

National Tourism Crisis Response Plan

An action plan for governments across Australia

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March 2003



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Context

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The Australian tourism industry has grown significantly on the back of safe and reliable travel, advertising campaigns that portrayed Australia as a friendly, relaxed destination, and a jump in demand for international travel.

In the wake of September 11 2001, however, and more recently the terrorist attack in Bali, the industry is facing very real challenges. For tourism to maintain its position as Australia's largest service export, contributing 4.7 per cent of GDP and employing 551,000 Australians, the industry needs to meet these challenges head-on.

National and international events, including war and terrorism, have the potential to negatively impact on Australia's long and short-term international tourism arrivals and yield. The perception of risk associated with travel has increased. Consumer confidence has been dampened by the attacks on the World Trade Centre and Bali. Acts of terrorism on "easy target" tourism centres such as Bali and Kenya are calculated attacks designed to attract international media attention and harm local economies. They also severely impact on the tourism industry.

This plan sets out a process for delivering a coherent national response aimed at minimising the impact of crisis events. It sets out a response framework and actions for Commonwealth, State and Territory Governments to pursue in cooperation with industry to ensure detailed and targeted responses that can be put in place quickly.

In so doing, the plan covers three main elements: monitoring the crisis, day-to-day management of the crisis and ways of looking at possible remedies for recovery.

The development of this crisis management plan draws on lessons learned in Australia and overseas. The greatest economic victim of the 2001 Foot and Mouth Disease outbreak in the United Kingdom was not the agricultural sector, but tourism. Measures designed to control the spread of the disease closed tourist attractions and led to a general perception that much of the UK was inaccessible (*Impact of Foot and Mouth Disease Outbreak on Australia, Research Report, Productivity Commission, 2002, Australia*). We need to manage such crises so as to minimise the damage to the tourism industry.

We must also consider, given the integrated nature of the tourism and transport industries, that a shock to one area of the sector is quickly felt by others.

Background

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At a meeting in New Zealand on September 11 2002, the Tourism Ministers' Council asked the Commonwealth Department of Industry, Tourism and Resources to coordinate the development of a national tourism industry crisis response plan.

As a result of this meeting, a paper outlining the proposed content of the plan was presented to the tourism Chief Executive Officers' Meeting in Sydney on 27 September 2002. It was agreed that a crisis response plan be developed as a matter of urgency, and that the initial plan be limited to developing response mechanisms to the immediate threats of war and terrorism. A broader approach to risk management will be considered in conjunction with a long-term strategy for the tourism industry being considered by the Commonwealth.

A working group was set up to develop the *National Tourism Crisis Response Plan*, led by the Department of Industry, Tourism and Resources with representation from the Australian Tourist Commission and each State and Territory tourism organisation.

This response plan builds upon existing networks and identifies specific actions to protect the long-term sustainability of the tourism industry.

The plan also acknowledges the leadership role of the Prime Minister, Ministers and Premiers within the Commonwealth and the States and Territories.

In addition to developing the *National Tourism Crisis Response Plan*, government and industry representatives met in December 2002 to establish communication protocols relating to the collection and dissemination of industry and market intelligence and response strategies to deal with the impact of travel advisories issued for Australia by foreign governments. These protocols are complementary to this plan and are included at Appendix 4.

The following Commonwealth agencies have been consulted in the development of this plan: Emergency Management Australia, the Commonwealth's disaster management coordination agency (www.ema.gov.au), Australian Bureau of Statistics, Attorney General's Department, Australian Customs Service, Department of Transport and Regional Services, Department of the Prime Minister and Cabinet, Department of Foreign Affairs and Trade, Department of Immigration and Multicultural and Indigenous Affairs, Austrade and Department of the Treasury.

1 Introduction

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1.1 Aim

The aim of the *National Tourism Crisis Response Plan* is to provide an agreed mechanism for the Commonwealth to initiate and facilitate appropriate, coordinated monitoring, management and response initiatives with State and Territory tourism organisations in cooperation with appropriate stakeholders to effectively manage and minimise the impact of crises on the tourism industry. This plan is focused on response mechanisms to war and terrorism events.

1.2 Objective

The objective of the *National Tourism Crisis Response Plan* is to establish a framework to ensure national tourism crises are managed in a whole-of-government way so as to minimise potential negative economic impacts. The plan includes mechanisms to:

- communicate accurate and timely information to various groups including:
 - State/Territory and Commonwealth Governments and tourism organisations;
 - the Australian and international tourism industry; and
 - the domestic and international travelling public.
- ensure coordinated policy responses and remedies across governments; and
- coordinate and disseminate information relating to impacts of crises events on the tourism industry.

1.3 Scope

The scope of this current plan is to respond to crises caused by acts of terrorism or war that may impact on the Australian tourism industry. The framework and actions could, however, be applied to any crisis that has the capacity to impact the tourism industry and that requires national management, such as a natural disaster.

1.4 Preparation

This plan 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.

It does however, suggest that each jurisdiction prepare its own plan to ensure it is prepared to manage a range of crises. Scenario planning may be a useful tool. Likely scenarios could be:

1. An international conflict that could impact on Australia;
2. An act of terrorism within their State or Territory; and
3. An act of terrorism in South-East Asia.

These plans will enable the framework outlined in the plan to be tested and will provide specific action plans for different contingencies.

1.5 Activation

This plan is to be activated at the discretion of the Australian Tourism CEOs' Forum (CEOs' Forum) in the event of a crisis with the potential to negatively impact on the Australian tourism industry. Following a crisis, the Head of the Tourism Division in the Department of Industry, Tourism and Resources will contact the Chair of the CEOs' Forum, who will then make a recommendation on activation via phone hook-up. Such information could be:

- declaration of war or support of war activities between countries that could disrupt or discourage international travel or travel to/from Australia;
- an increased threat of acts of terrorism domestically or abroad;
- an act of terrorism in Australia;
- a terrorism act targeted at Australians located overseas; and
- and an act of terrorism aimed at tourists, particularly in our region.

A filter matrix will be used to determine activation and applies the following filters (*see Appendix 3*):

- ability to impact on Brand Australia;
- impact on domestic travel patterns;
- impact on industry profitability;
- influence on investor confidence;
- influence on government funding; and
- impact on Preferred Destination Status.

1.6 Authority

The plan is to be authorised by the Tourism Ministers' Council.

1.7 Maintenance

This plan will be maintained by the Commonwealth Department of Industry, Tourism and Resources under the authority of the Tourism Ministers' Council.

1.8 Integration with other arrangements and plans

This plan provides an overarching framework for existing State/Territory government tourism organisation's plans and the Australian Tourist Commission Incident and Crisis Communications Manual.

This plan provides for all of the State and Territory tourism organisations to develop, if not already in existence, crisis response mechanisms and to update, if necessary, existing mechanisms to reflect/complement this plan.

