THE NATIONAL TOURISM INCIDENT COMMUNICATION PLAN (NTICP) – Issued by ASCOT in August 2011

Objective

The objective of the NTICP is to apply the Council of Australian Government's National Strategy for Disaster Resilience to the Tourism Industry by providing a risk management framework for addressing market shock. This framework is designed to:

- communicate accurate and timely information to various groups including:
    - Australian, state and territory governments and tourism organisations;
    - the Australian and international tourism industry; and
    - the domestic and international travelling public.
- coordinate and disseminate information relating to impacts of incidents on the tourism industry.

Scope

The scope of the NTICP is to respond to tourism market shock caused by incidents such as acts of terrorism or war, disease outbreaks, natural disasters and other events. NTICP provides a framework for actions that can be applied to any incident that has the capacity to impact the tourism industry and that requires national management.

Authority

The NTICP is authorised by the Australian Standing Committee on Tourism (ASCOT) acting on behalf of Tourism Ministers.

Maintenance

The NTICP will be maintained by the Australian Government Department of Resources, Energy and Tourism (RET). The NTICP Monitoring and Communicator's Group (MACG) is responsible for the day to day management of the NTICP, including its enhancement and the development of scenario plans. A Central Incident Management Group (CIMG) will be convened by the Australian Government Minister for Tourism when the NTICP is activated at a medium risk level (AMBER).
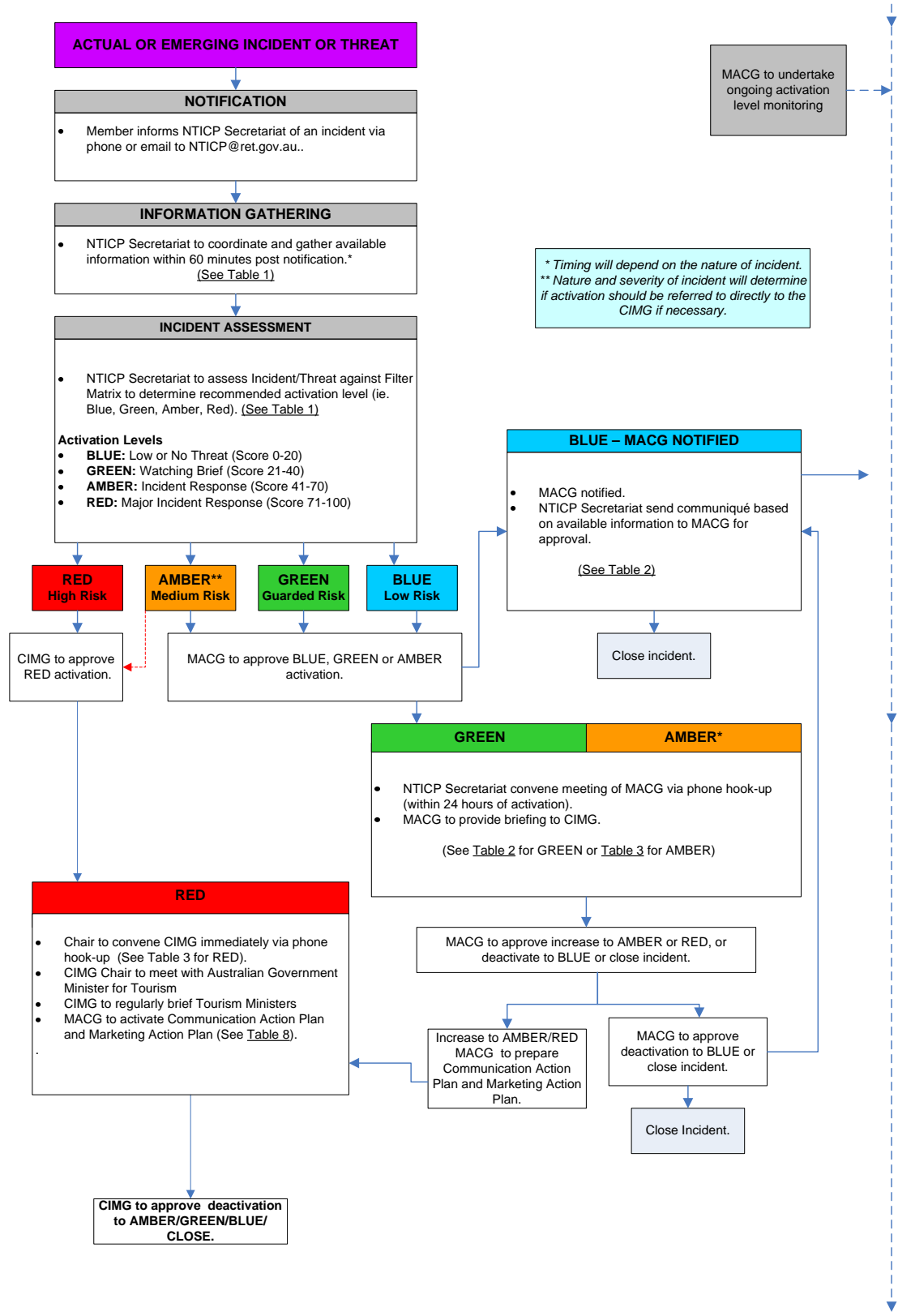
Preparation

The NTICP does not attempt to prescribe detailed actions by way of likely communication or policy responses as these will vary depending on the nature of the event. However, it does suggest that each jurisdiction prepare its own incident response plan, consistent with the NTICP.

NTICP activation flow chart

A flow chart is provided to map the order of actions to be undertaken in the event of an incident that may warrant NTICP activation.

NTICP Activation Flow Chart

ACTUAL OR EMERGING INCIDENT OR THREAT

NOTIFICATION
- Member informs NTICP Secretariat of an incident via phone or email to NTICP@ret.gov.au..

INFORMATION GATHERING
- NTICP Secretariat to coordinate and gather available information within 60 minutes post notification.*
  (See Table 1)

INCIDENT ASSESSMENT
- NTICP Secretariat to assess Incident/Threat against Filter Matrix to determine recommended activation level (ie. Blue, Green, Amber, Red). (See Table 1)

Activation Levels
- **BLUE:** Low or No Threat (Score 0-20)
- **GREEN:** Watching Brief (Score 21-40)
- **AMBER:** Incident Response (Score 41-70)
- **RED:** Major Incident Response (Score 71-100)

RED
High Risk

AMBER**
Medium Risk

GREEN
Guarded Risk

BLUE
Low Risk

CIMG to approve RED activation.

MACG to approve BLUE, GREEN or AMBER activation.

MACG to undertake ongoing activation level monitoring

* Timing will depend on the nature of incident.
** Nature and severity of incident will determine if activation should be referred to directly to the CIMG if necessary.

BLUE – MACG NOTIFIED
- MACG notified.
- NTICP Secretariat send communiqué based on available information to MACG for approval.
  (See Table 2)

Close incident.

