



How to Develop a Risk Management Strategy for a Tourism Destination

Instructor's Guide



**Asia-Pacific
Economic Cooperation**

A Training Program Prepared By:

**APEC International Centre for
Sustainable Tourism (AICST)**

Doone Robertson, Ian Kean, Stewart Moore

In partnership with:



This training program is an initiative of the APEC International Centre for Sustainable Tourism (AICST). It is based on an earlier report entitled "Tourism Risk Management in the Asia Pacific Region – An Authoritative Guide to Managing Crises and Disasters" published in 2004.

The major partner in the project is the United Nations World Tourism Organization (UNWTO). The Pacific Asia Travel Association (PATA) is also a project partner.

Production Team

The research, editorial and production team was led by Sustainable Tourism Services.

The principal writer was Doone Robertson, an experienced emergency management consultant and the Director of Studies at the Australian School of Emergency Management.

Other writers and researchers who assisted with this report are:

- Ian Kean, Executive Director of AICST, Australia
- Stewart Moore, Managing Director of Sustainable Tourism Services, Australia
- Yetta Gurtner, PhD Research Student from the Centre for Disaster Studies at James Cook University, in Australia
- Cara Holcombe, Project Manager at Sustainable Tourism Services, Australia
- Dr Jeff Wilks, Centre for Tourism and Risk Management at University of Queensland, Australia

Use of the report and its contents

The report is intended to be freely used by governments and the tourism industry throughout the Asia-Pacific region and beyond. It must not be used for commercial gain. The report and its contents must be used as presented and cannot be amended in any way without the written permission of AICST, which holds a worldwide license for the report and its contents from the Australian Government.

Acknowledgements

Australian Government - This project was principally funded by the Australian Department of Industry, Tourism & Resources as an AusAID APEC Support Program project. All intellectual property developed by this project belongs to the Australian Government.



Australian Government

Cover photography acknowledgements:

Jim Holmes courtesy of Oxfam, ABC Library Sales and Journal Sentinel Online

Published by

Asia-Pacific Economic Cooperation (APEC)

APEC Secretariat

35 Heng Mui Keng Terrace, Singapore 119616

Telephone Number: (65) 6775 6012

Facsimile Number: (65) 6775 6013

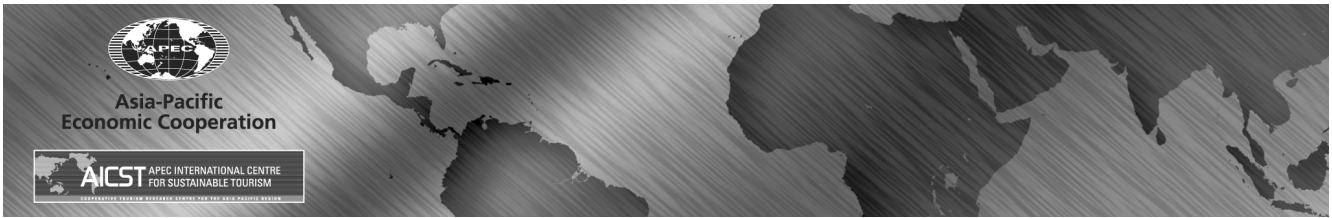
Website: www.apec.org

APEC #206-TO-03.1

ISBN981-05-6732-4

General Disclaimer

This report mentions the activities and experiences of a number of organizations and individuals. These activities and names are given for record and as examples, but do not entail automatic endorsement by AICST or its project partners. While all care has been taken to check and validate material presented in this report, independent professional and/or legal advice should be sought before any action or decision is taken on the basis of material contained in this report. The contents of this report do not reflect the views of the Australian Government and should not be relied upon as reflecting Australian Government views. The Australian Government shall not be liable, in any way, for any loss arising from use or reliance upon material in this publication by another person.



Instructor's Guide **How to Develop a Risk Management Strategy for a Tourism Destination**

Introduction to the Instructor's Guide

This workshop training package provides the fundamentals necessary for a basic understanding of the process of developing a risk management strategy for a tourism destination.

Whilst a half-day workshop cannot provide detailed information, this activity does provide an overview and general underpinning knowledge consistent with the roles and responsibilities of tourism destinations in the development of a risk management strategy which is appropriate to the limited time available for the conduct of the training.

Importantly, the workshop establishes a framework within which learning can continue. It's essential for participants to understand that the workshop is only the beginning of their learning process, not an end point. The workshop activity and the resource material provided will provide participants with a base to build upon.

Significantly, the workshop provides an invaluable opportunity for the establishment of risk management information sharing networks which can be supported and endorsed by tourism organisations and associations within a destination. On-going learning and information exchange should be a key outcome of these workshops.

The key points to emphasise throughout the workshop are:

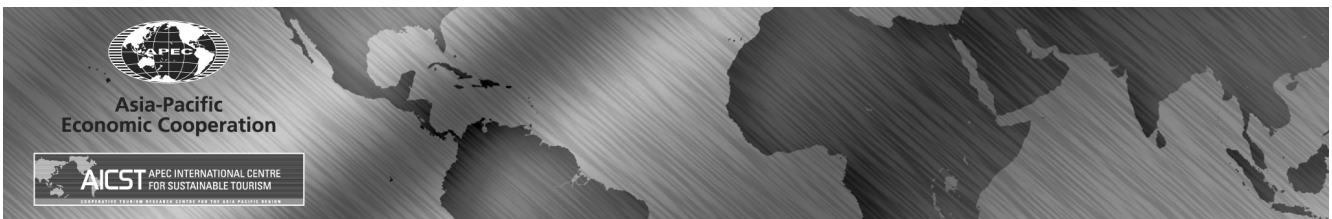
- the tourism industry is vital to the economic viability of all countries;
- risk management is an on-going process;
- it's important to share information and experiences of crises amongst tourism destinations so that we can all continue to learn from each other for the benefit of the tourism industry as a whole; and
- tourism operators share responsibility for the safety and security of visitors.



Program
How to Develop a Risk Management Strategy for a Tourism Destination
Half day – Four Hour Program

<u>Session</u>	<u>Duration</u>
Welcome/Introduction	10 minutes
Risk Management	15 minutes
Prevention/Mitigation	30 minutes
Preparedness	30 minutes
<i>Morning/Afternoon Tea</i>	<i>20 minutes</i>
Response	30 minutes
Recovery	30 minutes
Media and Communication	30 minutes
Syndicate Discussion Exercise	30 minutes
Course Summary & Closure	5 minutes

(Timing allows 10 minutes for two short breaks between sessions.)



Session 1 – Welcome and Introduction

Aim

This session is designed to provide an overview of the content of the workshop, and to introduce the instructional team and participants.

Learning Outcomes:

The session will enable participants to:

- outline the workshop structure and content; and
- identify course team members and participants.

Timing: 10 minutes

Note : the symbol ☉ indicates a PowerPoint slide.

Method:

1. Welcome participants, explain housekeeping issues including coffee break and location of facilities; introduce course instructor/s, and summarise the scope and content of the workshop.
2. Make clear that this workshop will provide an overview of how to develop a risk management strategy for visitor destinations, that the workshop is a starting point in the learning process, not an end point. Explain that in addition to the manual on risk management, they are also being provided with a participant's workbook which contains information, activities and questions relating to the development of a risk management strategy. The workbooks are a **resource**, designed to assist participants to extend their knowledge and understanding of risk management in tourism.
3. Next, invite participants to introduce themselves, giving a very brief summary of their role in tourism. The following may assist in this process:
 - My name is.....
 - I work in tourism as a (position).....at.....(location)
 - Our last major crisis our destination suffered was

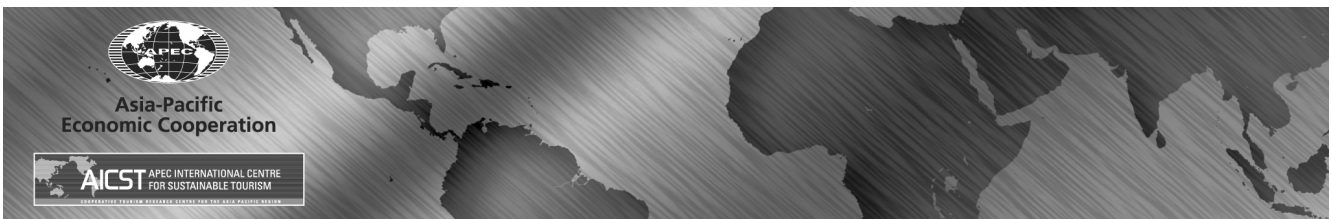


4. Encourage participants to interact with the instructional team and each other to enhance their learning and to assist in establishing networks.

