

No.	Action	Financial Year					Cost	Lead and key partners	Current/Ongoing Work?	Future/Potential Work
		1	2	3	4	5				
		11/12	12/13	13/14	14/15	15/16				
I. Stakeholder engagement and working together										
Ia	Support and promote an active Cairngorms Sustainable Tourism Forum						Low	CNPA, CSTF	CSTF secretariat and admin funding from CNPA	
Ib	Maintain an effective private sector body for the Cairngorms						High	CBP, CNPA, HIE, SE, VS	CBP	
Ic	Establish coordination and collaborative relationships between DMOs						Low	CSTF, CBP, DMOs, HIE, SE, VS	CBP and RDCDMO agreed joint working. Highland Perthshire tbc. HIE/SE/VS developing national destination approach, and Colliers International soon to report to HIE on DMO's in Highlands.	Closer collaboration? Private sector lead, public sector joined up in approach and funding.
Id	Encourage sector or thematic networks						Low	CBP, CNPA	CBP lead: outdoor providers, golf, equestrian, and hostels groups working together and marketing leaflets produced.	CBP to develop further: Accommodation and food & drink to follow.
Ie	Encourage active local area groups						Low	CBP, CNPA, ACC, LAs	CBP working with different tourist and business associations particularly through support for local websites: Boat of garten upgraded, Braemar work ongoing.	Closer integration between local groups and wider CBP work.
If	Ensure public and third sector bodies link in to CNP tourism structures and initiatives						Low	CSTF, CNPA, Nat Bodies	In place with CSTF.	CSTF membership to continue to be drawn from a wide range of stakeholders.

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1g	Maintain accessible communication with all tourism stakeholders						Med	CBP, CSTF, DMOs	Vc.com & cairngorms.co.uk better aligned. CBP newsletter, CNPA newsletter. Annual conference. Comms teams (CNPA & CBP) promote project work. Highlands & Islands Tourism Awards now covers the entire Park.	Closer alignment of websites and provision of sustainable tourism work. Investigate tourism awards scheme for the Park.

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2. Brand awareness and marketing										
2a	Develop and convey the essence of the brand, based on the Cairngorms' core values						Med	CBP, CNPA	Working on update of the 'Sharing the Stories' interpretation guidance. CBP developing 'Park Aware' training project.	Interpretation guidance and Park Aware due to be rolled out in 2013. Success to be monitored.
2b	Promote further exposure and meaningful use of the brand						Med	CBP, CNPA	CBP marketing campaign should raise brand awareness locally as well as in potential visitor markets. CNPA work to roll the brand out to transport infrastructure etc., as well as promoting business use. CNPA agreed formation of new Brand Development Group to take forward the brand.	Brand research on business use and visitor awareness and understanding of brand values. This should inform future plans to promote and roll-out the brand identity.
2c	Maintain a world class destination website as the central vehicle for marketing						Med	CBP, VS, CNPA	Refurbished CBP website launched with mobile and tablet capability. Boat of Garten website upgraded and work on Braemar ongoing.	Improve community websites

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2d	Plan and implement an annual marketing campaign for the Cairngorms						High	CBP, VS	CBP have a 3-year funding package to deliver a marketing campaign. 'Brave' campaign successfully promoted CNP to international tourism journalists. Plans in place with partners for events and activities to celebrate 2013 Year of Natural Scotland and 10 years of CNP. CBP exploring potential to celebrate 60 yrs of DofE Award in 2013.	Seek additional funding to allow continuation of marketing campaign beyond 2014 Year of Homecoming.
2e	Maximise exposure of the Cairngorms in campaigns by VisitScotland and others						Low	CBP, VS, CSTF, CNPA	CBP strengthening working relationship with VisitScotland.	Consider how best to work with other partners in joint promotion.