GREEN	**AMBER***

- NTICP Secretariat convene meeting of MACG via phone hook-up (within 24 hours of activation).
- MACG to provide briefing to CIMG.
  (See Table 2 for GREEN or Table 3 for AMBER)

MACG to approve increase to AMBER or RED, or deactivate to BLUE or close incident.

RED
- Chair to convene CIMG immediately via phone hook-up (See Table 3 for RED).
- CIMG Chair to meet with Australian Government Minister for Tourism
- CIMG to regularly brief Tourism Ministers
- MACG to activate Communication Action Plan and Marketing Action Plan (See Table 8).
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Increase to AMBER/RED MACG to prepare Communication Action Plan and Marketing Action Plan.

MACG to approve deactivation to BLUE or close incident.

Close Incident.

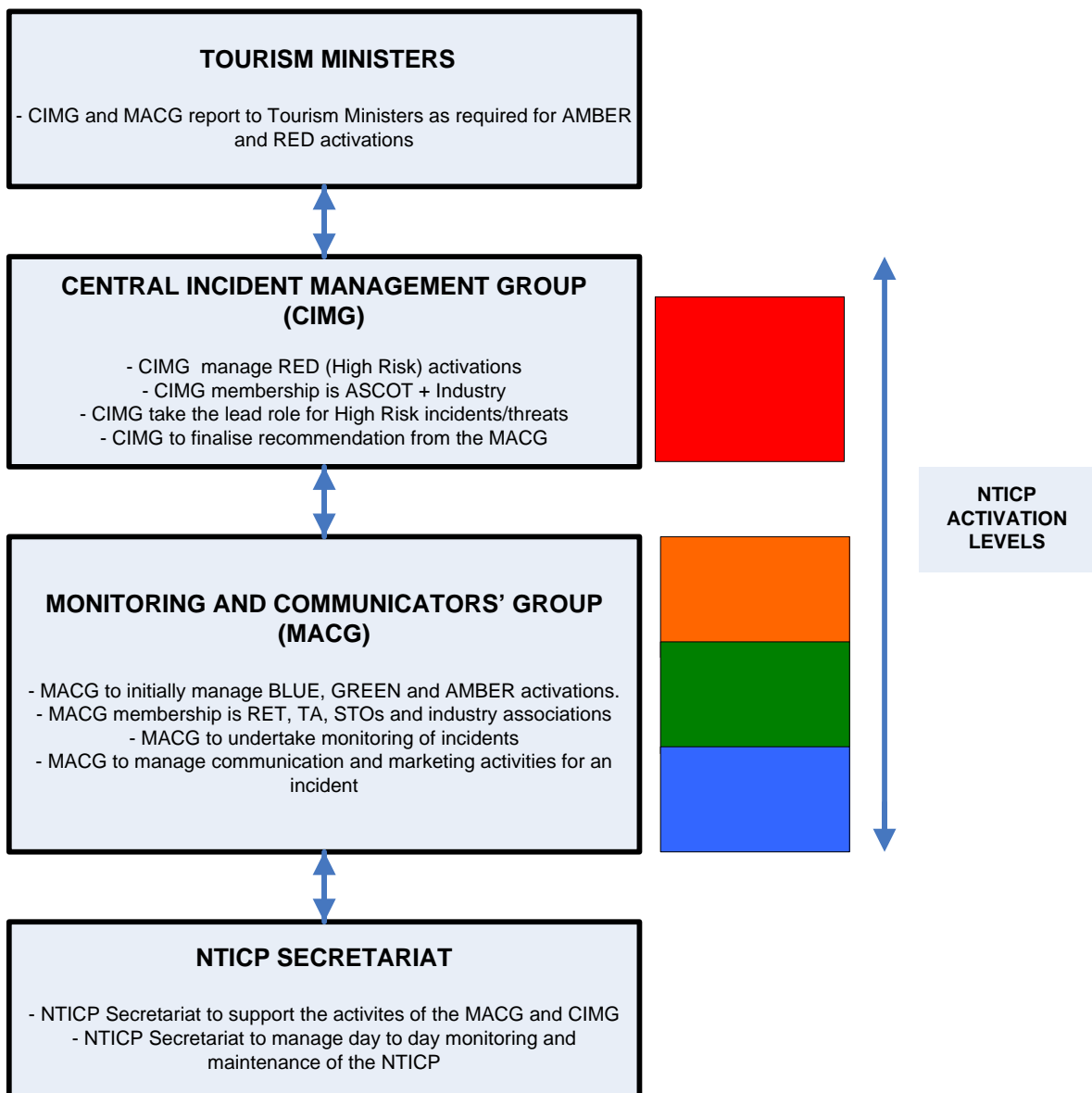**CIMG to approve deactivation to AMBER/GREEN/BLUE/ CLOSE.**

Integration with other plans and arrangements

The NTICP provides an overarching framework for State and territory tourism organisations to develop and maintain incident communication plans for their jurisdictions. State and territory tourism organisations are encouraged to update or develop their own incident response mechanisms to provide a seamless path for information flows to the tourism industry in times of crisis.

ROLES AND RESPONSIBILITIES

NTICP group roles and responsibilities

TOURISM MINISTERS

- CIMG and MACG report to Tourism Ministers as required for AMBER and RED activations

CENTRAL INCIDENT MANAGEMENT GROUP (CIMG)

- CIMG manage RED (High Risk) activations
- CIMG membership is ASCOT + Industry
- CIMG take the lead role for High Risk incidents/threats
- CIMG to finalise recommendation from the MACG

MONITORING AND COMMUNICATORS' GROUP (MACG)

- MACG to initially manage BLUE, GREEN and AMBER activations.
- MACG membership is RET, TA, STOs and industry associations
- MACG to undertake monitoring of incidents
- MACG to manage communication and marketing activities for an incident

NTICP SECRETARIAT

- NTICP Secretariat to support the activites of the MACG and CIMG
- NTICP Secretariat to manage day to day monitoring and maintenance of the NTICP

NTICP ACTIVATION LEVELS

Central Incident Management Group (CIMG)

Membership

The CIMG is comprised of:

ASCOT members:

- Head of Tourism Division, Department of Resources, Energy and Tourism (RET) (Chair) and other RET staff when necessary.
- CEOs and Managing Directors from Tourism Australia, State and territory Tourism Organisations (STOs) as detailed in the contact list (available on the NTICP GovDex website);
- nominated alternative representatives if the usual representative is not available;
- representative(s) from the Monitoring and Communicator's Group (MACG); and

Industry members:

- The National Tourism Alliance, Tourism and Transport Forum Australia, the Australian Tourism Export Council, the Australian Regional Tourism Network and other bodies as appropriate to ensure information flows to tourism operators.

Convening this group

The establishment of the CIMG will enable coordination during an AMBER or RED activation (See Table 1 for activation levels). This group will be supported by the MACG.