Explain to participants that this activity is only one element of their learning process – each crisis or community disaster or exercise will further develop their knowledge and skills in risk management and it is important to share those with personnel from other destinations.

Key Points: ☉

- This is the start of the learning process.
- There is a need to establish and maintain risk management networks across tourism destinations and the industry.
- It is important to share knowledge, lessons and experiences.



Session 2 – Risk Management

Aim

This session is designed to review the risk management process and clarify the difference between community disasters and organisational crises for tourism destinations.

Learning Outcomes:

The session will enable participants to:

- summarise the risk management process; and
- clarify the difference between crisis and disaster.

Timing: 15 minutes

Method:

1. Review of the Risk Management Process ⦿

All participants should have completed the Introduction to Risk Management in Tourism training program, but spend the first five minutes reviewing the process model and summarising the process as the means by which tourism destinations can identify, analyse, evaluate, treat, monitor and review risks to their destinations.

Ask participants if they have the chance to implement the model and briefly discuss any issues arising from their experiences.

2. Crisis Versus Disaster

It is essential that participants understand the difference between community disasters and a crisis affecting a tourism destination.

Ask participants for examples of disasters which have affected their communities – they may have been caused by cyclones, earthquakes, tsunamis, floods, volcanic eruptions, etc.



Next, define a crisis ☉ as ‘any situation that has the potential to affect long-term confidence in an organization or a product, or which may interfere with its ability to continue operating normally’.

Explain that crises for tourism destinations and operators may arise from internal (organisational) sources or from external events (community events such as the impact or threat of a disaster). ☉

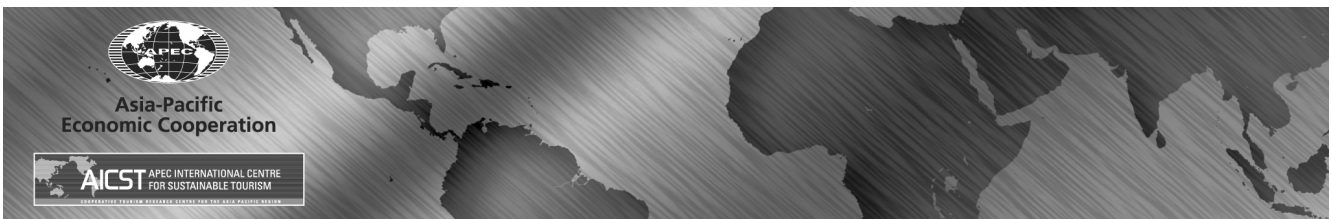
Ask participants for examples of internal (organisational) sources of crises for destinations.

Next, describe how disasters such as Hurricane Katrina in New Orleans and the Bali Bombings affected confidence in tourism and thus interfered with its ability to continue normal operations. ☉

These are examples of how a community disaster can produce significant crises for a tourism destination to address.

Key Points: ☉

- Risk management is an important process for tourism destinations.
- Crises and disasters are different things.
- Community disasters can cause crises for tourism destinations.



Session 3 – Prevention/Mitigation

Aim

This session is designed to describe the elements of prevention and mitigation for a tourism destination to undertake.

Learning Outcomes:

The session will enable participants to:

- identify the treatments of residual risk;
- describe the purpose of a SWOT analysis;
- identify measures necessary for the safety and security of visitors; and
- identify the role of tourism destinations in occupational health and safety processes.

Timing: 30 minutes

Method:

1. SWOT Analysis

Explain that for the destination a valuable tool in strategic business management to prevent or mitigate crises is the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis which provides a structure to identify a tourism destination's internal strengths and weaknesses and external opportunities and threats. ☉

A SWOT analysis should be used when developing plans and procedures to cope with crises. It should focus upon: ☉

- strengths, including the resources and support available within a tourism destination to deal with a crisis;
- weaknesses, the factors which will affect the ability of each to cope with a crisis and its aftermath;
- opportunities to enlist government and community involvement and support to tourism; and
- threats including the sources of risk to a destination and to regional tourism.



2. Occupational Health and Safety

Advise participants that another significant prevention and mitigation measure for crises is to have in place the systems and procedures necessary to protect the health and safety of visitors and employees.

In many countries, legislation establishes the requirements for occupational health and safety measures to be developed and maintained, and destinations should identify health and safety requirements to protect visitors and tourism personnel consistent with national legal requirements and advise visitor operators on the development of appropriate plans and procedures. ☉

Ask participants: *what legislation exists in your country relevant to the safety and security of visitors?*

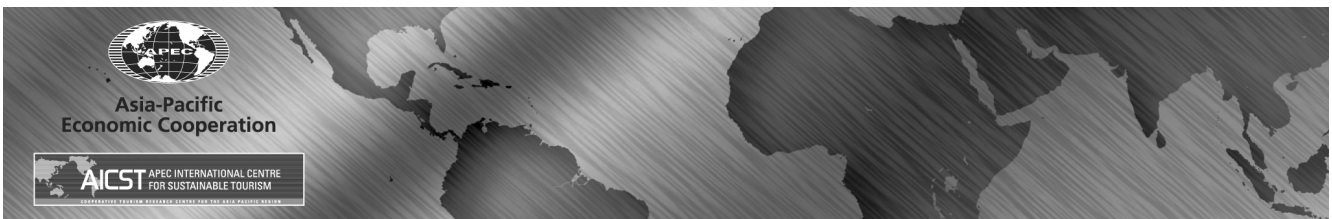
Discuss with participants the common elements of legislation relating to occupational health and safety. These generally include: ☉

- liability (being legally responsible for actions and activities) is a two-way street with both the employer and employees being liable for their actions;
- duties of employers and employees and penalties for non-compliance;
- the provision of a work environment that is safe and without risk to health;
- the provision of adequate facilities;
- maintenance of a safe means of access and egress;
- ensuring the absence of risks in connection with handling of plant and substances;
- development of procedures for emergencies within the facility or workplace;
- adequate training of staff and testing of plans and procedures; and
- the provision of information in appropriate languages.

Ask participants: *how well do tourism operators at your destinations comply with occupational health and safety requirements? What if no relevant legislation exists? How can reasonable standards be developed and maintained?*

3. Measures to Safeguard Guests

Ask participants: *what type of plans or Standard Operating Procedures (SOPs) are needed by tourism facilities at your destination to safeguard guests?*



Destinations should advise tourism operators to develop at least minimum Standard Operating Procedures (plans) for their facilities to address: ☉

- evacuation
- building fire
- bomb, chemical, biological, radiological threat
- suspected mail bomb/letter bomb
- civil disorder/illegal occupancy
- armed or dangerous intruder
- hazardous material spill
- gas leak or other noxious exposure
- building collapse
- medical emergency
- external emergencies – storm, flood, earthquake, tsunami, landslide, etc.

Regional and local emergency services personnel can provide expert advice on the development of these procedures and this provides an important opportunity for an effective partnership between tourism and community agencies.

Ask participants:

- *which emergency services are responsible for these issues in their destinations?*
- *have they been consulted in the past about integrated plans for the safety of visitors?*
- *do those agencies understand the importance of tourism to the national, regional and local economy?*
- *if not, how can we best get the message across to them?*

Discuss these issues with participants and ensure that they realise the importance of developing and maintain networks, and of disseminating the message on the critical role of tourism in a country's economy.

