Disaster Preparedness for Tourism and Accommodation Providers

A Guide

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LOGAN CITY COUNCIL

Contents

Introduction and Purpose

Introduction

Like the rest of Queensland, Logan is not immune to the threat of natural disasters such as floods, bushfires, heatwaves and severe weather. These hazards may result in road closures, infrastructure failures and other potential impacts, which may affect individuals and the community in a number of different ways.

Impacts such as these may result in damage to your property, guests unable to access or leave, and potential closure of your tourism business for a period of time.

While significant disaster or large scale emergency events will involve government and non-government agencies, the active participation of local communities before, during and after such events will ensure the best outcomes for individuals, households, businesses and the community as a whole. Building resilience across all areas of our community can reduce the impact of any disaster or emergency on the local area, its residents, businesses and visitors.

What is the purpose of this guide?

Logan City Council (Council) has developed the Disaster Preparedness for Tourism and Accommodation Providers Guide (the Guide) to support and assist local tourism operators within the City of Logan to plan for, respond to and recover from the potential impacts of disasters and emergencies in the local area.

This guide is relevant to accommodation providers such as hotels, B&B's, motels and privately let tourist accommodation properties. It is also relevant to operators with daily visitors who may not be familiar with the area.

This guide provides information to support the development of a Business Continuity Plan (BCP) that considers not only the impacts to your business, but also to your visitors, and how to support your visitors during potential disaster events. The purpose of developing a BCP is to ensure the continuation of your business during, and following, any critical incident that should result in disruption to your normal operational capability.

How to use this guide

This guide is intended for local accommodation and tourism providers to assist with identifying if they could be at risk from, or vulnerable to, hazards within the City of Logan and how to manage and respond to these.

This guide not only assists with planning to protect your business and associated income, but also allows you to plan how you can protect your guests and visitors who could be impacted in a variety of ways.

This guide provides background and context to support and enable business continuity planning. It links to Council's Business Continuity Plan Template, which assists you to undertake a Risk Management Plan and Business Impact Analysis, and create Incident Response and Recovery Plans for your business. The template covers the following elements incorporating the Prevention, Preparedness, Response and Recovery (PPRR) framework:

Business Continuity Planning Process

- **Prevention – Risk Management planning**
  - Incorporates the Prevention element that identifies and manages the likelihood and/or effects of risk associated with an incident.
- **Preparedness – Business Impact Analysis**
  - Incorporates the Preparedness element that identifies and prioritises the key activities of a business that may be adversely affected by any disruptions.
- **Response – Incident Response planning**
  - Incorporates the Response element and outlines immediate actions taken to respond to an incident in terms of containment, control and minimising impacts.
- **Recovery – Recovery planning**
  - Incorporates the Recovery element that outlines actions taken to recover from an incident in order to minimise disruption and recovery times.

If you require further support with continuity planning you may choose to contact a business continuity consultant.

Responsibilities and Arrangements

Why do you need to plan?

Disasters and emergencies happen and in the last few years Queensland has experienced torrential rain, severe storms, flooding and bushfires. This has resulted in road closures, infrastructure failures and damage to public and private properties. Challenges such as these affect us all and everyone has a different way of dealing with such challenges.

Local emergency services must prioritise their response based on the needs of the wider community. Higher priority cases will always be responded to in the first instance, especially if those emergencies are life threatening.

There will be times when the community may be affected by an emergency or disaster event and it is important that tourist and accommodation providers know how to help themselves and their visitors. Building resilience by understanding what could happen and how to react can reduce the impact of any emergency on your business.

Know your Responsibilities

Building disaster resilience is an ongoing process and the responsibility of all Queenslanders. Resilience in businesses and key industries is critical to minimise the impact of disasters on the local economy.

By ensuring you understand your exposure to disaster risks and having prepared continuity plans, your business has a better chance to reduce adverse impacts, recover more effectively from disasters, and continue to provide services and employment to the affected community.

Visitors to the area will naturally be anxious in the face of an emergency and will look to you for assistance. As the operator of a tourism or accommodation provider, taking all practical steps to keep clients safe in a disaster is your responsibility. Even if you're only providing a couple of rooms for visitors, your emergency plan needs to include their safety.

