

HIGHLAND AREA TOURISM PARTNERSHIP PLAN
THE ACTION PLANS

Knowing Your Market

We need to ensure that we have access to the relevant information needed to allow us to understand our markets; monitor the results of our efforts to grow tourism in the Highlands and to plan our future work. There is an opportunity to input to and influence the work undertaken by the national Tourism Research Network, to ensure that it meets our needs. We must identify new research requirements, promote information sharing and networking between partners and monitor performance and outcomes on a regular basis.

Ref. nos.	Priorities	Action	When	Who
8.1.4. TFC: 1 & 2	Promote co-ordination, integration and partnership working on data collection and sharing of information that informs the planning, management and delivery of marketing, services and projects. <i>Gather information at both the regional (i.e. Highlands) and sub-regional (e.g. Caithness, Sutherland, Lochaber) levels; collection areas to be defined by the product topic.</i>	1. Influence the Tourism Research Network to gather meaningful information at the local level, identifying any gaps in research on the area's markets and products and timing of data production.	Ongoing- decision on future Highland visitor survey by Dec 2006	VisitScotland HIE network industry
		2. Encourage businesses to gather customer feedback, by producing simple guidance and discussing with businesses during QA visits.	Ongoing	VisitScotland QA & BRMs HIE network Industry
		3. Make available (e.g. via websites, Business Relationship Managers) research on consumer trends and market opportunities to all partners and encourage businesses to use the information to plan marketing or product development and identify development opportunities.	Ongoing	VisitScotland HIE network

Exceeding Visitors' Expectations

There is a huge potential to develop and improve the range and quality of things to see and do that will make visitors want to stay longer in the Highlands and spend more money. The Highland product is second to none, but it is essential that there is a consistency across all services, facilities and attractions, to ensure that visitors have a total quality experience. This can only be achieved through all partners working together to deliver a high quality product based on local market needs. Success is also dependent on the support of everyone living in the Highlands, as both individuals and communities, to be ambassadors for their area and to take care about all aspects of their living and working environments. Although we have exceeded the expectations of the vast majority of visitors to the Highlands, we still need to work on all aspects of the tourism product: service delivery; accommodation availability and quality and the range of high quality things to see and do. We must also improve the ease of travel throughout the Highlands, ensure that visitors can access comprehensive and high quality information about the area and that the environmental impacts of their visits are reduced to a minimum.

Quality of Visitor Experience

Ref. nos.	Priorities	Action	When	Who
8.2.2.2.a TFC 3 & 4	Improve the quality and value for money across all accommodation, facilities and services and provide a flavour of local traditions, character and style.	4. Promote use of local produce by accommodation/service providers and encourage local procurement.	Ongoing	Eat Scotland VSQA/industry
		5. Encourage business participation through holding the Highlands and Islands Tourism Awards.	Dec 2006	Industry HIE network VisitScotland
8.2.2.2.b TFC: 3 & 4	Increase the number, availability and quality of core facilities, so that visitors have ready access to basic amenities throughout the Highlands and can easily find out about them.	6. Increase number of businesses and communities involved in the delivery of basic services e.g. toilets etc, as per the Highland Comfort Scheme, developing public/private partnership initiatives where appropriate.	Ongoing – baseline figs by Dec 2006	Highland Council Trade Associations
8.2.2.2.c TFC: 3,4 & 7	Improve co-ordination of activities between public sector bodies involved in growing tourism to ensure that infrastructure, amenities and services provide multiple benefits for communities and visitors and make best use of resources.	7. Promote quality networks and improve collaboration and joint working, between businesses and between private and public sector bodies. E.g. <ul style="list-style-type: none"> Organise informal networking events and familiarisation visits, starting with an annual leaflet day in spring. Develop and promote a package of work place mentoring programmes for key workers and operators, tailored to each segment of the industry. 	Ongoing	Industry VisitScotland HIE network
		8. Clarify the relationship between emerging Destination Management Organisations and existing bodies and their relative roles and responsibilities.	Advise & establish collaborative groups by Mar 2007	HIE network VisitScotland Industry
8.2.2.2.d TFC: 3 & 4	Improve access to all available products through single entry points, making it easier for visitors to do more during their stay.	9. Improve the provision of key visitor information at the local level, including through TICs and at entry points/gateways, ensuring that different activities (arts/cultural, outdoor, wildlife, heritage etc) can all be booked together and alongside accommodation. (Ref:73)	Report on initial action March 2007; longer term proposals agreed by Sep 2007.	Industry VisitScotland
8.2.2.2.e TFC: 3,4 & 7	Increase participation by local communities in growing tourism and raising general environmental standards.	10. Support communities to develop local schemes aimed at providing opportunities for visitors meet local people and find out about the area from them, e.g. organising ceilidhs, talks, social events, village guides.	Ongoing- 6 month review	Highland Council VisitScotland Industry
		11. Investigate the potential for whole town/village improvements, targeted at environmental quality & visitor experience. E.g. intro category for most welcoming village in highland tourism awards.	Mar/April 2007, then ongoing	Highland Council SNH/HIE network
		12. Encourage and develop more “Pride and Passion” friends through networking events and one-to-one contact.	Ongoing	Industry
8.2.2.2.f TFC: 3 & 4	Ensure that staff in all relevant public sector organisations have a good knowledge of tourism in their area.	13. Agencies to report back on their individual organisation’s activities to implement the priority.	Dec 2006 – ongoing	All agencies

