

WORLD TRAVEL & TOURISM COUNCIL

TRAVEL & TOURISM SECURITY ACTION PLAN

EXECUTIVE SUMMARY

THE WORLD TRAVEL & TOURISM COUNCIL (WTTC) IS THE BUSINESS LEADERS' FORUM FOR TRAVEL & TOURISM, WORKING WITH GOVERNMENTS TO RAISE AWARENESS OF THE ECONOMIC IMPORTANCE OF THE WORLD'S LARGEST GENERATOR OF WEALTH AND EMPLOYMENT.

According to WTTC research, global Travel & Tourism, including the direct and indirect impacts of the industry, is expected in the year 2003 to account for:

- US\$4,544.2 billion of economic activity
- 11.2 per cent of total exports
- 10.2 per cent of gross domestic product
- 194,662,000 jobs
- 7.6 per cent of total employment

The Travel & Tourism industry is uniquely placed to address some of the issues that underlie the causes of global terrorism. Its reach extends almost everywhere. Its impact is felt at every level of society. The interface of peoples and cultures that it promotes contributes to greater international understanding and the wider tolerance of differences. Travel & Tourism can be one of the conduits by which prosperity can flow from wealthier to poorer communities, helping to address the imbalance between the 'haves' and the 'have-nots', particularly in areas where there are few alternatives for economic development.

Yet to achieve such change, the industry must take a long-term view. In some instances its participants may need to accept a reduction in short-term business advantage in order to preserve its industry credibility and avoid contributing to local disharmony.

Decision-makers must always ask themselves the question: "how will this action be perceived?"

The attacks of September 11, 2001 and other terrorist atrocities have highlighted an urgent need for a coherent strategy, aimed at enhancing worldwide security for the industry and its customers. To address this need, WTTC, together with leading security experts, Objective Team, have developed an Action Plan aimed at drawing together the diverse and wide-ranging efforts being made by Travel & Tourism's stakeholders, private and public, to limit potential damage wrought by terrorism - and ultimately to defeat it.

This Executive Summary outlines the key principles and recommendations set out in the WTTC Security Action Plan, which is available on the WTTC website www.wttc.org.

A TWIN-TRACK APPROACH

Terrorist attacks, the prolonged economic downturn and the long-running Iraq crisis have dampened short-term demand for Travel & Tourism and created a more uncertain world. However, the resilience of the travelling public should not be underestimated. Experience shows that once an immediate threat has lifted, people's reluctance to travel quickly evaporates. The challenge is to underpin this positive capacity for regeneration with pragmatic messages that are easy to understand and operating measures that are of real practical value in mitigating the effects of terrorism.

WTTC advocates a twin-track approach to the adoption and application of this Action Plan:

- Promoting, to all sectors of the Travel & Tourism industry and to governments, a coherent strategy of high-level messages and associated operating measures, designed to alleviate vulnerability; and
- Convincing the general public and industry employees of the reality that Travel & Tourism must co-exist with the risk of terrorism, provided that risk is mitigated.

KEY POINTS OF ACTION

While security is primarily the responsibility of governments, WTTC's Action Plan underlines the important role that can be played by the private sector in protecting Travel & Tourism industry employees and customers. The plan calls for close cooperation between all stakeholders, with effective partnership and communication between the public and private sectors at all levels.

The Action Plan stresses that there can be no room for commercial rivalry. Security is a strictly non-competitive issue and requires stakeholders to work together, adhering to the general guidelines promoted through this Action Plan and sharing crucial

information freely with each other.

A comprehensive set of working principles and operating measures are outlined in the plan, which collectively provide a frame of reference, helping to guide the development of security initiatives across all sectors of the industry and government.

Company representatives and their public sector colleagues must tailor each of these measures to meet the different human and other requirements of individual environments. Once defined, all procedures and practices must be subjected to constant review to ensure that they remain relevant to the evolving situation, globally and locally.

The four key principles of WTTC's Security Action Plan are:

1. COORDINATE ALL POLICY, ACTIONS AND COMMUNICATIONS

Chief executives and leaders of industry and of governments must take the lead in the development and communication of security policy. This will help to engender a spirit of cooperation amongst all employees, working partners and other stakeholders, as well as integrating security into all policy and operational areas.

Security initiatives and procedures must conform to, and fully complement, plans adopted by other sectors of the industry, policies set by the public sector at local, national and regional levels, and measures introduced by international bodies. It is important, therefore, that relationships between stakeholders are established at the earliest opportunity and are constantly maintained.

