Police Service (QPS)</b></li> <li>• <b>Australian Federal Police (AFP)</b></li> </ul>	<a href="#">Report data breaches</a> to the Australian Cyber Security Centre <a href="#">Office of Australian Information Commissioner</a> – use the <a href="#">Notifiable Data Breach form</a> or phone 1300 363 992 <a href="#">eSafety Commissioner</a> <a href="#">QPS</a> local station contacts - 131 444 <a href="#">Australian Federal Police (AFP)</a> contacts - (02) 5126 0000
<b>4. DROUGHT/ HEATWAVE</b>	Heatwave	<ul style="list-style-type: none"> <li>• <b>Queensland Health</b> – primary agency for dealing with heatwaves</li> </ul>	<a href="#">Queensland Health</a> – 13 74 68 <a href="#">Queensland hospital and health service</a> local contacts <a href="#">Queensland Hospital and Health Service CEOs and Board member</a> contacts
	Drought	<ul style="list-style-type: none"> <li>• <b>Your local council</b> (water restrictions)</li> <li>• <b>Department of Regional Development, Manufacturing and Water</b> – communicate arrangements for emergency events impacting water supply</li> </ul>	<a href="#">Your local council</a> Department contacts – 13 74 68 <a href="#">Queensland utilities contacts</a>
	Water shortage		
<b>5. REEF RELATED INCIDENT</b>	Mass coral bleaching UNESCO ‘in danger’ listing	<ul style="list-style-type: none"> <li>• <b>Department of Environment and Science</b> – environmental recovery</li> <li>• <b>Great Barrier Reef Marine Park Authority (GBRMPA)</b> – evaluates extent/impacts and promotes recovery through targeted actions</li> <li>• <b>Tourism and Events Queensland (TEQ)</b> – leads in coordinating tourism industry response</li> </ul>	<a href="#">Great Barrier Reef Marine Park Authority (GBRMPA)</a> – 07 4772 6093 Media hotline – (07) 4750 0846 <a href="#">Department of Environment and Science</a> contacts – 13 74 68 <a href="#">Tourism and Events Queensland (TEQ)</a> contacts - 07 3535 3535
	Oil spill	<ul style="list-style-type: none"> <li>• <b>MSQ</b> – lead agency for dealing with oil spills and ship-sourced pollution</li> </ul>	<a href="#">Maritime Safety Queensland (MSQ) regional contacts</a> - 13 74 68

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
6. MAJOR TRANSPORT INCIDENT	Major vehicle accident Road/bridge collapse	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for mass casualty/fatality management and traffic management</li> <li>• <b>QFES</b> – provide rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Department of Transport and Main Roads</b> – coordinates reconstruction activity of roads and transport</li> <li>• <b>RTO and TEQ</b> – travel advice to visitors</li> </ul>	<p><a href="#">QPS</a> local station contacts – 131 444</p> <p><a href="#">QFES</a> local contacts – 13 74 68</p> <p><a href="#">QAS</a> contacts - 13 74 68</p> <p><a href="#">Department of Transport and Main Roads</a> contacts - 13 74 68</p> <p><a href="#">RTO</a> contacts</p> <p><a href="#">TEQ</a> contact - 07 3535 3535</p>
	Dam collapse	<ul style="list-style-type: none"> <li>• <b>Department of Regional Development, Manufacturing and Water</b> – leads emergency action plans in event of dam failure</li> </ul>	<p><a href="#">Department contacts</a> – 13 74 68</p> <p>Dam safety - <a href="mailto:damsafety@rdmw.qld.gov.au">damsafety@rdmw.qld.gov.au</a></p>
VISITOR ACCIDENTS/ DEATHS & WILDLIFE ATTACKS	Drowning	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads and coordinates response in the event of a death</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> </ul>	<p><a href="#">QAS</a> contacts - 13 74 68</p>

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
	<b>Missing/abducted/murdered visitor</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads search and rescue operations and investigations into abductions and murders</li> </ul>	<a href="#">QPS</a> local station contacts - 131 444