The active participation of local communities, groups, businesses and individuals before, during and after an event will ensure the best outcomes for the community as a whole.

Know our Local Disaster Management Arrangements

Individuals, businesses and other community based organisations play their part in the disaster management structure by having a responsibility to be aware of their risks, mitigate where possible and prepare themselves and their business for potential impacts so that they can recover more effectively and return to normal operation as soon as possible. For accommodation and tourism providers this includes ensuring that your visitors are safe and informed.

The Disaster Management Act 2003 (the Act) forms the legislative basis for the Queensland Disaster Management Arrangements (QDMA), which are based upon partnership arrangements between local and state governments. The QDMA operate on three distinct levels: Local Government; Disaster District; and State Government. As outlined in the QDMA, "each level of the disaster management arrangements must not only work collaboratively but in unison to ensure the effective coordination of planning, services, information and resources necessary for comprehensive disaster management."

Under the Act, Council has a documented Local Disaster Management Plan (LDMP) for the City of Logan. The LDMP ensures that appropriate strategies are developed and initiated to minimise the potential adverse effects of a disaster on the Logan community. It provides an outline for prevention, preparedness, response and recovery arrangements for the Logan community and provides direction and authority for the Local Disaster Management Group (LDMG) to coordinate capability in disaster management and disaster operations. The LDMP is available on Council's website.

The LDMG consists of different representatives of Council, emergency services, government and non-government agencies who, in accordance with the Act, are appointed by position and are deemed to have the necessary expertise, experience and necessary authority and delegations within their organisations to perform the role effectively. Other departments or agency representatives attend as required for scheduled meetings or operational events.

Council, emergency services and other local organisations and agencies are available to provide advice and support in the development of your Business Continuity Plan. The Business Continuity Plan is one way you can play your part in ensuring that the impacts of disasters are managed as well as possible to enable effective recovery.

For the purposes of this Guide it should be noted that at the Australian Government level and in some jurisdictions, the term 'emergency' is used interchangeably with 'disaster'. The term 'crisis' may also be used in some contexts.

