

12 WEEKS TO FLOOD READY GUIDE BOOK & TEMPLATES

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Disclaimer

The information and recommendations provided in this document are made on the basis of information available at the time of preparation and the assumptions outlined throughout the document. While all care has been taken to check and validate material presented in this report, independent research should be undertaken before any action or decision is taken on the basis of material contained in this report. This report does not seek to provide any assurance of project viability and EarthCheck accepts no liability for decisions made or the information provided in this report. V1. September 2024.

INTRODUCTION

Welcome to the 12 Week to Flood Ready Program, a program designed to strengthen our resilience toward the threat of flood and to build awareness of a structured approach to disaster management.

The program is funded through the Queensland Government's Department of Housing, Local Government, Planning and Public Works in response to Queensland rainfall and flooding events.

This Guidebook, and associated templates, is the collation of the 12 weeks of flood ready insights and guidance. Whilst this program is focused on floods, you can apply the same principles across any disaster event.

Queensland is no stranger to natural disasters, and they cost the State, businesses and individuals billions annually. This bill is only set to increase as changing climatic conditions lead to more severe and more frequent natural disasters. That's why we are launching this program to support you in strengthening your disaster preparedness to better weather the storm.

The program aligns to the international Sendai Framework for Disaster Risk Reduction. This is a global agreement designed to reduce disaster risk and build resilience.

The framework highlights the need for proactive measures to better prevent and prepare for disasters, including floods. The program is designed to build actional strategies and resources to enhance preparedness and response capabilities.

The instructional guides and templates explore risk assessments, emergency planning, contingency planning, communication and so much more. On completion you will have a risk assessment, disaster management plan and communication plan in place so when a disaster (flood or otherwise) does occur, you will have all the necessary documentation to get you back up and running efficiently, without some of the stress. If you already have these documents in place, it is a great opportunity to review them and talk to your team about their roles and response.

We encourage you to take advantage of the resources available, explore the topic further and build your own resource kit for when you need.

Best of luck on your journey to resilience!

PREVENT

PREVENT, PROTECT, PROSPER

The focus of this section is **Prevention**. We:

- Cover the importance of disaster prevention
- Provide a template for risk assessment and reduction
- Share the Queensland flood mapping where you can determine your level of threat.

Whether man-made, or natural, disasters take many forms. Without prevention and preparation natural disasters – such as floods – can have a significant impact on your business, your staff, your guests and your own mental health.

Some communities are more vulnerable than others – especially those located in low lying areas and close to significant waterways. This can result in an inability to recover effectively leading to significant loss. By acknowledging your vulnerabilities, you are giving yourself permission to do something about them!

PREVENTION is the first step in the disaster management process (prevent, prepare, respond, recover). Prevention is about understanding risk so that we can put strategies in place to mitigate, reduce or transfer risks.

To take a step toward prevention, we need to assess and address our risk.

It's a simple process:

- Identify the risk
- Assess the risk
- Respond to the risk
- Monitor, review & update. .

For example – if you're a tour operator running nature experiences in the surrounds of a creek and waterfall the threat of flooding may have a high **probability (P)** and a high **impact (I)**. To reduce this risk, you may have strategies in place for early evacuation and for maintaining your property to limit the impact.

Some points to consider:

- Check historic records - <https://floodcheck.information.qld.gov.au/>
- Engage your team in identifying and strategizing risk reduction – they will see things you don't.
- You can't prevent everything, consider where you can take action (mitigate), where you can transfer risk (insurance), and which risks are acceptable to your business.
- Prioritise action where you can make the biggest difference.
- Allocate resources to address your challenges – this includes human resources and budget.
- Prevention is not a set and forget activity. It is an always on approach – make sure you regularly review your risks and follow up with action!

Actions to reduce flood risk

Not all these actions will work for your business, you will need a solution that fits your tourism operations, but consider:

- Reviewing your insurance to ensure it covers you for flood loss and impact (including business disruption).
- Know where to access sandbags if you are prone to flood.
- Know what to take with you (we will discuss this more over the 12 weeks).

Strengthen your resilience network

When you have identified your risks, consider talking with other stakeholders including:

Emergency services – to ensure your action is consistent with their procedures.

Local warning systems – <https://www.qld.gov.au/community/disasters-emergencies/disasters/resources-translations/local-government-disaster-dashboards>

Your team – support their understanding of risk and how to reduce it.

Other stakeholders – [State Emergency Services](#) (SES), trades people, your suppliers and others within the tourism network.

