



**Western Cape**  
**Department of Economic Development and Tourism**

**Business Promotion and Tourism**

**TOURISM SAFETY**

*Emergency Communications and  
Crisis Management Plan*

(Working Document)

NOVEMBER 2002





## 1. Purpose of Document

This document aims to establish a well-coordinated and managed Tourism Emergency and Crisis Communication Plan for the Western Cape Province. Implementation of the basic generic plan, adapted to suit different areas, will enable the Province to address issues of Tourism Safety in more coordinated manner according to pre-determined standards. Such a plan will ensure that the Western Cape maintains its good reputation both nationally and internationally.

## 2. Problem Statement

As Western Cape tourism faces the realities of emerging markets and global demand trends, it is of utmost the importance that visitors feel safe and protected. Accordingly, effective and efficient execution of a holistic Tourism Management Plan, including a Crisis Communication Management Plan is of key importance. Consensus between various public and private institutions and active implementation of the plan by each role-player are of cardinal importance to ensure tourism growth and development.

## 3. Background

It is generally accepted that tourism is potentially the single most powerful generator of **jobs**, investment and economic growth in the Western Cape. There is no other region in the country **so** widely endowed with the cultural, scenic and lifestyle attributes necessary to distinguish it as a tourist destination of international status.

Recent years have however seen Cape Town and the region gaining an international reputation for high levels of crime and social instability. Crime, violence and social unrest remain the most immediate and challenging threat confronting the Western Cape's aspiration to become a globally competitive tourist destination.

The nature of tourism safety for the region and its public prominence imposes, as a result, a special level of accountability on provincial authorities to develop and implement a provincial framework for a local and co-ordinated response to tourism safety. Integral to this framework is the development of a Tourism Safety Management





Plan to enable tourism stakeholders to communicate in a prepared and pro-active manner to the full range of crises that might occur.

Following the bombings of 1999, the Tourism Safety Forum was initiated to coordinate media responses which had become potentially damaging to the image of the Province, and were having a negative impact on the tourism industry. The reactive nature of the forum was realigned after the potential threat had passed to address certain proactive steps that were needed to ensure the Province was being marketed as a safe tourist destination.

The Tourism Safety Workshop held in August 2001 identified the need to develop and implement a Provincial framework for a local integrated response to Tourism Safety. The workshop provided the forum with an instrument for developing a clear strategy for dealing with Tourism Safety, giving clear guidelines as to strategic objectives and outcomes to be achieved by relevant individuals.

The Tourism Safety Forum mandated a task group to further consult with key stakeholders and make a proposal, in the form of a Tourism Safety Management Plan. This culminated in two workshops being held at Provincial level, which responses have informed this proposal. While a Strategic Framework had been developed, the stakeholders have recommended something less elaborate, and far more practical. This functional model has taken international best practise into account, but has been developed for local conditions and economic situations.

#### **4. Key Principals Arising From Tourism Safety Workshops**

In providing input to a Tourism Safety Management Plan, the participants in the October 2002 workshops comprising key tourism stakeholders recognised the following key principals:

- It is not the intention or desire to duplicate the efforts of existing initiatives, nor is it the core business of the Department of Tourism to prevent crime or manage incidents of crime. However, where a tourist is threatened by or becomes the victim of crime, it is essential that a Tourism Safety Management Plan exists to bring





together the skills and functions that protect, minimise and resolve the impact of crime committed against tourists;

- Rather than create a new body requiring new resources and financing, a network should be established to provide the services needed for effective Tourism Safety;
- There is no “quick-fix” solution to tourism safety. It was agreed that the plan developed will recognise potential areas of crisis, devise proactive preventative guidelines and reactive proposed action plans for when these fail and a crisis happens;
- It is understood that what will be developed will not be prescriptive, but will provide a set of guidelines to assist local councils to develop and implement an acceptable tourism safety framework. The guidelines developed must be easy to implement, affordable and be constantly revised and updated to incorporate latest learning, and;
- To ensure a workable solution, a Public/ Private partnership would need to be entered into to ensure long-term sustainability and economic viability.

