



MARINE TOURISM
COORDINATION
FRAMEWORK FOR

ENVIRONMENTAL INCIDENTS

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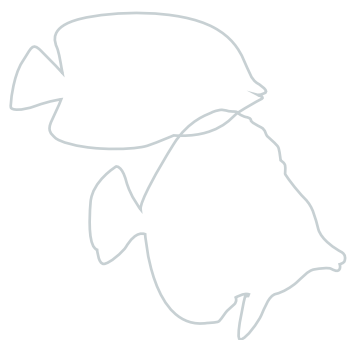
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1.0 CONTEXT

The Great Barrier Reef (the Reef) is vulnerable to a variety of often severe environmental impacts resulting from human-related activities (e.g. oil spills and ship groundings) and other events (e.g. cyclones and coral bleaching).

These environmental impacts, as well as media-generated perceptions surrounding them, can cause a significant disruption to the Reef-dependent tourism industry. In turn, this can generate severe economic hardship for the industry and local coastal communities, as well as significant economic losses for both the regional and state economies.

Being prepared to respond to an environmental incident in an effective and coordinated fashion is becoming increasingly crucial for both the marine tourism industry and Reef managers. In particular, an organised response is increasingly seen as critical to improving resilience in the face of these events and to providing the greatest chance of a speedy recovery for both the Reef itself and the industry operators dependent on it.

The *Marine Tourism Coordination Framework for Environmental Incidents* (the Framework) was developed to guide the coordinated marine tourism industry response to environmental

incidents – including the identification of clear communication protocols and lines of communication into existing Australian and Queensland Government incident response plans and processes. The Framework will also be particularly important as a guideline for collaborative action even when Australian and Queensland incident response plans are not triggered and significant Reef tourism impacts are involved.

As part of the development of this Framework, consultation was conducted with industry operators in both the Cairns and Whitsunday regions as well as with the following government agencies and peak tourism organisations:

- Great Barrier Reef Marine Park Authority (GBRMPA)
- Association of Marine Park Tourism Operators (AMPTO)
- Ecotourism Australia (EA)
- Queensland Parks and Wildlife Service (QPWS), part of the Queensland Government Department of National Parks, Recreation, Sport and Racing
- Queensland Tourism Industry Council (QTIC)
- Tourism Queensland (TQ)
- Whitsunday Charter Boat Industry Association (WCBIA).

THIS FRAMEWORK PROVIDES FOR A COLLABORATIVE RESPONSE BETWEEN THE MARINE TOURISM INDUSTRY AND REEF MANAGERS IN RESPONDING TO ENVIRONMENTAL INCIDENTS.



2.0 ABOUT THIS FRAMEWORK

This Framework provides a guide for partner organisations to coordinate communications and action in response to environmental incidents on the Reef. The Framework recognises the:

- Legislative and operational responsibilities of the partner organisations identified
- Economic and social importance of the Reef tourism industry
- Reef tourism industry's vulnerability to environmental incidents.

Key objectives are to:

- Assist with the generation and distribution of accurate tourism and environmental information about the impact of incidents on the Reef.
- Improve communication between and coordination of Reef tourism stakeholders, other agencies, organisations and media when responding to an environmental incident.

The overall Framework response process is summarised in Figure 1 (see next page).

2.1 WHAT THIS FRAMEWORK DOES

This Framework provides a process for:

- **Communicating information regarding environmental incidents** on the Reef which are relevant to the tourism industry and impact on the Reef, and more broadly, Queensland's tourism industry.
- **Facilitating effective communication and collaboration** between partner organisations in response to an environmental incident.

2.2 WHAT THIS FRAMEWORK DOES NOT DO

This Framework does not provide an exhaustive list of response actions on behalf of partner organisations, nor does it confine any of the partner organisations from acting in the best interests of their organisation when responding to an environmental incident on the Reef.

2.3 WHO ARE THE PARTNER ORGANISATIONS?

The organisations and nominated representatives activated in the implementation of this Framework, and collectively referred to as the Marine Tourism Incident Response Group (the Group), are:

Organisation	Representative
GBRMPA	Director Tourism and Recreation (also the Marine Tourism Incident Response Group Coordinator)
AMPTO	Executive Director
TQ	Director of Industry Innovation
QPWS	General Manager (Marine)
QTIC	Chief Executive Officer

The Group contact list is provided in Appendix 1. This will be updated and maintained by the Marine Tourism Incident Response Group Coordinator (the Coordinator).

2.4 HOW IS THIS FRAMEWORK ACTIVATED?

This Framework is activated by the Coordinator when either:

- The GBRMPA monitoring group considers the risk of an environmental incident is becoming significant; or
- An **environmental incident** relevant to Reef tourism unexpectedly occurs.

An environmental incident may include one or more of the following:

- Coral bleaching
- Cyclone
- Problem species outbreak (e.g. crown-of-thorns starfish)
- Flood event
- Coral disease outbreak
- Sudden loss of iconic species
- A ship grounding
- An oil or chemical spill.

The environmental incident will be assessed as **relevant** to the Reef tourism industry if one or more of the risks below apply:

- A significant risk to the quality of the tourism experience in a significant portion of the Reef
- A significant risk to the quality of the tourism experience in a high use area or iconic tourism destination
- A significant risk to the quality of the tourism experience for a significant group of operators in a particular destination
- A significant risk to the reputation of the Reef as a whole or to a particular destination.