4. Liaison and Networking

It is important for destinations to consult with relevant government departments and emergency services to ensure that appropriate measures which comply with national regulations can be developed and implemented. ☉ Such inter-agency



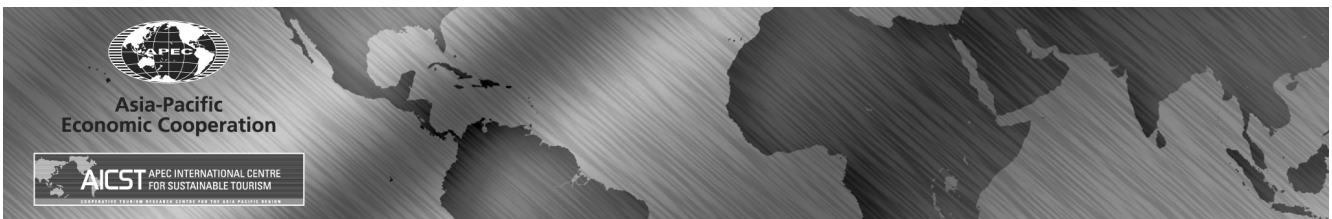
cooperation will also promote an integrated approach to tourism-related health and safety and reinforce the need for government and community agencies to support tourism operations and initiatives. ☉

This is a key point and one which you should discuss with the participants. An integrated, multi-agency approach to tourism is fundamental to its on-going viability. ☉

Ask participants: *which agencies and departments should you be liaising with? How can you establish and maintain effective networks with these people?*

Key Points: ☉

- A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a valuable tool in preventing and mitigating crises.
- Destinations should identify health and safety requirements to protect visitors and tourism personnel consistent with national legal requirements.
- Standard Operating Procedures are essential for tourism facilities to prevent or mitigate emergencies affecting guests.
- Partnerships should be developed between destinations and relevant emergency services and government agencies.



Session 4 – Preparedness

Aim

This session is designed to examine the components of the strategy of preparedness.

Learning Outcomes:

The session will enable participants to:

- identify the elements of preparedness;
- consider the composition of a planning committee;
- establish the criteria for crisis management plans; and
- identify the requirements for staff training and the conduct of exercises (simulations).

Timing: 30 minutes

Method:

1. Introduction – the Elements of Preparedness

Explain that the strategy of preparedness is about more than just developing a plan. A plan is only one outcome of preparedness. Preparedness includes the development of plans and programs, systems and procedures, training and testing to ensure that when crises do occur, resources (personnel and equipment) can be mobilised and deployed to best effect to reduce the effects of the crisis and to facilitate the return to normal operations. ☉

A key part of preparedness for destinations is the establishment of networks and liaison with relevant government departments and community agencies. Again, you need to emphasise the need for an **integrated** multi-agency approach to ensuring the viability of tourism operations.

Preparedness includes the development and maintenance of effective working relationship with those departments and agencies with which they will need to cooperate during a crisis, and which may provide advice and assistance during tourism crisis response and recovery. ☉

Remind participants that these networks are vital and that you will keep emphasising the need for them throughout the workshop.



2. Crisis Planning Committee

Each destination will need a tourism crisis planning committee. The committee should include representatives of all local tourism operators as each will have a different perspective and different knowledge and skills to contribute. ☉ Tell participants how important it is that they should also invite participation from relevant government departments and community agencies to reinforce the need for integrated crisis response and recovery processes for regional tourism ☉

Their committees will form the core of subsequent crisis management teams.

The planning committee will base its crisis management plans on the sources of risk to tourism identified as part of the risk management process. ☉

Their planning committees should meet regularly (every three months if possible) and will be responsible for the: ☉

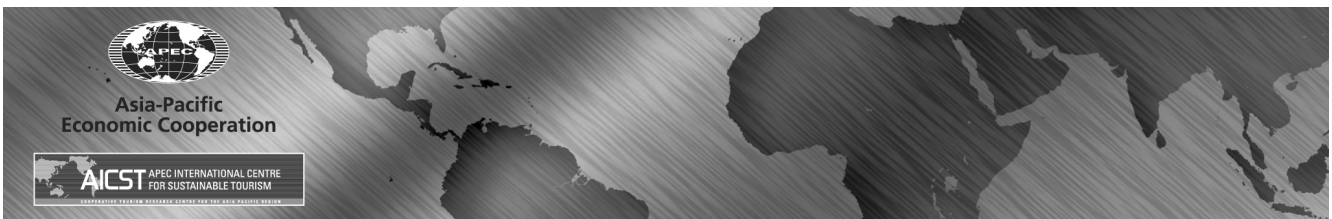
- development, production, dissemination and review of crisis management plans and procedures;
- allocation of crisis management roles and responsibilities;
- identification of training needs;
- organisation of training programs, including induction programs for new staff;
- conduct of informal exercises (mock crises);
- debriefing following exercises and crisis plan activations; and
- monitoring, evaluation and amendment of plans and procedures.

3. Crisis Management Plan

Advise participants that no two crises will ever be the same. Each crisis will have a life of its own and will generate different problems requiring different solutions. ☉

What is needed is a generic crisis management plan: one which will contain a single set of crisis management arrangements which will be applied to all crises which may impact upon a tourism destination. ☉

Discuss this issue of generic plans with participants and make sure that they understand that it's not practical or realistic to have different plans for each type of crisis – nor is it necessary.



Stress that a best practice crisis plan is only a starting point: the ability of a tourism destination to manage a crisis will always be dependent upon the knowledge and skills of those responsible for the plan's implementation, and their abilities and flexibility to adapt to the changing needs and situations that crises produce. ☉

A crisis management plan should: ☉

- describe activation procedures - the means of alerting personnel and activating the crisis management system;
- allocate crisis management roles and responsibilities;
- identify control and coordination arrangements, including the facilities (operations centre) and structure for managing a crisis;
- include standard procedures for the response to and recovery from crises;
- identify operational information management requirements, including the assessment of the effects of the crisis upon facilities, personnel and operations;
- establish communications methods - a fail-safe system of providing warnings and information to guests and staff, and for communicating with regional tourism organisations and emergency services agencies; and
- describe public relations and media management arrangements (refer participants to Chapter 5 of the Risk Management in Tourism manual for details of media and PR).

Importantly, crisis management arrangements should ensure: ☉

- the safety of all persons residing within, working at, or visiting a tourism destination;
- minimal disruption to regional tourism operations, guests, staff and visitors, and to surrounding communities; and
- compliance with applicable legislation, regulations and guidelines.

Ask participants: *how long might a crisis last?*

4. 'What If'

The planning committee should take account of the fact that a crisis may be protracted, and that personnel may be required to undertake crisis management roles and responsibilities over many days.



Ask participants: *in such cases, will you have sufficient trained personnel available? If not within your destination, what options are available?*

Explain that a critical task of a crisis planning committee is to ask a series of 'what if' questions for the planning committee to address: ☉

- what if so and so happened, what does this mean to us as a tourism destination?
- what are the implications for our regional operations and for the attitudes and behaviour patterns of travellers?
- what must we do as a result of this to protect people and our businesses, and to restore and maintain confidence in our operations and facilities?

5. Training

Training and exercising of staff is fundamental to developing a high level of preparedness to respond to crisis. ☉ Crises will inevitably require personnel to carry out unfamiliar tasks in the stressful environment which crises produce.

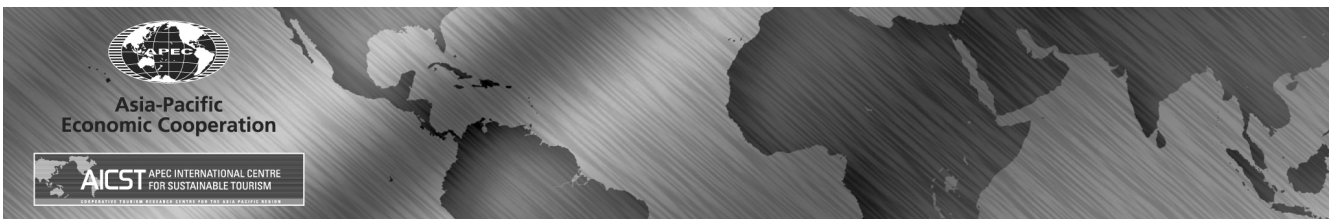
It's very important that personnel be trained for their crisis management tasks and be given the opportunity to practise their tasks. Skill levels will deteriorate rapidly if regular practise is not undertaken.