#### 5. Requirements of a Tourism Safety Management Plan

The following recommendations arose from the workshop held with the appropriate tourism stakeholders:

##### Appointment of a Provincial Facilitator ■ Project Manager

It was recommended that a facilitator / project manager be appointed by the Provincial Ministry to develop, guide and implement the process of finalising and implementing a generic and detailed Tourism Safety Management Plan. The facilitator should report directly to the Minister and/or Head of the Tourism Department.

##### Development of Detailed Tourism Safety Management Plan

The development of a generic and detailed Tourism Safety Management Plan will provide the Province with a model, which includes the essential building blocks and internationally accepted best practice for Tourism Safety. It will consider how to implement the proactive preparations and reactive plans for tourism crises. The enormity of this task necessitates cooperation from a variety of stakeholders in developing pragmatic solutions.





## **Pilot Project**

It is proposed that the project be initially developed in a pilot centre, where both international and national best practice can be combined and refined into a "franchise" type model. It is furthermore of importance that the pilot centre contain a cross-section of general South African conditions, and should not pose insurmountable threats to the project. It is suggested that the City of Cape Town be used as the pilot centre as it has the necessary infrastructure providing the opportunity to investigate the linkages in the cross-functional model.

## **Roll-Out to the Regions**

It is proposed that the model be marketed to councils at local level via the tourism functions/department/bureau. In conjunction with the existing local Disaster Management body, issues pertaining to Tourism Safety will be highlighted, and addressed using existing structures (e.g. officials will be trained to handle disaster communication pertaining to tourism).

Besides the critical components that make up a Tourism Safety Management Plan, local councils will be offered a menu of additional items / linkages for tourism safety. Once selected, it is suggested that the provincial facilitator / project manager manage the implementation, education or training needed in order for the council to achieve the agreed standards. These standards will be evaluated on a regular basis, and will inform marketing agents, media etc.. as to what is being achieved throughout the region to ensure tourism safety.

## **6. Leadership Begins At the Top**

Projects rise and fall by leadership. Commitment in both the public and private sectors must be driven from top down – if this is not the case, there will be no real commitment to working together in a crisis. Trust must be developed in the beginning and if top management develops trust across sectors, it will trickle down to lower-level employees. Ultimately, for a Tourism Safety Management Plan to work, trust must be developed through all levels of the private and public sector. Both workshops clearly





identified the Provincial Minister of Tourism as the critical driver of the Tourism Safety Management Plan.

A central tenet of crisis management is a united “official” take on a crisis in order to minimise the number of different versions of the story that make it to the public. Again, both workshops identified the Provincial Minister of Tourism as the preferred key spokesperson in the event of a tourism crisis.

## **7. Governance Structure**

There are many steps in the development and implementation of a Tourism Safety Management Plan. The establishment of a crisis team is the first step. The team’s primary responsibility is to jointly prepare the plan and meet regularly to update and test it. When a crisis occurs, this team will be prepared and in control. Two levels of governance are proposed:

### **Level 1 – Executive Tourism Safety Forum**

Under the chairmanship of the Provincial Minister responsible for Tourism, the forum should include the Provincial Ministers of Justice, Community Safety and leading officials from law enforcement agencies (e.g. SAPS, Municipal Police etc.), Department of Justice, National Prosecuting Authority, and Minister responsible for or Local Government etc. This forum could be incorporated into the working of the proposed Ministerial Provincial Tourism Forum with tourism safety incorporated as a key agenda item. It is at this level that all communications in a crisis should emanate.

Co-operation between the tourism industry and law enforcement agencies is critical to a successful Tourism Safety Management Plan. The pivotal role law enforcement should play in managing crises and helping to restore public faith in the safety of a destination cannot be underestimated.