Hazards and Planning
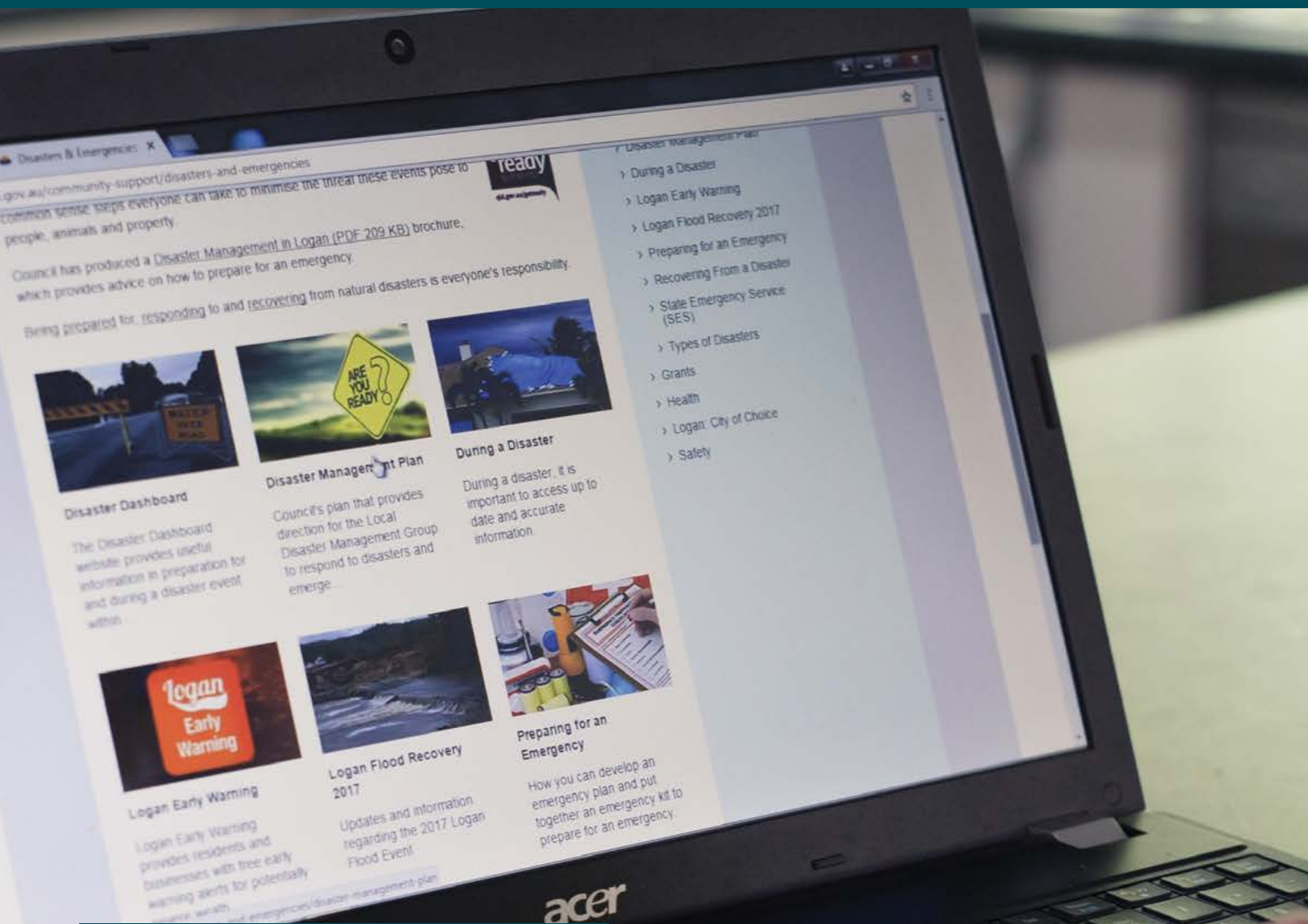
The Top Ten Tips to Prepare your Business Ahead of a Disaster

1. Identify possible risks to your business
2. Develop a business continuity plan
3. Check that your insurance is adequate
4. Have a list of emergency phone numbers
5. Prepare an emergency kit
6. Develop an evacuation plan
7. Ensure enough stock is on hand
8. Establish like-for-like help arrangements with other local businesses
9. Check your building and ensure it is in sound condition
10. Ensure your critical documentation is secure and backed up

Identifying, prioritising and describing hazards

Before a plan is created, it is important to identify the hazards and risks that could affect your business, and how your visitors may be affected by these. In order to build resilience, individuals and businesses should prepare for hazards most relevant to the area.

Council's LDMP provides a detailed disaster risk assessment for Logan City and information on potential hazards and threats. A hazard is defined as a source of potential harm, or a situation with a potential to cause loss e.g. a severe weather or fire. The LDMP also includes prevention and preparedness strategies, the degree of risk rating and an outline of the primary agencies responsible and support agencies for each hazard.

While there are many events which can be considered emergencies (e.g. car crashes, building fires, major injuries or medical emergencies), when developing a Business Continuity Plan, emphasis should be placed on those emergencies or disaster events which could threaten the wellbeing or sustainability of your business. Some hazards are obvious and may occur more frequently than others, such as bushfires and floods. Other hazards are less obvious but may have devastating impacts on your business, such as break down of key equipment, burglary or Information Technology corruption.

It is important to:

- identify and prioritise hazards
- describe when, where and how these priority hazards might impact your business and visitors
- describe the consequences to your business and visitors from these hazards
- identify what is currently being done to manage the identified priority hazards
- identify what your business can do to manage the consequence of disaster or emergency events.

The primary hazards/threats in Logan City have been identified as:

- Severe Weather Events
  - Severe Storm
  - East Coast Lows
- Flooding
- Bushfire
- Heatwave

- Other secondary threats as outlined in the LDMP.