	<b>Missing bushwalker</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – coordinates multi-agency search and rescue response</li> <li>• <b>SES</b> – provide search and rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> </ul>	<a href="#">QPS</a> local station contacts - 131 444 <a href="#">SES</a> contacts - 132 500 <a href="#">QAS</a> contacts - 13 74 68 <a href="#">Queensland Parks regional offices/centre</a> contacts - 13 74 68
	<b>Boating accident</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads and coordinates multi-agency operations involving search and rescue/deaths or serious injury</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Volunteer Marine Rescue Queensland and Australian Volunteer Coast Guard</b> – provide volunteer marine search and rescue</li> <li>• <b>Aerial rescue services</b> – provide aerial assistance in rescue operations (see wildlife attack agency contacts)</li> <li>• <b>Maritime Safety Queensland (MSQ)</b> – lead regulator and investigator for recreational vessel accidents</li> <li>• <b>Australian Maritime Safety Authority (AMSA)</b> – lead regulator and investigator for commercial vessel accidents/ also assists in vessel search and rescue</li> </ul>	<a href="#">QPS</a> local station contacts 131 444 <a href="#">QAS</a> contacts - 13 74 68 <a href="#">Volunteer Marine Rescue Queensland</a> local contacts - 1800 073 282 <a href="#">Australian Volunteer Coast Guard local contacts</a> <a href="#">Maritime Safety Queensland (MSQ)</a> – local and after-hours contacts 13 74 68 <a href="#">Australian Maritime Safety Authority (AMSA)</a> – contact - 1800 627 484
	<b>Bus crash</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for mass casualty/fatality management and traffic management</li> <li>• <b>QFES</b> – provides rescue functions</li> <li>• <b>Queensland Health</b> – joint lead agency with QPS for mass casualty/fatality management</li> </ul>	<a href="#">QPS</a> local station contacts 131 444 <a href="#">QFES</a> local contacts – 13 74 68
	<b>Plane crash (land/sea)</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for search and rescue and mass casualty/fatality management</li> <li>• <b>QFES</b> – provides rescue functions</li> <li>• <b>MSQ</b> – assists water-based search and rescue operations</li> <li>• <b>Australian Transport Safety Bureau (ATSB)</b> – investigates aircraft accidents</li> <li>• <b>Queensland Health</b> – joint lead agency with QPS for mass casualty/fatality management</li> </ul>	<a href="#">QPS</a> local station contacts 131 444 <a href="#">QFES</a> contacts (land crash) – 13 74 68 <a href="#">MSQ regional contacts</a> 13 74 68 <a href="#">Australian Transport Safety Bureau (ATSB)</a> contacts - 1800 020 616 <a href="#">Queensland hospital and health service</a> local contacts
	<b>Shark, crocodile, dingo, snake, Irukandji...</b>	<ul style="list-style-type: none"> <li>• <b>QPS</b> – leads and coordinates multi-agency operations involving deaths or serious injury</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> </ul>	<a href="#">QPS</a> local station contacts - 131 444 <a href="#">QAS</a> contacts - 13 74 68

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
		<ul style="list-style-type: none"> <li>• <b>Aerial rescue services</b> – provide aerial assistance in rescue operations</li> <li>• <b>Queensland Shark Control Program</b> – support role leading on information about shark control program equipment, research and education in applicable areas</li> </ul>	<p><a href="#">CQ Rescue</a> (Central Queensland/ Whitsundays) – 07 4998 5232</p> <p><a href="#">RACQ CapRescue</a> (St Lawrence to Agnes Waters) – 07 4922 9093</p> <p><a href="#">RACQ LifeFlight Rescue</a> (Regional offices: Bundaberg – 07 4155 2931, Marcoola – 07 5458 8700 &amp; Toowoomba – 07 4592 5799) (Aeromedical bases / doctor locations: Brisbane, Cairns, Mount Isa, Toowoomba, Roma, Townsville)</p> <p><a href="#">Westpac Lifesaver Rescue Helicopter Service (Surf Lifesaving Qld)</a> (SEQ) contacts – 07 3846 8000</p> <p><a href="#">Queensland Shark Control Program</a> team contacts – 13 25 23 or shark hotline 1800 806 891</p>