## Level 2 – Tourism Safety Forum/ Crisis Management Team

Under the chairmanship of the Head of the Department of Tourism, the Tourism Safety Forum (or Crisis Management Team) already exists and should address the operational issues pertaining to the formulation and implementation of the best practice model at Provincial level. The forum is composed of representatives of the principal sectors of the industry (transport, hospitality, attractions, tour operators, travel agents, and administration) as well as external agencies involved in any disaster management ■ relief ■recovery work.

It is suggested that the Tourism Safety Forum divides up and assigns responsibility for the development of different aspects of the Tourism Safety Management Plan. To ensure effectiveness and efficiency, the responsibility of heading each team should be delegated to individuals according to their areas of expertise and the entire group should be headed by a Director (from within the Provincial Ministry of Tourism) to orchestrate all crisis management team activities.

It is proposed that the team hold scheduled planned meetings twice annually. One meeting in April to review the previous year's operations and plan for the new year, and a second meeting to be convened in August to review plans prior to the high tourist season. Other pre-planning meetings must be convened in response to specific threats, as the need arises.

It is proposed that the facilitator ■project manager provide feedback to the forum and receive specific instructions and guidance pertaining to the scheduling of the roll-out. Operational blockages will be dealt with and accountability assigned to ensure implementation.

Proposed teams within the Tourism Safety Forum could include, but are not limited to, the following:



### **Information Co-ordination Team**

An information co-ordination team to co-ordinate damage assessment activities and gather disaster-related information for accurate dissemination to the forum and the communication team.

### **Crisis Communications Team**

The team should be headed by a qualified media spokesperson (Minister responsible for tourism) to represent the destination and local tourism industry to the media by providing a unified voice and conveying accurate information to prevent possible embellishment of the events by the media.

It is necessary to identify spokespersons across tourism industry groupings that will speak to the media in the event of a crisis and ensure they are directly linked to the responsible communicator (Minister responsible for Tourism / alternate) on the Crisis Communications Team.

It should be recognised that there may be difficulties of competing interests and conflicting views both within and across groups represented on the Tourism Safety Forum, however the benefits of co-operative efforts need to be highlighted and stressed - collective action is likely to be more effective in securing recovery in the tourist industry than individual responses, especially when resources are scarce.

### **Marketing / Promotions Team**

A marketing / promotion team to direct recovery marketing efforts including profiling the destination's past and encouraging potential visitors back to the destination.

## **6. Crisis Communication Programme**

Developing a crisis communication programme is the preliminary process whereby possible crises are identified and consequences worked through in order to provide guidelines for a practical communications system that is adaptable for any crisis situation to help avoid or diminish the impacts of the crisis.





A tourism crisis can be defined as any natural or man-made act, event or situation whose outcome leads to a serious decline in visitation to a tourist facility, attraction or destination. It can be identified by the fact that it is unusual, sudden, and that visitors perceive no apparent ready solution to keep it from happening again.

The tourism industry is especially sensitive to political, economic or environmental change. When disaster strikes, the resulting crisis can disrupt or cause irreparable harm to business. A tourism crisis can develop from a perception of insecurity and risk. Crises of perception can be as devastating, if not more so, than crises that actually cause physical damage. While a natural disaster can impede the flow of tourism, terrorism risk tends to intimidate the travelling public more severely – when tourism ceases to be pleasurable due to actual or perceived risks, tourists exercise their freedom and power to avoid risky situations or destinations.

This highlights the necessity of putting a plan into action as quickly as possible after a crisis occurs. To effectively manage crises of perception, quick dissemination of accurate information is required. This involves establishing communication links among public sector government agencies, private sector travel industry stakeholders, the media and of course the travelling public. Without advance planning, valuable time is lost which causes speculation and rumour to ensue.