▶ **Record your identified hazards and risks in your Risk Management Plan on page 7 of the Business Continuity Plan Template.**

Make a Plan

Business Continuity Planning helps businesses prepare for disruptions by identifying and managing the possible risks and threats you may face. Logan City Council has developed an easy to use Business Continuity Plan template that captures all of the information required to ensure the continuation of your business during, and following, a disaster or critical incident. It includes guidance on how to identify and manage risk, conduct a business impact analysis, document an incident response plan, and consider recovery post an event.

▶ **Record your Business Impact Analysis on page 9 of the Business Continuity Plan Template.**

Planning is not just about how your business will survive but also includes how you may respond to potential threats, as well as considering the impacts to your guests or visitors. It is important to consider how you will manage them during an event, and after, if your business has been impacted. Thinking ahead means you will be able to respond quickly and effectively during an emergency. Planning for recovery is just as important as planning your initial response and can help get your business back up and running faster.

▶ **Record your Recovery Plan on page 19 of the Business Continuity Plan Template.**

The Business Continuity Plan template, along with preparation checklists are available on Council's website. The checklists can be used during the planning process to put strategies in place to help cope during a disaster and prepare your business for bushfire and flooding.

Download and complete these checklists to assist in preparing your Business Continuity Plan.

Council, emergency services and other local organisations and agencies are available to provide advice and support in the development of your Business Continuity Plan.

Council also has another resource, Community Emergency Planning Toolkit and Guide, available that could also assist your business to prepare and plan for a potential disaster.

Responding to potential threats

Responding to potential threats

During your planning phase, you will identify the threats and hazards most likely to have an impact on your business and visitors. It is important to plan how you will respond to these hazards if they occur.

▶ **Document these plans in the Incident Response Plan section on page 13 of the Business Continuity Plan Template.**

Some important considerations could include:

- where to go, and how to evacuate the property if required
- how you would support your guests and staff for a minimum of three days if infrastructure, supplies or the property are significantly damaged
- how to communicate with your visitors, current, expected and future
- how to manage bookings and potential cancellations
- how you may be able to mitigate damage to property and resources during the event
- what impact assessments you may need to complete for insurance and identifying ongoing recovery needs
- staffing management
- where you can access further assistance during or after an event, if required.

Communicating to your visitors

Communicating to your visitors

Before a disaster

Effective communications with your guests, before a disaster event occurs, is vital for ensuring your guests are prepared for what could occur.

Considerations should include:

- how you will notify current guests of an event that is likely going to occur (e.g. severe storms or potential flooding event that occur with prior warning)
- how you will notify current guests of an event that is occurring with short notice (e.g. severe storm)
- what communications should occur to guests expecting to arrive and what may need to be considered (access, safety, cancellations, business as usual)
- methods of communication (such as emails, website, social media, direct phone calls, text messages)
- how you will communicate with your staff.

During a disaster

During a disaster your guests should be kept informed of what is occurring, and what the likely issues are going to be.

Considerations should include:

- what messaging should be provided to current and future guests, depending on what is occurring
- how you will provide your guests and staff with accurate information
- utilisation of existing infrastructure e.g. PA system
- if mobile, internet or power was to stop working, outline potential alternative communication methods.

▶ **Don't forget to include your communication plans in the Incident Response Plan**

After a disaster

After a disaster has occurred it is important to communicate with your future guests about the state and availability of your business to operate. There may be a perception that because the area has been impacted, that your business has been too, even if you're still operating as normal.

Consider:

- how you'll communicate with guests to let them know you are open for business, or have been impacted
- what processes or provisions are in place if you need to cancel bookings, or your guests want to cancel
- revising marketing activities if you have any booked.