The public sector is responsible for ensuring that

effective conduits of communication are established for security coordination. Good communications are the single most important contributor to operational effectiveness. Without them the passage of intelligence, the key to formulating proactive policy and sound security procedures and systems, is impossible.

A differentiated approach to travel advisories must be developed. The present situation where, in certain cases, 'blanket' threat levels are applied to whole regions of the globe is not only harmful to the Travel & Tourism industry but highly counter-productive for the longer-term campaign to project a positive image in affected areas, and may encourage terrorists to believe that their actions are having the impact they desire.

2. SECURE OPERATING ENVIRONMENTS

The public sector must be encouraged to provide clear direction on the nature of a potential threat and the security measures required to defeat it. Governments should also ensure that comprehensive security plans are developed to help protect the public and all industry employees.

Security equipment and IT – such as that used for biometric identification – must be deployed. But while the focused application of technology can greatly enhance capability, it must be developed and used only as part of an integrated plan.

3. DENY TERRORISTS FREEDOM OF ACTION

Host communities, including sectors not directly related to tourism, must be encouraged to ‘buy in’ and engage with any enterprise that impacts on the population’s living or working environment.

Although it is vital to secure the immediate operating environment of any enterprise, it is equally important that the Travel & Tourism industry does not project an image of hiding within ‘a ring of steel’, which excludes the local population. A community involved with and committed to an enterprise will be more difficult for terrorists to exploit.

The skills, commitment and aptitude of the people involved in applying technological tools and security procedures is central to the success of any security initiative. Therefore, careful consideration must be given to the selection and training of security staff and other employees.

Regular and independent assessments must be conducted to ensure that the relevant authorities and others are complying with the implementation of security requirements and are meeting their responsibilities fully.

Without engagement – winning ‘hearts and minds’ – beyond the immediate confines of their enterprise, managers will have little feel for the prevailing ground currents, which are likely to prove the first indicators of a change in regional or localized threat.

Denying freedom of action to the terrorist is closely linked with the process of addressing the underlying grievances, or perceptions of grievance, within local communities. Governments should attach long- term priority to tackling such issues where Travel & Tourism is a factor.

4. ACCESS AND WORK WITH THE BEST INTELLIGENCE

Access to good intelligence underpins effective security. Only by anticipating the intent and capability of a potential aggressor can suitable security measures be developed and supporting employee-training schemes be devised.

The Travel & Tourism industry must develop a coordinated and structured approach to the development of, and access to, such intelligence. It must exploit to the full its internal strengths, such as its in-built capacity for the collection of ‘human intelligence’ – information from staff and others on the ground – whilst referring to the public sector for more broadly based advice.

Industry leaders, especially security managers, must establish close consultative links with government agencies. Through this liaison current threat trends can

be determined and internal intelligence gleaning priorities defined.

These priorities must be communicated through every level of the industry and between companies in a form and language that can be clearly understood by all employees, the great majority of whom will have no experience or training in security or intelligence matters; however they are likely to have ready access to sources of intelligence among professional and social contacts and other local acquaintances, including their customers.

As processing capability lies predominantly in the public sector, that sector must be encouraged to take responsibility for disseminating processed intelligence that is relevant to the industry, and in the timeliest manner possible.

UNIFYING STATEMENT

These four principles are mutually supporting. In developing security policy, adherence to all four is essential for maximum effectiveness, otherwise gaps might appear that terrorists can exploit. The principles are essentially a response to terrorism, rather than a solution.

The industry already possesses much of the

infrastructure needed to gather and disseminate intelligence, which can counter the menace of terrorism. Through their established commercial networks, with the associated capacity for highlighting regional and local issues and exerting beneficial influence, companies can make a fundamental contribution to the campaign to eradicate global terrorism altogether.

WTTC would like to express its appreciation to the following organizations for their valuable contributions to the WTTC Travel & Tourism Security Action Plan:



For the full
WTTC Travel & Tourism Security Action Plan,
please visit our website:

www.wttc.org

WORLD
TRAVEL &
TOURISM
COUNCIL

1-2 Queen Victoria Terrace. Sovereign Court.

London E1W 3HA. United Kingdom

Tel: +44 (0) 870 727 9882 or + 44 (0) 207 481 8007

Fax: + 44 (0) 870 728 9882 or + 44 (0) 207 488 1008

Email: enquiries@wttc.org. Website: www.wttc.org