In preparing a crisis communication programme, the following steps are followed:

- Predict – undertake a risk assessment to determine the most obvious and realistic crises that could occur
- Position – determine what the dangers will be and set objectives on what our position will be to manage the crises. Identify the target audiences who need to be communicated to.
- Select solutions - give a clear indication that you are taking crisis seriously and making every effort to sort it out.
- Plan implementation - prepare a list of possible fixed and operational activities that could be accomplished including how to deal with the media
- Monitor implementation





- Evaluate the impact of the crisis.

### **Risk Assessment of the Tourism Industry in the Western Cape**

Tourism industry stakeholders have identified the following man-made crises as those most likely to cause a significant loss of revenue, visitors or reputation to the tourism industry in the Western Cape:

- **Personal Harm to Tourists**

Including continued and sustained muggings and theft of tourist property, attacks at tourist spots or on trains and buses, hijackings, murder, rape, robberies, hostage and kidnapping.

- **Acts of Terror**

Including hostage taking, urban terror, renewed bombing campaign / bomb threats, hijacking by political religious groups, assassination.

- **Major Transport Disasters**

Including boat or passenger ship sea disaster e.g. Robben Island. tour coach accidents, freak accidents e.g. cable car derailing, major aircraft disaster, train disaster e.g. Blue Train / Rovos Rail, Spier.

- **Political Instability**

Including riots, war, strikes, and migration of people from rest of country & Africa, anti Western views by politicians.

Other disasters identified which were not prioritised to the same extent, but which nevertheless need to be addressed in planning the Tourism Safety Management Plan include:

- Natural disasters - outbreak of fire in tourist area, flood damage e.g. dam burst on Table Mountain into Kirstenbosch, heavy winds and rain trapping tourists, rock falls resulting in death / injury to tourists





- Bad experience by tourists as a result of illegal tourist services (no accreditation to undertake tourist service), being misled by fraudulent advertising and undertakings before arriving, perceived exploitation of foreign tourists once here
- Tourists compromised by language difficulty resulting in unsafe movements in area. No foreign language assistance, feeling left alone without support
- Outbreak of disease - mad cow disease, HIV/AIDS pandemic, water contamination
- Interruption of services as a result of electrical breakdown or a fuel crisis
- Media playing out the negative and publicising incorrect information
- Nuclear disaster
- Tourists as perpetrators of crime, hoax accidents
- Lack of interest/ support from police

It should be recognised that internal and external forces in the tourism industry are closely related so that a crisis in the outside world may trigger an internal crisis in the industry or destination. Internal crises that require proactive attention might include the immaturity of the industry, weak management, or inexperienced / insufficient staff.

#### Objectives to Manage Crises

The broad communication objective is to facilitate tourism recovery by:

- Protecting (proactive) or rebuilding (reactive) the Western Cape's image of safety and attractiveness as a tourism destination
- Reassuring potential visitors of the safety of a specific region ■town ■city
- Re-establishing the Western Cape's functionality and attractiveness after a crisis
- Communicate with and provide assistance to local travel and tourism industry members during their economic recovery following a crisis.

#### Define Target Audiences

Collectively, the workshops put forward the following list of stakeholders who should all have a direct and identified link to the Crisis Management Team / Tourism Safety Forum and any teams that are formed. Target audiences include:





- Law Enforcement Agencies (SAPS, Traffic Police, Army, Private Security Companies, National Intelligence Agency)
- Emergency Services (Ambulance, Fire, Hospitals, Electricity, Water, Rescue Services, Weather Bureau)
- Provincial Government – Ministries & Departments of Tourism, Community Safety, Justice, Foreign Affairs, Communication, Transport
- Local Government and Municipalities (Weclogo, City and Municipal Disaster Management)
- National Government (South African Tourism, South African Communication Services)
- Tourism Attractions / Facilities (Table Mountain, V&A Waterfront, Robben Island, Cape Peninsula National Park, Kirstenbosch, Winelands, Cape Town International Convention Centre, Shopping Centres)
  - Provincial Tourism Boards and Regional Tourism Bureaux
  - Industry Associations (incl. SATSA, Fedhasa, Retailers Association, Tour Operators & Guides)
  - Transport Structures (Airports Company of South Africa, Airlines, Travel Agents, Car Hire Companies, Coach Operators, Taxi Associations, Metrorail, Tourist Trains)
  - Accommodation Structures (Associations representing hotels (Fedhasa), B&B's guest houses, hotel concierge staff)
  - Crisis and Support Counselling NGO's (Rape Crisis, Lifeline, others)
  - Embassies
  - Media
- Organised Business (Cape Chamber of Commerce & Industry, Afrikaanse Handels Institute, Cape Town Partnership, Wesgro, Nafcoc)
  - Community Safety Initiatives (Neighbourhood watches, City Improvement Districts, Community Task Forces, Community Forums)
  - Academic Institutions (Universities, Colleges, Technikons)
  - Banks
  - Unions





## **Select Possible Solutions**

Having identified the prioritised risks for the tourism industry, the following programmes are proposed as proactive measures to help mitigate against the primary list of crises and where prevention fails, to manage and diminish the impact of the crisis on the tourism industry.

### **Tourism Awareness and Education Campaign**

- Conduct a tourism awareness education campaign throughout the Western Cape to encourage communities in the region to value tourism and tourists. The campaign should highlight the importance of a helpful public service and that tourism safety is a collective responsibility.
- Improved road and directional signage for tourists particularly in key tourism destinations and danger hot spots.
- It was suggested that tourism stakeholders be encouraged to include references to tourism safety in their general newsletters to ensure that the message of tourism safety is carried through to all tourism industry stakeholders.
- Build capacity in the tourism industry on how to prepare for and manage crises including guidelines on handling the media.

### **Development of Tourism Safety Collateral**

- Develop a co-ordinated set of tourism safety, terrorism and media handling guidelines. The existing tourism safety guidelines have been well received but need to be distributed to a larger group of stakeholders and could include additional information.
- Distribute throughout region and educate tourism facilities on importance of making tourists aware of guidelines and possible dangers.
- It was suggested that a crisis hotline be established with multilingual operators to provide a single point of contact in times of crisis.

### **Lobbying Campaign**

- Lobby for more visible policing and include more focused tourism orientation in police training.





- Lobby to update by-laws increasing effectiveness of policing.
- Lobby justice to deliver on fast-track tourism courts for effective prosecution of criminals.
- Lobby for improvements in roadworthy standards in terms of vehicles & fleet management and on adherence to working hours for drivers and acceptable driver behaviour.

### **Media Campaign**

- Develop tourism media relationships and celebrate successes -tourism seen to be addressing unemployment, prosecutions, and drop in crime.
- Improve media liaison and promote a joint police / tourism focus.

### **Plan Implementation**

#### Before the crisis begins

- Appoint a facilitator / project manager to develop, guide and implement the process of finalising and implementing a generic Tourism Safety Management Plan - as detailed in point 3.
- Partner with law enforcement agencies – as detailed in point 5.
- Select a crisis management team and designate responsibilities – as detailed in point 5. Alternate spokespersons should be identified to cover if appointed spokesperson is not available.
- Undertake proactive measures to help mitigate against possible crises – as detailed in 6 above.
- Prepare contact lists of all media (broadcast & print), Executive Safety Forum members, Crisis Management Team / Tourism Safety Forum members and designated team leaders. This information should be communicated to all the above members.
- Prepare key contact lists including law enforcement, emergency services, provincial government, political leaders, local government and councils, national government, tourism facilities, provincial and regional tourism boards & bureaux, industry associations, transport structures, accommodation structures & associations, crisis and support counseling NGO's, volunteers (including multilingual tour guide association members), embassies, organized business, academic institutions, banks





and unions. This information should be communicated to all relevant tourism industry stakeholders.