Advise participants that their planning committees should identify the specific crisis management training needs of personnel and ensure that appropriate initial and on-going training is provided. Induction programs for new staff must be part of the training program.

Ask participants: *what sort of training is provided now and who is responsible for organising the training programs. Are these programs adequate? If not, how can they be improved?*

6. Exercises (Mock Crises)

Although not every destination will have the capability to organise formal crisis management exercises (mock crises), they are very useful in preparedness and should be conducted if possible. Advise participants that the session will cover the basic elements of formal exercises, and will then concentrate on informal exercises which each destination will be able to conduct.



The fundamental purpose of training and exercising is to improve the capacity of tourism destinations to respond efficiently and effectively in times of crisis. ☉
Crisis management exercises can: ☉

- reveal planning weaknesses
- expose resource gaps
- clarify roles and responsibilities
- improve individual performances
- build confidence
- develop proficiency
- test plans, systems and procedures
- foster cooperation between tourism operators and tourism organisations.

Importantly, exercises provide the opportunity for personnel to work together and to develop an understanding of how others operate, their priorities and systems, and to develop an effective working relationship. ☉

Advise participants that there are two basic forms of exercises: ☉

- Discussion exercises - a situation and crisis management problems for participants to address. Needs a skilled facilitator and is a very effective and cost efficient method.
- Functional exercises - allow participants to practise information processing, resource management and decision-making skills in a crisis operations centre environment. These test the management of events.

Explain that both types of exercises are useful. Advise participants to consider alternating the two types of exercises.

Discuss which other government and community agencies should be involved in crisis exercises. Emphasise that they should be multi-agency exercises involving those agencies likely to be involved in a crisis affecting a tourism destination. Those agencies may be encouraged to fund and organise crisis management exercises for destinations.

7. Informal Exercises

Although formal crisis management exercises usually take considerable time to plan and conduct, explain to participants that **informal exercises** should be a



normal part of their management routine. They don't take either time or money or specialist knowledge to organise.

Destinations should use crises experienced by other destinations to consider their own level of preparedness. These informal exercises are based upon personnel discussing the following simple questions against a given scenario:



- what would we do if that happened at our destination?
- what would be the implications of such a crisis for our tourism operations?
- how would it affect potential travellers?
- what are the problems which we would have to face?
- how would media and public relations issues be managed?
- do we need any additional training, equipment or other resources to manage such a crisis?
- how would tourism here be affected if it happened at a nearby destination?

Discuss with participants the idea of incorporating such informal exercises into normal management meetings. Explain that the more often they consider these questions the more they will improve their ability to respond to crises.

Stress that considering options and developing flexibility will always improve the ability to respond to crises.

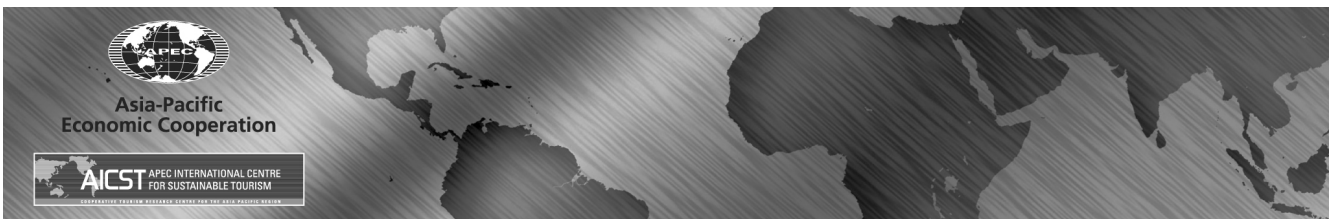
They should aim to have crisis preparedness activities as part of normal business routine, not merely isolated or occasional measure adopted to satisfy a formal requirement. ●

8. Planning as a Process

Explain that crisis planning is an on-going PROCESS. ●

Tell participants that a crisis management plan will get them started in a crisis. Planning must continue during response and recovery operations when the crisis management team will have to develop short-term plans for the following few hours of operation (known as tactical plans) and longer-term plans for the following 24 to 48 hours (strategic plans). ●

This is a normal business approach where a management team determines what needs to be done and how they will go about it.



Key Points: ☉

- Preparedness includes plans and procedures, training and testing.
- A key part is the establishment of networks and liaison with relevant government departments and community agencies.
- Each destination will need an integrated crisis planning committee.
- Develop generic crisis management plans for destinations.
- Training and exercising of staff is essential for preparedness.
- Exercises should be multi-agency activities.
- Informal exercises should be a normal part of management routine.
- Crisis planning is a process.



Session 5 – Response

Aim

This session is designed to consider the components of the strategy of response.

Learning Outcomes:

The session will enable participants to:

- identify business continuity issues and processes;
- establish the purpose and functions of a crisis management centre; and
- identify crisis operational information processing requirements.

Timing: 30 minutes

Method:

1. Introduction

Begin by clarifying that crisis response includes the actions leading up to and immediately after the impact of a crisis to minimise its effects and to manage the consequences. ◉

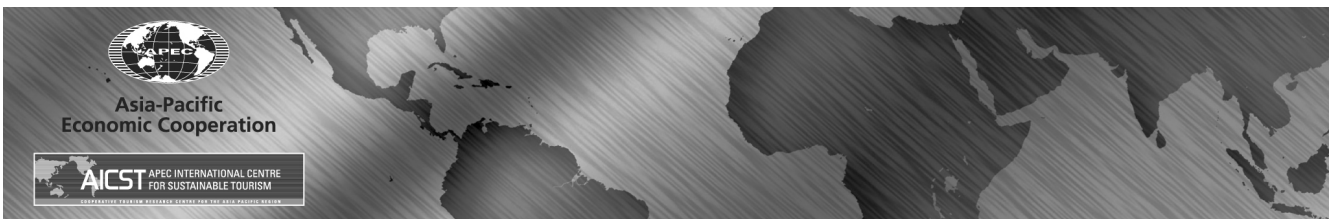
The tasks which have to be carried out will depend upon the nature and the extent of the crisis, but if a tourism destination is experiencing a crisis caused by a disaster impacting upon the community, disaster management agencies will always be responsible for the protection of lives and property. ◉

Tourism destination personnel should liaise with those agencies and be part of a coordinated, integrated response to the disaster. ◉

2. Maintaining Visitors' Confidence

When the destination is dealing with a tourism crisis, it will need to implement its crisis management plan.

Arguably the most important objective is to maintain visitors' confidence in the destination. ◉



Ask participants: *how can this be achieved during a crisis?*

- Don't neglect normal business operations and services.
- Continue operations with the least disruption possible. ☉

Explain that the key to effective crisis response management is trained and experienced personnel with the capacity and flexibility to react to whatever situation the crisis presents. ☉

3. Identifying the Effects of the Crisis

Importantly, to make decisions and decide upon priorities the tourism crisis management team will need an accurate picture of how the crisis has affected: ☉

- people – visitors and staff
- facilities
- infrastructure and
- operations

Staff may have to be tasked to obtain the specific information required for decision-making purposes, including: ☉

- effects of the crisis upon visitors;
- damage to property and infrastructure;
- disruption to services;
- consequences of the crisis for regional tourism and the surrounding community; and
- the personnel, equipment and measures needed to deal with the crisis.

Importantly, the destination shouldn't be dealing with a crisis on its own. Communication should be established and maintained with relevant government and community leaders.

Ask participants: *How can regional tourism organisations help destinations with all their tasks. What assistance can they provide?*



4. Responsibilities of the Tourism Crisis Management Team

Explain that a tourism crisis management team will be responsible for: ☉

- briefing and management of personnel;
- processing of information (collecting, collating and evaluating), decision-making); and
- strategic and tactical planning.