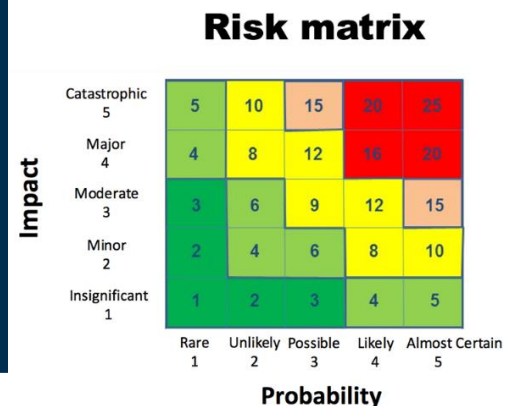
Natural	Man-made
Flood – creek, river (Fluvial), overland flow flooding, storm tide, storm high, bushfire, fire storm, air contamination, drought, earthquake, tsunami, volcanic eruption, pandemic, plague etc.	Infrastructure breakdown, man-made floods (e.g., localised blockages or equipment failure) power failure, chemical or gas leak, oil spill, cybercrime, terrorist activity, transport incident, major crash etc.

RISK MANAGEMENT TEMPLATE

Hazard	Risk	Consequences	P	I	R.S	Risk treatment	Action plan
LAKE	<i>Flood</i>	<i>Inability to access tour route</i>	4	4	16	<i>Mitigate</i>	<i>Contingency route in place</i>

P- Probability, I – Impact, R.S – Risk Status (P*I)

Probability (P) 5. almost certain (incident is expected to occur in most circumstances) 4. Likely (The incident will probably occur in most circumstances) 3. possible (the incident should occur in most circumstances) 2. Unlikely (The incident could occur at some time) 1. Rare (the incident may occur only in exceptional circumstances)	Impact (I) 5. Catastrophic (business will cease) 4. Major (there will be a major impact on business) 3. Moderate (there will be some impact on business) 2. Minor (business will be inconvenienced) 1. Insignificant (business will not be notably impacted)	Risk Status (R.S) Multiply the probability by impact to determine the status of risk – prioritise based on those red or orange risks.
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WHAT'S YOUR FLOOD RISK?

Did you know ?

That the 2021/22 floods cost Queensland \$7.7billion with 23 local government areas impacted. They were deemed the most costly floods ever. The impact to commercial businesses was estimated at \$2billion with around 4,500 small businesses impacted leading to \$1.36billion in damages. Recovery calls spoke to the need for resilience to mitigate the impact of future flooding events. The Queensland 2023 State Disaster Risk Report identifies that for every \$1 spent, \$4.60 is returned in benefits from risk reduction activities.

Types of flooding

Depending on the location of your tourism businesses and the activities you undertake, you may be impacted by one or more of the following flood types:

River Floods (fluvial floods) – these types of floods occur when the water level of a river, lake or stream rises above the bank impacting the surrounding areas.

To consider the likelihood of a river flood impacting your business, look at the past models ([here](#)), forecast rain, current water levels and the soil and terrain conditions of the banks and flood plains.

Surface water floods (pluvial flood) - Cased by extreme rainfall this type of flooding may occur in any location, urban or rural, even if you are not located near a body of water. This flood may occur if drainage systems are over-capacity. Often this type of flooding is more gradual giving you a bit more time to evacuate.

Flash floods (pluvial flood) – Another form of pluvial flooding, flash floods are often more intense and high velocity. They are typically caused by torrential rain over a condensed period of time. Flash floods can be more dangerous if there is a release from a dam that aligns. This type of flooding can be unpredictable and can make conditions in the area dangerous.

Coastal flooding – This is an inundation of areas close by to the coastline. Often aligning to high or king tides, storm surges happen due to strong winds forcing water onshore. When this flooding occurs, low-lying land is inundated by the high tides and surges of water.

You should be able to predict the likelihood of coastal flooding impacting your tourism business based on previous storm surges and flood mapping for your area ([here](#)).

Localised flooding – Your business may face the unfortunate reality of localised flooding due to leaking pipes, broken equipment or damage. This type of flooding will impact part of your business through large amounts of water inundating the area next to damage. Good maintenance is a preventative measure but cannot prevent all localised floods.