- Prepare an emergency checklist providing details on the line of communications and distribute to relevant tourism industry stakeholders.
- Identify a central point from where all communications with the media is conducted in the event of a crisis. This facility should be properly equipped with telecommunications to enable the fast and efficient distribution of information to the media. It is recommended that the Ministry of Tourism's Communications Office be identified as this central point.
- Practice by bringing together key players for scenario workshops which illustrate how easy it is to get it wrong if everyone goes off in different directions. Establish and agree clear lines of communication to ensure a unified and co-ordinate message.

### **Monitor Implementation**

#### Once the crisis starts

- Follow the emergency checklist and lines of communication.
- Monitor the media and formulate responses to specifics. It should be the responsibility of the Crisis Communication Team to gather the necessary facts – who, what, where, when, why and how.
- Speak with one voice. Only the identified crisis communication spokesperson should speak to the media. Spokespersons must be available at all times.
- Let the media know who the designated spokesperson is and indicate that you are willing to co-operate.
- Be prepared to seize early initiatives by rapidly establishing the Province as the single authoritative source of information about what has gone wrong and what steps are in place to remedy the situation.
- Tell it fast and try to meet media deadlines.
- Cover all subjects that are important. Answer the media's questions with facts. Be honest, tactful, do not hide information, do not speculate and do not exaggerate. Do not apportion blame.
- Accentuate positive aspects – defend the tourism industry at all times, but do not underplay the negative.





- Express gratitude to the community, employees and outsiders for help they have given during a crisis and sympathy in appropriate cases.
- In times of crisis, feelings are as important, and often more important, than facts. Be prepared to demonstrate human concern for what has happened.
- Never say “no comment” to the media. Assume that everything you say will be printed.
- Do not “play favourites” with the media - release the same information to all media.
- Do not release information about people – respect their right to privacy. Do not disclose names of the injured or fatalities until you know that the families have been informed.
- Do not repeat negative or inflammatory words used by a reporter – it could end up as your own quote.
- Keep calm – do not demonstrate a great deal of emotion with the media as it may cause panic, particularly on broadcast media.
- The most important audience is the internal audience. If those employed in the tourism industry in the Western Cape feel secure and that the right thing is being done, they will communicate that sense of confidence in communicating to external audiences. Get opponents on side by involving them in resolving the problem.
- Provide regular updates. Don’t leave before the crisis is over.
- Don’t lose your temper with a journalist – even if justified. Do comment on a topic if you have ascertained that incorrect or misleading statements are being made to the media. Make a courteous effort to bring inaccuracies to the attention of the media.
- MOST IMPORTANTLY – Don’t feed the crocodile – let some other crisis take over the media interest.
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## **Useful media hints**

The following is a set of media facts that you can immediately refer to in a crisis. They media may need

1. How many international visitors do you welcome every year?
2. How many specified countries visit your country every year?
3. Have any incidents like this happened before?
4. What was done after such incidents
5. Provide a clear map of your region/country in relation to other countries if necessary
6. What are your safety standards for air traffic control fire and safety regulations, maritime regulations, road safety, health regulation
7. Do you have stock broadcast footage and photographs you can make available
8. Keep every crisis statement you ever made in this media fact file so you know exactly what has been said before the issue arise

Three golden rules after crisis

1. Anticipate Anniversaries

A major incident will be entered in the diary of every international newspaper to be followed up annually with reporters assigned to discover what has happened since the incident. Get your facts and updates ready for major anniversaries.

2. Anticipate Legal Action

People affected by international incidents will certainly lobby for investigations, make complaints and pursue lawsuits. Whatever happens during crisis , if you see something inaccurate, correct it at the time. If a station or paper reports something that is not accurate, write a letter to the editor to correct the matter. If someone takes you to court, the media report could be produced as evidence. Its no good saying in court that the media report was not accurate. You need some evidence to show that you disagreed with the report at the time.