Appropriate security clearances will be anticipated to ensure access to key information such as cable communications issued by overseas posts of the Department of Foreign Affairs and Trade.

2 Notification Protocols and Coordination

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This section describes:

- notification procedures; and
- how the flow of information between organisations will be coordinated to minimise the impact of crises on the tourism industry.

2.1 Notification Protocols

Notification will be a two-way process, particularly between key Commonwealth and State and Territory government agencies.

Information relating to a potential or actual crisis that may have a national impact on the Australian tourism industry will be passed from the Department of Foreign Affairs and Trade to the Department of Industry, Tourism and Resources.

- The Department of Industry, Tourism and Resources will communicate this information to:
 - the Commonwealth Ministers responsible for tourism;
 - relevant Commonwealth agencies, including Austrade, the Department of Transport and Regional Services, the Australian Customs Service, the Australian Bureau of Statistics and the Department of Immigration and Multicultural and Indigenous Affairs;
 - State and Territory government tourism organisations;
 - the Australian Tourist Commission, who will contact their General Managers and State and Territory tourism organisations in market;
 - national industry associations; and
 - the Department of Industry, Tourism and Resources overseas counsellor network and portfolio agencies.
- State/Territory government tourism organisations may communicate this information to:
 - regional tourism organisations;
 - major tourism corporations;
 - international public relations representatives;
 - local government authorities; and
 - state level industry associations.

2.2 Coordination

State/Territory and Commonwealth government coordination will be achieved through the establishment of a Central Crisis Management Group. This group will be supported by the Tourism Communicators' Network and a Policy Advisory Group.

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2.2.1 Central Crisis Management Group

The Central Crisis Management Group will provide CEO level quick response leadership during a crisis. The Group will play a key role in strategic decision making and advice to government. The Head of Tourism Division, ITR will convene a face-to-face meeting of the Central Crisis Management Group in Canberra immediately following a crisis. Teleconference facilities will be made available for members of the group unable to attend in person.

Key objectives

- Develop a cohesive position across Government, where possible, in advance of issues emerging.
- Facilitate monitoring and communication at a high level.
- Facilitate national coordination of any government responses to the crisis.

Operational objectives

8am The Group will convene daily in Canberra to prepare an assessment report.

9am Assessment report provided to Tourism Ministers.

10.30am Daily bulletin distributed to key stakeholders. This bulletin will contain key information pertaining to the crisis and its impacts on the tourism industry. This bulletin will be distributed by the Tourism Division of ITR.

The membership of the group will be:

- Industry, Tourism and Resources, Head of Tourism Division
- Australian Tourist Commission, Chief Executive Officer
- Nominated representatives of the CEOs' Forum.

2.2.2 Tourism Communicators' Network

The Tourism Communicators' Network will meet via phone hook-up within 24 hours of activation and will monitor and adjust communications and marketing efforts across government where possible. The group will provide a mechanism for referral of media, communications and marketing issues, and will play an important role in scenario planning for communication and marketing issues.

The membership of this network is made up of communications and marketing professionals who will be able to quickly assess and make recommendations on courses of action, both in our domestic and international markets and advise, through the Central Crisis Management Group, the Tourism Ministers' Council. Such action could include cooperative marketing efforts, adjusting overseas marketing campaigns and developing broader recovery frameworks.

The Department of Industry, Tourism and Resources will provide a secretariat function for this process.

The network structure will be made up of the following representatives:

- Department of Industry, Tourism and Resources – Manager, Communications and Liaison
- Australian Tourist Commission – General Manager, Public Affairs
- Other Commonwealth agencies as required
- Tourism New South Wales – Director, Government Planning and Communication
- Tourism Queensland – Corporate Communications Manager and/or Marketing Manager
- Tourism Victoria – Manager, Corporate Affairs
- South Australian Tourist Commission – Manager, Marketing Communications
- Western Australian Tourism Commission – Director, Media and Communication
- Canberra Tourism and Events Corporation – Communications Manager
- Northern Territory Tourist Commission – Public Relations Manager
- Tourism Tasmania – Director, Communications

2.2.3 Policy Advisory Group

The Policy Advisory Group will provide a reference point for advice and recommendations on policy and recovery remedies for the tourism industry. It will not remove the right of the States/Territories or the Commonwealth to ultimately provide response measures as they see fit. It will however, help to ensure that limited government resources are used to the best effect in any response measures, that duplication of assistance to particular businesses or sectors is minimised and that protectionism or distortion of the market is minimised.

The Policy Advisory Group will engage in scenario planning prior to a crisis event, and is expected to develop a series of scenarios and possible action plans.

The Policy Advisory Group will meet via phone hook-up within 48 hours of activation.

The Department of Industry, Tourism and Resources will provide the secretariat function for this process.

It is envisaged that the group will utilise existing mechanisms and establish new mechanisms, including targeted surveys, to collect information on the industry impacts.

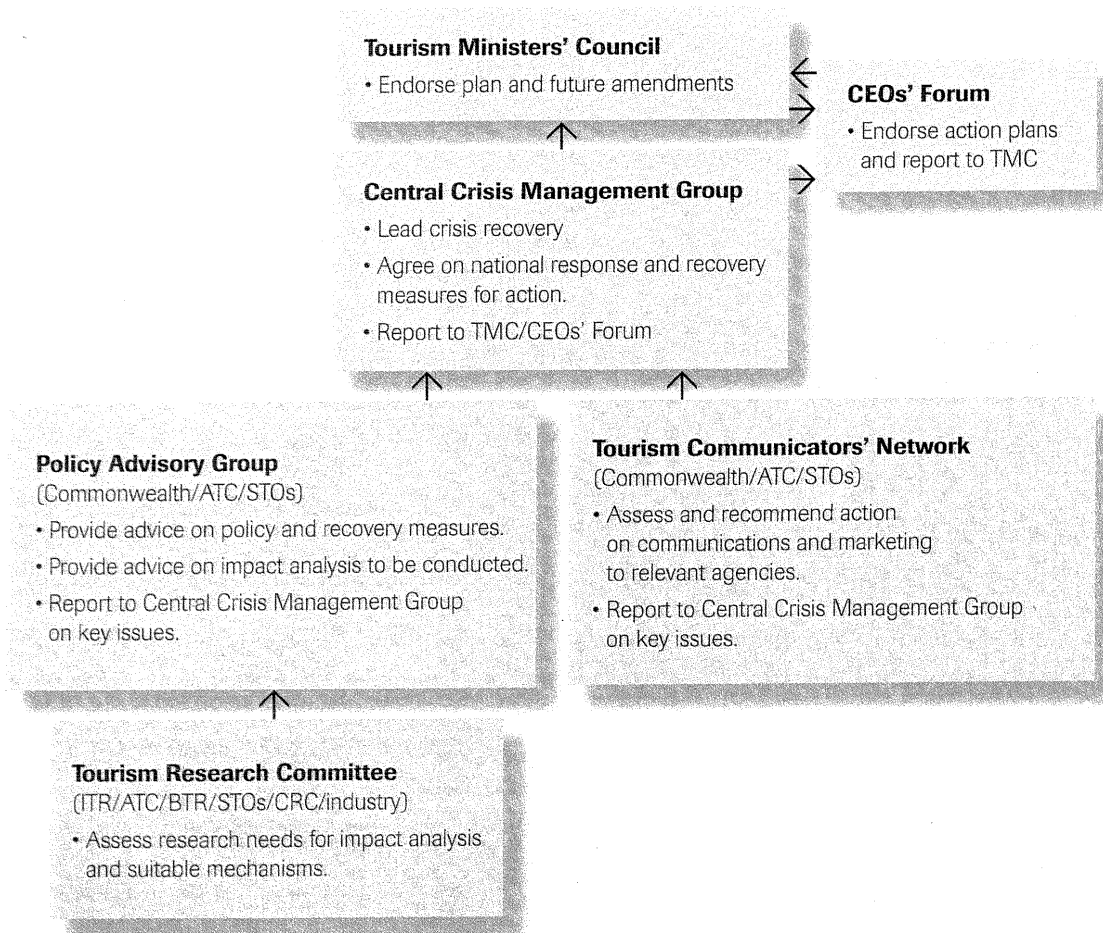
The group will advise, through the Central Crisis Management Group, the Tourism Ministers' Council on possible policy pathways with a view to delivering some complementarity of approach across government on issues such as business advice, assistance and providing information to business about assistance measures.