What to do with your flood risk

1. Identify your flood risk and the source of likely flooding (rivers, ocean, streams, lakes, drainage).
2. Map your own business, the routes that you travel – understand where is prone to flooding and manage the area accordingly (e.g in times of extended rainfall do not visit areas you know are regularly impacted).
3. Know your source of knowledge for early warning systems ([here](#)), your Local Government may also have sirens, alarms or early warning systems in place. Visit your Council webpage to find more details.
4. Consider how to reduce, mitigate or transfer your flood risk.
 1. Reevaluate your insurance, what type of flooding are you insured for?
 2. Reduce the impact of flood through the purchase and maintenance of emergency equipment such as sand-bags and temporary dam or levees.
 3. Consider the land management around the banks of rivers, creeks and lakes.
 4. Make sure you are signed up to early warning systems.
 5. Have a plan in place to respond and recover.

Early warning action

- Turning off electricity, water and gas.
- Removing rugs and easy to move furniture.
- Hanging curtains over rods (or removing).
- Removing documents to a safe place (consider cloud storage).
- Avoid flood prone roads and have alternative routes planned.

Take the time to map your tourism experience and understand your flood risk. Identify the types of supports you need in place to minimise the impact of flood waters on your business. Get ready for the unexpected.

Now that you've considered the prevention of flood (and other risk), it is time to look at how we better prepare.

PREPARE

DISASTER MANAGEMENT DREAM TEAM

Did you know ?

Studies have shown that teams with diverse backgrounds and skill sets are more effective in responding to disasters. Creating a team with a variety of experiences and expertise can make a big difference in how well we handle unexpected situations.

Up to now we have focused on prevention, doing what we can to reduce our risks and the impact of flooding. But there is only so much we can do to prevent, and at some point, the worst will happen. So being prepared is our next step.

This section will focus on:

- Creating a disaster management team
- Understanding roles and responsibilities
- Training our team

What is a Disaster Management Team

A *Disaster Management Team* is a group of your staff who are responsible for preventing, preparing for, responding to, and recovering from disaster or crisis situations. This team can be made up of your various departments or if you are a small team, you may wish to draw on external experts such as a PR Agency or Accountant.

The main purpose of your *Disaster Management Team* is to ensure that the necessary resources and support are available to minimise the impact of a disaster on people (other staff, guests and stakeholders), property, and the environment. A *Disaster Management Team* typically creates and implements emergency plans, coordinates with other organisations, and provides support to recover from the event.

Your Disaster Management Team can evolve over time, you want to make sure you have the right people in the right places.

Consider

- Who in your business will respond best in a disaster situation?
- Do you have a range of skills in your team (leadership, first aid, financial, communication, HR, legal)?
- Who is in the lead?

Roles and responsibilities

- Roles and responsibilities will vary based on the number of staff you have. If you're in a small team, consider the external support you may need or where roles can be combined.
- Disaster Management Lead – or Chief Warden, this person is responsible for “calling” a disaster and activating the team, for reviewing, maintaining and engaging staff in the risk management process and continuity planning and is considered the source of truth in a disaster.
- Training Lead – should be facilitating regular drills or training to support team members understand and deliver on an efficient disaster response.
- Training Support – should support the training lead in ensuring staff and guests are aware of procedures and plans are in place in case of a disaster. They should also assist in record maintenance.
- Risk and Compliance Lead – will be the lead in maintaining compliance with industry standards and supporting the Disaster Management Lead in the development of a fit-for-purpose risk assessment.
- Communication Lead – will handle the internal and external communications during a disaster event.

Training

- Once you have your team in place, it is time to train them up.
- Regular drills – practicing evacuations, site checks or even medical emergency response – will support your team in responding as second nature when something does happen. It will also enable you to evaluate team performance to ensure that you have the right people in the right roles.
- Consider:
 - Announced drills vs surprise drills – whether you provide time for your team to prepare or not.
 - The type of drill you practice – what are the priorities for your site, consider evacuations and blocked entry/exit points.
 - How you evaluate your drills, getting feedback from all stakeholders to fine-tune and improve.

