

## Visitor Management Strategy Action Plan – 2023 season

This Action Plan details the key actions arising from the Visitor Management Strategy (VMS) and prioritised actions from the steering group, co-ordination group and supporting sub-groups as well as actions carried forward from 2022.

The governance structure supporting the delivery of the VMS:

		Lead
<b>VMS Steering Group</b>		VisitScotland (Malcolm Roughead)
<b>VMS Co-ordination Group</b>		NatureScot (Pete Rawcliffe)
<b>Sub-groups</b>	Education and Marketing	VisitScotland (Vicki Miller)
	Operational	PoliceScotland (Carly Bryce)
<b>Working groups</b>	Camping and Campervans	VisitScotland (Chris Taylor)
	Digital	Interface (Lesley Judge)
	Transport	Loch Lomond & The Trossachs National Park Authority (Kenny Auld)

### Priority actions for 2023

#### Informing and educating our current and future visitors

Action	Lead (support)
1. Develop and implement co-ordinated responsible behaviour campaign for 2023, and include a specific focus on: <ul style="list-style-type: none"> <li>fires and BBQs</li> <li>camping activity (not commercial camp sites)</li> <li>wildlife disturbance</li> <li>“know before you go” and capacity management messages utilising and developing the central shared resource, tool kit/library and SOAC banner for content/assets.</li> </ul>	<b>Education &amp; Marketing sub-group</b>  VisitScotland NatureScot NAF RAS
2. Improve tent-based camping messages, including definitions, to support operational management and communications.	<b>NatureScot</b>  NAF Operational Sub Group
3. Keep messaging on fires under review and aligned with any developments of fire risk warning protocols/systems.	<b>NatureScot</b>  NAF Scottish Fire and Rescue Service Operational Sub Group
4. Develop additional and consistent wildlife disturbance messages, to support access and visitor management operational activity and communications.	<b>NatureScot (SOAC/NNRs)</b>  NAF CNPA
5. Support and implement co-ordinated VM related safety messages for 2023, in conjunction with lead agencies and include a specific focus on: <ul style="list-style-type: none"> <li>water safety (in/on and water’s edge)</li> <li>foreign drivers</li> <li>snowsports and winter hills</li> </ul>	<b>Education &amp; Marketing sub-group</b>  ROSPA TransportScotland Sportscotland

6. Scope and develop behavioural campaigns to encourage visitors to make more sustainable travel choices where possible (needs to be linked to action to increase the range of public/active travel options).	<b>Transport Working Group</b> VisitScotland
7. Continue to communicate VMS activity to stakeholders including through dedicated VM webpages on visitScotland.org and regular newsletter.	<b>VisitScotland</b>
8. Continue to develop engagement with schools, colleges and outdoor activity providers, to include SOAC messages, wider issues such as travel choices when visiting the outdoors, and cultural change to promote greater respect and care for the environment.	<b>NatureScot</b> Access authorities
9. Undertake research to better understand visitor behaviours/actions and inform more effective messaging/management approaches: <ul style="list-style-type: none"> <li>• campervans/car based roof tents</li> <li>• travel/transport/journey insight for visitors and recreational activity/locations</li> </ul>	<b>Camping and Campervan Working Group</b>  <b>Transport Working Group</b>