(Strategic plans address the broader, longer-range issues of crisis management; tactical plans focus upon the short-term operational activities for the following two to four hours).

Make clear that a crisis management team should keep records of all significant information, actions and decisions. ☉ Decisions and actions taken during the crisis can then be justified later when required.

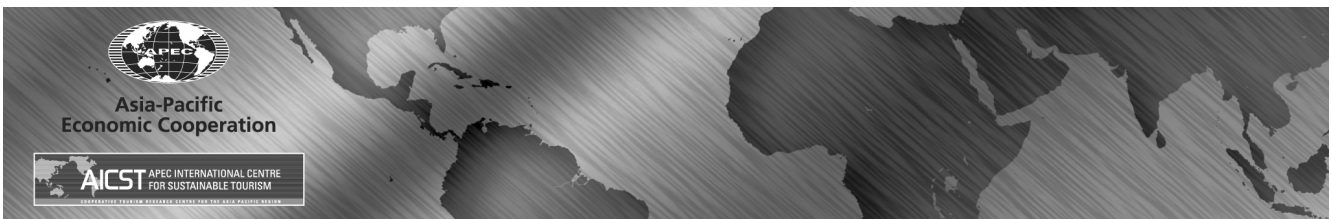
5. Tourism Crisis Management Centre

Ask participants: *where will the tourism crisis management team manage the crisis from? Will they have a separate work area? Do they need a separate work area and what should it contain?* Discuss these with participants.

Yes, ideally the team should have a tourism crisis management centre or separate working area to manage the crisis. Can it be located in the office of a tourism organisation or in one of the larger hotels? Where possible it should have:

- a main work area with adequate space, lighting and low sound level
- area for meetings and briefing staff
- separate media briefing room
- rest and recreation area/tea & coffee making facilities
- information boards
- furniture and equipment

Explain that one of the reasons why a crisis management team is needed is that one person alone can't cope with the demands imposed by a crisis event, or have the specialised knowledge required to make all the decisions required. ☉



6. Processing Operational Information

One important function of the team is to process operational information – collected, collated and evaluated - to convert the raw data into a practical decision-making tool. ☉ It's a matter of sifting and sorting to separate the relevant from the irrelevant and the fact from the fiction. The core questions to be applied are always *'what does this mean to us'* and *'what must we do as a result of this to protect visitors and our business operations'*? ☉

Ask participants: *what will your sources of information be in a crisis?*

There will be many sources including regional tourism operators, organisations, agencies and the general public. But the information collected by the team has to be put together, checked, and assessed to establish its relevance and reliability; to identify gaps in the information and additional information needs. ☉

This is the form of information that is required for decision-making purposes: *this is what we know, now what do we have to do about it?* ☉

When decisions have been made they then have to be distributed to all those who have a need to know, which may include visitors, government and community agencies, and the general public via the media. ☉

7. Business Continuity

Business continuity is a key issue of crisis response management.

Ask participants: *what sort of business continuity issues are likely to arise in a crisis?*

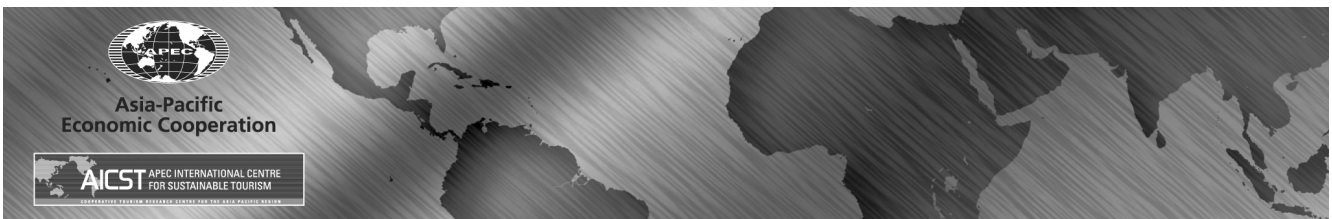
Business continuity issues may include: ☉

- identification of visitors' needs and the provision of essential support services;
- priorities for restoration of facilities, services and infrastructure;
- resources and budget requirements;
- tactical (short-term) and strategic (longer-term) business issues;
- media management; public relations issues and arrangements;
- consultation with government/politicians/community leaders; and
- alternative means and sites of operation.



Key Points: ☉

- Response tasks depend upon the nature and the extent of the crisis.
- The most important objective is to maintain visitors' confidence in the destination.



Session 6 – Recovery

Aim

This session is designed to consider the key components of the recovery from crises.

Learning Outcomes:

The session will enable participants to:

- identify crisis recovery tasks;
- examine the importance of community support for crisis recovery; and
- consider the purpose and benefits of crisis debriefing processes.

Timing: 30 minutes

Method:

1. Introduction

Explain that just as no two crises will ever be the same, so each crisis recovery process will generate different problems requiring a range of knowledge and skills and, above all, the willingness and ability to adapt to changing circumstances.

Once the immediate crisis is over, it's necessary to establish what you're left with: ☉

- how has it affected the destination's tourism business; and
- what has to be done to return operations to normal?

The crisis management team should provide the core members of the recovery management team, but you may also need to include representatives of relevant government departments and agencies, and community leaders.

Ask participants: *who would you include on a crisis recovery committee for your destination?*



2. Essential Information Needs

In order to make good decisions about recovery processes, destinations will need information on the: ☉

- residual effects upon tourism operations;
- existing damage to property and infrastructure;
- causes of on-going disruption to services;
- consequences of the crisis for our tourism destination and surrounding communities; and
- personnel, equipment and measures needed for the recovery operation.

3. Crisis Recovery Tasks

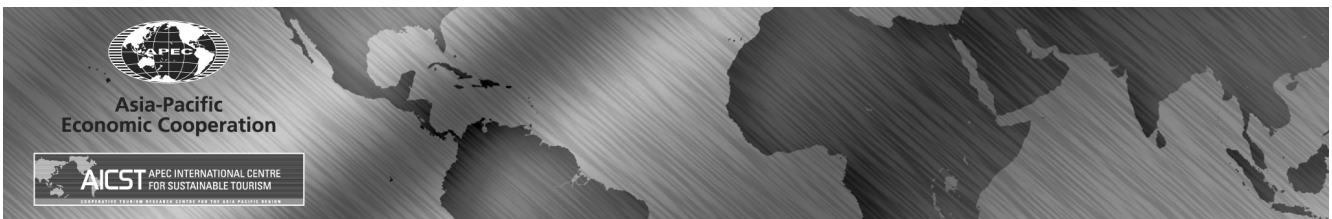
Crisis recovery management tasks include: ☉

- establishing recovery objectives;
- identifying priorities of action;
- identifying current and future needs and identifying sources of assistance;
- communicating with regional tourism operators;
- liaising with relevant government and non-government agencies and community leaders;
- briefing media, government and other agencies on crisis recovery activities;
- monitoring the restoration of business operations;
- tactical and strategic business continuity planning; and
- decision making.

4. Community Perceptions

The destination's crisis management team should monitor and evaluate community perceptions and reactions to the crisis to identify and address any community concerns. ☉ The public may have misinterpreted actions taken, or may be angry about perceived inaction by the destination during the crisis, and any misconceptions need to be addressed as they may have negative effects upon community support and the return to normal tourism operations.

Community support is required to return operations to normal, so community agencies and organisation should be a part of the crisis recovery team. ☉



5. Debriefing

Debriefings should be conducted following any crisis response or exercise to analyse the management and outcomes of the crisis and to gain the information necessary to improve plans, procedures and the training of personnel. ☉

Importantly, tell them that lessons from debriefing processes must be identified and acted upon to ensure the continual improvement of crisis management capabilities, and these lessons should be shared with other regional tourism organisations and the industry's international associations so that the wider visitor industry can benefit. ☉

A further important purpose of debriefing, too, is formally to acknowledge the efforts of personnel during the crisis.