Assessing incidents is further discussed at 3.4.

2.5 HOW IS THIS FRAMEWORK DEACTIVATED?

This Framework is deactivated by the Coordinator when the Joint Response Plan has been implemented and the Incident Response Summary generated.

Although response activities coordinated under this Framework may have been terminated, partner organisations may continue certain related activities. In this case, those partner organisations still undertaking activities will report back to the Group as appropriate out of session.

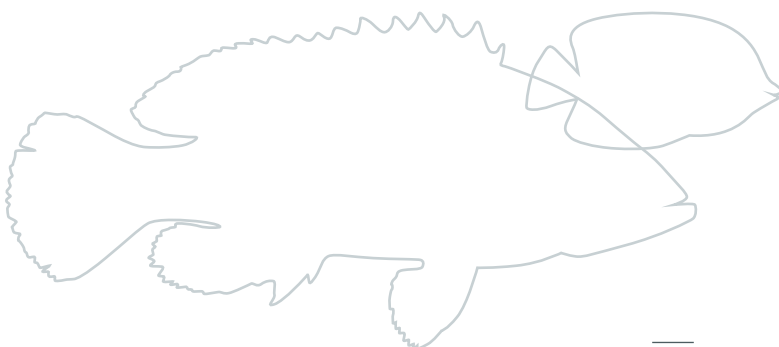
2.6 MAINTAINING THIS FRAMEWORK

The effectiveness of this Framework as a guide for coordinated communication and action will require an ongoing commitment by partners to information sharing, participation, cooperation and adherence to the guidelines provided.

The Coordinator will:

- Ensure the Partner Contacts list (Appendix 1) is up-to-date.
- Convene the Group annually to review the Framework and associated resources.
- Activate the Group as required for a significant environmental incident, keep a record of the meetings and document the overall effectiveness of any response (the Incident Response Summary).
- Maintain the contact register for external stakeholders (Appendix 7).
- Maintain a central information bank of resources for use in the incident response process.

Figure 1: Coordination Framework for Environmental Incidents





VERIFYING INFORMATION
REGARDING THE INCIDENT'S
IMPACTS ON THE REEF...

3.0 ROLES AND RESPONSIBILITIES

A response will be formally activated by the Coordinator via email or phone notice to partners. A face-to-face meeting or teleconference of the Group should be scheduled as soon as practicable. (Partner contact details are provided in Appendix 1.)

The initial meeting should cover the following three agenda areas (refer to the Agenda Template in Appendix 2):

- Incident review
- Incident assessment
- Action planning.

Minutes of these meetings should be taken and maintained.

An Activation Checklist for each partner is provided in Appendix 3.

Once activated, the Group will have six core areas of responsibility:

- Incident monitoring and information gathering
- Communications and information sharing
- Media monitoring and management
- Incident assessment
- Joint response planning and implementation
- Overall response assessment.

3.1 INCIDENT MONITORING AND INFORMATION GATHERING

The partners are responsible for gathering, assimilating and verifying information regarding the incident's impacts on the Reef and the tourism industry and feeding this information into the Group (see Activation Checklist in Appendix 3). Note, feedback suggests operators tend to prefer phone calls over emails.

In addition, partners are responsible for investigating options for Reef and operator support and reporting these back to the Group for discussion, dissemination and potential joint action.

For example:

- Opportunities for short term sharing of marine infrastructure or transport
- Potential assistance for impact assessment
- Potential assistance for deploying additional reef protection markers and/or public moorings where appropriate and feasible
- Potential assistance for site rehabilitation (e.g. removing crown-of-thorns starfish from a reef site)
- Applications for disaster relief funding or other available financial assistance
- Small business support including training or toolkits [Government Business Information Service (GOBiS)].

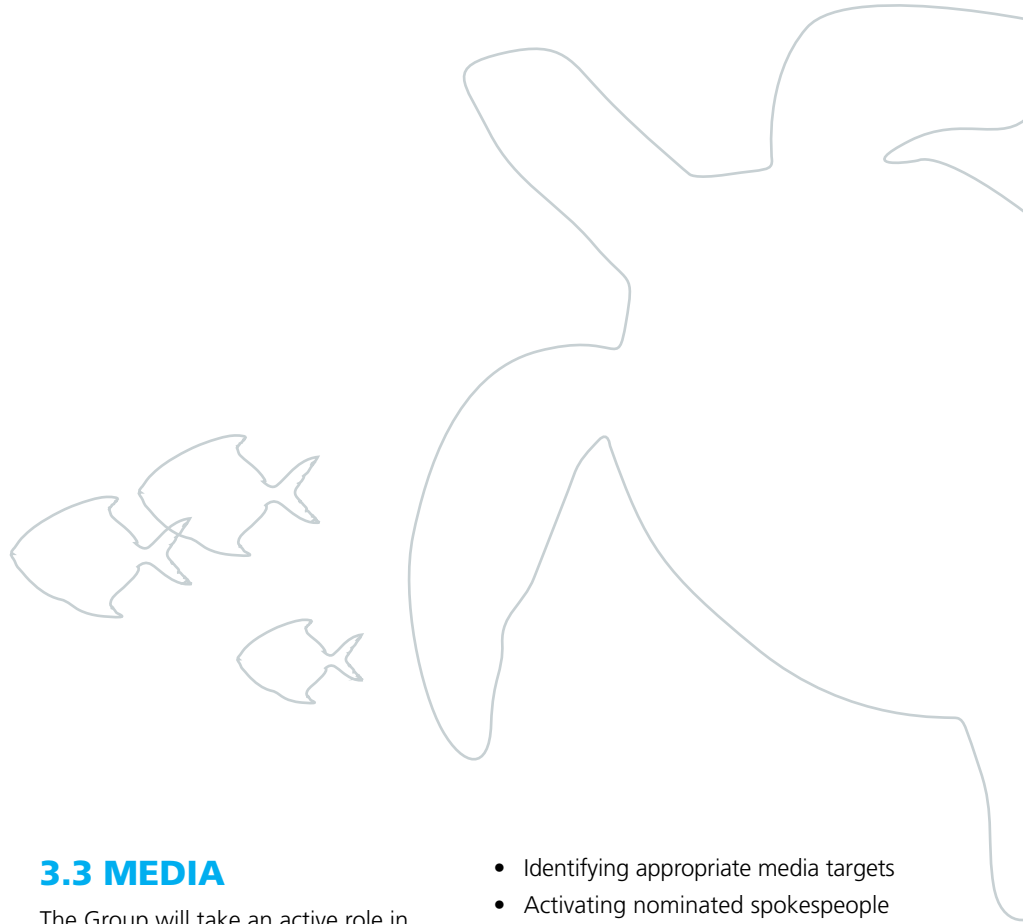
The Group is also responsible for creating, updating and distributing one or more snapshots and updates throughout the incident management process. Feedback suggests operators are particularly interested in simple and easily digestible information on the following:

- Marine and island access restrictions and timelines for reopening
- Road and port access restrictions and timelines for reopening
- Financial assistance programs for businesses and staff
- Real time occupancy statistics, where available.

3.2 COMMUNICATIONS AND INFORMATION SHARING

Partners will be responsible for distributing relevant information and media messages centralised by the Group back out through their agency and member networks. Frequency of distributing the information will be determined by the Joint Response Plan for that incident.

As relevant to each incident, partners will have communication responsibilities to external stakeholders as nominated in Appendix 7. It will therefore be the responsibility of each partner to keep an



updated contact register of a primary contact and at least two alternatives for each organisation or agency they are responsible for communicating with. At least one of these contacts should be the primary communications or media contact.

With regards to Australian and Queensland Government incident responses, the communications responsibilities will be as follows:

- TQ will inform the national tourism incident response process through engaging the National Tourism Incident Communication Plan process
- TQ will inform the Queensland tourism incident response process through engaging the Tourism Queensland Crisis Communications Plan process
- QTIC will inform the Queensland disaster response process.

It is the responsibility of the Coordinator to maintain an up-to-date contact list for the Group partners including a primary contact and at least two alternatives (see Appendix 1). This list should also include a primary communications or media contact for each Group partner.

3.3 MEDIA

The Group will take an active role in developing and contributing to incident-related media that aims to achieve the following objectives:

- Providing a timely and balanced view of the incident's impacts
- Using appropriate impact descriptors (both in terms of language and images)
- Reinforcing "open for business" messages, when appropriate
- Reinforcing the social and economic importance of the tourism industry
- Reinforcing (e.g. to operators, media, government spokespersons and scientists) the significantly adverse impacts that reckless media and communications can have on the tourism industry
- Informing funding authorities about the fact the impact on tourism is not simply on those physically impacted but also on other operators and regions via word of mouth and media-generated perceptions.

The Group's media action plan will be determined at the first Group meeting after activation and is likely to vary depending on the incident. Key components should include:

- Identifying key messages that are consistent and collective

- Identifying appropriate media targets
- Activating nominated spokespeople
- Collating and preparing media content including appropriate text, images and footage.

Individual partners will be responsible for:

- Keeping their agency or organisation's website up-to-date
- Disseminating media as per the media plan via their networks.

Media guidelines are provided in Appendix 5.

3.4 INCIDENT ASSESSMENT

The Tourism Industry Impact Assessment checklist provided in Appendix 4 can be used by the Group to jointly assess the potential impact on the Reef tourism industry and therefore the most appropriate response.

The outcome of this assessment can be used to:

- Provide an accurate snapshot of the socio-economic impacts of the incident
- Allow accurate communications with visitors, stakeholders and media regarding the actual impacts of the incident
- Inform their individual organisation's response plans

- Discuss those plans with the Group to maximise positive opportunities
- Assist in building a clear case for the need for industry support (e.g. recovery funding and specific resources), when required, from Australian and Queensland Government incident management or response agencies.

3.5 JOINT RESPONSE PLANNING AND IMPLEMENTATION

Informed by the Incident Assessment, the partner organisations will ultimately select the most appropriate response actions for their own organisations. However, the Group will serve as the forum where response actions are discussed and coordinated by the partner organisations and collective or collaborative responses identified.

As appropriate, and in accordance with their organisation's mandate, these cooperative responses may include one or more of the following:

- Assisting with impact assessment, monitoring and mitigation (e.g. shading and debris clean up) where feasible
- Ensuring accurate communications between industry, stakeholders and federal, state and local governments, as well as international governments and management authorities
- Coordinating media action
- Advocating and facilitating industry support
- Supporting site rehabilitation and recovery.

The partners are responsible for communicating to the Group their organisation's response plan and actions, as appropriate, relating to the incident with the objectives of:

- Avoiding duplication of activities
- Avoiding contradictory or inaccurate information and messages
- Identifying key areas for joint action with other partners
- Sharing resources to speed the recovery process.