## Investing in Scotland's current and future visitor management infrastructure and services

Action	Lead (support)
10. Ensure on-going funding support for the seasonal ranger/operatives workforce, building on lessons from previous Better Places Fund rounds, to maintain the enhanced staff presence on the ground and support visitor management activity. <ul style="list-style-type: none"> <li>• Hot spot areas and locations</li> <li>• Start of season implementation</li> <li>• National training/learning and sharing good practice</li> </ul>	<b>SG</b> <b>NatureScot</b>  VMS Steering Group VMS Co-ordination Group Ranger Development Partnership SCRA
11. Ensure ongoing funding support for visitor infrastructure improvements and development, including through Rural Tourism Infrastructure Fund and Strategic Infrastructure Plans, to meet future capital and revenue needs on a strategic basis.	<b>SG</b> <b>Visit Scotland</b>  VMS Steering Group VMS Co-ordination Group
12. Explore ways to engage wider private sector interest in visitor management, both in relation to funding and provision of facilities and services on privately owned land.	<b>SG</b>  VMS Steering Group VMS Co-ordination Group
13. Develop recommendations to increase active travel and increased use of public transport/shuttle buses in popular visitor destinations, spreading demand and reducing dependence on private cars.	<b>Transport Working Group</b>
14. Explore, develop and trial low-cost, low carbon and integrated transport solutions at key locations.	<b>Transport Working Group</b>
15. Develop innovative digital solutions using real time information to help manage visitor capacity and overcrowding at key sites and areas. <ul style="list-style-type: none"> <li>• Civtech project</li> <li>• Variable message signage</li> <li>• Sharing of good practice</li> </ul>	<b>Digital Working Group</b>
16. Develop and encourage new camping provision, in conjunction with hot spot area capacity issues, that caters for campervans, car roof tent camping and tent-based camping with accessible and promoted services that meet demands such as: <ul style="list-style-type: none"> <li>• A national "aires" network to provide for campervan users.</li> </ul>	<b>Camping and Campervan Working Group</b>

<ul style="list-style-type: none"> <li>• Supporting infrastructure/services for campers including water fill-up, waste water and chemical toilet waste disposal points and rubbish bins (recycling).</li> <li>• Provision of managed sites for camping (including significantly increased provision for tent-based camping), particularly in key hotspot areas.</li> </ul>	
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## Delivering a joined up and cohesive action plan across Scotland

Action	Lead (support)
17. Facilitate regular Visitor Operational Sub-group meetings representing hot spot areas from across Scotland, to facilitate knowledge sharing and co-ordinate planning and responses as appropriate to the season's challenges. Review membership and area coverage.	<b>PoliceScotland</b>  NatureScot
18. Develop training and resources to support visitor management with a focus on: <ul style="list-style-type: none"> <li>• Parking and traffic management options.</li> <li>• Enforcement and regulatory approaches.</li> <li>• Conflict resolution and de-escalation approaches.</li> <li>• Cumulative camping impacts.</li> </ul>	<b>PoliceScotland</b>  Transport Working Group Operational Sub Group
19. Continue to promote and provide effective enforcement where and when needed by: <ul style="list-style-type: none"> <li>• Supporting and developing partnerships in key hot spot areas to improve local visitor management and address anti-social behaviour.</li> <li>• Reviewing use of enforcement powers across Scotland to raise awareness of powers available, highlight and promote good practice, improve consistency and identify potential gaps (<i>see action 18</i>)</li> <li>• Reviewing penalties used for the main visitor management related offences, including consideration of time penalties as opposed to fines.</li> <li>• Engaging with COPFS to develop awareness of visitor management issues and related offences.</li> </ul>	<b>PoliceScotland</b>  Operational Sub Group
20. Further improve and implement the monitoring framework to demonstrate the impact of current VM activity and inform future decisions. Design new metrics to facilitate consistency in reporting and move to 2 weekly RAG reporting.	<b>PoliceScotland/NatureScot</b>
21. Identify areas which may have capacity for an increase in visitor numbers to help spread demand, impacts and benefits. Progress a strategic approach to directing and encouraging changes to visitor movement and activities.	<b>VisitScotland</b> <b>Operational Sub group</b>  Local Authorities Visitor Destination Groups
22. UCI Cycling World Championships 2023 - ensure VM operational partners are liaising and preparing for additional visitor management pressures at key event locations and surrounding areas in particular campervan activity and additional visitor numbers during first 2 weeks in August.	<b>Operational Sub Group</b>

## Becoming and remaining a world leader in visitor management

Action	Lead (support)
23. Undertake regular reviews of progress with the strategy every three years (end of 2023 season)	<b>VisitScotland</b>  NatureScot
24. Learn from others experience, local and global, and share good practice in sustainable visitor management through events, webinars site visits and case studies. <i>Linked to action 7</i>	<b>VisitScotland</b>  NatureScot VMS Steering Group
25. Review the strategic issues and opportunities for better on-going provision/maintenance of wider visitor services and infrastructure for sustainable tourism including paths to viewpoints, features of interest and popular locations such as beaches, mountain tops, loch shores and riversides	<b>SG</b> <b>VMS Co-ordination group VMS Steering Group</b>