Debriefings should follow a standard format to ensure that every aspect is adequately addressed. Advise participants that the following aide-memoire provides a useful tool for destination crisis managers: ☉

Aide-Memoir for Crisis Debriefing

- **What happened?**
 - *Known event or sequence of events which caused the crisis*
- **What did we do?**
 - *Sequence of actions taken by the crisis management team in response to the crisis*
- **How well did it work?**
 - *What worked and what didn't and why was this the case?*
- **Knowing what we now know, can we do better?**
 - *Can our plans be improved?*
 - *Do we need more or different training and exercises?*
 - *Do we need better liaison with government departments and community agencies?*
 - *Was our media management effective?*
 - *Did we identify and meet visitors' needs to their satisfaction?*
 - *Do we need better or different communications?*
 - *Do we need a different or amended crisis management system?*
 - *Was our risk management process effective?*

Ask participants: *how will you use the information you gain during debriefing?*
What needs to follow the debriefing process?



Following debriefing, the planning committee should: ☉

- analyse debriefing discussions and outcomes;
- identify planning, training and operational needs;
- identify timelines and allocate responsibilities;
- revise and update the tourism crisis management plan, as required;
- organise additional training for personnel as necessary; and
- test and evaluate revised plans and procedures and personnel.

Where possible, debriefing should take place within a few weeks of the crisis itself while events are still clear in people's minds.

6. What Then – How Can We Maximise the Benefits?

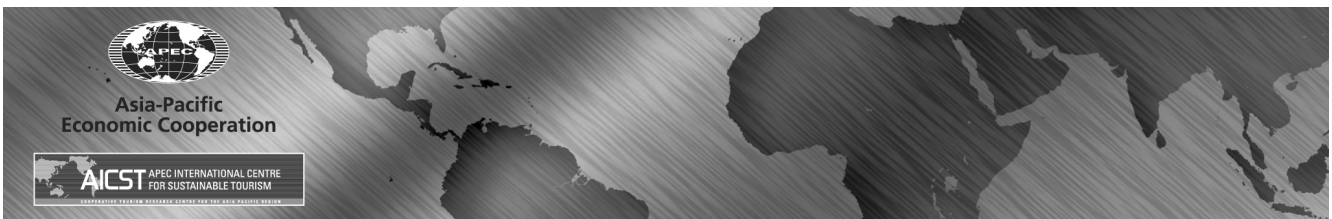
The last key point for this session, and it's a very important one, is to identify how the lessons identified during debriefing processes can be shared with the wider tourism community so that everyone can benefit from the experiences of others.

Discuss with participants the options to achieve this such as:

- debriefing reports sent to tourism organisations for dissemination to other destinations;
- personnel to contribute as guest speakers at other tourism training sessions/workshops/seminars;
- destinations personnel to attend other areas' exercises as observers;
- a tourism newsletter dedicated to crisis and disaster information and lessons; and
- networking opportunities at workshops, etc.

Key Points ☉

- To make good decisions about recovery processes, destinations will need information on the ways in which the crisis has affected tourism facilities and operations.
- Community perceptions and reactions to a crisis should be monitored and any concerns addressed.
- Debriefing is essential to identify lessons and areas for improvement.



Session 7 – Media and Communications

Aim

The aim of this session is to examine the role of the media in crisis management and as a conduit of information to visitors.

Learning Outcomes:

The session will enable participants to:

- establish a systematic method of working with the media; and
- examine crisis guidelines relevant to the media and the tourism industry.

Timing: 30 minutes

Method:

1. Introduction

Explain that we've looked earlier today at measures necessary to prepare for, respond to and recover from a crisis, including the development of a tourism crisis management plan. Now we are looking specifically at media and communications in crises.

Explain to participants that approximately 25% of all news stories involve disasters or crises of some sort. ☉ Disasters attract the media because they are spectacular, action-orientated, dramatic events which routinely feature human suffering and feats of endurance and bravery. From a media perspective they are relatively easy to cover, provide ample opportunity for dramatic photographs, and are guaranteed to attract an audience or sell newspapers.

News will normally be reported as soon as it becomes available, and stories and pictures can be transmitted around the world within minutes. Tell participants that passengers in the London Underground rail system following the bombings in July, 2005, were even transmitting pictures to the media from their wrecked carriages and as they evacuated through tunnels to safety. ☉



2. Patterns of Media Reporting of Disasters

There is a clear and predictable pattern of media reporting of disasters, so tourism destinations will be able to predict the media focus and anticipate the information media representatives will be seeking: ☉

- In the initial stages, the media will report the extent and effects of a disaster, concentrating on the facts of the situation.
- The next focus (may be 1 to 2 days later) is on the human interest side, in particular the heroes of the event and the hardships suffered by victims
- The third stage is identifying who is to blame: how did it happen, who didn't do what they should have done to stop it or to reduce the effects, then, how do we stop it happening again?

3. Managing the Media in Crisis or Disaster ☉

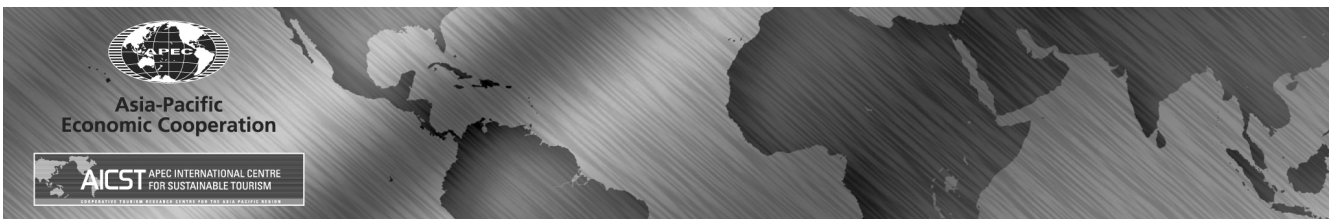
Emphasise to participants that the aim must always be to work **with** the media, not against them: so the media should be managed, rather than controlled; cooperation is always preferable to confrontation; and, most importantly, it must be remembered that the media is the communication medium from the tourism destination to the wider community and prospective visitors.

4. Crisis Guidelines for the Tourism Industry

Explain that the following guidelines on media and communications in a crisis draw upon a report by the World Tourism Organization titled, *Crisis Guidelines for the Tourism Industry*, 2003. The guidelines suggest actions to take before, during and immediately after a crisis.

The goal is to have visitors returning to a disaster-affected destination as quickly as possible. ☉

Summarise the key points in the guidelines and refer participants to Chapter 5 of the Tourism Risk Management Manual for full details. Emphasise that the details contained in Chapter 5 are important for them, and that we only have time in this session to cover the main points.



5. Before A Crisis: Preparing for the Worst ☺

- **Designate spokespersons**

Information to the media should be provided by an authoritative source: a suitably trained, senior official, with additional trained spokespersons also available as a crisis may extend over many days.

Discuss the following questions with participants:

- *Who would be appropriate as spokespersons for your destination?*
- *What training would these people need (it should include general media management; development of media releases, etc)?*

- **Establish a media and communications section/department**

It needs trained staff, contact lists of media, telephones and fax machines or a mass email computer programme, and background information on the destination.

- **Communicate regularly with media**

Establish an effective working relationship with the media by supplying them with information about your destination; responded promptly to questions, and by providing familiarisation visits for journalists.

- **Pay attention to local media**

A very important point - local media is the primary source of information for the international media, so they shouldn't be ignored. They will continue to report on crisis recovery long after the international media has departed.

