Create and regularly update a Crisis Management Plan for each key destination, leveraging both horizontal and vertical tourism coordination mechanisms together with a pre-defined set of policies and measures to be activated when a crisis hits and to provide effective assistance to vulnerable tourism businesses (particularly SMEs), workers, and tourists

Level	National

To whom is directed	National Tourism Organisations (NTO), Regional Destination Management Organisation (DMO)

Who should be involved?	National, Regional and Local Governments, National and Regional Tourism Authorities (NTA/RTA), Tourism Professional Associations, Tourism Businesses, Relevant Stakeholders in Crisis Management, Tourists, Residents

Time bound	Short-term

Effort	Moderate Effort

Why?	The non-existing or limited crisis management plans are one of the major challenges of the tourism ecosystem. Most crisis management procedures are not documented, therefore lacking clear communication protocols and organisational structures or roles for handling crises. Even when there is good cooperation with stakeholders, the absence of documented procedures for crisis situations limits the effective response and coordination. Furthermore, tourism crisis management is often not integrated into the overall crisis management plans of destinations. There is no systematic risk sensing or evaluation of potential risks specific to tourism, leaving destinations unprepared for unexpected events. This makes the tourism sector more vulnerable to disruption, as it lacks the necessary frameworks to effectively identify risk and to prepare, manage and mitigate any crisis. Moreover, crisis management plans always have to be improved and updated in order to be effective, considering the ever-changing environment and circumstances. Providing clear guidelines and governance structures is crucial to enhancing coordination and preparedness withing the tourism ecosystem, ensuring a more effective response to future challenges and crises.

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High-level implementation steps and options	**Crisis Management Plan**

Crisis Management Plan

Perform an initial assessment

- Conduct a thorough review of existing crisis management plans for tourism (if any already exist) to identify gaps and areas of improvement.
- Review existing crisis management plans which can have an influence on the destination.

Revise/Outline the crisis management plan structure, to include the following main chapters

- Governance structures and processes and team setup.
- Coordination structures and decision capacity.
- Stakeholder management structures.
- Communication teams, processes, and channels.
- Information management processes.
- Impact analyses of structures and processes.
- Measures to implement.

Create a pre-defined set of policies and measures to activate when a crisis hits and provide prompt and effective assistance to vulnerable tourism businesses (particularly SMEs), workers, and tourists. The pre-defined set of policies and measures should consider the following areas (1/2)

- **Financial and Fiscal**: to support businesses, preventing defaults and insolvency by providing the necessary liquidity to continue operating during a crisis and to make the necessary investments to prepare for re-opening. These measures can include, for example, guarantee schemes, direct grants, and bank loans, temporary VAT exemptions and reductions, tax credits, tax deferrals and tax-related liquidity and flexibility in tax payment.
- **Social**: to protect workers and employees by providing the necessary support to retain the workforce and make it better prepared for the re-opening. Also, to help sustain domestic demand during a crisis and therefore, serve as an automatic economic stabiliser. These measures can include, for example, temporary layoffs, income protection, short time working schemes, wage subsidies/compensations, job retention schemes, exemptions from paying social security contributions and training/learning courses.
- **Data & Digital-Related**: to support decision-making and have a comprehensive understanding of the evolution of a crisis. These measures can include, for example, buying additional data sets, creating crisis management dashboards, setting up pools of experts and stakeholder to collect info, developing digital platforms to monitor crisis events.

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High-level implementation steps and options	*Create a pre-defined set of policies and measures to activate when a crisis hits and provide prompt and effective assistance to vulnerable tourism businesses (particularly SMEs), workers, and tourists. The pre-defined set of policies and measures should consider the following areas (2/2)*

Create a pre-defined set of policies and measures to activate when a crisis hits and provide prompt and effective assistance to vulnerable tourism businesses (particularly SMEs), workers, and tourists. The pre-defined set of policies and measures should consider the following areas (2/2)

- **Promotional**: to keep tourists engaged during crisis events and stimulate demand on re-opening. These measures can include, for example, promotional campaigns for the domestic and international markets, vouchers to stimulate demand and subsidies for citizens.
- **Health & Safety related**: to help restore consumer trust in the tourism and travel sectors. These measures can include initiatives related to the health and safety of residents and tourists, such as, training, guidelines, and certification schemes.

Regularly review and update the plan

- Establish a schedule for regular updates and revisions to keep the plans current and relevant.

Develop a Crisis Communication Plan as an annex to the Crisis Management Plan

- List the internal and external stakeholders and information needs.
- Document the protocols for internal and external communication and the media.
- Prepare pre-approved crisis messages and customise them depending on the crisis scenarios.
- Define the most appropriate communication channel to disseminate information during a crisis.
- Address press releases and media queries via a designated spokesperson.
- Monitor social media activities throughout the crisis lifecycle.

To ensure the effectiveness of the crisis management plan

- Establish monitoring and evaluation mechanisms to assess the effectiveness of the pre-defined policies/initiatives.
- Ensure alignment with national, regional and local levels and with different stakeholders.
- Ensure the plan is done at the national level and adapted at the regional and local ones, considering their specificities and responsibilities.