The Head of Tourism Division, RET will convene a meeting of the CIMG (or a quorum when the severity of a crisis demands an immediate decision) in times of AMBER or RED activation to consider whether to heighten the activation level.

A quorum is the Chair of ASCOT, the Head of Tourism Division, RET, the Managing Director of Tourism Australia, the Chief Executive Officer of the National Tourism Alliance and other members (where time and circumstances permit).

Key outcomes

The CIMG will provide leadership during an AMBER or RED level incident (See Table 1 for Activation Levels). The CIMG will play a key role in strategic decision making and providing advice to government by:

- making CEO-level decisions on actions to be taken in response to incidents and facilitating communication at a high level;
- developing a cohesive position across government to communicate emerging issues, and facilitate national coordination of any government responses;
- reporting to Tourism Ministers; and
- monitoring the development and impact of the incident.

Initial priorities

- decide/confirm NTICP activation level and/or refer to MACG for market intelligence and/or ongoing activation level monitoring and regular updates;
- brief Tourism Ministers on the activation level;
- circulate initial notification of NTICP activation according to NTICP Notification Protocols;
- endorse initial/interim media speaking points prepared by the MACG; and
- liaise with other relevant incident response agencies to ensure tourism is considered in any national response.

Operational objectives

If the NTICP is activated at an AMBER or RED level, the Head of Tourism Division, RET, will convene a meeting of the CIMG immediately to centrally manage the incident. The CIMG will:

- initially convene daily at 9.30am AEST;
- provide an assessment report to tourism ministers at midday; and
- issue a daily bulletin to key industry stakeholders in the afternoon.

The frequency of CIMG meetings may change as circumstances require.

Monitoring and Communicators' Group (MACG)

Membership

RET Tourism Division will chair the MACG and provide secretariat support. The MACG will comprise representatives from:

- Communication and marketing professionals from RET, Tourism Australia and State and territory tourism organisations as detailed in the contact list (available on the NTICP GovDex website);
- National Tourism Alliance;
- Tourism and Transport Forum Australia;
- Australian Tourism Export Council;
- Nominated alternative representatives if the usual representative is not available; and
- Other Australian Government agencies and industry when required.

Convening this group

The MACG is operational on a daily basis to undertake day to day management of the NTICP, while communication activities are activated in the event of an incident/threat. The group includes the NTICP Secretariat; who will inform the remaining MACG members when action is required.

Key outcomes

The MACG provides a mechanism for referral of media, communication and marketing issues and undertakes day to day management of the NTICP.

The MACG will:

Communicate:

- assess and recommend action on communications and marketing to relevant agencies;
- provide a central media contact point; and
- report to the CIMG on key issues.

Monitor and maintain:

- evaluation of potential incidents/threats through the NTICP Filter Matrix;
- monitor the activation level's relevance to the ongoing impact of the incident;
- undertake day to day management of the NTICP, including maintenance of current contact details for NTICP participants;
- develop scenario plans for preparedness exercises during periods without incident;
- enhance the NTICP as appropriate;
- annually review the NTICP and share lessons learned from national and state and territory incidents; and
- brief the CIMG/ASCOT as appropriate.

Initial priorities when an incident occurs

The MACG will:

- quickly assess the situation and make recommendations on a course of action both in domestic and international markets, for example: cooperative marketing efforts, adjusting overseas marketing campaigns and preserving existing bookings by offering alternate packaged arrangements through TA and travel agents;
- encourage each jurisdiction representative on MACG to negotiate a response position with their respective governments to enable decisions affecting tourism during an incident;
- ask members to report back to NTICP Secretariat to ensure completion of any tasks; and
- provide advice to the CIMG.

Operational objectives

The MACG will:

- assess potential or emerging incidents or threats against the NTICP Filter matrix and make recommendation for activation of the plan;
- meet via phone hook-up within 24 hours of the NTICP being activated to GREEN – guarded risk or above. (If it is likely that the activation will increase to AMBER or RED within a short time period, the Chair of the CIMG should be notified immediately for possible convening of the CIMG);
- monitor and coordinate communications and marketing efforts across governments; and
- develop initial or interim speaking points for CIMG endorsement. A representative from the MACG will then take part in the CIMG daily meetings.

NTICP Secretariat

RET Tourism Division, will provide secretariat support to all groups and in particular will lead monitoring and maintenance activities, calling upon the support of the MACG when appropriate.

ACTIVATING THE NTICP

Any NTICP member may receive notification of a potential or emerging incident or threat. These notifications must be provided to the NTICP Secretariat who will assess the incident/threat against the Filter Matrix and recommend a relevant activation level.

Once the recommended activation level is determined, the NTICP Secretariat will notify the appropriate NTICP group for approval and response to the activation. For instance, if a BLUE, GREEN or AMBER activation is determined, the MACG will be initially responsible for managing the incident. In the event a RED activation is recommended, the CIMG will be responsible for managing the incident. In the event that an AMBER activation is likely to increase to RED within a short time period, both the CIMG and MACG are to be notified as soon as possible.

Where an incident is evaluated through the NTICP Filter Matrix and the NTICP Secretariat does not recommend activation, a notification will be sent to the MACG for information and review if necessary.

Activation levels

The NTICP is active at all times. The base level (BLUE) for the NTICP sees the MACG undertaking ongoing alert level monitoring, assessing potential new or emerging issues against the Filter Matrix to ensure an appropriate activation level.

Table 1: NTICP Activation System Levels

ACTIVATION LEVEL	RECOMMENDED ACTIONS*
RED **HIGH RISK**	**Major incident response: Filter Matrix score = 71–100** • CIMG to convene (via teleconference) to manage the incident • CIMG to prepare regular and timely assessment reports for Tourism Ministers. • CIMG to prepare regular and timely bulletins for key stakeholders. • MACG to prepare a pro-active media strategy and media releases, to provide accurate and timely information on the incident to the public and key markets for approval by CIMG.
AMBER **MEDIUM RISK**	**Incident response required: Filter Matrix score = 41–70** • MACG to convene (via teleconference) to manage the incident, and notify Central Incident Management Group (CIMG) for activations likely to elevate to RED within a short period of time. • MACG to assess situation and decide on type and frequency of communication activities. • MACG to activate Notification Protocols. • MACG to prepare speaking points for media enquiries, monitor media and correct any misinformation, and provide central point for media contact. • MACG to prepare regular reports and liaise closely with CIMG as appropriate.
GREEN **GUARDED RISK**	**Watching brief: Filter Matrix score = 21–40** • MACG to convene (via teleconference/email) to assess activation level and monitor media and marketing intelligence. • MACG to commence a watching brief. • MACG to brief CIMG regarding latest media and market intelligence as appropriate.
BLUE **LOW RISK**	**No or low threat: Filter Matrix score = 0–20** • MACG to undertake ongoing activation level monitoring. • MACG to review Filter Matrix regularly, including potential new or emerging issues, to ensure appropriate activation level (increase and decrease). • MACG to maintain communication between all members as appropriate. NTICP Secretariat to maintain the NTICP and undertake scenario planning, update the secure website and maintain current contact lists, etc.