Communication

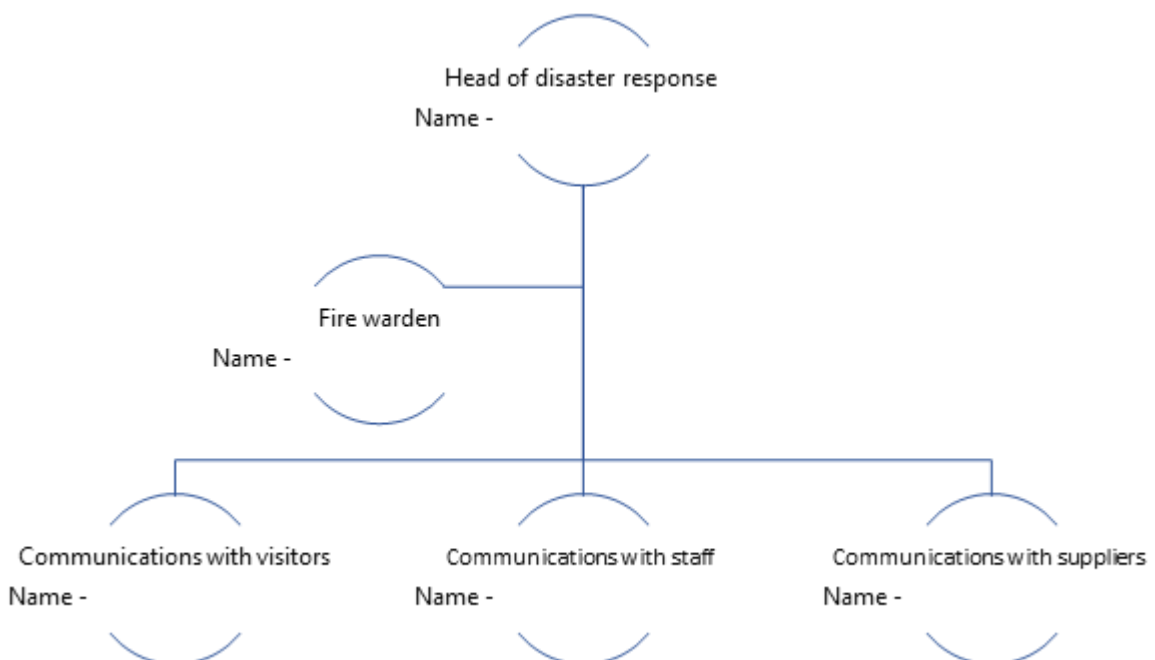
- How you communicate during a disaster situation is an important consideration.
- Having a single source of truth and a clear way to disseminate important messages should be planned.

ACTION - Pre-plan some simple statements so that when something happens you don't have to think on the spot. To start with, consider a holding statement, evacuation protocol, supplier briefing and media statement.

Consider your communications response:

- Who declares the emergency?
- Who talks with (briefs) your staff?
- Who talks with your visitors (guides actions such as evacuation, communication with those due to arrive)?
- Who talks with suppliers (e.g. stops booking availability, talks to food and beverage suppliers etc.)?
- Who talks to media?
- What is the feedback loop – who do staff report to?

In a small team you may only have one or two people to manage these discussions. In a larger team consider the communication tree:



READY, SET, GO-KIT

Did you know ?

Your go-kit can include unique items tailored to maintain business continuity and productivity during disasters. For instance, portable Wi-Fi hotspots or satellite phones to ensure communication remains intact even if traditional networks are disrupted. This may come in handy at other times too when there are unexpected network outages.

Additionally, you could include branded items in your kit, creating promotional opportunities even in the face of adversity. This can help you maintain your brand presence during challenging times and demonstrates your community commitment.

By now you should have your disaster management team in place and a communication structure ready to roll-out. Next, it is time to explore what you need to get your business back on its feet efficiently.

What is a go-kit

A go-kit is the bag or box that you have pre-prepared to support you with your evacuation and management of your business from afar. Your go-kit will be unique to your business but, here's a starting point:

- Disaster management plan – hard copy
- Communications plan
- Contact numbers for staff and next of kin
- Insurance documents – policy number, phone numbers
- Bank and phone details and policy numbers
- Stationary clipboard (branded)
- Maps of your business with key amenities highlighted – including any water, gas or electricity cut off points (laminated)
- Cash
- Spare keys or master key (where relevant)
- Warden hats/helmets
- High vis jackets (branded)
- Flammable goods register (where appropriate)
- Portable stove
- Spare phone on different network than your main lines
- Charger (solar or battery pack)
- First aid kit
- Rope
- Fire blanket
- Radios (cb radio or satellite phones)
- Long life food and toiletries
- Drinking water (or purification method)
- Batteries, a torch and a radio in case the power goes out
- PPE – gloves, masks, sunscreen, wide-brim hat, protective eyewear
- Tool

Consider

- Where you store your go-kit – it should be easily accessible on evacuation – ready to grab and go. You may need more than one depending on your operations.
- How often you update the contents of your go-kit. Mark it in your calendar!
- Who is responsible for grabbing the go-kit as you evacuate.
- How you manage the number of guests with bookings on the day and into the future.
- Storage of valuable documents on cloud-based systems or back-ups in your go-kit.