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3. Information and interpretation										
3a	Follow a strategic approach to information and interpretation delivery						Low	CNPA, CBP, VS, DMOs	CNPA developing partnership approach to communicating about CNP. 'Sharing the Stories' simplified to make it easier for a wider range of partners to 'talk' about the Cairngorms as a special place. VIC FAM trips being undertaken by staff from around CNP and Pitlochry	CBP development and roll out of 'Park Aware' Programme.
3b	Review the medium term position of the VIC network and its relationship to the National Park						High	VS, CBP, CNPA, LAs	VS, CBP, CNPA & LA review of VIC's in CNP. Meeting with CBP, VS and CNPA sceduled for 30th October.	Further work required across the CNP on links between VIC's and other information providers
3c	Maintain a wider set of information points at key sites and in communities						High	CBP, CNPA, DMOs, LAs	VS, CBP, CNPA and LA review of VIC's in CNP. CNPA continuing to work with communities on local information points. Blair Atholl Visitor Centre opened Aug '12 and work about to start on Station Square upgrade in Boat of Garten.	Further work required on how to develop a wider set of information points
3d	Strengthen provision of Cairngorms information interpretation by tourism enterprises / other stakeholders						Med	CBP, CNPA	CNPA developing partnership approach to communicating about CNP. 'Sharing the Stories' being simplified to make it easier for a wider range of partners to 'talk' about Cairngorms as a special place.	CBP development and roll out of 'Park Aware' Programme.

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3e	Further develop the role of rangers in information and interpretation						Low	CNPA, LMs	CNPA agreed Partnership framework with Ranger Services to take forward work over next 5 years	Training and support for rangers in delivering key CNP messages
3f	Maintain orientation material for the whole Park						Med	CNPA, CBP, VS	Use maps and panoramas in 3a, 3b, 3c, 3d and 3e above & in print & web	
3g	Develop the use of mobile IT applications						Med	CBP, CNPA	CBP continuing development of app for mobile 'phones and tablets. Increase use of QR codes on leaflets	
3h	Ensure effective park identity and directional signing						Low	CNPA, LAs	Signage project completed with the installation of pre-arrival sign in Banchory. Blair Atholl Visitor Centre signed installed using CNP Brand.	Further work required to look at the potential for local signage to link to CNP

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4. Resource management and conservation										
4a	Guard against damaging and intrusive development						Low	CNPA, LAs, SNH, SEPA, HS	Ensure that planning guidance in LDP is followed.	
4b	Strengthen spatial tourism planning and visitor management, based on evidence of impact						Med	CNPA, LMs, SNH	Mar Lodge VMP in development. Initial work on CRAGG Strategy II started. SNH, CNPA and Boat of Garten Community working to reduce visitor impacts on Capercaille in BoG Wood.	Agree a series of representative indicators that monitor visitor numbers across CNP - eg vehicle counters, path counters, visitor attraction numbers.
4c	Encourage and assist tourism businesses to strengthen environmental management						Med	CBP, CNPA, DMOs, BG, Las, VS	VS is piloting the use of a quality assurance scheme that includes environmental criteria within the process.	Encourage greater uptake of QA.
4d	Pursue support for conservation and management from enterprises and visitors						Med	CBP, COAT, CNPA	Continue to promote and encourage visitor payback schemes. CBP produced a review of VPS for discussion at STF in Oct..	Coordinate conservation volunteering opportunities and make these more accessible to more people. Promote CNP as a place with opportunities to participate in conservation volunteering.
4e	Encourage visitors to use greener modes of transport						High	LAs, CBP, CNPA	Promote sustainable transport both pre and post arrival. Lobby to improve rail and bus transport including the carriage of cycles.	Use Core Path Planning to improve the path network for functional cycling.