Discuss with participants: *How can you ensure that your local media understand the importance of tourism to the economy and seek their support and cooperation in promoting the destination as a safe place to visit?*

6. During A Crisis: Minimising Damage in a Crisis ☺

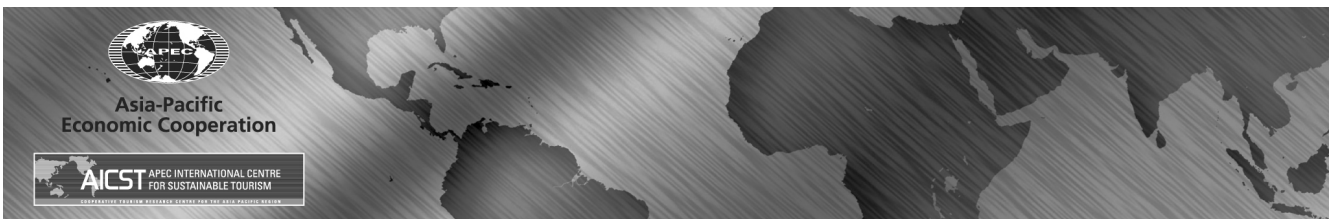
Tell participants that the first 24 hours of a crisis are crucial. An ineffective and unprofessional response can exacerbate the crisis for the destination, but responsible management can facilitate the destination's recovery process.

- **Be honest and transparent**

Don't try to cover up mistakes, mislead or withhold critical information. The media will uncover the facts and then make you look dishonest or inept. Communicate in terms and language that people can understand.



- **Do not impose a news blackout**
Failure to provide information to the media will force the media to seek alternative news sources.
- **Establish a media centre**
Establish a dedicated room for media briefings.
- **Act fast**
Begin once you are ready to answer the five key questions: who, what, where, when, and why? When information is not available, say so, and promise to get back to the journalists. Set a timetable for media briefings.
- **Remember the victims**
Tourism needs to show its compassionate face in a crisis.
- **Avoid speculation and categorical reassurances**
Don't release any information or provide comment on any matter concerned with the disaster response or recovery operation which is not strictly a tourism responsibility.
- **Put the crisis into context**
Use maps and statistics to demonstrate that the crisis is limited to a specific area.
- **Challenge untrue statements**
Monitor media reports and correct inaccuracies before they can be repeated by others.
- **Use the media spotlight to highlight positive aspects**
Work positive details into news releases.
- **Place information about the crisis on website**
Communicate over your website, emphasising areas affected and what is being done to end the crisis. Be honest and factual. Update daily.
- **Network with other news sources**
Your media officer should liaise regularly with the media liaison officers appointed by other organisations.
- **Seek increases in promotional budgets**
Use increased government attention to seek increases in promotional budgets for recovery.



- **Set up a hotline**
An emergency call centre can become the hotline for inquiries from visitors and their families.
- **Monitor what is being done to improve safety and security**
Participate in inter-agency meetings to brief them on your situation and to identify the progress of response and recovery activities; keep your organization and industry informed.
Ask participants: What information will other agencies expect from you at these meetings? Advise participants to anticipate the information needs of these agencies and ensure they have sufficient information to brief others at inter-agency meetings.
- **Coordinate with disaster management agencies to arrange media access**
Try to help organise media access to the area through disaster management agencies.
- **Communicate internally**
Keep tourism staff up-to-date on the crisis. It will strengthen the tourism team and can also prevent incorrect information being spread.

7. Following a Crisis: Recovering Visitor Confidence ☉

Advise participants that these are just some of the ways in which destinations can restore visitor confidence following a crisis include (refer participants to the more comprehensive list in Chapter 5 of the manual):

- **Be pro-active in communications**
Brief journalists and promote what you are doing to restore tourism to normal.
- **Increase familiarisation trips for journalists**
Invite the press back to show them what has been achieved. Familiarisation trips allow time to establish relationships with journalists who may then take a special interest in your country for years to come.
- **Remember anniversaries**
An area which has suffered a disaster or major crisis will be revisited by the media on key anniversaries - 100 days, six months, one year, two years, ten years. These dates offer an opportunity to communicate about the recovery of the destination.

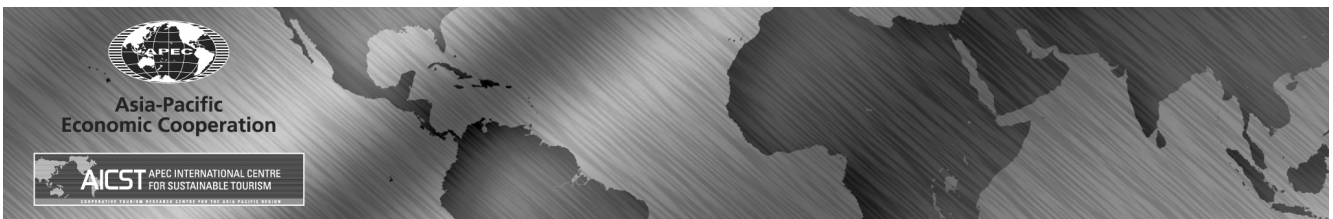


- **Create your own news outlet on the destination website**
Make the website as newsy as possible and update it daily with positive stories that demonstrate a return to normal.
- **Increase familiarisation trips for tour operators and special events**
Bring in tour operators and travel agents to see what has been done to restore the destination.

Ask participants: *What are some of the strategies you can implement to promote tourism and attract visitors back to the destination after a crisis?*

Key Points ☉

- Work cooperatively with the media.
- Anticipate media focus and needs during crises.
- Develop media strategies for before, during and after a crisis.



Session 8 – Syndicate Discussion Exercise

Aim

This exercise is designed to identify tasks which participants should undertake to develop and implement a risk management strategy for their destination.

Learning Outcomes:

The session will enable participants to:

- establish the basis of a risk management strategy task plan; and
- identify tourism risk management information sharing methods and processes.

Timing: 30 minutes

Method:

Advise participants that this will be a small group (syndicate) discussion exercise Form 3 syndicate groups, depending upon the size of the group. (If you have too many groups there won't be time for each to present in the plenary session.)

Each syndicate should select a spokesperson to present the syndicate's findings.

Allow 15 minutes for consideration of the questions, and a further 15 minutes for a central discussion of findings.

Advise participants that a copy of the exercise is also in their workbooks at Annexe A, so they can fill in their own findings and those of the other groups.

Exercise

As a syndicate, discuss the following questions and prepare brief answers to present to the group.

1. Using the crisis management checklists as a guide, identify the highest priority tasks you need to undertake on return to your destination in order to be able to establish and implement a risk management strategy.

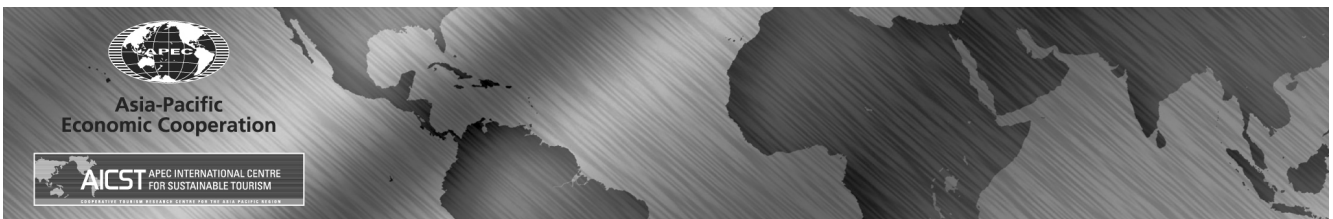


As a guide, you should consider:

- the community organisations and government agencies with which you need to establish and maintain networks; and
- appropriate membership of a tourism crisis planning committee;
- training and exercising needs of staff.

2. Identify the means by which you can share knowledge and lessons with other tourism destinations.

Summarise the findings of the groups and highlight significant points.



Course Summary and Closure

Timing: 10 minutes.

Method:

Summarise the course content: a brief overview of the tourism risk management process then looking at the prevention, preparedness, response and recovery measures relevant to a crisis for a tourism destination.

Stress, too, that this workshop has highlighted the benefits of tourism upon communities, and has identified the need for crisis management in a tourism destination to be a whole-of-community issue.

Remind participants that the checklists for prevention, preparedness, response and recovery (see attached at Annexe B and also included in their Participant's Workbook) provide a useful resource and planning tool.