3. Promote Positive Stories



A crisis can be overwhelming for the destination and for potential visitors.

If they see hour after hour of television news reporting issues, they could have a one sided view of the destination is really like.

Fight back with positive stories about your world, and not necessarily about tourism  
Ensure travelers understand your world and your culture behind crisis headline.

### Evaluate Implementation

#### Following the crisis

- Hold a meeting of the Crisis Management Team / Tourism Safety Forum to discuss how effectively the plan worked and to record improvements. Prepare a concise summary of how well the plan worked and recommend changes.
- Keep copies of all news stories or transcripts of broadcast news. Measure the tone of media coverage which can inform improvements to the communications plan.
- Learn from mistakes. Refine and update the Tourism Safety Management Plan – it is a dynamic document which requires new information to be incorporated and communications plans adapted as the industry and the world changes.

### 8. Conclusion

The recent spate of "bad news" events around the world has rudely jolted the "good news" culture of destination marketers. Today, every tourism-related structure needs to be versed in tourism safety management and have an action plan ready in the event of a disaster. A well-executed management plan can limit long-term damage and can turn a disaster into an opportunity. As important as dealing with any emergency situation is dealing with perceptions – what the public think happened. A balanced, timely public relations response in a crisis minimises the chance of misinformation, misinterpretation of the facts and damage to reputation.

Finally, it is important not to over complicate a Tourism Safety Management Plan. Crisis management has its boundaries and cannot, nor is it intended, to prevent disasters or focus on micromanagement (i.e. evacuation, rescue etc). Each crisis situation is unique





and difficult to resolve with simple formulas. Nevertheless, the development and testing of a Tourism Safety Management Plan for the Western Cape will save valuable time, energy and other resources.

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- Getting Your Message Across in a Crisis, Debbie Hindle, BGB & Associates, London ( delivered for the World Tourism Organisation)





## **Addendum 1**

### Guidelines for dealing with the media during a crisis

- Follow the emergency checklist and lines of communication.
- Monitor the media and formulate responses to specifics. It should be the responsibility of the Crisis Communication Team to gather the necessary facts – who, what, where, when, why and how.
- Speak with one voice. Only the identified crisis communication spokesperson should speak to the media. Spokespersons must be available at all times.
- Let the media know who the designated spokesperson is and indicate that you are willing to co-operate.
- Be prepared to seize early initiatives by rapidly establishing the Province as the single authoritative source of information about what has gone wrong and what steps are in place to remedy the situation.
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- Express gratitude to the community, employees and outsiders for help they have given during a crisis and sympathy in appropriate cases.

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- Do not repeat negative or inflammatory words used by a reporter – it could end up as your own quote.

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- The most important audience is the internal audience. If those employed in the tourism industry in the Western Cape feel secure and that the right thing is being done, they will communicate that sense of confidence in communicating to external audiences. Get opponents on side by involving them in resolving the problem.
- Provide regular updates. Don't leave before the crisis is over.
- Don't lose your temper with a journalist – even if justified. Do comment on a topic if you have ascertained that incorrect or misleading statements are being made to the media. Make a courteous effort to bring inaccuracies to the attention of the media.
- MOST IMPORTANTLY – Don't feed the crocodile – let some other crisis take over the media interest.

## **Addendum 2**

### List of foreign languages

The following members of the Western Cape Tourist Guide Association have indicated that they are willing to help the Police should they require assistance in an emergency situation with tourists that cannot speak English or who require assistance in their own language:

<u>Name</u>	<u>Language</u>	<u>Contact Number</u>
1. Beckett, Rienze	French & Spanish	083-658-8366
2. Kostlin, Erhart	German	082-296-0198
3. Prenzlau, Vera	German	082-780-8049
4. Seha, Claude	French	083-339-4663
5. Will, Rita	German	082-892-7023
6. Wolff, Imme	German	083-531-8699
7. Wilson, Jana	Czech & Slovak Languages	082 351 8121

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