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5. Outdoor access										
5a	Maintain a good range of access routes based on popular paths						High	CNPA, COAT, LMs	The core paths plan has provided the template for paths that need to be maintained and upgraded and this has been the focus of COAT's work over the last 4 years. Strathdon bridge installed.	Core paths plan will be reviewed during the consultation on the next local plan and low ground path priorities will continue to be delivered by the Trust.
5b	Provide guidance to visitors on responsible access						Low	CNPA, COAT, LMs, CBP	Guidance provided through range of promotion activities e.g. Dogs day out, support for Ranger services and path leaflets. Tread Lightly leaflets produced and circulated to ranger services and information providers	"Tread Lightly" programme expanded
5c	Work with communities, land managers and other stakeholders on the promotion of access opportunities						Med	CNPA, COAT, LMs, CBP	Path leaflets developed for Nethy Bridge, Kingussie, Braemar, Ballater, Carrbridge, Tomintoul, Dulnain Bridge, Drumochter, Strathdon, Angus Glens Easily accessible trails leaflet produced for Deeside and Donside.	Roll forward leaflet production for remaining communities.

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5d	Clarify and facilitate opportunities for safe enjoyment of the mountains						Low	CNPA, COAT, LMs, CBP, MCS, SportScotland.	Cairngorm Mountain 'Walk @ the Top' pilot project consultation just completed and agreed as part of revised VMP. Ongoing work of CBP Outdoor Activities group & Ranger Services.	
5e	Provide and promote specific opportunities for cycling and mountain biking						High	CNPA, COAT, LMs, CBP, Sustrans, TS, SS	Funding for 2 mtb trails provided for Glenlivet and work started in August. Workshop on cycling organised for 1 November. Cairngorm Mountain running guided downhill biking from funicular.	Working with CycleScotland and CBP to develop a "cycling hub" in the Cairngorms.
5f	Seek to address adverse impacts from irresponsible camping						Low	CNPA, SNH, LMs	SNH ran a national access education campaign with responsible camping as one of the key themes.	Displacement to more managed facilities being considered in Braemar.
5g	Consider opportunities for promoting water borne access						Med	CNPA, CBP	Existing opportunities promoted through Outdoor Activity Providers and Watersports Centres.	Potential for future joint promotion.
5h	Establish a strategy on broadening the base for snow sport related activities						Med	HIE, SE, CNPA, CBP	HIE / SE snowsports report completed in 2011.	Snowsports industry engagement with Scottish Government around a variety of issues including VAT charge on uplift.

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6. Product diversification and distinctiveness										
6a	Support the work of local operators in providing and packaging offers						Low	CBP, DMOs	Outdoor Activity Providers group and networking events. RDCDMO activity group working to link up sectors.	CBP to encourage through sector groupings and networking events. Explore potential of packages on vc.com.
6b	Strengthen the range of leading wildlife tourism experiences						Med	CBP, CNPA, LMs, COAPG	Work with ranger services. LBBT training course for activity providers linking up with LMs currently being developed. SNH working with SYHA to install a display about Craigellachie NNR in the youth hostel, with a planned link to a nest cam.	CBP activity providers sector group and other sectors. Park Aware. Develop training opportunities for all tourism businesses on local wildlife perhaps through Land-Based Business Training Project.
6c	Coordinate and promote a full programme of events						Low	CBP, DMOs, VS	Online events calendar on vc.com and App. What's On magazine produced Park wide. Ranger Countryside events promoted widely.	
6d	Make more of Cairngorms produce						Med	CBP, CNPA, DMOs, SAS	Food for Life Project, Producers Directory, Food & Drink leaflet	Develop & Strengthen Food & Drink sector in CBP, Local Produce online shop, delivery of FfL Project.
6e	Encourage the enjoyment and purchase of local arts and crafts						Low	CBP, CC, DMOs	Creative Cairngorms Exhibition held in summer 2012.	CBP retail group established and more arts and crafts producers and retailers encouraged to join CBP. Marketing of local arts and crafts.