The partners are also responsible for implementing key joint actions identified

and these should be listed in a Joint Response Plan. This should clearly outline the actions to be taken, where the responsibility for implementing and monitoring each action lies and the timeframe involved.

See Appendix 6 for a Joint Response Plan template.

3.6 OVERALL RESPONSE EVALUATION

After the Joint Response Plan has been implemented, the Coordinator will seek feedback from the partners - allowing each member to report on their organisation's activities. The Coordinator will then prepare and disseminate an Incident Response Summary detailing the successes and failures of the specific response to inform this Framework.

3.7 FRAMEWORK REVIEW AND MAINTENANCE

The Coordinator will be responsible for convening an annual meeting of the Group. This meeting will focus on:

- Considering any procedural updates to the Framework given the Incident Response Summaries for incidents over the last 12 months
- Developing or updating media release templates and resources
- Ensuring the Group partners' contacts (Appendix 1) are relevant and current and there is a primary and secondary contact for each agency or organisation
- Ensuring the role of the Group is recognised across the Reef tourism industry.

An out-of-session Group action plan may be prepared at this meeting to facilitate the implementation of Framework revisions. This should clearly outline the actions to be taken, where the responsibility for implementing each action lies and the timeframes involved. The Coordinator will be responsible for monitoring the progress of this Framework out of session and organising additional meetings if required.

APPENDIX 1:

MARINE TOURISM INCIDENT RESPONSE GROUP PARTNER CONTACTS

The following positions have been identified as the points of contact when the Framework is activated. There should be one primary contact, two alternatives and at least one communications or media contact for each partner organisation. The Coordinator is responsible for ensuring the contact details for individuals within these positions is maintained and available to partner organisations.

GBRMPA

Director, Tourism and Recreation
General Manager, Marine
Park Management Branch
Director, Communications
MEDIA CONTACT
On-call Officer, Communications

AMPTO

Executive Director
Administration Officer
Chair
MEDIA CONTACT
Executive Director

TQ

Director, Communications
and Publicity
Manager, Communications
and Publicity
Director, Industry Innovation
MEDIA CONTACT
Manager, Communications
and Publicity

QPWS

General Manager, Marine
Director, Commercial
and Visitor Services
Regional Manager (Marine)
MEDIA CONTACT
Director, Media Services

QTIC

Chief Executive Officer
General Manager, Business Strategy
Membership Manager
MEDIA CONTACT
Chief Executive Officer





APPENDIX 2:

MARINE TOURISM INCIDENT RESPONSE GROUP MEETING AGENDA TEMPLATE

Date: _____

Attendees: _____

1. Incident review

- i. What do we know?
- ii. Who have we told?
- iii. Who is already doing what?

2. Incident assessment

3. Action planning

- Impact assessment and monitoring?
- Communications?
- Media management?
- Industry support?
- Site management and rehabilitation?



APPENDIX 3:

ACTIVATION CHECKLIST

This checklist is to be used when a Tourism Incident Response has been activated.

GBRMPA

Specific actions required to fulfil GBRMPA responsibilities to the Marine Tourism Incident Response Group (the Group) are as follows:

1. When made aware of an incident, conduct a preliminary assessment of the tourism relevance (as per Section 2.4 of the Framework)
2. Activate the Group when relevant (as per Section 2.4 of the Framework)
3. Activate the following individuals or groups within GBRMPA:
 - a. General Manager, Marine Park Management Branch
 - b. Director, Communications
4. Establish communications with the following internal GBRMPA representatives for key impact assessment and response information:
 - a. The GBRMPA monitoring team
 - b. The GBRMPA Communications Director
 - c. The Marine Tourism Contingency Plan response area
5. Contact relevant external stakeholders for impact assessment and response information (as nominated in Appendix 7 of the Framework)
6. Obtain available photos and footage
7. Draft key media messages for Group discussion
8. Convene the Group to review all impact assessment and response information, and develop and implement agreed joint actions
9. Reconvene Group meetings as required for the ongoing response, and ensure all meetings are recorded and actions monitored
10. Communicate information assimilated or developed by the Group to the following within the GBRMPA, seeking approvals where required:

- a. General Manager, Marine Park Management Branch
- b. Director, Communications
11. Coordinate the communication of information assimilated or developed by the Group to relevant external stakeholders (as nominated in Appendix 7 of the Framework) via email, phone, website postings or meetings as relevant and practical
12. Evaluate joint response actions and prepare an Incident Response Summary in collaboration with the Group (see Section 3.6 of the Framework)
13. Deactivate the Group (see Section 2.5 of the Framework)
14. Ensure all nominated representatives within the GBRMPA are aware of deactivation and advise of the outcomes of the Incident Response Summary
15. Facilitate Framework review and maintenance (as per Section 3.7 of the Framework) including the maintenance of the Group contact register (see Appendix 1 of the Framework) with at least one annual general meeting.