It is vital to document these communication plans in your Business Continuity Plan so that they can be enacted during a disaster by anyone on your staff.
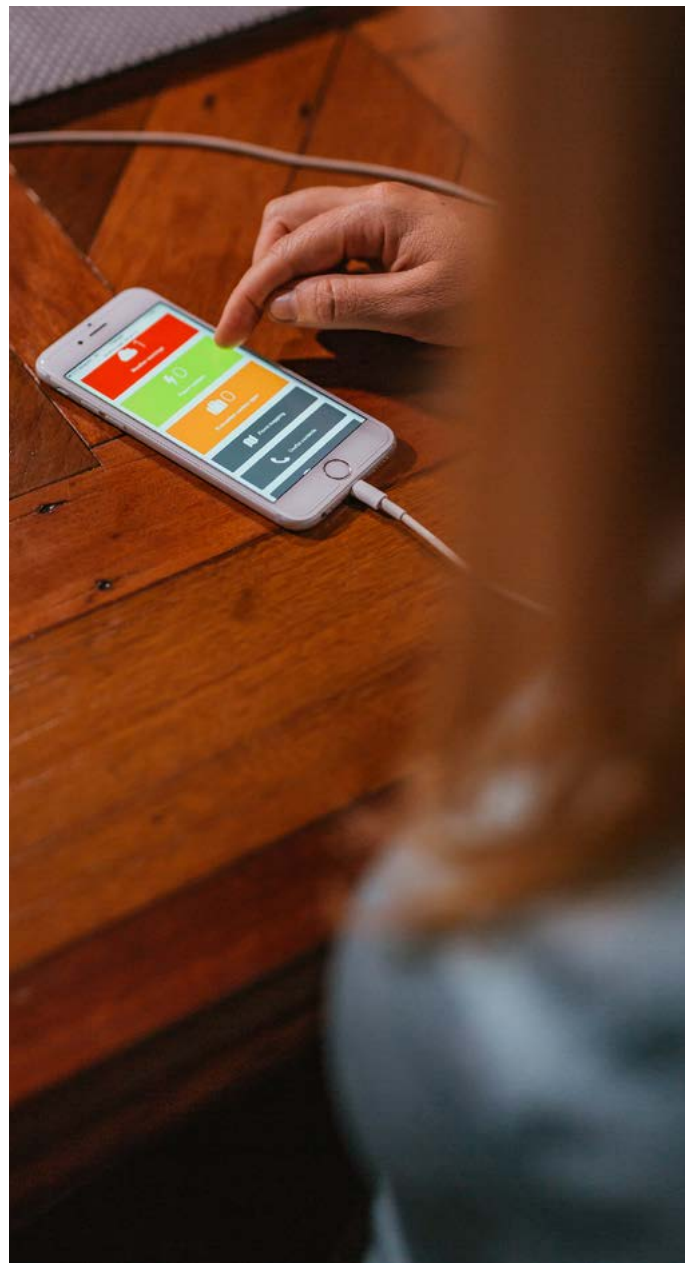
Information for Non-English Speaking Visitors

Your emergency plans need to include communication methods for clients who don't speak English or have trouble understanding it. This could include people who have hearing or vision impairments.

Council's website and the Disaster Dashboard are available in a range of languages. Just use the 'Select Language' arrow located at the top or bottom of the webpage.

Where to get further information

Where to get more information

Before a Disaster

Logan City Council's Website

Council's website has a range of resources and information to assist businesses and individuals to get prepared.

The disaster preparedness resources provided by Council are free of charge and available to download at logan.qld.gov.au/disaster. Hard copies of the resources, including the accessibility resources, such as a braille publication of the 8 Tips to help prepare your home and family ahead of natural disasters flyer and audio CD, are available by contacting Council's Disaster Management Program by email at disastermanagement@logan.qld.gov.au or by phoning 07 3412 3412.

Logan Early Warning

As part of Council's ongoing commitment to assist members of the community to plan, prepare and respond to disasters, Council has teamed up with the Early Warning Network to provide residents and businesses of the City of Logan with free early warning alerts for potentially severe weather, bushfires and flood notifications.

The 24/7, 365 days per year Logan Early Warning service allows residents and businesses to plan, prepare for and respond to severe weather events before it happens. This service allows the community to become familiar with potential hazards and risks that may affect our city and encourages residents and business owners to take early action to minimise any potential damage that may occur during severe weather.

You will receive alerts for potentially dangerous weather, bushfires and flood notifications within the City of Logan. There may also be a need to provide custom messages from Council related to disaster and emergency situations.