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6f	Strengthen opportunities to experience local cultural heritage						High	CNPA, ACC, HS, LM, CBP	Ongoing work with partners on interpretation and visitor information. Cultural heritage officer post. Feis Monaidh Ruaidh, Deeside Sessions. Support for Matilda's Music and Mountains project.	Marketing of key sites and stories and associated visitor information. Park Aware. LBBT training opportunities for businesses. Traditional events, music etc. supported and marketed. Heritage trail developed.
6g	Integrate countrysports into the broader tourism offer						Low	CNPA, LMs, CBP, SCSTG	None	Encourage local businesses and countrysports providers to network and package offers. Increase visibility of countrysports on vc.com. Encourage membership or liaison between CBP and country sports operators.

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7. Business support and investment										
7a	Coordinate the delivery of business advice, training and support services						Med	CBP, BG, HIE, SE, CNPA, LAs	CBP working with Business Gateway, VS, Highland Council and HIE, and do provide some coordination of activity.	CBP advocacy role helps with all actions in this section and the formation of an Enterprise Forum and Economic Strategy will help coordinate and shape activity.
7b	Help local people to gain relevant skills						Med	CBP, LAs, CNPA, SDS,	CBP in discussion with UHI. CNPA in discussion with Skills Development Scotland and Land Based Business Training Project remains in place. CNPA undertaking and audit of training in CNP.	Develop a more strategic approach to skills development with the key providers (SDS, UHI, LANTRA etc). Scope for a CNP specific range of training activity.
7c	Support appropriate investment in infrastructure						High	CNPA, LAs, HIE, SE, Housing Assocs.	CNPA affordable housing post. Broadband discussions ongoing.	Cairngorms broadband project. Affordable housing progress closely linked to wider economic issues (lending) and developer plans.
7d	Identify and seek to reduce bureaucracy as a burden on business						Low	CBP	Business barometer findings.	CBP to explore detail.
7e	Foster positive engagement with the planning process						Low	CNPA, CBP	CNPA Service Improvement Plan being implemented. Developer meetings have taken place. Supplementary Planning Guidance for Local Development Plan under development.	Improve dialogue between developers/business community and planning. Regular meetings. Closer engagement on future construction skills needs and design awards.

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7f	Encourage improvement in the range and quality of accommodation and catering						High	HIE, SE, CBP, DMOs, CNPA	HIE and SE conducting accommodation reviews. Limited large scale investment in the area.	Economic circumstances limit major initiatives but coordinated approach could be taken to key areas such as Aviemore, Tomintoul, Braemar. Further work with SDI and enterprise agencies.
7g	Recognise and support the role of visitor attractions						High	CBP, CAG, CNPA, HIE, SE, VS	CAG. CBP marketing and sector group development.	Use marketing power and influence of CAG to help drive forward other initiatives.

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8. Knowledge gathering and sharing										
8a	Keep abreast of enterprise performance and needs						Med	CBP, DMOs, CNPA	Business barometer. CBP member engagement.	Web-based business feedback/info exchange on vc.com. Enterprise Forum.
8b	Maintain a programme of regular visitor feedback and surveys						Med	CBP, CNPA, DMOs	DOVE. VS also recently produced new National visitor surveys including CNP.	Expand and refine DOVE. Better collation of existing visitor feedback (Ranger Services etc).
8c	Seek feedback from local communities						Low	CDOs, ACC, CNPA	Community Planning Partnerships, Ward Forum. Good feedback from NPP2 consultation. Community Development Officers have a key role and a seat on CSTF.	Continue.
8d	Keep records of visitor flows and environmental quality and analyse trends						Low	CNPA, LMs	VIC numbers, car parks and traffic flow data are available. CNPA also collecting data from a sample of path counters as indicators of use.	Better analysis and expansion if required. Link to wider visitor management requirement and work in Glenmore/CRAGG.
8e	Obtain relevant research findings on markets and products						Med	CBP, CNPA, CSTF, SNH, TIS, VS	Tourism Intelligence Scotland, James Hutton Institute and UHI research work.	Better presentation and dissemination of results that are of practical use. Active participation in the European Charter network.
8f	Encourage effective sharing and dissemination of knowledge						Low	CSTF, CBP, CNPA	Websites being improved.	Dedicated research and knowledge exchange pages on websites. As per 63.