*Recommended actions for each activation level are indicative only and are not a prescriptive or exhaustive list. Actions recommended at higher levels may be undertaken other than as recommended (eg a media release could be issued at Green level) and actions recommended at each level do not preclude those at lower activation levels. See Appendix 3, Tables 7, 8 and 9 for Communication, Marketing and Research Action Plan

If the NTICP is activated at a RED level the Head of Tourism Division, RET, will convene a meeting of the CIMG immediately to centrally manage the incident. The CIMG will:

- initially convene daily at 9.30am AEST;
- provide an assessment report to tourism ministers at midday; and
- distribute a daily bulletin to key stakeholders in the afternoon.

Lessons learned are to be shared across MACG following incidences activated to AMBER or RED.

The NTICP Secretariat will undertake scenario planning and a desktop exercise if the NTICP is not activated to greater than GREEN in any one year. For example, the NTICP Secretariat participates in National Emergency Management Exercises.

Table 2: NTICP Filter Matrix

ISSUE	Impact	Impact	Impact	Impact	
Evaluation Criteria	**Score (0-3)**		**Weight**	**Weighted Score**	
Anticipated impact on Brand Australia		÷ 3	x 25 =		
Anticipated impact on international travel patterns		÷ 3	x 15 =		
Anticipated impact on domestic travel patterns		÷ 3	x 15 =		
Anticipated impact on industry profitability		÷ 3	x 20 =		
Anticipated impact on industry's ability to recover		÷ 3	x 20 =		
Anticipated impact on government financial support		÷ 3	x 5 =		
TOTAL WEIGHTED SCORE **(refer this score to the Activation System in Table 1)**					

This Filter Matrix will be used to determine the recommended activation level for the NTICP (except where the CIMG judges the appropriate level to be self-evident), and to recommend

appropriate response actions at each activation level. A filter matrix score is determined through the assessment of the impact of the incident against the following evaluation criteria:

1. Anticipated impact on Brand Australia;
2. Anticipated impact on international travel patterns;
3. Anticipated impact on domestic travel patterns;
4. Anticipated impact on industry profitability;
5. Anticipated impact on industry's ability to recover; and
6. Anticipated impact on government financial support.

1. Anticipated impact on Brand Australia

- Key competitive strengths of Brand Australia
- Impact on Australia's preferred destination status
- Extent and duration of media coverage of the incident in key tourism markets
- Duration of the incident
- Impact on availability of desired holiday experiences
- Long term environmental impact
- Impact on Australia's quality of life

2. Anticipated impact on international travel patterns

- Impact on international visitor nights and numbers
- Likely advice to travellers by industry operators in key markets
- Impact on current bookings
- Impact on forward bookings

3. Anticipated impact on domestic travel patterns

- Impact on domestic visitor numbers and nights
- Extent and duration of domestic media coverage of the incident
- Impact on current bookings
- Impact on forward bookings
- Likely advice to travellers by industry operators

4. Anticipated impact on industry profitability

- Impact on economic strengths of the industry
- Impact on visitor expenditure
- Likely length of incident
- Impact on employment in the industry

5. Anticipated impact on industry's ability to recover

- Likely duration of the incident
- Sectors of the industry affected
- Extent of impact on the industry
- Time expected for market demand to recover
- Likely impact on investor confidence

## 6. Anticipated impact on government financial support

- Increased demand on existing government programs
- Extent of likelihood of demands for new government assistance

Timeframes and certainty

Timeframes are important when determining scores against each Evaluation Criteria. Consideration should not only be given to the reasonably expected immediate impact, but also to the likely future impacts over the lifecycle of an incident. Uncertainty about future impacts may be handled by using the most likely impact (average of high and low-range scores) and reviewing the filter matrix score as new information becomes known. The following profiles are presented as a basis for discussions about expected future impacts.

Table 2: Timeframes and Certainty

Intense initial impact that tapers off rapidly
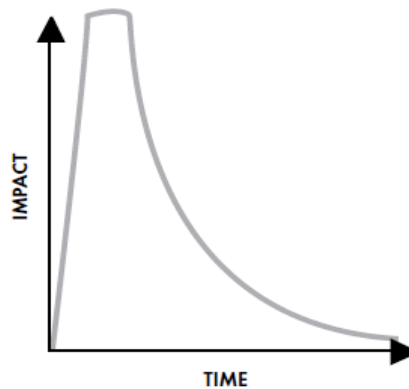
Sustained impact
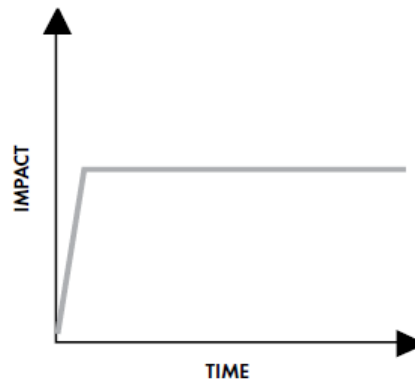
Slow to build, but could go either way (i.e. uncertainty)
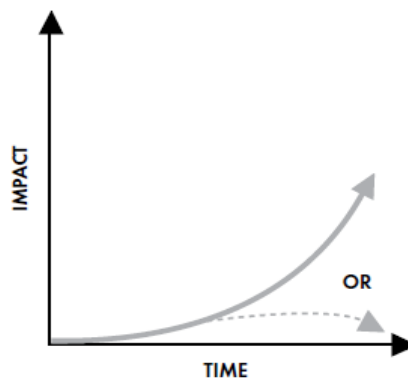
Decreasing the activation level

The Filter Matrix is the mechanism for increasing or decreasing the activation level of the NTICP. The Filter Matrix should be revisited at regular intervals. If the score obtained is below the score necessary for the current level, the activation level of the NTICP should be decreased, with activities wound down as appropriate.

COMMUNICATION

Notification Protocols

Once the NTICP is activated beyond the Blue – low risk level, notification will be a two-way process, particularly between key Australian and state and territory government agencies.

The initial notification will advise of the change in NTICP activation level, and may contain a summary of initial intelligence, media reports and/or initial media speaking points. The initial media speaking points must be approved by the MACG and are likely to provide a consistent interim, or holding, set of points on the NTICP activation, any factual matters and/or a statement that no advice may be provided to the media until more is known. Subsequent to the initial notification, Industry Information Bulletins (See Appendix 1) will be circulated according to the notification protocols on a daily basis, or less frequently at the discretion of the MACG.

NTICP Secretariat will notify:

- Tourism Ministers;
- State and territory government tourism organisations (members of ASCOT);
- Tourism Australia, who will contact their Aussie Specialist General Managers and state and territory tourism organisations in the market;
- Relevant Australian Government agencies, which may include Austrade, Department of Infrastructure and Transport, the Australian Customs and Border Protection Service, the Department of Regional Australia, Regional Development and Local Government, the Department of Health and Ageing, the Department of Education, Employment and Workplace Relations, Emergency Management Australia, the Australian Bureau of Statistics and/or the Department of Immigration and Citizenship;
- National tourism industry associations; and
- Department of Foreign Affairs and Trade overseas counsellor network and any other portfolio agencies that may be impacted.