Key Points: ☉

- The tourism industry is vital to the economic viability of all countries.
- Risk management is an on-going process.
- It's important to share information and experiences of crises amongst tourism destinations so that we can all continue to learn from each other for the benefit of the tourism industry as a whole.
- Tourism operators share responsibility for the safety and security of visitors.



Annexe A

Syndicate Discussion Exercise

As a syndicate, discuss the following questions and prepare brief answers to present to the group.

Exercise

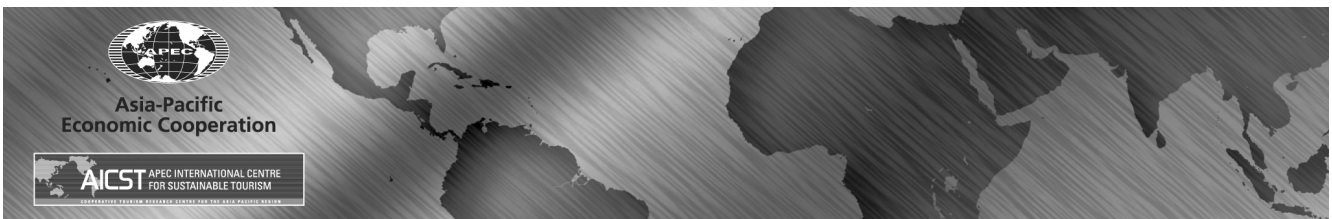
As a syndicate, discuss the following questions and prepare brief answers to present to the group.

1. Using the crisis management checklists as a guide, identify the highest priority tasks you need to undertake for your destination in order to be able to establish and implement a tourism risk management strategy.

As a guide, you should consider:

- the community organisations and government agencies with which you need to establish and maintain networks;
 - appropriate membership of a tourism crisis planning committee; and
 - training and exercising needs of staff.
2. Identify the means by which you can share knowledge and lessons with other tourism destinations.

Timing: 15 minutes for syndicate consideration followed by central presentations.



Annexe B

Checklist for Prevention

	YES	NO
1. Have you conducted a risk management process which identifies, analyzes, evaluates and treats risk to the destination?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you continuing to monitor and evaluate new sources of risk to your destination?	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you monitor and evaluate the progress of risk treatment measures?	<input type="checkbox"/>	<input type="checkbox"/>
4. Have you conducted a recent SWOT analysis?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do your organisation attend multi-agency disaster management meetings?	<input type="checkbox"/>	<input type="checkbox"/>
6. Has effective liaison with regional or national disaster management agencies been established?	<input type="checkbox"/>	<input type="checkbox"/>
7. Has liaison with government agencies and community leaders been established?	<input type="checkbox"/>	<input type="checkbox"/>
8. Have effective working relationships with the media been established?	<input type="checkbox"/>	<input type="checkbox"/>



✍ Checklist for Preparedness

	YES	NO
1. Have you established a tourism crisis planning committee with representatives of regional tourism operators?	<input type="checkbox"/>	<input type="checkbox"/>
2. Has the committee developed a tourism crisis management plan which:		
• describes activation procedures	<input type="checkbox"/>	<input type="checkbox"/>
• allocates roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>
• identifies control and coordination arrangements	<input type="checkbox"/>	<input type="checkbox"/>
• includes Standard Operating Procedures	<input type="checkbox"/>	<input type="checkbox"/>
• identifies information management requirements	<input type="checkbox"/>	<input type="checkbox"/>
• establishes communications methods	<input type="checkbox"/>	<input type="checkbox"/>
• describes public relations and media management arrangements	<input type="checkbox"/>	<input type="checkbox"/>
• includes response, recovery and business continuity.	<input type="checkbox"/>	<input type="checkbox"/>
3. Has the committee identified training needs?	<input type="checkbox"/>	<input type="checkbox"/>
4. Has regular training been developed and organized, including induction training for new staff?	<input type="checkbox"/>	<input type="checkbox"/>
5. Has the committee scheduled regular exercises (mock crises)?	<input type="checkbox"/>	<input type="checkbox"/>
6. Has the committee included informal (discussion exercises) as part of its normal meeting routine?	<input type="checkbox"/>	<input type="checkbox"/>

Checklist for Response

	YES	NO
1. Have you activated your crisis management team and crisis management centre?	<input type="checkbox"/>	<input type="checkbox"/>
2. Has the team identified information needs and sources?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have you assessed the:		
• effects of the crisis upon your destination	<input type="checkbox"/>	<input type="checkbox"/>
• damage to property and infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
• disruption to services	<input type="checkbox"/>	<input type="checkbox"/>
• consequences of the crisis	<input type="checkbox"/>	<input type="checkbox"/>
• personnel, equipment and measures needed.	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the team identified business continuity issues and priorities?	<input type="checkbox"/>	<input type="checkbox"/>
5. Are tactical and strategic plans being developed?	<input type="checkbox"/>	<input type="checkbox"/>
6. Have you established a media centre and appointed a media spokesperson?	<input type="checkbox"/>	<input type="checkbox"/>
7. Are visitors' needs being identified and met?	<input type="checkbox"/>	<input type="checkbox"/>
8. Have you established liaison and communications with government officials, community leaders and emergency services?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are media reports being monitored for accuracy?	<input type="checkbox"/>	<input type="checkbox"/>



✎ Checklist for Recovery

	YES	NO
1. Have you activated your crisis recovery team?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does it include relevant industry, government officials and community leaders?	<input type="checkbox"/>	<input type="checkbox"/>
3. Has the committee established:		
• residual effects on tourism	<input type="checkbox"/>	<input type="checkbox"/>
• existing damage	<input type="checkbox"/>	<input type="checkbox"/>
• causes of on-going disruption to services	<input type="checkbox"/>	<input type="checkbox"/>
• consequences of the crisis for the destination	<input type="checkbox"/>	<input type="checkbox"/>
• personnel, equipment and measures needed?	<input type="checkbox"/>	<input type="checkbox"/>
4. Has the committee identified:		
• recovery objectives	<input type="checkbox"/>	<input type="checkbox"/>
• priorities of action	<input type="checkbox"/>	<input type="checkbox"/>
• current and future needs and sources of assistance	<input type="checkbox"/>	<input type="checkbox"/>
• relevant government and non-government agencies and community leaders;	<input type="checkbox"/>	<input type="checkbox"/>
• tactical and strategic business continuity plans?	<input type="checkbox"/>	<input type="checkbox"/>
5. Is the committee overseeing continuing media management and public relations activities?	<input type="checkbox"/>	<input type="checkbox"/>
6. Have staff and visitors' emotional and physical needs been identified and met?	<input type="checkbox"/>	<input type="checkbox"/>
7. Are community perceptions and media reports being monitored?	<input type="checkbox"/>	<input type="checkbox"/>
8. Have debriefing processes been organized?	<input type="checkbox"/>	<input type="checkbox"/>



Asia-Pacific Economic Cooperation

APEC Members

Australia
Brunei Darussalam
Canada
Chile
People's Republic of China
Hong Kong China
Indonesia

Japan
Republic of Korea
Malaysia
Mexico
New Zealand
Papua New Guinea
Peru

Philippines
Russia
Singapore
Chinese Taipei
Thailand
United States of America
Viet Nam



AICST was established by the Tourism Ministers of the 21 APEC Economies and the APEC Tourism Working Group to provide information and assistance to APEC Economies and tourism destinations to improve tourism sustainability throughout the region.

AICST aims to:

- Contribute to improved planning and management of tourism
- Increase capabilities and capacities
- Assist better policy development by governments
- Foster improved tourism education and training

Prepared by the APEC International Centre for Sustainable Tourism
PO Box 1430, Toowong, Queensland, Australia 4066 Email: info@aicst.org

For the Asia-Pacific Economic Cooperation Secretariat, 35 Heng Mui Keng Terrace Singapore 119616
Tel: (65) 6775 6012 Fax: (65) 6775 6013 Email: info@apec.org Website: www.apec.org



Australian Government



UNWTO • OMT • IOHBT