AMPTO

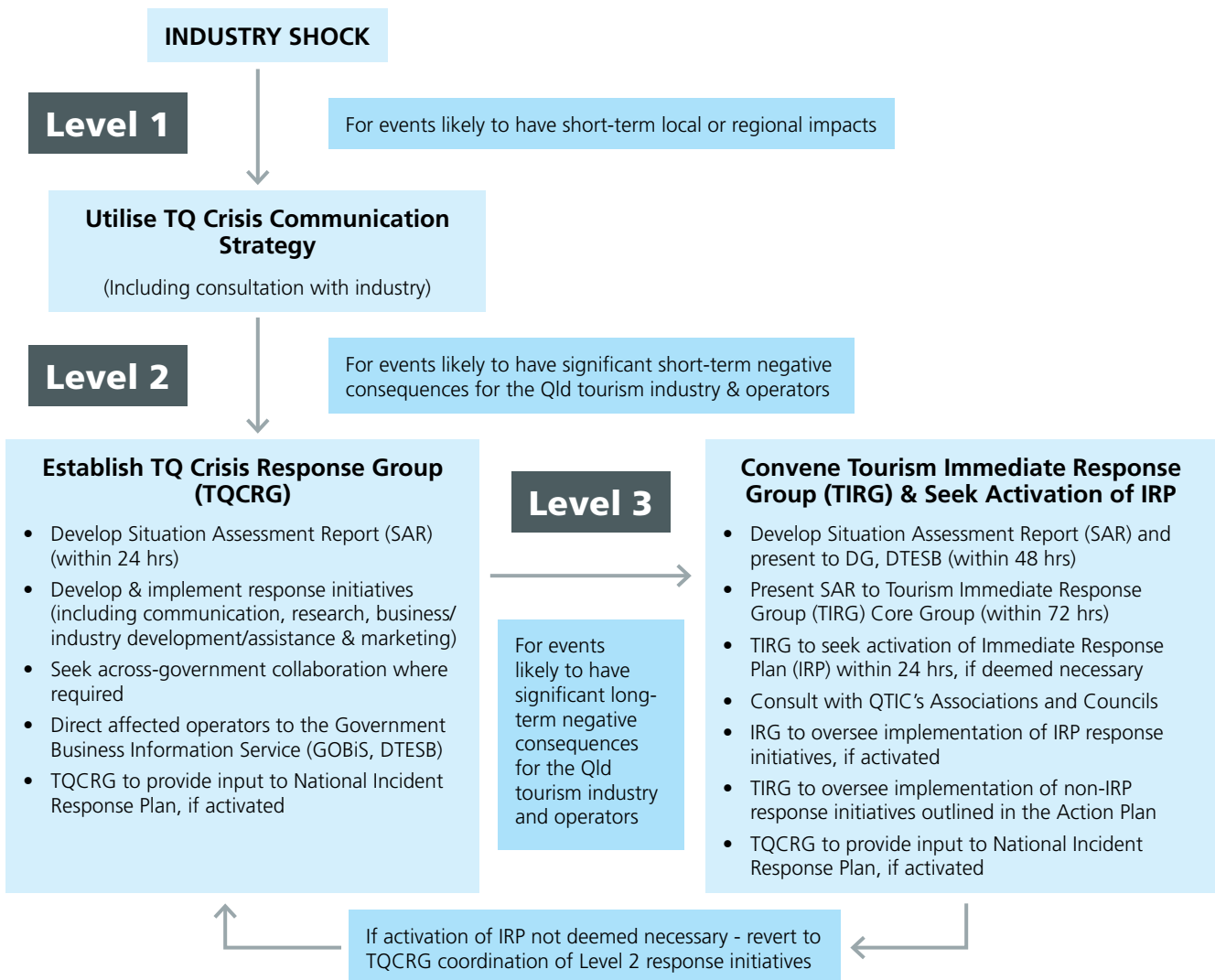
Specific actions required to fulfil AMPTO responsibilities to the Group when the Group is activated are as follows:

1. Activate internally and advise the AMPTO Board
2. Contact affected members for key impact assessment and response information
3. Contact members within AMPTO for key impact assessment and response information
4. Contact external stakeholders on the External Stakeholders register as relevant for impact assessment and response information (see Appendix 7 of this Framework)
5. Obtain available photos and footage
6. Draft key media messages for Group discussion

7. Feed impact assessment and response information collected in actions 1-3 above into the Group
8. Coordinate with other Group partners to develop and implement agreed joint actions
9. Communicate information assimilated or developed by the Group to AMPTO members (including impact assessment, available assistance, joint responses and media messages) via email, phone, website postings or meetings as relevant and practical
10. Communicate information assimilated or developed by the Group to external stakeholders as nominated in the External Stakeholders register (see Appendix 7 of the Framework) via email, phone, website postings or meetings as relevant and practical.

TQ

Following a tourism industry shock, TQ will undertake the crisis response process summarised in the table below:



Specific actions as part of the crisis response at each level are:

Level One Crisis:

Action	Timing	Responsibility
Implement TQ Crisis Communication Strategy	Immediate (within 24 hrs)	TQ Director – Communications & Publicity
Assess need to activate TQ Business Continuity Plan	Immediate (within 24 hrs)	Manager – Business Continuity Plan
Develop response initiatives (communication, research, marketing & industry assistance)	Immediate (within 24 hrs)	TQ Director – Communications & Publicity
Ensure TQ mobile phones, laptops, etc are fully charged and alternative power sources are arranged as required	Immediate (within 24 hrs)	All TQ Managers
Monitor international offices, Zone Directors, RTO and industry feedback	Immediate (within 24 hrs)	TQ Director – Communications & Publicity

Level Two Crisis:

Action	Timing	Responsibility
Implement TQ Crisis Communication Strategy	Immediate (within 24 hrs)	TQ Director – Communications & Publicity
Establish TQ Crisis Response Group (TQCRG)	Immediate (within 24 hrs)	TQ, Chief Executive Officer
Develop a Situation Assessment Report (SAR)	Immediate (within 24 hrs)	TQCRG
Develop response initiatives (communication, research, marketing & industry assistance)	Immediate (within 24 hrs)	TQCRG
Advise Minister & Director-General, DTESB	Immediate (within 24 hrs)	TQ Director – Communications & Publicity; Director Strategy & Research
Seek across-government collaboration where appropriate	Immediate (within 24 hrs)	TQCRG
Direct affected operators to relevant disaster management agencies e.g. Emergency Management Queensland and relevant DTESB services	Immediate (within 24 hrs)	TQCRG
Provide input to National Tourism Incident Response Plan, if activated	As required	TQCRG
Brief Minister & Director-General, DTESB on a weekly basis (review timing of briefings after one, three and six months)	Weekly	TQCRG

Level Three Crisis:

Action	Timing	Responsibility
Implement TQ Crisis Communication Strategy	Immediate (within 24 hrs)	TQ Director – Communications & Publicity
Establish TQ Crisis Response Group (TQCRG)	Immediate (within 24 hrs)	TQ, Chief Executive Officer
Develop a Situation Assessment Report (SAR)	Immediate (within 24 hrs)	TQCRG
Convene Tourism Immediate Response Group (TIRG)	Within 24 hrs	TQCRG
Present SAR to Chief Executive Officer, (TQCRG Chair & TIRG, Chair)	Within 24 hrs	TQCRG

Specific actions required to fulfil TQ responsibilities to the Group when the Group is activated are as follows:

1. Feed impact assessment and response information collected in actions above into the Group
2. Coordinate with other Group partners to implement agreed joint actions
3. Communicate information assimilated or developed by the Group within TQ and feed into the TQ Crisis Plan process
4. Communicate information assimilated or developed by the Group to external stakeholders as nominated in the External Stakeholders register (see Appendix 7 of the Framework) via email, phone, website postings or meetings as relevant and practical.



QPWS

Specific actions required to fulfil QPWS responsibilities to the Group when the Group is activated are as follows:

1. Appoint or activate the following within QPWS:
 - a. An incident project officer to support the General Manager (Marine)
2. Contact regional QPWS staff for key impact assessment and response information
3. Contact external stakeholders on the External Stakeholders register as relevant for impact assessment and response information (see Appendix 7 of the Framework)
4. Contact Director Media Services and draft key media messages for Group discussion
5. Obtain any available photos and footage
6. Feed impact assessment and response information collected in actions 1-3 above into the Group
7. Coordinate with other Group partners to implement agreed joint actions
8. Communicate information assimilated or developed by the Group within QPWS to:
 - a. Relevant operational managers
 - b. Director of Tourism and Visitor Services
 - c. Communications Group
 - d. Director General
 - e. Minister
 including impact assessment, available assistance, joint responses and media messages via email, phone, website postings or meetings as relevant and practical
9. Communicate information assimilated or developed by the Group to external stakeholders as nominated in the External Stakeholder register (see Appendix 7 of the Framework) via email, phone, website postings or meetings as relevant and practical.

QTIC

1. Undertake the following within QTIC:
 - a. Confirm responsible contacts in QTIC
 - b. Determine immediate priorities for action by QTIC
2. Contact affected members for key impact assessment and response information
3. Contact relevant sector associations and RTOs within QTIC network for key impact assessment and response information
4. Contact external stakeholders on the External Stakeholder register as relevant for impact assessment and response information (see Appendix 7 of the Framework)
5. Draft key media messages for Group discussion
6. Obtain available photos and footage
7. Feed impact assessment and response information collected in actions 1-3 above into the Group
8. Coordinate with other Group partners to implement agreed joint actions
9. Communicate information assimilated or developed by the Group to the board, sector associations, RTOs and QTIC members within QTIC, as appropriate.
10. Communicate information assimilated or developed by the Group to QTIC members (including impact assessment, available assistance, joint responses and media messages) via email, phone, website postings or meetings as relevant and practical
11. Communicate information assimilated or developed by the Group to external stakeholders as nominated in the External Stakeholders register (see Appendix 7 of the Framework) via email, phone, website postings or meetings as relevant and practical.



APPENDIX 4:

TOURISM INDUSTRY IMPACT ASSESSMENT

The severity of the incident’s impact on the marine tourism industry can be determined by the Group using the criteria listed in the table below. This Tourism Industry Impact Assessment can be undertaken periodically during the incident management process.

Industry Health Criteria	Assessment			
	Negligible Impact	Minor Impact	Moderate Impact	Severe Impact
Can we get the same number of visitors safely to and from key sites?				
Visitor access to key sites				
Industry infrastructure e.g. moorings, marinas, pontoons, jetties				
Seating capacity				
Is the quality of the site experience intact or can we use substitute experiences and sites?				
Integrity of iconic sites				
Alternative site availability & access (including considering the flexibility of permits and Plans of Management)				
Is media content and coverage having a negative effect on visitor perceptions?				
Market perception (considering media content and coverage)				
Is the marine tourism industry as a whole still economically viable and a leading contributor to GDP?				
Affected operators				
Industry workforce				
Operating costs				

A guide to assigning a *Negligible*, *Minor*, *Moderate* or *Severe Impact Assessment* to each criterion is provided below. It should be noted that this is a guide only and the Group will ultimately define the impact level based on their Reef tourism expertise.