State/Territory government tourism organisations may communicate this notification to:

- Regional tourism organisations;
- Major tourism corporations;
- International public relations representatives;
- Local government authorities; and
- State level tourism industry associations.

Reporting back

All NTICP members will be required to report back to the NTICP Secretariat to record that nominated actions have been completed.

Communication activities

Operational communication

Formal communication channels will be put in place to assist with the dissemination of information, market intelligence, and to coordinate speaking points to ensure that a consistent message is relayed during the NTICP activation.

The NTICP email address (NTICP@ret.gov.au) will be monitored and should be used for NTICP email communications to the NTICP Secretariat to ensure that messages are not delayed due to staff absences.

NTICP Secure Website (GOVDEX)

What is NTICP GOVDEX?

GovDex is a secure, private web-based space that is designed to assist government agencies to manage projects, and share documents and information within a community of members. The secure NTICP GovDex website is a central clearing house for information such as market intelligence, speaking points, meeting documentation, member contact lists and storage of incident response and activation information for member use. The NTICP GovDex site may also be used as a communication tool should an incident occur.

Who uses NTICP GOVDEX?

The website is available to authorised NTICP members. The NTICP secure website may be accessed through the following link: www.GovDex.gov.au. Each jurisdiction is encouraged to publish their communication plan on the website. Sharing this information would enable communication planners to learn from each other and streamline their processes for information flows to industry when market shock occurs.

The secure website will be maintained by the NTICP Secretariat and may be accessed through www.GovDex.gov.au . This website is the central clearing house for information such as market intelligence and speaking points. The website is available to authorised NTICP users. All relevant communications (talking points) regarding an incident are to be uploaded to the secure NTICP website for member access and use during an incident.

Jurisdictions may also make available state and territory tourism incident response plans for uploading to the NTICP secure GovDex website.

Appendix 3, Table 7 provides a table to help with following the Communication Action Plan.

Communication with industry

Communication with industry will come from a number of sources:

- NTICP Secretariat and Tourism Australia will cooperate to disseminate information to key national tourism industry bodies and the State and territory tourism organisations;
- State and territory tourism organisations will disseminate information to operators and other stakeholders in their respective states and territories, and to state-level tourism industry associations;

- NTICP Secretariat will liaise with key tourism industry associations on possible industry-wide surveys; and
- the involvement of tourism industry organisations in the Groups/Networks associated with the NTICP.

Industry will also assist by providing the NTICP Secretariat, Tourism Australia and state and territory tourism organisations with information on impacts and trends.

Public communication and media management

Effective public communication, particularly through the media will be critical to ensuring that timely, accurate information is communicated domestically and in Australia's key markets to protect Brand Australia. Media management is a priority in any incident that has the capacity to impact on the tourism industry. It is also one of the best ways to help reduce the impact of such incidents. A key aim of the NTICP is to encourage all agencies to ensure media representatives are provided with factual, balanced information as quickly as possible.

Maintaining the secure website ensures that all government agencies involved have access to a standard information set. This is designed to prevent communication of incorrect or inconsistent information by any level of government. Clear communication of key messages to international and domestic media is important to ensure that unnecessarily dramatic or distorted images and messages do not exacerbate the impact on tourism in Australia. The following actions will also be addressed:

Monitoring media

All responsible agencies led by the chair of the MACG, will arrange for all key media outlets to be monitored in order to establish the angles being taken on the incident. This action will enable a quick response to any inaccuracies being perpetuated by the media.

Correcting misinformation

If the media is incorrectly reporting details of the incident, the MACG will arrange for the journalist to be contacted and the correct information provided. As well as correcting the individual mistake, this can also establish lines of communication with individual journalists to help avoid incorrect reporting in the future. To complement existing public message dissemination, the Chair of the MACG will organise collaboration with the following agencies and associations to ensure wide circulation of information:

National

- Tourism Australia, who will contact the Regional General Managers, in market, who will also liaise with States and Territories in market and if required Aussie Specialist agents;
- National Tourism Alliance;
- Tourism and Transport Forum Australia;
- Australian Tourism Export Council;
- Australian Hotels Association;
- Qantas;
- Virgin Blue;
- Australian Regional Tourism Network and
- other key tourism industry leaders and networks.

International

- Organisation for Economic Cooperation and Development;
- Asia Pacific Economic Cooperation;
- United Nations World Tourism Organisation;
- Pacific-Asia Travel Association;
- World Travel and Tourism Council; and
- Department of Foreign Affairs and Trade network of overseas posts.

Whole-of-government tourism awareness

To ensure minimal impact on Australian tourism in the event of an incident, the interest of the tourism industry must be clearly understood by other key agencies at Australian, and state and territory government levels.

The Attorney General's Department Coordination Centre (AGDCC), the Emergency Management Australia (EMA) Incident Management Facility and the National Security Hotline are incorporated into the Attorney General's EMA Crisis Coordination Branch to maintain situational awareness and provide whole-of-government coordination during times of crisis.

The NTICP Secretariat is linked to the AGDCC through representation on the Australian Government Crisis Committee, the Australian Government Disaster Recovery Committee and the National Disaster Relief and Recovery Arrangements consultation group. This will ensure that tourism issues are prioritised as required in the event of a natural disaster incident affecting Australian tourism destinations.

Linkages between the Departments of the Prime Minister and Cabinet; Foreign Affairs and Trade; Regional Australia, Regional Development and Local Government; and Resources Energy and Tourism have been formalised through establishing contact officers on tourism issues within these Departments and networking to ensure tourism issues are prioritised where appropriate.

Industry consultation

This plan acknowledges that collaborating with industry is a priority. The tourism industry and government have a history of successful collaboration, and this plan outlines the specific agencies responsible for communicating with specific industry bodies.

Marketing

Tourism Australia will consult with industry in the market (including state and territory organisation partners and airlines) to assess the immediate post-incident environment. This process will involve the collection and analysis of all available information. Tourism Australia will communicate any proposed changes to marketing response initiatives to industry. All relevant organisations involved in the NTICP will consult on the best means of response, however, changes to existing marketing strategies or the development of post-incident marketing campaigns will be the responsibility of the individual organisations/jurisdictions. Appendix 3, Table 8 provides a table to help with following the Marketing Action Plan.

Evaluation

The NTICP will be evaluated every two years via a desktop exercise, or following its activation above Green – guarded risk level.

The evaluation will address NTICP's:
- efficiency;
- effectiveness, including lessons learned from RED/AMBER activations;
- timeliness of information; and
- cost.