The group will be made up of the following representatives:

- Department of Industry, Tourism and Resources – General Manager, Tourism Market Access Group
- Australian Tourist Commission – General Manager, Public Affairs

- Department of Transport and Regional Services – Intelligence Analyst
- Other Commonwealth agencies as required
- Tourism New South Wales – Director, Government Planning and Communication
- Tourism Queensland – Manager, Tourism Policy
- Tourism Victoria – Manager, Research
- South Australian Tourist Commission – Manager, Policy
- Western Australian Tourism Commission – Manager, Executive Services
- Canberra Tourism and Events Corporation – Manager, Policy
- Northern Territory Tourist Commission – Manager, Policy
- Tourism Tasmania – Manager, Policy

Figure 1: OVERVIEW: MAJOR RESPONSIBILITIES UNDER THE NATIONAL TOURISM CRISIS MANAGEMENT PLAN



3 Response and Recovery

This plan suggests four response areas:

- communication;
- marketing;
- research; and
- industry support.

3.1 Communication

3.1.1 Operational communication

Formal communications channels will be put in place to assist with the dissemination of information, intelligence, and to coordinate speaking points, which are crucial to ensure that a consistent message is relayed.

A secure Department of Industry, Tourism and Resources website will be developed for activation when necessary. The website will form a central clearing house for information such as research and statistics, market intelligence and speaking points. The website will be available to authorised Commonwealth and State and Territory tourism organisation users.

3.1.2 Communication with industry

Communication with industry will come from three direct sources:

- The Department of Industry, Tourism and Resources and the Australian Tourist Commission will cooperate to disseminate information to key national industry bodies and the State and Territory tourism organisations.
- The State and Territory tourism organisations will disseminate information to operators and other stakeholders in their respective states and territories and state-level industry associations.
- The Department of Industry, Tourism and Resources will liaise with key industry associations on possible industry-wide surveys.

Industry will also assist by providing the Department of Industry, Tourism and Resources, the Australian Tourist Commission and State and Territory tourism organisations with information on impacts and trends.

3.1.3 Public communication and media liaison

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.

Media liaison is a priority in any crisis that has the capacity to impact on the tourism industry and it is also one of the best ways to reduce the impact of crises. A key element of this crisis and response plan is to encourage all agencies to deal with the media and other stakeholders honestly and factually.

Clear communication of key messages to international and domestic media is important in ensuring that

unnecessarily dramatic or distorted images and messages do not exacerbate the impact on tourism. For example, with recent events in Bali, the US media made repeated reference to the "Australian island of Bali". Every effort will be made to correct such inaccuracies as quickly as possible.

The following actions will also be addressed:

Monitoring media

All responsible agencies will arrange for key media outlets to be monitored to establish the angles being taken on the crisis, enabling a quick response to any misinformation or mistakes being perpetuated in the reporting.

Correcting misinformation

If the media are incorrectly reporting details of the crisis, 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 who will check the facts more carefully before reporting further details.

To complement existing public message dissemination, the Tourism Communicators' Network will collaborate with the following agencies and associations to ensure wide circulation of information:

Nationally

- Tourism Task Force;
- Australian Tourism Export Council;
- See Australia;
- Australian Hotels Association;
- National Tourism Alliance;
- Qantas;
- Virgin Blue; and
- Other key tourism industry leaders.

Internationally

- Organisation for Economic Cooperation and Development;
- Asia-Pacific Economic Cooperation;
- World Tourism Organization;
- Pacific-Asia Travel Association; and
- World Travel and Tourism Council.

3.1.4 Whole-of-government tourism awareness

Linkages between the Departments of the Prime Minister and Cabinet, Foreign Affairs and Trade and Industry, Tourism and Resources will be formalised by establishing contact officers on tourism issues within both the departments who can liaise with the Department of Industry, Tourism and Resources in the event of a crisis. This will ensure that tourism issues are prioritised as required.

To ensure minimal impact on Australian tourism in the event of a crisis, the interests of the tourism industry must be clearly understood by other key government agencies at Commonwealth and State and Territory levels.

3.1.5 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.