CORE QUESTION:

Can we get the same number of visitors safely to and from key sites?

Criteria 1: Visitor access

Negligible Impact – low proportion of Reef visitors prevented from accessing non-iconic sites for a short to long period.

Minor Impact – low proportion of Reef visitors prevented from accessing one or more key sites for a short period.

Medium Impact – high proportion of Reef visitors prevented from accessing one or more key sites for a short period OR low proportion of Reef visitors prevented from accessing one or more key sites for a long period.

Severe Impact – high proportion of Reef visitors prevented from accessing one or more key sites for a long period.

Criteria 2: Tourism industry infrastructure

(e.g. vessels, public moorings, pontoons, navigation markers, jetties, marinas and reef protection markers)

Negligible Impact – little or no damage to marine infrastructure; safe transportation not impeded.

Minor Impact – low cost repairs required; minor alteration of routes or pick up or drop off points.

Medium Impact – medium cost repairs required (e.g. engineering compliance certificate required), significant alteration of routes or pick up or drop off points.

Severe Impact – high cost repairs or major alteration of routes or pick up or drop off points.

CORE QUESTION:

Is the quality of the site experience intact or can we utilise comparable substitute experiences and sites?

Criteria 3: Iconic site integrity

Negligible Impact - iconic sites show minimal damage; environmental recovery will occur unassisted; no significant damage to the quality of the experience.

Minor Impact – iconic sites show minimal damage; environmental recovery is short term; minor marine tourism industry or government resources are required; no significant damage to the quality of the experience.

Medium Impact – iconic sites show significant damage; environmental recovery is medium term (and may need to be assisted) and significant marine tourism industry and government resources are required; or environmental rehabilitation is short term but significant marine tourism industry and government resources are required.

There is a significant decrease in the quality of the experience.

Severe Impact – iconic sites show significant damage and rehabilitation is long term or unlikely or will require significant human intervention; the experience is no longer available at this site or needs complete redefinition; significant marine tourism industry resources are required to repackage or rebadge this experience or this may not be viable at all.

Criteria 4: Alternative site availability & access

Negligible Impact - no operators require relocation.

Minor Impact - some operators need relocating to alternative sites, which are identified and accessible and offer a comparable experience.

Medium Impact - several operators need relocating to alternative sites; at least for some operators one or more of their sites may not be accessible, or available sites may not offer a comparable experience.

Severe Impact – several, if not all, operators need relocating to alternative sites, several of which may not be accessible; few or none offer a comparable experience.

CORE QUESTION:

Is media content and coverage having a positive effect on visitor perceptions?

Criteria 5: Market perception

Negligible Impact- media coverage is limited; content is reasonably accurate; core messages are unlikely to deter visitation.

Minor Impact – media coverage is largely local; core messages may generate some negative perceptions or have a minor effect on domestic visitation.

Medium Impact – media coverage is more widespread; core messages are likely to create some negative perceptions of the Reef experience and potentially deter domestic or international visitation.

Severe Impact – media is in a frenzy; core messages are likely to significantly affect domestic and international visitation and the perception or reputation of the quality of the Reef experience.

CORE QUESTION:

Is the marine tourism industry as a whole still economically viable and a leading contributor to GDP?

Criteria 6: Affected operators

Negligible Impact – only a small proportion of operators are affected and not in iconic areas. Most are able to continue business as usual.

Minor Impact – a moderate proportion of Reef operators are unable to continue business as usual but are operating outside iconic areas; or a small proportion of large carriers are unable to continue business as usual. The disruption is only likely to last a few weeks.

Medium Impact – a moderate proportion of Reef operators are unable to continue business as usual in one or more iconic destinations; or a high proportion of Reef operators are unable to continue business as usual; or several large carriers are unable to continue business as usual. The disruption is likely to last longer than a few weeks and several businesses are likely to collapse.

Severe Impact – a high proportion of Reef operators are unable to continue business as usual in one or more iconic destinations; or a high proportion of large carriers are unable to continue business as usual. The disruption is likely to last long enough for a significant proportion of businesses (or a few large carriers) to collapse, or the disruption will last indefinitely.

Criteria 7: Industry workforce

Negligible Impact - only a small proportion of the workforce is affected. Most operations are able to continue to employ their current workforce.

Minor Impact – a small proportion of the workforce is likely to see reduced hours and the disruption is only likely to last a few weeks; few, if any, terminations of employment.

Medium Impact – a significant proportion of the workforce is likely to see reduced hours and the disruption could last up to a few months. Due to the seasonal timing, there is a high probability they will need to seek other work.

Severe Impact – a high proportion of the workforce is likely to see heavily reduced hours, or lose their jobs; disruption will last long enough that they need to seek other work.

Criteria 8: Operating costs

(e.g. impacts on property, infrastructure and public liability insurance)

Negligible Impact – the incident has had a negligible effect on the costs of operation for most businesses.

Low Impact – the incident has moderately increased the costs of operation for a significant proportion of businesses.

Medium Impact – the incident has significantly increased the costs of operation for a high proportion of businesses, with a small proportion likely to go out of business.

Severe Impact – the incident has significantly increased the costs of operation across the industry and a large proportion of the industry is likely to go out of business.