Local support

- When it comes time, you may need local support.
- Reach out to your local SES and fire and emergency services to discuss access, evacuation protocols and to build the relationships before you need them.
- If roads are cut by flooding, how will they and you respond. Having early discussions will support a well choreographed response when the time comes.
- Identify your local SES branch here: <https://www.qfes.qld.gov.au/contact-us/find-us>

Now it's time to get your go-kit set up, or review your existing kit to make sure you have everything you could need.

WHAT EVERY GO BAG SHOULD CONTAIN



JUST A LITTLE CONTINUITY

Did you know ?

For every dollar invested in disaster preparation, you can save between \$3-6 in recovery efforts!

You've identified your risk, organised your team, got your go-kit ready to evacuate at the drop of a hat, now it is time to think about continuity planning – deep diving into your business to determine how you can get back on your feet as quick as possible.

Let's reflection on:

- Your products, services and customers
- Insurance, property & infrastructure
- Scenario assessment

Continuity planning

Your continuity plan outlines how you prepare your business for an emergency or disruption such as a major flood, bushfire or disease outbreak. The continuity plan identifies essential areas of your business and how you can keep them running in an emergency situation.

To develop your continuity plan consider the following:

- What are your key products and services – which are the most profitable and which can you get back up and running quickly to ensure the bills are paid?
 - What are your back-up options? Can you offer new services, reopen part of your experience?
 - Can you relocate your experience to reduce the risk and reopen quicker?
- Who are your main customers – will they be impacted by the same disaster as you and will this impact their willingness to spend?
 - If their ability to purchase is lowered, who else can you appeal to?
- What resources (financial, human) do you have available and how will they be impacted by the disaster?
 - What else do you need to respond?
- How will your insurances support your approach – take the time to review your insurance to make sure you are adequately covered.

A template is attached to assist you with this.

CONTINUITY ASSESSMENT

Critical Business Activities	Preventative/ Recovery Actions & Alternatives	Resource Requirements/ Outcomes	Recovery Time Objective	Responsibility	Liaise With	Completed

1. KEY PRODUCTS/SERVICES

[Insert name of first product or service]

[Insert name of second product or service]

Essential product/service			
Task details			
Training/skills required			
Current arrangements			
Back up options			

2. MAIN CUSTOMERS

Customer or business name	Contact method in the case of an emergency

3. RELOCATION OPTIONS

Location type	
Address (and name if a business)	
Resources and equipment available	
Resources needed	

Scenario assessment

You can't prepare for every scenario to hit your business – but you can consider the major impacts that a disaster may have.

For the top risks identified in the risk assessment you completed, think about the market changes that will occur, the impact it will have on you how you operate your business and the options you have to respond – this could be establishing new markets, part opening or revisiting the experiences and services you have on offer.

Risk	Market changes	Impact to business	Response options
<i>Example- riverine flooding</i>	<i>Those impacted not wanting to be near water. Restricted access to National Parks</i>	<i>Reduced number of traditional guests. Inability to run tours through same area</i>	<i>Market to new audience in non-flood effected area. Identify new tour route that avoids closed areas of National Park</i>

RESPOND

BE WARNED, BE INFORMED

Did you know ?

In Queensland there are more than 3,300 rainfall and river gauges that inform the state and local flood warnings and forecasts!

Early warning

Early warning systems are designed to reduce the devastating impacts of flooding through monitoring of rainfall and water levels.

You can find more information about the early warning systems for your Local Government Area here: <https://www.qld.gov.au/emergency/dealing-disasters/warnings-alerts>

Additional updates on weather warnings in Queensland, and across Australia, can be accessed through the Bureau of Meteorology: <https://www.getready.qld.gov.au/alerts-and-warnings/bureau-meteorology-weather-warnings>

Consider what your plan is when the early warning is activated –

- How will you evacuate your business?
- What do you need to sandbag?
- Are there any facilities that you can block to stop water rising?
- Have you turned off electricity and gas?
- What is the alternative route if your normal exit is flooded?
- Is your go-kit ready to go?

Evacuating

When it is time to leave, be careful of changing conditions and fast rising waters. Have a plan B ready to go. Consider the following:

1. Check the road conditions before you leave. What's the route you share with guests?
2. Take your go-kit.
3. Know where you're going and telling your guests to go – what is the evacuation centre, can they travel home?
4. Turn off power, gas and water.

Early warnings are helpful for you to start enacting your plan, and to reduce the impact of events. Some simple templates are included to support this.

WHEN TO TAKE ACTION

Trigger points

Plan for your trigger points and at what point you should be evacuated based on the official warnings and also the localised knowledge of your business and surrounding area. A simple approach like this will help you to organise your approach:

Event	Trigger	Implication
Heavy rainfall	<i>Water breaches the 3rd tree line on the banks</i>	<i>Evacuate by southern roads.</i>

When your triggers are met, enact your prepared communication plan to staff, stakeholders and guests.