3.A Communication Action Plan

ACTION	AGENCY	TIMEFRAME
Immediate action		
Establish liaison officer for tourism issues.	DFAT/PM&C	Feb 2003
Nominate representative to liaise with Industry, Tourism and Resources on international media messages and Commonwealth response.	PM&C	Feb 2003
Post crisis action		
Report incident to Industry, Tourism and Resources and the Australian Tourist Commission.	DFAT	Immediately
Head of Tourism Division, ITR to contact ATC CEO.	ITR	Immediately
Convene Central Management Crisis Group.	ITR	Immediately
Provide daily assessment to TMC ministers.	Central Crisis Management Group	By 9am daily
Distribute daily bulletin to all key stakeholders.	ITR	By 10.30am daily
Notify Industry, Tourism and Resources of any changes to visitor screening policy and procedures.	DIMIA	As appropriate
Tourism Communicators' Network initial hook-up by phone activated and secretariat for group established.	ITR	Within 24 hours

ACTION	AGENCY	TIMEFRAME
Establish and manage secure website.	ITR	Website development commenced. Activated within 24 hours of crisis notification
Establish clearance process for public statements.	ITR	Within 24 hours
Brief overseas posts and international media.	DFAT	Within 24 hours
Speaking points provided to overseas posts.	DFAT	Within 24 hours
Media monitoring in affected international markets.	DFAT/ATC	Within 24 hours
Media monitoring domestically.	ITR/STOs	Within 24 hours
International media briefed.	ITR/DFAT	Within 24 hours
Brief Commonwealth Departments, the Australian Tourist Commission and relevant industry bodies on a regular basis. This may include briefings to State and Territory tourism organisations.	ITR	Within 72 hours
Notify Industry, Tourism and Resources and the Australian Tourist Commission of relevant market intelligence.	DFAT	As appropriate
Monitor and report on overseas media coverage and industry feedback to the Commonwealth, State and Territory tourism organisations and the tourism industry.	ATC	As appropriate
Ensure liaison through existing overseas networks with the Australian Tourist Commission.	ATC	Immediately
Distribute information to tourism agencies and operators at a State/Territory level.	STOs	As appropriate
Monitor and report on local impact to the Australian Tourist Commission.	STOs	As appropriate
Liaise with MoU partners eg; Austrade.	ATC	As appropriate
Liaise with the Australian Tourist Commission on market intelligence and possible trade implications.	Austrade	As appropriate
Notify Industry, Tourism and Resources of any changes to passenger processing policy, or any policy changes, that could affect the tourism industry.	Customs/DIMIA	As appropriate
Notify Industry, Tourism and Resources of relevant market intelligence and any changes to national and international aviation security policy.	DoTARS	As appropriate

3.2 Marketing

The ATC will consult with industry in market (including STO partners and airlines) to assess the immediate post-crisis environment. This process will involve the collection and analysis of all available information.

The ATC will communicate any proposed changes to marketing response initiatives to industry.

All relevant organisations in the plan will consult on the best means of response, however, changes to existing marketing strategies or the development of post-crisis marketing campaigns will be the responsibility of the individual organisations/jurisdictions.

3.B Marketing Action Plan

ACTION	AGENCY	TIMEFRAME
Post crisis action		
Advise CEOs' Forum/TMC on key marketing issues.	Central Crisis Management Group	As appropriate
Tourism Communicators' Network initial hook-up by phone activated.	ITR	Within 24 hours
Intelligence gathering regarding international marketing.	ATC	Immediately
Liaise with State and Territory tourism organisations on marketing issues.	ATC	Immediately
Current tourism marketing campaigns are assessed.	ATC/STOs	As appropriate
Decisions on continuation, cancellation or the initiation of new campaigns taken.	ATC/STOs	As appropriate
Communicate changes to current marketing strategies to industry, STOs High Commissions and Austrade.	ATC/STOs	As appropriate

3.3 Research

Effective initiation and dissemination of up-to-date research and intelligence is an essential service, as demonstrated by September 11 2001, the collapse of Ansett Airlines and the terrorist attacks in Bali.

Revised forecasts and statistics must be made available to Commonwealth agencies, State and Territory tourism organisations and industry bodies as soon as the information becomes available. Where necessary, the collection of these forecasts and statistics will be fast-tracked.

Research provided by all agencies will be posted on the Department of Industry, Tourism and Resources secure website and made available to authorised users. The site may also act as a checking mechanism for

information that could later be publicly released. Specifically, the States and Territories may wish to release preliminary impact data and use the site as a clearing house to ensure that interpretations of data can be checked so that statistics are as accurate as possible. The Department of Industry, Tourism and Resources will perform this clearing house role.

3.3.1 Impact analysis

An impact analysis will help to establish an accurate picture to enable policy advisers, decision-makers, industry and the community to respond in an informed and coordinated manner.

The development of any national impact analysis will be a cooperative exercise with key stakeholders.

Department of Industry, Tourism and Resources

The Department of Industry, Tourism and Resources will be responsible for developing, managing and communicating the findings of tourism impact analyses. This will include managing the liaison with key stakeholders whose contribution will be vital in preparing the impact analysis and may involve a national survey focused on the impact of the crisis.

The Department of Industry, Tourism and Resources will also be responsible for managing any surveys or economic modelling intended to directly contribute information to the impact analysis.

Australian Tourist Commission

The Australian Tourist Commission will be responsible for compiling regular intelligence reports, drawing on its overseas network, which will then be used to prepare the impact analysis.

State and Territory Tourism Organisations

The State and Territory tourism organisations will be expected to regularly contribute any qualitative and quantitative information about the impact of the events at a State and Territory and regional level.

The State and Territory tourism organisations will report to the Australian Standing Committee on Tourism/CEOs' Forum on any revisions to current marketing initiatives.

Tourism Industry Associations

Tourism industry associations will encourage tourism operators to contribute to a national impact assessment exercise; advise on the best ways to engage operators in impact assessment; ensure operators are not burdened by impact assessments from different organisations; and provide their own intelligence about the impact.

Tourism Forecasting Council

The Tourism Forecasting Council will be expected to consider the need for a new set of forecasts in light of the crisis. The Department of Industry, Tourism and Resources provides the secretariat for the Tourism Forecasting Council and will approach the Council's Chairman on the need for revised forecasts. It will be expected that once an early decision is made on the need for new forecasts,

these will be publicly released four to six weeks after the event and contribute to the general impact analysis. The Tourism Forecasting Council will consider the value of scenarios when considering a new set of forecasts.

Bureau of Tourism Research

The Bureau of Tourism Research will provide detailed domestic and international visitor data to contribute to the impact analysis as a matter of priority. The Bureau of Tourism Research will also be in a position to analyse previous shocks to tourism and make predictions about how these might guide early assessment of the impact on tourism.

Australian Bureau of Statistics

The Australian Bureau of Statistics has responsibility for assessing and approving proposals for government run industry surveys involving fifty or more businesses. The Australian Bureau of Statistics will fast-track this process to ensure that a survey to assess the impact of a crisis on business is approved rapidly.

The Australian Bureau of Statistics will provide a range of key data to assist in the impact assessment. This includes the monthly overseas arrivals and departure data – which is available in preliminary form around four weeks after the end of the reference period; and the quarterly released Survey of Tourist Accommodation. Broader economic data to help set the tourism impact in a wider economy context will also be available.

Department of the Treasury

Depending on the event and the likely breadth of its impact on the Australian economy, the Treasury may issue forecasts or short-term outlook estimates to help provide a context for an assessment of the ongoing impact of the event on tourism.

Department of Immigration and Multicultural and Indigenous Affairs

The Department of Immigration, Multicultural and Indigenous Affairs will advise on visa application trends. It will place priority on providing the Australian Bureau of Statistics with overseas arrivals and departures data as soon as possible after the reference period to ensure its timely inclusion in impact analyses.