The smartphone app is available for iOS devices in the Apple App Store and Android devices through the Google Play Store. Search 'Logan Early Warning' to download.

Visitors are also encouraged to download this app, and it will continue to provide location-based alerts, even if they are outside of Logan.

Other

The end of this guide has links to further planning resources and useful contacts for before, during and after a disaster.

During a Disaster

In the event of a disaster, it is important to access up to date and accurate information to allow you to take action and quickly respond to protect your staff, visitors and business.
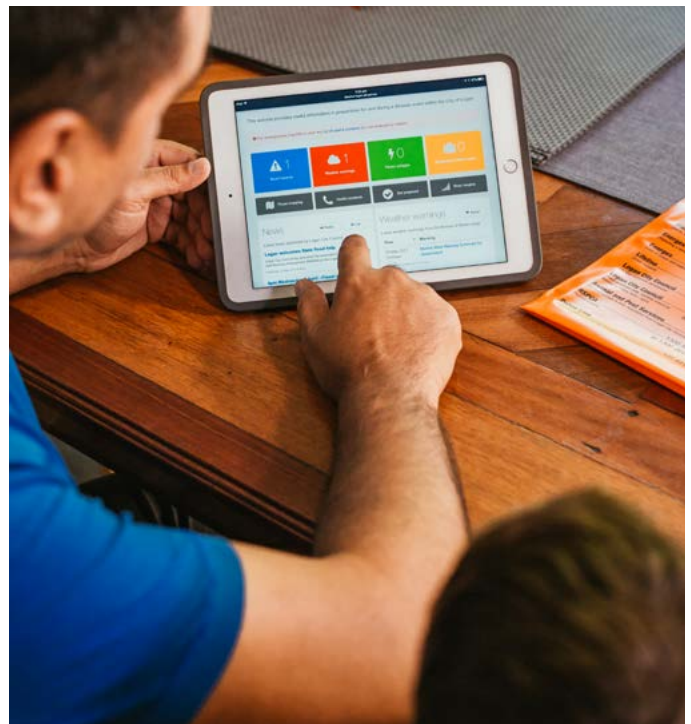
▶ Record what you and your staff need to do during a disaster in the Incident Response Plan on page 13 of the Business Continuity Plan Template.

Disaster Dashboard

Council's Disaster Dashboard (disaster.logan.qld.gov.au) provides a wide range of information to keep you and your guests informed during emergency situations, including:

• Weather Warnings
• Local Road Hazards
• Fire Incidents
• Power Outages
• Social media feeds
• Camera feeds (road traffic and flood watch).

The Disaster Dashboard can also be translated into a number of languages for those whose first language is not English. Just use the 'Select Language' arrow located at the top or bottom of the webpage.

It is important to stay informed when an emergency warning is issued by the Bureau of Meteorology or other agency. Council ensures the community has access to these warnings through the Disaster Dashboard and encourages everyone to make last minute preparations to prepare for the potential impacts of severe weather, such as securing loose items and vehicles and other equipment that could get damaged.

Logan Early Warning

By subscribing to the Logan Early Warning App, as described earlier in this guide, you will receive alerts for potentially dangerous weather, bushfires and flood notifications within the City of Logan.

Other

In addition to this, during a disaster you should:

- Listen to your radio (River 94.9FM, 101FM, ABC radio 612AM) and/or television for the latest information and warnings.
- Listen for the Standard Emergency Warning System (SEWS) – a wailing siren used that may be broadcast on radio or television for various emergency events of major significance, such as cyclones, flooding and severe storms.
- Monitor your mobile phone. Location-based Emergency Alerts may be pushed to your phone if the situation requires it e.g. evacuation warnings.
- Monitor the Bureau of Meteorology for weather warnings.
- Act quickly on any advice given to ensure your staff, visitors and business are safe.

After a Disaster

After a disaster, information about recovery processes can be found on the Disaster Dashboard or on Council's website.