The NTICP Secretariat will be responsible for coordinating the evaluation in consultation with government and industry stakeholders. Evaluation reports will be submitted to ASCOT for consideration and endorsement.

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APPENDIX 1 - INDUSTRY INFORMATION BULLETIN TEMPLATE

Coordinated by NTICP Secretariat on behalf of the CIMG

Australian Government

Department of Resources, Energy and Tourism

TOURISM INDUSTRY INTELLIGENCE BULLETIN

ISSUE:

Date:

DEPARTMENT OF RESOURCES, ENERGY AND TOURISM www.ret.gov.au

TOURISM AUSTRALIA www.tourism.australia.com/home.asp

THE DEPARTMENT OF FOREIGN AFFAIRS AND TRADE www.dfat.gov.au

THE DEPARTMENT OF HEALTH AND AGEING www.health.gov.au

Update: (Previously reported material is no longer being included)

- **General update on recent developments**

GLOBAL TRENDS

     Update on global developments -

MARKETING ACTIVITY UPDATE

     Tourism Australia (TA) -

     State and territory tourism organisations (STOs) -

IMPACT ON INBOUND TOURISM -

IMPACT ON DOMESTIC TOURISM -

IMPACT ON KEY INDUSTRY SECTORS -

     Transport -

     Accommodation -

     Meetings and events industry -

     Domestic transport issues-

KEY AUSTRALIAN GOVERNMENT DEVELOPMENTS

     Resources, Energy and Tourism-

     Health and Ageing-

     Immigration-

     Security/Border Control-

     Foreign Affairs-

     Transport-

STATE AND REGIONAL DEVELOPMENTS

APPENDIX 2 - SUGGESTED MEETING AGENDAS

The following suggested meeting agenda for the CIMG and MACG provide an outline to assist groups achieve the outcomes that would usually be required from their initial meetings during an incident.

These suggested agendas are a guide and are not intended to be exhaustive. Groups would need to adapt the agendas to suit particular situations.

The agendas will be available from the NTICP website and will be modified according to feedback from groups. ASCOT consultation is not required for changes to these agendas.

Suggested Meeting Agenda

Central Incident Management Group (CIMG)

National Tourism Incident Communication Plan Meeting

Meeting 1 – ___/___/20___

Chair: Department of Resources, Energy and Tourism (RET)

Item	Description
1	Welcome (record attendees)
2	Discussion of incident
3	Decision and/or confirmation of NTICP Activation Level
4	Advice and briefing for Tourism Ministers
5	Initial Notification of NTICP activation level
6	Consideration of time critical media response
7	Coordination issues with other agencies
8	Industry participation
9	Other actions
10	Assign responsibility for any actions arising
11	Next meeting (agenda items, time, duration)
12	Close

MONITORING AND COMMUNICATORS' GROUP (MACG)

National Tourism Incident Communication Plan Meeting

Meeting 1 – ___/___/20___

Chair: Department of Resources, Energy and Tourism (RET)

Item	Description
1	Welcome (record attendees)
2	Discussion of incident, media coverage of the incident, and public perceptions
3	Consideration of possible Central Incident Management Group communiqué
4	Development of initial talking points/media releases as advised by CIMG
5	Media monitoring and reporting arrangements
6	Nomination of representative to participate in CIMG meetings
7	Industry participation
8	Assign responsibility for actions arising
9	Other business
10	Next meeting (agenda items, time, duration)
11	Close

APPENDIX 3 – ACTIVATION LEVELS AND ACTIVITES

TABLE 3 – Information gathering *(may be used to brief MACG, CIMG, TMN)*

Date: Time:			
Steps	**Action**	**Responsibility**	**Timeframe**
1	**Who provided the notification?** a) Central Incident Management Group b) Tourism Monitoring and Communicator's Group c) NTICP Secretariat d) Other?	NTICP Sec	Within 60 mins post notification*
2	**What has occurred?** a) How was the NTICP Secretariat notified? b) Have there been any fatalities/ injuries? c) How did the incident occur (if known)?	NTICP Sec	Within 60 mins post notification*
3	**Where has it occurred?** a) State or Territory or cross jurisdiction b) Nearest town/centre? c) State or Commonwealth waters? d) Outside Australia	NTICP Sec	Within 60 mins post notification*
4	**When did it occur?** a) Has the incident occurred? b) Date/time when incident commenced? c) Estimated duration? If so, who is making the estimate?	NTICP Sec	Within 60 mins post notification*
5	**Who has the lead?** a) Which Government Department/Agency/State has the lead if applicable? b) Who will be responsible for ongoing response measures?	NTICP Sec	Within 60 mins post notification*
6	**Have any whole of Government plans been activated?**	NTICP Sec	Within 60 mins post notification*
7	**Which other Government agencies need to be notified?** a) Australian Government b) State/Territory	NTICP Sec	Within 60 mins post notification*
8	**NTICP Secretariat to assess incident/threat against the Evaluation Criteria of the Filter Matrix in Table 2.**	NTICP Sec	Within 60 mins post notification*

* Indicative timeframe. The nature of the event will define sense of urgency.

TABLE 4 – Incident Assessment Template *(NTICP Secretariat to complete)*

Evaluation Criteria of the Filter Matrix		Score (0-3) 0=No impact; 1=Low impact; 2=Medium impact; 3=High impact	
Steps	**Action**	**Responsibility**	**Timeframe**
1	**NTICP Secretariat to assess the Incident/Threat against the Evaluation Criteria (below)**	NTICP Sec	Within 60 mins post notification
2	**NTICP Secretariat to enter scores determined from the Evaluation Criteria into the corresponding field in the Filter Matrix to determine weighted score and Activation Level (Table 1)**	NTICP Sec	Within 60 mins post notification
Consider Timeframes and Certainty when determining scores against each Evaluation Criteria (See Table 3)			
1	**What is the anticipated impact on Brand Australia?** *Consider:* • Key competitive strengths of Brand Australia • Impact on Australia's preferred destination status • Extent and duration of media coverage of the incident in key tourism markets • Duration of the incident • Impact on availability of desired holiday experiences • Long term environmental impact • Impact on Australia's quality of life	**Reason/s for Score**	**Score**
2	**What is the anticipated impact on international travel patterns?** *Consider:* • Impact on international visitor nights and numbers • Likely advice to travellers by industry operators in key markets • Impact on current bookings • Impact on forward bookings	**Reason/s for Score**	

3	**What is the anticipated impact on domestic travel patterns?** *Consider:* • Impact on domestic visitor numbers and nights • Extent and duration of domestic media coverage of the incident • Impact on current bookings • Impact on forward bookings • Likely advice to travellers by industry operators	**Reason/s for Score**	
4	**What is the anticipated impact on industry profitability?** *Consider:* • Impact on economic strengths of the industry • Impact on visitor expenditure • Likely length of incident • Impact on employment in the industry	**Reason/s for Score**	
5	**What is the anticipated impact on industry's ability to recover?** *Consider:* • Likely duration of the incident • Sectors of the industry affected • Extent of impact on the industry • Time expected for market demand to recover • Likely impact on investor confidence	**Reason/s for Score**	
6	**What is the anticipated impact on government financial support?** *Consider:* • Increased demand on existing government programs • Extent of likelihood of demands for new government assistance	**Reason/s for Score**	

Please enter determined scores against each Evaluation Criteria into the corresponding category in the Filter Matrix to determine overall score and corresponding activation level.