<b>REPUTATIONAL INCIDENT/ RUMOUR</b>	Poor visitor experience/high-profile criticism	<ul style="list-style-type: none"> <li>• <b>Regional Tourism Organisation (RTO)</b> – leads tourism communication response in local area in conjunction with:</li> <li>• <b>Tourism and Events Queensland (TEQ)</b> – coordinates response to tourism-related reputational issues</li> <li>• <b>Queensland Tourism Industry Council (QTIC)</b> – provides media comment on behalf of Queensland tourism industry</li> </ul>	<p><a href="#">Regional Tourism Organisation (RTO)</a> contacts</p> <p><a href="#">TEQ</a> and <a href="#">media spokesperson</a> contacts - 07 3535 3535</p> <p><a href="#">QTIC</a> and <a href="#">media spokesperson</a> contacts – 07 3236 1445</p>
<b>ENVIRONMENTAL INCIDENT</b>	Water pollution/algal bloom	<ul style="list-style-type: none"> <li>• <b>Department of Environment and Science</b> – coordination of environmental recovery initiatives</li> </ul>	<p><a href="#">Department of Environment and Science</a> contacts – 13 74 68</p>
	Fish die-off Insect plague	<ul style="list-style-type: none"> <li>• <b>Department of Agriculture and Fisheries (DAF)</b> – lead agency for containment and eradication of emergency animal and plant diseases and pests – advice on agriculture, fisheries and forestry in a disaster event</li> </ul>	<p><a href="#">Department of Agriculture and Fisheries (DAF)</a> contacts – 13 74 68</p>
<b>MANMADE INCIDENT</b>	Chemical/gas leak Major explosion	<ul style="list-style-type: none"> <li>• <b>QFES</b> – primary response agency for chemical/hazmat incidents</li> <li>• <b>QPS</b> - lead agency for state rescue and mass fatalities (in conjunction with Queensland Health)</li> <li>• <b>Queensland Health</b> – primary agency for biological and radiological incidents – lead agency for mass casualty/fatality management</li> </ul>	<p><a href="#">QFES</a> local contacts – 13 74 68</p> <p><a href="#">QPS</a> local station contacts – 131 444</p>
	Hospitality/transport strike Major operator collapse	<ul style="list-style-type: none"> <li>• <b>RTO</b> – leads tourism communication response in local area in conjunction with:</li> <li>• <b>TEQ</b> – coordinates response to tourism-related reputational issues</li> </ul>	<p><a href="#">RTO</a> contacts</p> <p><a href="#">TEQ</a> contact - 07 3535 3535</p>

CRISIS TYPE		AGENCY ROLES	AGENCY CONTACTS
<b>LOSS OF SERVICES/ UTILITIES</b>	Long-term power failure	<ul style="list-style-type: none"> <li>• <b>Department of Energy and Public Works</b> – communicate arrangements for emergency events impacting energy supply</li> </ul>	Department contacts - 13 74 68 <a href="#">Queensland utilities contacts</a> <a href="#">Energex</a> – SEQ - 13 19 62 <a href="#">Ergon Energy</a> - outside SEQ – 13 22 96
	Racist or violent attack on tourist Major crime Mass shooting	<ul style="list-style-type: none"> <li>• <b>QPS</b> – lead agency for crime and mass casualty/fatality management</li> </ul>	<a href="#">QPS</a> local station contacts – 131 444
<b>RACIST/ CRIMINAL/ TERRORISM EVENT</b>	Terrorism event	<ul style="list-style-type: none"> <li>• <b>QPS</b> – operational responsibility for first response to terrorism</li> <li>• <b>QFES</b> – provide rescue assistance</li> <li>• <b>QAS</b> – accesses, assesses, treats and transports sick/injured people</li> <li>• <b>Australian Federal Police (AFP)</b> – AFP’s Incident Coordination Centre coordinates and manages major terrorism incident response</li> <li>• <b>TEQ</b> – coordinates messages for tourists</li> </ul>	<a href="#">QPS</a> local station contacts – 131 444 <a href="#">QFES</a> local contacts – 13 74 68 <a href="#">Australian Federal Police (AFP)</a> contacts - (02) 5126 0000 <a href="#">TEQ</a> contact - 07 3535 3535