3.C Research Action Plan

ACTION	AGENCY	TIMEFRAME
Immediate action		
Put in place passenger processing policy, procedures and implementation strategies responding to crisis scenarios.	Customs/DIMIA	June 2003
Examine options for the provision of timely statistical information to the Department of Industry, Tourism and Resources.	ABS	March 2003
Examine the need for scenario forecasts.	TFC	At their next meeting (expected first quarter 2003)

ACTION	AGENCY	TIMEFRAME
Explore options to deliver fast-tracked statistics.	DIMIA/ABS	March 2003
Post crisis action		
Coordination and facilitation of national coordinated policy/industry assistance.	ITR	As appropriate
Through the Bureau of Tourism Research and the Tourism Research Committee, coordinate a national data collection and analysis effort.	ITR	As appropriate
Convene a sub-group of the Policy Advisory Group involving Commonwealth, State and Territory and industry tourism researchers. This group will consist of research managers from the Commonwealth, States and Territories, the CRC for Sustainable Tourism, the Tourism Task Force and the Australian Tourism Export Council.	ITR	Group established immediately as part of this plan. Convene within 48 hours of crisis notification
Agree on suitable research action for impact analysis of the crisis (eg: survey, modelling, other qualitative information).	ITR/STOs/ATC	Within 72 hours
Provide impact reports in a timely manner to be posted on the secure website.	ITR	As appropriate
Assess the need for consultant and engage if necessary (eg: survey firm, economic modelling).	ITR	As appropriate
Project budget and costings to be outlined and funding arrangements to be agreed by the CEOs' Forum.	ITR	As appropriate
Relevant market intelligence to be provided on an ongoing basis for collation and dissemination by all sub-group members to the Department of Industry, Tourism and Resources.	ATC/STOs	As appropriate
Project manage consultancies and time frames for research input into any policy response.	ITR	As appropriate
Draft impact analysis to be disseminated to Policy Advisory Group seeking feedback for draft report.	ITR	As appropriate
Final impact analysis report will be provided to the Policy Advisory Group.	ITR	As appropriate
The Policy Advisory Group will provide final reports to the CEOs' Forum.	ITR	As appropriate
Report to the Australian Standing Committee on Tourism and the Tourism Ministers' Council.	ITR	As appropriate

3.4 Industry support

The Policy Advisory Group will meet via phone hook-up within 48 hours to assess impacts and examine recovery initiatives on a case-by-case basis.

This group will coordinate the measurement of impacts and prepare policy pathways for recovery that will be presented to individual Tourism Ministers and/or the Tourism Ministers' Council for endorsement.

3.D Industry Support Action Plan

ACTION	AGENCY	TIMEFRAME
Post crisis action		
Convene Central Management Crisis Group.	ITR	Immediately
Advise CEOs' Forum/TMC of emerging policy issues.	Central Crisis Management Group	As appropriate
Advise CEOs' Forum/TMC of possible post-crisis policy frameworks.	Central Crisis Management Group	As appropriate
Identify existing Commonwealth and State and Territory programs and delivery mechanisms that may be suitable in light of impact assessment.	ITR/STOs	Much of this task will be done as part of the scenario planning exercises. 7 days following notification of crisis.
Policy Advisory Group to make assessment on suitability of existing programs and mechanisms.	ITR	As appropriate
Policy Advisory Group to make recommendations to the CEOs' Forum on the use of existing mechanisms, or alternatively, the need for the development of new mechanisms.	ITR	As appropriate
CEOs' Forum to advise their respective governments on possible courses of action.	CEOs' Forum	As appropriate
Policy Advisory Group to recommend appropriate industry recovery mechanisms to ASCOT/CEOs' Forum.	ITR	As appropriate
Industry recovery mechanisms agreed.	ITR/CEOs' Forum	As appropriate

4 Evaluation

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This plan will be evaluated within twelve months via a desk-top exercise, or following its application in response to an act of terrorism or war. The Department of Industry, Tourism and Resources will be responsible for coordinating the evaluation in consultation with government and industry stakeholders. Any evaluation reports will be submitted to the Tourism Ministers' Council for endorsement.

APPENDIX 1

Contact Officers

CONTACT OFFICER		DETAILS
Industry Tourism and Resources		
Janet Murphy General Manager, Market Access Group	02 6213 7050 (bh) 02 4842 7114 (ah) 0417 429 736 (mobile - no coverage at home)	
Felicity Lewer Manager, Communications and Liaison	02 6213 7045 (bh) 02 6255 6465 (ah) 0418 430 142 (mobile)	
Michael Shiel Manager, Analysis and Investment	02 6213 7081 (bh) 02 6295 9901 (ah) 0409 983 798 (mobile)	
Australian Tourist Commission		
Marie Kelly General Manager, Public Affairs	02 9360 1321 (bh) 02 9968 2705 (ah) 0408256 381 (mobile)	
Louisa Aherne Government Relations Executive	02 9360 1326 (bh) 0419 792 640 (mobile)	
STATE AND TERRITORY TOURISM ORGANISATIONS		
SA Tourist Commission		
Denise Von Wald Manager, Marketing Communications	08 8463 4629 (bh) 08 8271 5461 (ah) 0401 716 041 (mobile)	
Tourism Tasmania Robert Hogan Director, Communications	03 6230 8140 (bh) 0418 549 852 (mobile)	
Tourism Queensland Peter Haxton Senior Tourism Adviser	07 3535 5480 (bh)	
Tourism Victoria Dorana Wirne General Manager, Marketing and Communications	03 9653 9829 (bh) 0409 357 829 (mobile)	
NT Tourist Commission Maree Tetlow CEO	08 8999 3900 (bh)	
Canberra Tourism and Events Corp Mary Barr Manager, Communications	02 6205 0656 (bh)	
Tourism NSW Kay Watson Manager, Strategy and Evaluation	02 9931 1551 (bh)	
Wa Tourism Commission Ian Johnson A/Manager Executive Services	08 9220 1758 (bh) 08 9310 2837 (ah) 0418 914 004 (mobile)	
Sheryl Fewster Director, Media and Communication	08 9220 1749 (bh) 08 9368 6775 (ah) 0419 966 441 (mobile)	

APPENDIX 2

Roles by Organisation

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All agencies

ACTION	TIMEFRAME
Engage in crisis response scenario planning.	Feb 2003

Australian Bureau of Statistics

ACTION	TIMEFRAME
Examine options for the provision of timely statistical information to Industry, Tourism and Resources.	March 2003
Explore options with DIMIA to deliver fast-tracked statistics.	March 2003