Table 5: Checklist by activation level (BLUE, GREEN)

ACTIVATION LEVEL RESPONSE			
BLUE ACTIVATION – Use for no Threat Incident/Threat			
Steps	**Action**	**Responsibility**	**Timeframe**
1	**MACG members to undertake ongoing activities, including:** **-** Media Monitoring – if possible incident/threat identified, run through Filter Matrix; - activation level monitoring; - Maintain communication between members via email and GovDex; - NTICP Secretariat/Chair to convene via teleconference twice per year; - NTICP Secretariat and MACG to undertake scenario planning and desktop exercise if NTICP not activated to greater than GREEN in any one year; and - NTICP Secretariat to maintain GovDex site (ie. update contacts and site information).	MACG, NTICP Sec	Ongoing
2	**Identification of an incident:** - NTICP Secretariat to assess incident against filter matrix (See Table 2**).**	NTICP Sec	Within 60 mins of notification
BLUE ACTIVATION – Use for emerging or Actual Incident/Threat			
Steps	**Action**	**Responsibility**	**Timeframe**
1	**NTICP Secretariat to provide the recommendation of BLUE activation level to MACG members via email with a brief description incorporating information gathered in Appendix 3, Table 3.**	NTICP Sec	Within
2	**MACG members to respond via email to NTICP Secretariat regarding either agreement or disagreement with recommended BLUE activation level.**	NTICP Sec, MACG	

	Agreement **–** If MACG majority agree on BLUE activation level, NTICP Secretariat to record responses and MACG to continue ongoing activation level monitoring. *Disagreement* – If MACG majority disagree on BLUE activation level, the Chair of the MACG should convene a meeting via phone hook up to discuss and confirm new activation level. Once, activation level confirmed MACG members to undertake ongoing activation level monitoring.		
3	**NTICP Secretariat to provide brief to CIMG regarding BLUE activation for information.** (See Appendix 3, Tables 3 and 4 for the template).	NTICP Sec	
4	**NTICP Secretariat and MACG to monitor media regarding Incident/Threat.** - MACG members to forward key information to NTICP Secretariat.	NTICP Sec, MACG	Ongoing over incident duration
5	**NTICP Secretariat to send situation updates via email when necessary** (See Appendix 1 for template). – To occur when information/situation changes.	NTICP Sec	When necessary
6	**MACG members to convene via teleconference if necessary throughout duration of the incident.** - To be initiated by NTICP Secretariat or Chair. **-** MACG may also choose to increase the activation upon review of the incident/threat through the filter matrix (in this instance, see relevant activation colour of GREEN, AMBER or RED).	NTICP Sec, MACG	When necessary
7	**MACG to convene to close BLUE activation when threat/incident is not deemed to have a significant impact on the Tourism Industry.** -MACG member, Chair, NTICP Secretariat may initiate.	NTICP Sec, MACG	To be determined by nature/severity of incident as to how long this may be.

	GREEN ACTIVATION – Watching Brief		
Steps	**Action**	**Responsibility**	**Timeframe**
1	**NTICP Secretariat to convene meeting of the MACG via phone hook-up to discuss recommended GREEN activation.** - NTICP Secretariat to provide within 24 hours of activation agenda and record minutes. **MACG members to agree or disagree on GREEN activation level.** *Agreement* – MACG majority agree, go to Step 2. *Disagreement* – MACG majority disagree on GREEN activation level; the Group should review the Filter Matrix and recommend an increase or decrease in activation level. - Decrease – To BLUE activation - Increase – To AMBER or RED activation	NTICP Sec, MACG	Within 24 hours of notification of Threat/Incident
2	**NTICP Secretariat and MACG to monitor media over duration of Incident/Threat.** **-** MACG members to forward key information to NTICP Secretariat.	NTICP Sec, MACG	
3	**NTICP Secretariat to initially send weekly situation updates via email and GovDex to MACG members, MACG determine that only ad hoc reporting on a needs basis is necessary** (See Appendix 1 for template).	NTICP Sec to coordinate reports	
4	**MACG members to use media information gathered to assess situation and make recommendations on a course of action, both in domestic and international markets. MACG to be ready to implement the Communication or Marketing Plan if activation increases to AMBER or RED.**	MACG	

5	**MACG members to convene via phone hook-up every third month or if necessary throughout duration of the incident (NTICP Secretariat to initiate).** - MACG to convene via phone hook-up every third month if not before over duration of Incident/Threat. - MACG to confirm activation level or choose to increase the activation upon review of the incident/threat through the filter matrix (in this instance, see relevant activation colour of BLUE, AMBER or RED).	NTICP Sec, MACG	When necessary or every 3 months*
6	**MACG to convene to close GREEN activation when threat/incident is not deemed to have a significant impact on the Tourism Industry.** -MACG member, Chair, NTICP Secretariat may initiate.	NTICP Sec, MACG	To be determined by nature/severity of incident as to how long this may be.

* Will depend on duration of Incident/Threat.

Note: MACG to activate Communication and Marketing Procedures if necessary.

Table 6: Checklist by activation level (AMBER, RED)

	ACTIVATION LEVEL RESPONSE		

AMBER ACTIVATION– INCIDENT RESPONSE REQUIRED

IMMEDIATE RESPONSE – MACG to lead

Steps	Action	Responsibility	Timeframe
1	**NTICP Secretariat to notify Chair of MACG of recommended AMBER activation level and provide notification briefing.** ** **Depending on the nature and severity of the incident if recommended activation is likely to elevate to RED within a short period of time – the CIMG should meet as soon as possible.** - NTICP Secretariat to prepare briefing information.	NTICP Sec	Immediately after activation level determined
2	**Meeting 1 - MACG** **Chair of MACG to convene the first meeting of the MACG via phone hook-up to assess AMBER activation and initiate response discussion.**	Chair of MACG	As soon as possible within 24 hours after notification from NTICP Secretariat
3	**Meeting 1 - MACG** **MACG Members to approve or reject AMBER activation.** **-** *Approve* – Go to Step 5. - *Reject* – Increase to RED (See RED Activation), or decrease to GREEN/BLUE (See Table 2)	MACG	During Meeting 1
4	**Meeting 1 - MACG** **MACG to assess situation and decide on type and frequency of communication activities required.** - Assign responsibilities for tasks as required.	MACG	During Meeting 1