Further information can also be found through

- Department of Communities, Disability Services and Seniors (communities.qld.gov.au)
- Queensland Rural and Industry Development Authority (qrida.qld.gov.au)
- Queensland Reconstruction Authority (qldreconstruction.org.au)
- Department of Innovation, Tourism Industry Development and the Commonwealth Games (ditid.qld.gov.au).
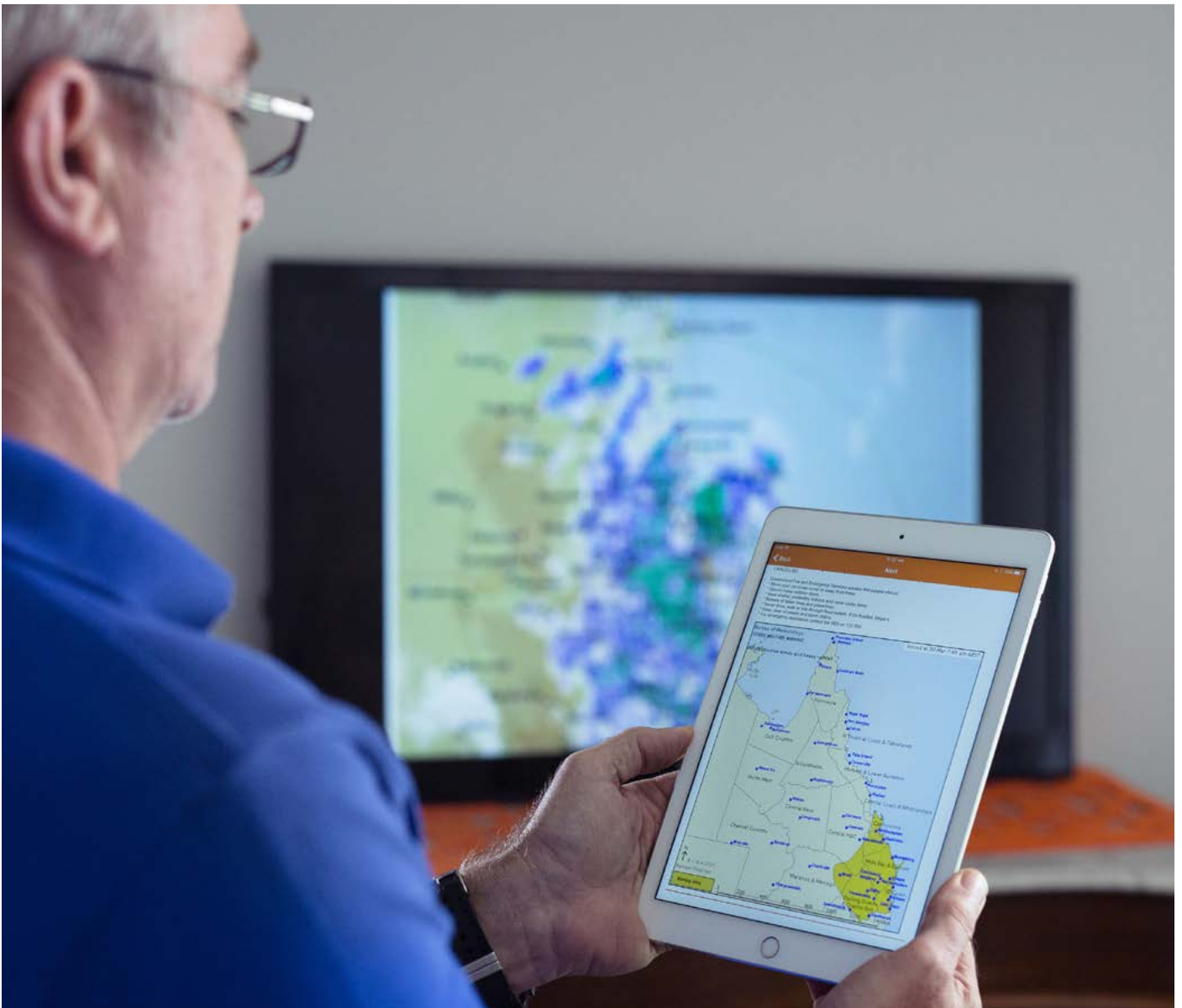
Recovery

Planning for recovery is just as important as planning for response. By having a clear plan for recovery, and continuing your business as able after impact, you are more likely to be able to return to business as usual faster and with less impact on your business.