Event log

When you have started your response, make sure you keep an event log of the actions taken, the damage identified and the evolution of the disaster situation.

Consider each member of your disaster management team completing the event log. This is a great tool to improve performance over time, but also captures differing aspects of the unfolding event.

Date	Time	Information/details	Action taken

IMMEDIATE ACTION

Did you know ?

A small car weighing about 1 tonne can be moved by 15cm of floodwater, flowing at a rate of 1 m per second. In 60 cm of floodwater a small car will completely float away. Rapid response is the best option!

Immediate response

Your immediate response should follow the Disaster Management Plan that you have developed (past 6 weeks). Taking a sequential approach to your response will guide you through what you need to do:

1. Assess the situation – ensure that no-one is exposed to any unnecessary risk.
2. Emergency response – once reasonable risks are minimised and safe to do so, enact the emergency response plan including evacuation.
3. Communicate – a two-way process for internal and external communication should be established as per your plan. Ensure staff and guests are aware of what is going on and what needs to be enacted. Be open and transparent.
4. Evaluate – Check the Disaster Response Checklist (template here) to ensure nothing has been overlooked. Complete your Event Log (week 7) to document your process.
5. Re-assess – Obtain feedback and remain in control of the situation.

Once all reasonable risk is removed, and it is safe to do so, you can begin the planned response.

Your *Disaster Management Team* may need to:

- Administer first aid
- Contact emergency services 000 or SES 132 500
- Shut down water, electricity & gas and evacuate the premises. Don't forget your go-pack.

RESPONSE CHECKLIST

Action	Complete	Notes
Assess the severity of the incident		
Evaluate the site impact & access		
Account for all staff & guests		
Identify & respond to any injuries		
Contact emergency services		
Start an event log		
Activate staff members & resources		
Appoint a spokesperson		
Gain more information about the impact and response		
Brief team members on incident		
Identify damage to park		
Identify critical business operations that have been impacted		
Keep staff informed		
Contact suppliers & key stakeholders		
Checked regulatory obligations		
Initiated media response		

MEDIA RESPONSE

Media response

Your staff's awareness of the approach you take to media is important. Having these pre-planned will make your life easier in a disaster event:

Staff briefing notice: Dealing with media in the event of a disaster

In a disaster situation, managing the media attention that comes with it can be distracting and challenging. As an employee, please remember the following:

Our media spokesperson is _____. In the event of a disaster, please contact them on _____.

Please do not respond to the media with "no comment", rather refer all media enquires to the spokesperson above.

Lying to the media is not an option, they will find out. Make sure you are transparent as you can be, and if you don't know something try a statement like:

- I do not have the details to confirm right now, I will share more details when I have them.
- What I can share with you is
- That information is private, we wish to respect the wishes of those involved.

Media draft statement

One sentence 7-10 words that overviews the main point of the release. Consider:

- Who was affected
- What happened
- Where is this taking place
- When it occurred

Include a message that is empathetic and caring:

e.g. *We are saddened to confirm that our business experienced extensive flooding this morning xxx of our guest/s were impacted by rising flood waters. We would like to thank emergency services for the immediate response and getting to the affected guests quickly. We are supporting our guests in recovery efforts.*

MANAGING BOOKINGS

Managing bookings

- Alert guests and potential guests when you are alerted of an early warning
- For those already at your business, provide details of an evacuation plan – where they can go, what roads to use and where shelters are if required.
- Alert customers due to arrive over the coming days to reconsider their travel - advise of cancellation policy and encourage rebooking, rather than cancelling.
- Turn-off online bookings on your website and through all distribution sites.

Banner/holding statement for social media/online content

A simple holding statement can be pinned to the top of social media pages, placed as a top news item on blog feeds, pinned to the front of the website and/or recorded as an after-hours phone message over a weekend etc.

These statements follow the formula of what you know/don't know /what you are doing/what others can do. The statements can be updated as more information becomes available.

Forward booking communications

Consider briefing your future visitors about the impact and the timeframe of disruption as information comes to hand. Consider:

- Engaging in a staggered way (1 month at a time) with a holding statement on social media for bookings outside this period.
- Provide details on the level of impact and encourage guests to rebook rather than cancel.

ASSESSING THE DAMAGE

Did you know ?

75% of small businesses do NOT have a disaster plan in place, but 52% say it would take at least three months to recover from a disaster.