	Communication Action Plan (See Table 7)		
	Marketing Action Plan (See Table 8)		
ONGOING RESPONSE			
8	**MACG to convene daily at 9:30am (or as required) to discuss updates on Incident/Threat and progress of response activities.** - MACG to determine frequency of meetings as circumstances change.	MACG	Daily 9:30am
9	**MACG to distribute a daily bulletin to key stakeholders each afternoon.** - MACG and NTICP Secretariat to draft bulletin. - MACG to determine frequency of bulletin distribution as circumstances change.	NTICP Sec, MACG	Daily (pm)
10	**MACG to maintain liaison with CIMG and provide regular updates as required.**	MACG, NTICP Sec	As required
11	**MACG to prepare speaking points for media enquiries, monitor media and correct any misinformation, and provide a central media contact point.**	MACG	Daily – ongoing monitoring
12	**MACG members to liaise with other relevant response agencies to coordinate with their response actions.**	MACG	As appropriate
13	**MACG in conjunction with CIMG to close incident when appropriate.**	MACG, CIMG	As appropriate

	RED ACTIVATION– MAJOR INCIDENT RESPONSE REQUIRED		
	IMMEDIATE RESPONSE		
Steps	**Action**	**Responsibility**	**Timeframe**
1	**NTICP Secretariat to notify Chair of CIMG of recommended RED activation level and provide notification briefing.**	NTICP Sec	Immediately after activation level determined
2	**NTICP Secretariat to notify Chair of MACG to attend CIMG in a support role to initiate communication plans if necessary and provide support as required.**	NTICP Sec, MACG Chair	Immediately after activation level determined
3	**Meeting 1 - CIMG** **Head of Tourism Division, RET to convene the first meeting of the CIMG (or a quorum in times of urgency) via phone hook-up to assess RED activation and initiate response discussion.**	Head of Tourism Division, RET, NTICP Sec	Immediately after notification from RET
4	**Meeting 1 - CIMG** **CIMG Members to approve or reject AMBER activation.** **-** *Approve* – Go to Step 5. - *Reject* –Decrease to AMBER (See Checklist 3) or to GREEN/BLUE (See Checklist 2).	CIMG	During Meeting 1
	Meeting 1 – CIMG **CIMG to assess incident and activate relevant action plans for incident response.** - MACG to provide advice on communication/marketing/research action plans.	CIMG, MACG	During Meeting 1
6	**MACG members to convene to discuss the relevant response and assign responsibility for communication and marketing tasks.** Communication Action Plan (See Table 7) CIMG to approve Marketing Action Plan (See Table 8) CIMG to approve	MACG, CIMG	Immediately following CIMG Meeting 1.

7	**CIMG to advise Tourism Ministers of the activation level and provide initial briefing** **-** NTICP Secretariat to assist in briefing (See Appendix 3, Tables 3 and 4 for template).	CIMG, NTICP Sec	Immediately following CIMG Meeting 1.
ONGOING RESPONSE			
8	**CIMG to convene daily at 9:30am to discuss updates on Incident/Threat and progress of response activities.** - CIMG to determine frequency of meetings as circumstances change.	CIMG	Daily 9:30am
9	**CIMG to distribute daily bulletin to key stakeholders each day.** - CIMG to determine frequency of bulletin distribution as circumstances change.	CIMG, NTICP Sec	Daily
10	**CIMG and MACG to maintain frequent liaison via phone/email and convene when necessary.**	CIMG, MACG	When necessary
11	**CIMG to provide a daily assessment report to Tourism Ministers/TMN .**	CIMG	Daily at 12 noon
12	**MACG to prepare speaking points for media enquiries, monitor media and correct any misinformation, and provide a central media contact point. CIMG to approve.** - Convene meeting of MACG when necessary. - MACG to follow Communication Action Plan if appropriate.	MACG, CIMG	Daily – ongoing monitoring
13	**CIMG and MACG members to liaise with other relevant response agencies to coordinate with their response actions.**	MACG, CIMG	As appropriate

Table 7: Communication Action Plan

COMMUNICATION ACTION PLAN			
MACG and NTICP Secretariat			
Steps	**Action**	**Responsibility**	**Timeframe**
1	**MACG Chair to convene meeting of the Group via phone hook-up to discuss outcomes from the initial CIMG meeting.** - NITCP Secretariat to assist in convening of group.	NTICP Sec	Immediately after CIMG Meeting 1.
2	**Draft and distribute daily bulletin to key stakeholders on behalf of CIMG.** - Bulletin to be approved by Head of Tourism Division - See Appendix 3, Tables 3 and 4 for template.	NTICP Sec	
	Establish clearance process for public statements.	NTICP Sec	Within 24 hours
	Disseminate talking points to overseas posts, STOs and other relevant agencies.	NTICP, DFAT	Within 24 hours
	Brief international media.	NTICP, DFAT	Within 24 hours
	Update and manage NTICP Secure Website.	NTICP	Activated within 24 hours of incident notification
	Monitor media in affected markets internationally and domestically.	TA	Within 24 hours
	Brief relevant Australian Government Departments and relevant industry bodies on a regular basis. This may include briefings to State and territory organisations.	RET	72 hours
	Confirm changes to visitor screening policy and procedures and border controls with relevant agencies, including: Department of Immigration and Citizenship, Australian Quarantine Inspection	RET	As appropriate

	Service (AQIS), Department of Agriculture, Fisheries and Forestry (DAFF), Department of Health and Ageing (DHA) and Department of Infrastructure and Transport .		
	Confirm relevant market intelligence.	TA	As appropriate
	Monitor and report on overseas media coverage and industry feedback to NTICP Secretariat, State and territory Tourism Organisations and the tourism industry.	TA, STOs	As appropriate
	Distribute information to tourism agencies and tourism operators at a State/Territory level.	STOs	As appropriate
	Monitor and report on local impact to RET and TA	STOs	As appropriate
	Confirm with relevant agencies of any changes to passenger processing policy, or any policy changes that could affect the tourism industry. **Australian Government Departments include: Customs and Department of Immigration and Citizenship.**	RET	As appropriate
	Confirm with Department of Infrastructure and Transport regarding relevant market intelligence and any changes to national and international aviation security policy.	RET	As appropriate

Table 8: Marketing Action Plan

	MARKETING ACTION PLAN		
	MACG and NTICP Secretariat		
Steps	**Action**	**Responsibility**	**Timeframe**
1	**Advise ASCOT/TMN on key marketing issues.**	CIMG	As appropriate
2	**Convene meeting of the Monitoring and Communication Group (MACG) via phone hook-up.**	NTICP Sec	Within 24 hours
3	**Conduct intelligence gathering regarding international marketing.**	TA	Immediately
4	**Liaise with STOs on marketing issues.**	TA	Immediately
5	**Access current tourism marketing campaigns.**	TA, STOs	As appropriate
6	**Make decisions on continuation, cancellation or the initiation of new campaigns.**	TA, STOs	As appropriate
7	**Communicate changes to current marketing strategies to industry, STOs, High Commissions and Austrade.**	TA, DFAT, STOs	As appropriate