Recovery considerations should include:

- developing strategies to recover your business activities in the quickest possible time
- identifying resources required to recover your operations
- listing the person/s who have responsibility for each task and the expected completion date
- identifying and documenting cash requirements, insurance etc.
- identifying and documenting Recovery Time Objectives
- identifying where you can access additional support.

▶ Also record what you and your staff need to do during a disaster in the Incident Response Plan on page 13 of the Business Continuity Plan Template.

Useful Contacts

Useful Contacts and further information

▶ Contact	▶ Emergency	▶ Contact details
Police, Fire and Ambulance	For life threatening emergencies	Triple Zero (000) There are also two secondary emergency call service numbers – 112 and 106. 112 is available from mobile phones and 106 connects to the text-based National Relay Service for people who have a hearing or speech impairment.
State Emergency Service	Severe storms and flood assistance	132 500 132500.qld.gov.au
Logan City Council	24 hour customer service	3412 3412 logan.qld.gov.au Disaster Preparedness: logan.qld.gov.au/disaster Disaster Dashboard: disaster.logan.qld.gov.au/ facebook.com/logancitycouncil
Police Link	For non-life threatening emergencies or incidents	131 444 police.qld.gov.au facebook.com/queenslandpolice
Crime Stoppers	To report crime	1800 333 000
Energex	For loss of power supply or electricity problems In an emergency, such as fallen powerlines or electric shocks	13 62 62 13 19 62 energex.com.au
Bureau of Meteorology	Forecasts, weather observations and warnings	1300 659 219 bom.gov.au
Traffic information	Road hazards within Logan City	State-controlled roads in Logan City or 13 19 40 qldtraffic.qld.gov.au/ Logan City Council-controlled roads or 3412 5436 disaster.logan.qld.gov.au/road-hazards
Rural Fire Service	Fire mapping	ruralfire.qld.gov.au/map To report all fires call 000 (Triple Zero)
Logan City Council Animal Management Centre	Animal emergencies or for lost animals	3412 5397 logan.qld.gov.au
Radio Stations	For information during a disaster	River 94.9FM 101FM ABC radio 612AM

▶ **Ensure you have a list of Key Contacts as part of your Incident Response Plan on page 16 of the Business Continuity Plan Template.**

Other planning resources

Other Planning Resources

Don't Risk It! A guide to assist tourism businesses to prepare, respond and recover from a crisis

The 'Don't Risk It' guide is a practical guide for tourism businesses on how to prepare, respond and recover from a crisis. It includes templates on all stages for businesses. The website has a range of other resources including crisis management guides and guides for communicating with people with disabilities.

icrtourism.com.au/links/bushfire-risk-resource/preparedness

Business Queensland

The Business Queensland website has other useful information to help prepare your business for a disaster, as well as interactive checklists that can assist you to identify what you need to do to get prepared.

business.qld.gov.au/running-business/protecting-business/disaster-resilience/preparing-disasters

Industry Resilience – Tourism and Events Queensland

Tourism and Events Queensland (TEQ) is committed to supporting the tourism industry prepare for and recover from natural disasters and the short and long-term effects they can have on businesses. Their website has a range of resources, as well as contacts for recovery assistance.

teq.queensland.com/industry-resources/industry-resilience

Get Ready Queensland – Queensland Government

The Get Ready Queensland website has a range of resources, fact sheets, links and applications to download that can assist you to get prepared.

getready.qld.gov.au

Check List

Have you?

- Downloaded the Business Continuity Plan Template
- Accessed Council's website and other tools to assist in planning
- Identified hazards that may impact you and your business.
- Completed the Risk Management Plan
- Completed the Business Impact Analysis
- Completed an Incident Response Plan
- Documented your Recovery Plan
- Shared important information with your staff and customers

Notes