90% of smaller companies fail within a year unless they can resume operations within 5 days after a disaster.

Assessing the impact

Impacts from a flood event can be broad and far reaching. Impacts may be:

- physical – including damage to infrastructure, access and environment.
- social – impacts to your market's willingness to travel or your employee's ability to work
- economic both to you and your key markets.

Consider each of these areas as you review and assess the damage to your business and factor each of these damages into your recovery plan.

But just a reminder, only return when it is declared safe to do so.

Recording the damage

It's important to keep a record of the damage to your business. A simple table like the one below enables your team to record their assessments as they respond. This can be used to support your insurance claim once the event is over.

Date/Time	Location	Impact	Team member	Photo
<i>e.g., 1/4</i>	<i>kitchen</i>	<i>Water level 1m, damage to cupboards & fridge</i>	<i>Jan</i>	<i>Yes</i>

Consider your insurance requirements.

When looking to make a claim try to:

- Have evidence to back up your claims.
- Cooperate with the insurer and the people they employ
- Make sure you check what's included in your policy and align your claims to your inclusions.
- Be aware of the insurer's obligations to acknowledge your claim in 15 days, keep you informed and provide you with advise on the claim status in a reasonable period.

Getting back to business

Consider what it will take to get you back to business it may be the requirement to hire equipment to dry your assets, cross-train staff to cover those who are responding to their own disaster, or re-opening only parts of your business.

Use a cash-flow tool to understand the money coming in and out of your business, what is needed to cover the bills and get you back on your feet. You may need to seek alternative revenue streams or renegotiate payment terms on invoices to cover you in the short term.

A template and additional support can be found here:

<https://www.business.qld.gov.au/running-business/finance/improve-performance/cash-flow>

Managing bookings

We've dealt with the immediate bookings already, now it is time to look at little further to the future.

Use a month-by-month booking update process e.g. If your booking is within the next 4 weeks our team will be in contact. For all other bookings, your booking remains and we will be in contact in due course.

People may be cautious with a perception of danger in the destination. When you're ready, send a message to all your bookings in the near term letting them know that they wont be disrupted (or if they are what the disruptions will be).

Make sure you include some positive messages about why your visitors should still come and stay with you! You can pre-prepare this to aid in your recovery process!

RECOVER

BUILD BACK BETTER

Did you know ?

"Building back better and stronger after a natural disaster is one of the most effective ways of ending the cycle of poverty and vulnerability that can trap people and communities," said John Roome, Senior Director, Climate Change, World Bank Group.

So the disaster is over, the cash is flowing again. But what about all the repairs. It isn't the time to do what you've always done, it's time to think differently and build back better so that next time (and there will be a next time), you can weather the storm even more effectively!

Infrastructure

The impact to your business may have been to some of your key infrastructure, so consider how in building back you can do so in a way that will minimise the damage in the future.

Some simple solutions may be:

- Moving power points higher (above your highest flood level).
- Changing flooring types in cabins and offices from carpets to more durable and easy to clean flooring.
- Use water (and fire) resistant materials – consider solid core doors, aluminium or glass doors and corrosion resistant doors and windows.
- Where viable elevate expensive electrical equipment or identify a way of raising them beyond the flood levels as part of your early warning response.
- Low carbon adaptation to energy or water.
- Renewable power sources such as solar instead of generators.
- There may be grants to support you get back on your feet and to adapt your infrastructure. A starting place is : [Flood Resilient Building Guidance for Queensland Homes | Queensland Reconstruction Authority \(qra.qld.gov.au\)](https://www.qra.qld.gov.au/flood-resilient-building-guidance-for-queensland-homes)

You can think about infrastructure enhancements prior to a disaster, especially in low carbon options. Whilst you may not be able to upgrade at this time, understanding what would benefit your business may help when it comes to the disaster repair.

Review your preparedness and response – did you have all the steps in place to make a smooth response? Speak with your staff and evaluate your approach and opportunities to improve into the future.

Building back more inclusively means that no one is left behind. This involves considering the well-being support of you and your team post-disaster. Remember, if they live in the area it may be their homes as well as their jobs that are impacted by the disaster. Consider their needs to re-build as well as maintain an income to support the challenges they are facing.

WE'RE BACK – LET'S SHOUT IT FROM THE ROOF

Did you know ?

20% of people will read text while 80% of people will watch a video with the same exact content.

Consider your markets

Post disaster, it is likely that it isn't just you that has been impacted. Those around you may have been too. This can have significant implications for who is visiting and when.