Australian Tourist Commission

ACTION	TIMEFRAME
Agree on suitable research action for impact analysis of the crisis (eg; survey, modelling, other qualitative information) with ITR/STOs.	Within 72 hours
Monitor and report on overseas media coverage and industry feedback to the Commonwealth. State and Territory tourism organisations and the tourism industry.	As appropriate
Ensure liaison through existing overseas networks with the Australian Tourist Commission.	Immediately
Liaise with MoU partners eg: Austrade.	As appropriate
Intelligence gathering regarding international marketing.	Immediately
Liaise with State and Territory tourism organisations on marketing issues.	Immediately
Current tourism marketing campaigns are assessed. (STOs to be involved)	As appropriate
Communicate changes to current marketing strategies to industry, STO's, High Commissions and Austrade. (STOs to be involved)	As appropriate
Relevant market intelligence to be provided on an ongoing basis for collation and dissemination by all sub-group members to Industry, Tourism and Resources. (STOs to be involved)	As appropriate
Decisions on continuation, cancellation or the initiation of new campaigns taken. (STOs to be involved)	As appropriate

Austrade

ACTION	TIMEFRAME
Liaise with the Australian Tourist Commission on market intelligence and possible trade implications.	As appropriate

Australian Customs Service

ACTION	TIMEFRAME
Put in place passenger processing policy, procedures and implementation strategies responding to crisis scenarios.	June 2003
Notify Industry, Tourism and Resources of any changes to passenger processing policy, or any policy changes, that could affect the tourism industry.	As appropriate

Central Crisis Management Group

ACTION	TIMEFRAME
Convene in Canberra following crisis.	Immediately
Provide management and leadership in post-crisis environment.	Immediately
Provide daily assessment to TMC ministers.	By 9am daily
Advise CEOs' Forum/TMC on key marketing issues.	As appropriate
Advise CEOs' Forum/TMC of emerging policy issues.	As appropriate
Advise CEOs' Forum/TMC of possible post-crisis policy frameworks.	As appropriate

CEOs' Forum

ACTION	TIMEFRAME
CEOs' Forum to advise their respective governments on possible courses of action.	As appropriate
Industry recovery mechanisms agreed.	As appropriate

Department of Foreign Affairs and Trade

ACTION	TIMEFRAME
Establish liaison officer for tourism issues.	Feb 2003
Report incident to Industry, Tourism and Resources and the Australian Tourist Commission.	Immediately
Brief overseas posts and international media.	Within 24 hours
Speaking points provided to overseas posts.	Within 24 hours
Notify Industry, Tourism and Resources and the Australian Tourist Commission of relevant market intelligence.	As appropriate
Media monitoring in affected markets internationally.	Within 24 hours

Department of Immigration and Multicultural and Indigenous Affairs

ACTION	TIMEFRAME
Explore options with the Australian Bureau of Statistics to deliver fast-tracked statistics.	March 2003
Put in place passenger processing policy, procedures and implementation strategies responding to crisis scenarios.	June 2003
Notify Industry, Tourism and Resources of any changes to passenger processing policy, or any policy changes, that could affect the tourism industry.	As appropriate
Notify Industry, Tourism and Resources of any changes to visitor screening policy and procedures.	As appropriate

Department of Industry, Tourism and Resources

ACTION	TIMEFRAME
Tourism Communicators Network initial hook-up by phone activated and secretariat for group established.	Within 24 hours
Head of Tourism Division, ITR to contact ATC CEO.	Immediately
Convene Central Management Crisis Group.	Immediately
Distribute daily bulletin to key stakeholders.	By 10.30am daily
Establish and manage secure website.	Web development commenced. Activated within 24 hours of crisis notification
Establish clearance process for public statements.	Within 24 hours
Brief Commonwealth Departments, the Australian Tourist Commission and relevant industry bodies on a regular basis. This may include briefings to State and Territory Tourism Organisations.	72 hours
Coordination and facilitation of national coordinated policy/industry assistance.	As appropriate
Through the Bureau of Tourism Research and the Tourism Research Committee, coordinate a national data collection and analysis effort.	As appropriate
Convene a sub-group of the Policy Advisory Group involving Commonwealth, State and Territory and industry tourism researchers. This group will consist of research managers from the Commonwealth, States and Territories, the CRC for Sustainable Tourism, the Tourism Task Force and the Australian Tourism Export Council.	Group established as part of this plan. Group convened within 48 hours of notification
Provide impact reports in a timely manner to be posted on the secure website.	As appropriate
Assess the need for consultant and engage if necessary (eg: survey firm, economic modelling).	As appropriate

ACTION	TIMEFRAME
Project budget and costings to be outlined and funding arrangements to be agreed by the CEOs' Forum.	As appropriate
Project manage consultancies and time-frames for research input into any policy response.	As appropriate
Draft impact analysis to be disseminated to Policy Advisory Group seeking feedback for draft report.	As appropriate
Final impact analysis report will be provided to the Policy Advisory Group.	As appropriate
The Policy Advisory Group will provide final reports to the CEOs' Forum.	As appropriate
Report to the Australian Standing Committee on Tourism and the Tourism Ministers' Council.	As appropriate
Identify existing Commonwealth and State and Territory programs and delivery mechanisms that may be suitable in light of impact assessment.	Much of this task will be done as part of the scenario planning exercise Within 7 days following notification of crisis
Policy Advisory Group to make assessment on suitability of existing programs and mechanisms.	As appropriate
Policy Advisory Group to make recommendations to the CEOs' Forum on the use of existing mechanisms, or alternatively, the need for the development of new mechanisms.	As appropriate
Policy Advisory Group to recommend appropriate industry recovery mechanisms to ASCOT/CEOs' Forum.	As appropriate
Tourism Communicators' Network to develop scenario plans to complement work of Policy Advisory Group.	June 2003
Industry recovery mechanisms agreed.	As appropriate
Brief international media.	Within 24 hours
Media monitoring domestically.	Within 24 hours
Agree on suitable research action for impact analysis of the crisis (eg; survey, modelling, other qualitative information).	Within 72 hours

Department of the Prime Minister and Cabinet

ACTION	TIMEFRAME
Nominate representative to liaise with Industry, Tourism and Resources on international media messages and Commonwealth response.	Feb 2003

Department of Transport and Regional Services

ACTION	TIMEFRAME
Notify Industry, Tourism and Resources of relevant market intelligence and any changes to national and international aviation security policy.	As appropriate

