

A VISITOR MANAGEMENT STRATEGY FOR SCOTLAND

Purpose	To develop a Scotland-wide strategic and coordinated approach to Visitor Management fit for the 2030 vision				
Context	The COVID-19 pandemic has resulted in unprecedented visitor demand in many parts of Scotland, highlighting both the enormous potential of our tourism sector and the significant challenges we face to develop the capacity of our current visitor infrastructure and services and to increase responsible enjoyment of the countryside. A national partnership led by Visit Scotland with support from NatureScot and other partners has therefore been established to address these challenges, focusing initially on spring 2021 and including the longer term action needed to ensure sustainable visitor provision, management and behaviour.				
Vision	To create a dynamic, forward looking and inclusive approach to Visitor Management for Scotland “Scotland, a leader in 21st Century Visitor Management”				
Mission	Through strategic leadership and by harnessing the collective skills of our partners in the private, public and third sectors we will deliver a world class approach to Visitor Management that protects our environment, respects our communities, enhances the experience of our visitors and supports a thriving tourism sector.				
Values	Ambitious Through leadership, hard work and imagination we are committed to the pursuit of new and inclusive ways to deliver Visitor Management	Place-based We take a place-based approach that respects our communities and protects the environment in which they live and work.	Collaborative Team spirit creates transparency, trust and respect. The meeting of our diverse minds sets us apart from the rest.	Innovative We regard change as opportunity. Progression is at our core. We are committed to fair and just transition to net-zero.	Outward-looking By looking to the world to learn and better ourselves, we will take Visitor Management in Scotland to new heights.
Strategic Pillars	We inspire life-long love affairs with Scotland: Informing and educating our current and future visitors to value Scotland’s environment and enjoy it responsibly.	Together, we build a quality product and visitor experience: Investing in Scotland’s current and future visitor management infrastructure and services		We use our combined knowledge, skills and resources to drive implementation: Delivering a joined up and cohesive action plan across Scotland	

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<p>What we do?</p>	<ul style="list-style-type: none"> • Build Scotland’s reputation as a sustainable tourism destination • Connect everyone who lives in Scotland with the outdoors in an engaging and positive way benefiting the well being of the population and a renewed respect for Scotland’s environment • Develop long-term relationships with current and new visitors who enjoy Scotland’s outdoors • Work collaboratively to develop consistent messages across all information channels about responsible access and visitor behaviours • Mobilise information and advice to enhance the visitor experience and encourage visitors to spend more time enjoying Scotland’s outdoors 	<ul style="list-style-type: none"> • Align and expand current funding streams to meet demand for investment in sustainable visitor infrastructure • Promote better planning and delivery of infrastructure including sharing case studies and models for the sustainable management of facilities • Realise opportunities to integrate visitor facility needs with other public infrastructure projects such as roads projects • Support the development of an improved low cost, low carbon rural transport network with hubs and services at key locations to reduce vehicle pressures and carbon emissions, and provide alternative travel options and employment opportunities • Work with the private sector to expand capacity and services meeting growing demands for campervans, tent-based camping and other public facilities such as parking and toilets. 	<ul style="list-style-type: none"> • Develop our understanding of visitor management issues and opportunities to inform strategy and action • Develop effective and joined up arrangements for governance and stakeholder engagement in visitor management at both the national and local level • Develop our visitor management workforce including ranger services to engage with the visitors on the ground • Ensure that the necessary regulation and enforcement measures are in place and complement wider visitor management approaches • Monitor and evaluate progress towards better visitor management locally and nationally • Celebrating and communicating what we are doing in Scotland further afield
<p>Key Enablers:</p> <p style="margin-left: 20px;">Internal/ External</p>	<p>Invest in infrastructure and services that enhance the visitor experience, add value to our communities and protect the environment</p> <p>Flexible, specialist and passionate people who embrace change</p> <p>Strategic local and national partnerships will be our most potent differentiator</p> <p>Strong and consistent communications to our audiences to ensure responsible choices and behaviours</p>		

VISITOR MANAGEMENT STRATEGY STEERING GROUP OVERVIEW

Strategy	Informing and Educating our current and future visitors	Investing in Scotland’s current and future visitor management infrastructure and services	Delivering a joined up and cohesive action plan across Scotland	Becoming and remaining a World Leader in Visitor Management
Activity Overview	<ol style="list-style-type: none"> 1. Deliver an integrated inspirational & informative marketing campaign to promote responsible countryside enjoyment (priority - UK/EU audiences). 2. Refresh SOAC promotion, with targeted campaigns (priority – dogs, fires, dirty camping) and the development of new education resources for distribution via Schools, Colleges/Universities and Youth organisations. 3. Development of a Communications toolkit for partners & industry to use including shareable resources promoting responsible countryside enjoyment 4. Deliver a programme of stakeholder & industry networking events to develop and share key messages and resources. 	<ol style="list-style-type: none"> 1. Develop short and long-term investment priorities through a refreshed RTIF and other relevant funding streams. 2. Develop and implement proposals for improved provision for camping and motorhoming across Scotland. 3. Review, pilot and innovate technological solutions for providing real time visitor management information at key locations. 4. Trial low-cost, low carbon and integrated transport solutions at key locations to help reduce traffic management and parking issues. 5. Review and enhance current provision and funding for rangering workforce to support visitor management. 	<ol style="list-style-type: none"> 1. Put in place effective governance arrangements to provide national leadership and co-ordinated action for visitor planning and management. 2. Invest in visitor management partnerships in key areas to improve local visitor planning arrangements and address anti-social behaviour. 3. Support communities to develop the skills and capacity to develop local approaches to visitor management. 4. Develop a communication plan with a key messaging framework to ensure stakeholders, partners and industry are kept up to date and engaged with the work of the Visitor Management Strategy 	<ol style="list-style-type: none"> 1. Establish and make effective use of the evidence base – map issues and pressures and monitor improvements in visitor experience and behaviours. 2. Learn from global experience and share our emerging good practice in sustainable visitor management. 3. Ensure that visitor management strategy remains a high profile element of the 2030 vision and is integrated with other work to implement this vision. 4. Undertake regular reviews of progress with the strategy every three years.

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Outcomes	<ol style="list-style-type: none"> 1. More people from all backgrounds enjoying Scotland’s outdoors responsibly and sustainably 2. More communities and land managers actively involved in, and benefiting from, visitor management 3. Scotland’s reputation for sustainable tourism and climate action enhanced 			
Outputs (KPI’s to be developed for each subject to funding availability)	<ul style="list-style-type: none"> • Increased use of common messaging on responsible behaviour across the public and third sectors, community & industry. • Improved range of well-managed and maintained visitor facilities and services, including low carbon transport schemes. • Enhanced visitor experience. • Increased local economic benefits from tourism. • Reduction in irresponsible countryside behaviour. • Attraction of new audiences to the countryside. 			
High Level Income				
High Level Spend (NB: to be consolidated once final budgets confirmed.)	Marketing Content Development Education Resources Communication & industry engagement	Infrastructure Service provision (including rangers) Demonstration activity – visitor information and traffic management	Visitor management partnerships Skills and training	Evidence base Sharing good practice