APPENDIX 5:

MEDIA GUIDELINES

Content and key messages

- Focus on providing one set of messages from the tourism industry.
- Communicate consistent and correct messages.
- Provide accurate advice on tourism areas affected and not affected – particularly with reference to key sites.
- Stress the importance of tourism to the Queensland economy.
- Keep talking about the multiple reefs that make up the Great Barrier Reef and the size of the Reef.
- De-emphasise the whole Reef and emphasise particular locations within the Reef.
- Create a positive sensation or quirky story to attract media.

Appropriate indicators and terminology

- Use wording about proportions and comparisons to other Reef sizes or countries in a positive way
 - For example, use the percentage of key dive areas affected rather than “an area the size of France was affected”.
- Example of appropriate wording for a flood event:
 - Floods are natural events. They assist in flushing the river systems which improves some fishing. However they do carry high levels of nutrients that have an impact on the Great Barrier Reef ecosystem, highlighting the importance of good land management practices...
- Example of appropriate wording for a cyclone event:
 - Cyclones are naturally occurring phenomena that in fact help to build and diversify the Reef. These events are part of the Reef’s natural life cycle and trigger natural recovery and repair processes. The Reef is also extremely well managed which makes it even more resilient. There was of course some damage to

the Reef in some areas. Eighty-seven per cent of the Reef has been unaffected by Cyclone Yasi. This equates to one per cent of the major dive sites in the...

Images

- Consider scale in any maps used so the affected area is seen in proportion to the whole Reef.
- Date-stamp images.
- Stockpile relevant photos and footage (e.g. of healthy reefs, crown-of-thorns starfish control activities etc.).
- Consider developing methods to better see and report on reef condition/tourism accessibility (e.g. utilising/developing webcam/reefcam/visitorcam sources).
- Create an iPhone application for GBRMPA providing maps etc.

Potential media mechanisms

- Reports for key newspapers (e.g. The Australian).
- Media releases.
- Online social networks.
- Key operators on the ground.
- Nominated spokespeople, Reef ambassadors or celebrities (prepare and maintain a contact register for media and spokespeople).
- Prepare and maintain fact sheets on the importance of not overstating the negative impacts (for distribution to operators, media, government spokespeople and scientists).
- Compile pre-prepared media releases for a variety of incidents (gather information and media materials from past events, centralise these and synthesise to assist in preparing media releases; possibly hold a workshop with key media representatives using scenarios to develop prepared media releases).
- GBRMPA website could use a separate webpage for different user groups and/or ensure a balance of positive and negative images.
- Operators could take media representatives out to unaffected sites.

APPENDIX 7:

EXTERNAL STAKEHOLDERS – GROUP COMMUNICATION RESPONSIBILITIES

Communication responsibilities regarding external stakeholders are assigned to partners as outlined in the Table. It will be the responsibility of the partners to contact the external stakeholders as required for each individual incident response and to advise the Coordinator if this external stakeholder register requires modification.

GBRMPA	AMPTO	TQ	QPWS	QTIC
Australian Environment Minister	Dive Queensland	Queensland Department of Transport	Queensland Environment Minister	Australian Government Department of Foreign Affairs and Trade (DFAT)
Australian Tourism Minister	AMPTO members	Australian Tourism Export Council (ATEC)	Local Traditional Owners	State disaster response process
Marine Park tourism operators who are affected	Whitsunday Charter Boat Industry Association (WCBIA)	Maritime Safety Queensland (MSQ)	Commercial Activity Permit holders for relevant island national parks	QTIC members
Relevant local government authority(s)	Cod Hole and Ribbon Reef Operators Association (CHARROA)	Queensland Government Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESB)	Private camping permit holders for relevant island national parks	Relevant Regional Tourism Organisations (RTOs)
Other Marine Park users or stakeholders	Whitsunday Bareboat Operators Association (WBOA)	Tourism Australia	State Marine Park-only permit holders for relevant area	
Tourism and Recreation Reef Advisory Committee (TRRAC)		Queensland Tourism Minister		
		Queensland Premier		
		National Tourism Incident Response Process - NTIRP Coordination - Tourism		
		Division, Australian Government Department of Resources, Energy and Tourism (RET)		
		Ecotourism Australia (EA)		

APPENDIX 8:

LIST OF ACRONYMS

AMPTO	Association of Marine Park Tourism Operators
CHARROA	Cod Hole and Ribbon Reef Operators Association
DFAT	Australian Government Department of Foreign Affairs and Trade
DSEWPaC	Australian Government Department of Sustainability, Environment, Water, Population and Communities
DTEB	Queensland Government Department of Tourism, Major Events, Small Business and the Commonwealth Games
EA	Ecotourism Australia
GBRMPA	Great Barrier Reef Marine Park Authority
GOBiS	Government Business Information Service, Queensland Government Department of Employment, Economic Development and Innovation
MSQ	Maritime Safety Queensland
QTIC	Queensland Tourism Industry Council
QPWS	Queensland Parks and Wildlife Service, part of the Queensland Government Department of National Parks, Recreation, Sport and Racing
RTO	Regional Tourism Organisation
RET	Australian Government Department of Resources, Energy and Tourism
SAR	Tourism Queensland's Situation Assessment Report
TQ	Tourism Queensland
TQCRG	Tourism Queensland Crisis Response Group
TIRG	Tourism Queensland's Tourism Immediate Response Group
TRRAC	Tourism and Recreation Reef Advisory Committee
WBOA	Whitsunday Bareboat Operators Association
WCBIA	Whitsunday Charter Boat Industry Association