State and Territory Tourism Organisations

ACTION	TIMEFRAME
Distribute information to tourism agencies and operators at a State/Territory level.	As appropriate
Monitor and report on local impact to the Australian Tourist Commission.	As appropriate
Media monitoring domestically.	Within 24 hours
Identify existing Commonwealth and State and Territory programs and delivery mechanisms that may be suitable in light of impact assessment.	Much of this task will be done as part of the scenario planning exercise. Within 7 days following notification of crisis
Agree on suitable research action for impact analysis of the crisis (eg; survey, modelling, other qualitative information).	Within 72 hours
Current tourism marketing campaigns are assessed. (ATC to be involved)	Within 24 hours
Consult with industry on marketing related issues.	As appropriate
Communicate changes to current marketing strategies to industry.	As appropriate
Relevant market intelligence to be provided on an ongoing basis for collation and dissemination by all sub-group members to Industry, Tourism and Resources.	As appropriate
Decisions on continuation, cancellation, or the initiation of new campaigns taken.	Within 24 hours

Tourism Forecasting Council

ACTION	TIMEFRAME
Examine the need for scenario forecasts.	At their next meeting (expected first quarter 2003)

APPENDIX 3 Crisis Response Filter Matrix

Issue	Where 2 is high impact	Where 1 is medium impact	Where 0 is low or no impact	Score	Weight	Weighted Score
Potential to impact negatively on brand Australia						
As judged against the key competitive strengths of Brand Australia				2	20.0	20.0
Impact on Brand Australia's destination ranking				2	20.0	20.0
					40.0	40.0
Judged against the volume and reach of the coverage				2	7.5	7.5
With consideration to the duration of the issue or crisis				2	7.5	7.5
					15.0	15.0
Coverage in key tourism markets				1	5.0	2.5
Impact on visitor numbers, nights and yield				1	5.0	2.5
Coverage given to the issue by influential media				1	5.0	2.5
					15.0	8.0
Impact on industry profitability				2	5.0	5.0
Impact on State and Commonwealth funding				1	5.0	2.5
Impact on investor confidence in industry				1	5.0	2.5
					15.0	10.0
Damage to the reputation of the industry				1	5.0	2.5
Ability to recover				1	5.0	2.5
					10.0	5.0
Other				2	5.0	5.0
					5.0	5.0

60 or fewer points would require a "watching brief" only
 61 to 70 points would trigger phone hook up to determine response
 71 to 100 points would require crisis management response
 *if all factors = 1, then rating = 50

Ability to impact on the brand	40	40
Impact of preferred destination status	15	8
Impact on industry profitability	15	10
Influence on investor confidence	10	5
Influence on Government funding	15	15
Other	5	5
TOTAL WEIGHTED SCORE	100	83

APPENDIX 4

Travel Advisories and Industry Intelligence Protocols and Principles

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Government and industry representatives met on 11 December 2002 to establish a Travel Advisories and Intelligence Group (TAIG) and to discuss the development of a set of communication protocols relating to the collection and dissemination of industry and market intelligence, and response strategies to deal with the impact of travel advisories issued for Australia by foreign governments.

The need to establish the Group and develop these protocols has arisen from the events of the past twelve months and the associated effects on tourism, Australia's largest services export sector. September 11 2001, the terrorist attack in Bali, the possibility of war in the Middle East and the threat of terrorist attacks in Australia (as warned by the Government in November 2002) have heightened the need for accurate and up to date information to be distributed quickly between government agencies and the tourism industry.

The TAIG includes representatives from the following organisations:

- Department of Industry, Tourism and Resources (ITR)
- Department of Foreign Affairs and Trade (DFAT)
- Australian Tourist Commission (ATC)
- Tourism Task Force (TTF)
- Australian Tourism Export Council (ATEC)
- Qantas

ITR has drafted a set of communication protocols based on the points raised during the discussions. The protocols outline the role of identified government agencies and industry organisations in a) identifying the types and sources of information required, b) accessing this information, and c) providing mechanisms for disseminating this information. Related timeframes in which action needs to be taken have also been developed.

It is proposed that these communication protocols will be incorporated into the National Tourism Crisis Response Plan which is currently being drafted by ITR in consultation with the ATC and State and Territory tourism organisations. The aim of the Plan is to provide a mechanism for the Commonwealth to work in cooperation with the States and Territories and industry to effectively manage and minimise the impact of crises on the tourism industry.

At the meeting representatives also discussed the need to operate according to a set of agreed principles. These principles relate to interaction with the media (local and international) and the development and distribution of surveys to industry

Organisational Roles

ORGANISATION	ROLES	TIMEFRAME
COMMONWEALTH GOVERNMENT		
Department of Industry, Tourism and Resources	Tourism Division	
	<ul style="list-style-type: none"> Provide a central TAIG coordination point for the timely dissemination of intelligence and advice to government and industry. 	December 2002 Completed
	<ul style="list-style-type: none"> Identify contact points within the Department that are accessible on a 24/7 basis. 	December 2002 Completed
	<ul style="list-style-type: none"> Establish a contact point to work closely with DFAT to obtain the latest intelligence from Australian-based officers at overseas posts on the potential issuance of, or changes to, travel advisories for Australia, together with other foreign government information, media monitoring and other general issues, including advisories issued in relation to competitor markets, which are likely to affect travel to Australia. 	December 2002 Completed
	<ul style="list-style-type: none"> Provide, in consultation with the ATC, details to DFAT of specific Australian inbound markets requiring monitoring by posts. 	December 2002 Completed
	<ul style="list-style-type: none"> Liaise with other Government agencies (eg. DFAT, Prime Minister and Cabinet, Attorney General's Department) on key issues, including security. 	Ongoing
	<ul style="list-style-type: none"> Liaise with the Australian Tourist Commission and State and Territory Tourism Organisations on market and traveller trends and media monitoring. 	Ongoing
	<ul style="list-style-type: none"> Liaise with industry, including airlines, on intelligence issues. 	Ongoing
	<ul style="list-style-type: none"> Develop and manage a database of the heads of key tourism industry contacts. 	November 2002 Completed
	<ul style="list-style-type: none"> Brief the Minister and key industry contacts on tourism industry intelligence via Tourism Information Briefs. These briefs will draw on information received from the government agencies and industry groups identified above. Distribute this information to the ATC and industry for dissemination through existing channels (eg. Essentials, industry newsletters) 	November 2002 and then as needed
	<ul style="list-style-type: none"> Incorporate the communication protocols into the broader National Tourism Crisis Response Plan. 	February 2003
	<ul style="list-style-type: none"> Develop a survey template for TAIG endorsement to be distributed to specific contacts to gain information on industry trends or impacts of specific events, and avoid duplication with other industry-based research. 	February 2003
	<ul style="list-style-type: none"> In consultation with the ATC, prepare and clear press releases or defensive speaking points to issue to domestic and foreign media 	As needed
	<ul style="list-style-type: none"> Consult with outbound industry bodies (AFTA) to monitor the impacts on Australian outbound travel. 	Ongoing