For example, after a flooding trauma, your local visitors (100km) may have been impacted this has two consequences – a focus on their own recovery, a trauma that they are trying to overcome, meaning less disposable income and avoidance of other areas that may have been impacted.

Similarly, you may need to do some perception changes among your markets from further afield – media may misrepresent the situation or it may be that there is a safety fear among your potential guests.

Having your markets mapped out before a disaster may help you assess the likelihood of return or whether you need to approach an alternative market.

Marketing strategy

Once you have determined who you are trying to attract (those with the money and inclination to visit you), then consider how you will reach them. It may be that your new market require a different approach than those you have previously attracted. *See the templates to support this.*

Look for opportunities to partner with other local businesses, Queensland Country Tourism, your Visitor Information Centre or other interested parties to amplify your voice. Remember you are fighting both the actual disaster messaging and also the perceived risk that comes along with it!

Messaging

- There are a number of approaches that you may wish to take to your marketing:
- Solidarity - using the emotions of the situation to highlight your positioning, you may wish to highlight the community response, work by the SES and QFES or even invite visitors back to support the community in its time of need.
- Community readiness – inviting the world (or your new markets) to come and visit. Be careful to align your messaging with Queensland Country Tourism, your RTO, markets need to see a clear and consistent message, not confusion.
- Confidence – letting visitors know that your business is safe to visit and that immediate danger and disruption has subsided.
- Product changes – if you had to shift your offering, if only part of your business is open, or if you have built back better with new and exciting facilities, let your markets know.
- Added value – try not to discount post-disaster but you may wish to entice visitors with added value, an extra night for 15% off or inclusion of a drink in your café on arrival.

MARKET REVIEW

Market changes	Impact to business	Business options
<i>[Example: Due to road damage, customers are not purchasing our product directly from our shopfront.]</i>	<i>[Example: We will experience a drop in shopfront sales and may have to reduce staff hours.]</i>	<i>[Example: We can increase online trade from our warehouse.]</i>

MARKET STRATEGY

Activity	Channel(s)	Message
<i>[Example: Social media campaign]</i>	<i>[Examples: Instagram, Facebook, Twitter, Snapchat]</i>	<i>[Example: We're back! We are reopening our doors on 24 May. To celebrate, we're giving the first 200 customers to visit us a cookie with the coffee you buy. We can't wait to see you.]</i>

ADDITIONAL TEMPLATES

DISASTER MANAGEMENT CHECKLIST

PREVENT

- ☐ Know your risks
- ☐ Understand the implications of the risk
- ☐ Consider the likelihood of the event happening
- ☐ Develop a risk assessment plan
- ☐ Get your team involved to understand and manage risk
- ☐ Eliminate reduce, transfer or the risk.
- ☐ Review annually.

PREPARE

- ☐ Create a disaster management team
- ☐ Allocate roles and responsibilities
- ☐ Run regular training drills
- ☐ Create a business continuity plan
- ☐ Have an internal and external communication plan in place
- ☐ Plan for cash-flow
- ☐ Review your insurance
- ☐ Check your cancellation policies

RESPOND

- ☐ Know your early warning signs
- ☐ Have an immediate response plan
- ☐ Use a contingency plan
- ☐ Consider how to maintain control
- ☐ Communicate with stakeholders
- ☐ Manage bookings

RECOVER

- ☐ Assess and record damage
- ☐ Assess and review finances
- ☐ Handle insurance claims
- ☐ Take care of your staff
- ☐ Enact your marketing strategy
- ☐ Monitor the media
- ☐ Build Back BETTER!

ROLES & RESPONSIBILITIES

ROLE TITLE	DESIGNATED EMPLOYEE	ALTERNATIVE EMPLOYEE	RESPONSIBILITIES

TRIGGERS AND IMPLICATIONS

Event	Trigger (List your identified risk here)	Implication (List your implications here)
Incident	Loss of power	Handled by responsible on-duty personnel
Emergency	Hailstorm	Handled by the personnel who responded, with support from other employees including off-site
Crisis	Category 1-2 Cyclone	Requires additional resources and people beyond regular staff including outside vendors, emergency respondents and/or consultant
Disaster	Bushfire	Situation will impact an extended area, over an extended period, requiring dedicated management effort. Business will have to be curtailed or discontinued and employees diverted from normal duties. Some employees may have to be let go, supplies halted
Event	Trigger (List your identified risk here)	Implication (List your implications here)

FURTHER RESOURCES

FURTHER READING

[Don't Risk It](#)

[Disaster Management Dashboards](#)

[Queensland Government Support](#)





EARTHCHECK

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