Organisational Roles *continued*

ORGANISATION	ROLES	TIMEFRAME
Department of Foreign Affairs and Trade	<ul style="list-style-type: none"> Establish a contact point to work closely with ITR to advise of intelligence from posts, particularly regarding travel advisories for Australia. Provide feedback on media reports which may impact on Australia's image internationally. 	December 2003 Completed
	<ul style="list-style-type: none"> Seek to remove the impediments (eg. time lag) associated with the cable system. 	Ongoing
	<ul style="list-style-type: none"> Identify contact points within the Department that are accessible on a 24/7 basis. 	December 2003 Completed
	<ul style="list-style-type: none"> Ensure that ITR receives regular monthly media monitoring service provided by overseas posts on issues significant to Australia's reputation. 	Ongoing
	<ul style="list-style-type: none"> Brief relevant overseas posts of the need to monitor issues relevant to tourism in Australia and report, both factually and analytically to the designated local contact point in DFAT as these issues arise (in addition to the regular monthly reports) 	December 2003 Completed
	<ul style="list-style-type: none"> Posts and ATC to work together in-country (where possible) to monitor issues, particularly those in the media, relevant to Australia's image. 	Ongoing
	<ul style="list-style-type: none"> Liaise with foreign governments to ensure that advice issued to citizens relating to travel to Australia is accurate and up to date. 	Ongoing
	<ul style="list-style-type: none"> Maintain a close working relationship with local and foreign media correspondents to ensure material reported is accurate and to influence their role in reporting on issues which may result in the issuance of travel advisories for Australia by foreign governments. 	Ongoing
	<ul style="list-style-type: none"> Facilitate opportunities for government and industry to brief foreign media correspondents (eg. Foreign Correspondence Association) through press conferences and access to the wire media services. Disseminate cleared press releases and speaking points to foreign media. 	As needed
<ul style="list-style-type: none"> Work closely with the outbound travel sector, and in particular AFTA, to establish communication processes which ensure the industry is informed of the issuance of, or changes to, Australian Government travel advice issued for foreign countries. 	Ongoing	

Statutory Authority

ORGANISATION	ROLES	TIMEFRAME
Australian Tourist Commission	<ul style="list-style-type: none"> Identify contact points within the organisation that are accessible on a 24/7 basis. 	December 2002 Completed
	<ul style="list-style-type: none"> Monitor and advise ITR in a timely manner on overseas industry and traveller reactions, together with media coverage and international impacts and trends in overseas markets. 	October 2002, ongoing monitoring as needed
	<ul style="list-style-type: none"> Ensure liaison with State and Territory Tourism Organisations through existing domestic and overseas networks. 	Ongoing
	<ul style="list-style-type: none"> Utilise information mediums (eg. Essentials) and industry distribution lists to disseminate ITR Tourism Information Briefs. 	November 2002 and as needed
	<ul style="list-style-type: none"> Work with government and industry to develop a Key Messages Strategy which includes agreed approaches and terminology for both government and industry to follow, particularly when dealing with the media. The strategy will link to the ATC's Crisis Management Plan, which includes statements (cleared by government agencies) to be used following a disastrous event. 	February 2003
	<ul style="list-style-type: none"> Provide comments on draft industry survey to ITR - Completed 	February 2003

Industry

ORGANISATION	ROLES	TIMEFRAME
Australian Tourism Export Council and Tourism Task Force	<ul style="list-style-type: none"> Identify contact points within key organisations that are accessible on a 24/7 basis. 	December 2002 Completed
	<ul style="list-style-type: none"> Monitor and report to ITR in a timely manner intelligence received from industry, including hotels, motels, inbound tour operators, product suppliers, relating to impacts on tourism, including trends in key markets. 	October 2002 and then ongoing monitoring
	<ul style="list-style-type: none"> Utilise information mediums (eg. industry newsletters/bulletins) and membership databases to disseminate ITR Tourism Information Briefs. 	As needed
	<ul style="list-style-type: none"> Provide comments on draft industry survey to ITR. 	February 2003
	<ul style="list-style-type: none"> Distribute survey(s), once finalised, to key industry contacts to gather intelligence on cancellations and rescheduling and other market trends. 	As needed

Airlines

ORGANISATION	ROLES	TIMEFRAME
Qantas	<ul style="list-style-type: none"> Identify contact points within the organisation that are accessible on a 24/7 basis. 	December 2002 Completed
	<ul style="list-style-type: none"> Monitor and report to ITR in a timely manner intelligence received from industry (overseas and locally), and staff based in market on cancellations, rerouting, rescheduling and other market trends. 	October 2002 and then ongoing monitoring
	<ul style="list-style-type: none"> Utilise information mediums and client databases to disseminate ITR Tourism Information Briefs 	As needed
	<ul style="list-style-type: none"> Provide comments on draft industry survey to ITR. 	February 2003
	<ul style="list-style-type: none"> Distribute survey to contacts to gather intelligence. 	As needed
	<ul style="list-style-type: none"> Identify significant trends in outbound travel markets. 	Ongoing

TAIG Principles

Intelligence monitoring and reporting

- It is the responsibility of ITR, DFAT and the ATC to work closely (through nominated contact points) to share intelligence relating to the impacts of events on Australia's image overseas, through media monitoring and market trends.
- It is the responsibility of the industry organisations identified in the communication protocols to provide information received from a range of sources such as governments, media, markets, industry to the nominated coordination point (ITR) in a timely manner.
- Based on the information received, ITR will distribute Tourism Information Briefs to a select distribution list of key contacts, including the Minister for Small Business and Tourism and TAIG members. It is then the responsibility of these organisations to circulate this information to their respective membership/contact lists.
- Feedback on the process will be provided to ITR, either directly or through key contacts responsible for distributing the information.

Industry Research

- It is recognised that a number of industry surveys and questionnaires, seeking information on the tourism impacts of events such as the Bali bombings, have been circulated to a number of sectors.
- It was agreed that a system needs to be developed which minimises respondent burden and duplication of questionnaires by different agencies and different people in the same agencies. The questions will seek to ascertain intelligence in key areas which can be utilised by government and industry organisations such as cancellations, rerouting, and positive and negative impacts on Australia.
- ITR has agreed to develop a draft survey template which will be circulated to TAIG members for consideration.

Media Management

- It is important that both government and industry recognise the importance of providing accurate and consistent messages to the media on issues that affect the tourism industry, particularly following events such as those which have occurred over the past 12 months.
- It was agreed that having different organisations making different commentary in the media on a particular issue is not helpful in sending accurate, consistent messages from a tourism perspective.
- The Australian Tourist Commission has agreed to develop a framework, to which both government and industry will adhere when approached by media (locally and overseas). This framework will include speaking points which seek to ensure a consistent line is provided on a tourism issue when it becomes public - these points will be cleared with the relevant government agencies and industry bodies.

Note - These principles can, and will be expanded, based on actions required as a result of an event occurring and its impacts on tourism in Australia.