People and Skills

Ref nos.	Priorities	Action	When	Who
8.2.3.2.a TFC: 5	Improve content, quality, relevance and delivery level of vocational training in tourism, starting in schools	14. Liaise with SE & HC to extend initiatives to promote tourism as a career and prepare young people for entry into the industry, through a) developing a programme 'out of school' workshops/activities on tourism skills b) incorporating tourism into skills workshops in schools e.g. School Vocational Pathways & Curriculum for Excellence	First progress report March 2007, then ongoing	Springboard HIE network People 1 st Careers Scotland Industry
		15. Strengthening links between People First, Careers Scotland, education authorities, training providers & businesses.	Ongoing	Springboard HIE network People 1 st Careers Scotland Industry
8.2.3.2.b TFC: 5 & 6	Increase levels of recruitment and retention of staff with a positive attitude, enthusiasm for and knowledge of the local area	16. Develop induction training for migrant (& local) workers on local and cultural product knowledge and ongoing language training – including basic foreign language skills.	By 31 st May 2007	People 1st Springboard Industry/Colleges HIE network
		17. Provide specialist career related opportunities for young people. Facilitate taster experiences across all occupational areas of Hospitality, Leisure Travel and Tourism for all age potential entrants and influencers (including teachers and careers officers).	Ongoing	Springboard HIE network People 1 st Industry/Colleges
		18. Identify action to encourage changes in the attitudes to the value of the service industry, including consideration of the following: <ul style="list-style-type: none"> • Undertaking recruitment and retention audits to help employers understand how well they are performing in attracting and keeping staff • Investigating the feasibility of further developing and rolling-out an annualised system of employment within the trade. • Providing staff satisfaction data to industry on a regular basis to help address any emerging issues 	Ongoing	Springboard, People 1 st , Industry/HIE Network
8.2.3.2.c	Improve uptake of available management, leadership & staff	19. Increase the supply of affordable housing to tie in with the needs of people living and working in communities, including rural communities as defined in Highland's Housing Strategy 2003-08 and the draft development plan for delivery of affordable housing.	Ongoing – report 6 monthly, starting March 2007	Communities Scotland Highland Council Local Housing Dev. Forums
8.2.3.2.c	Improve uptake of available management, leadership & staff	20. Identify action to encourage businesses to invest in training & development, including consideration of the following:	Ongoing	People 1^s HIE network

TFC: 5	training and development programmes across the Highlands	<ul style="list-style-type: none"> • Providing more in-house training at times to suit businesses and employees • Develop learning programmes for businesses (in order to demonstrate best practice). e.g. Learning Journeys and Competitor Show Rounds, magical mystery tours etc • Promote participation in 100K Welcomes, Hospitality Assured and any other emerging leadership development programmes, through QA and quality networks. • Promote on-line skills advisory service (LEARNINGworks) to help businesses identify their needs and source relevant training packages 		Industry Colleges
8.2.3.2.e TFC: 5	Identify need for, and establish and promote, training courses to improve standards of visitor services jobs associated with the natural heritage e.g. wildlife guides, rangers etc and specialist guides e.g. cruise tour guides.	21. Undertake a training needs analysis and develop and promote a course programme to fulfil identified needs.	Initial analysis & identification of needs – report back June 2007	People 1st HIE network SNH Highland Council Industry/Colleges

Innovation and Product Development

Ref nos.	Priorities	Action	When	Who
8.2.4.2.a TFC: 7	Increase the range of things to do and see in the Highlands, particularly focusing on the development of landscape/natural heritage attractions.	<p>22. Support innovative investment to improve and develop facilities that fit national priorities that are key to the Highlands e.g. culture, genealogy, golf, wildlife, activities. (Ensure that any funding and support mainstreams to wider tourism and regional social/environmental programmes).</p> <p><i>E.g.</i> <i>Continuing the development of the cycle route network and developing more mountain bike routes.</i> <i>Developing a programme to maintain and improve access to the countryside for recreation.</i> <i>Scoping and developing opportunities for products with a wider natural focus, e.g. Geoparks, nest cams, seabird centres etc.</i></p>	Ongoing – initial report back June 2007	HIE network Highland Council VisitScotland SNH Forestry Commission Historic Scotland
		23. Develop product development networks and identify opportunities for collaborative product development and integration between different sectors.	March 2007 – ongoing	HIE network Industry
8.2.4.2.b TFC: 7	Support tourism businesses to be aware of, and cater for, international markets.	24. Support existing businesses to be more globally connected and aware of international markets, and seek inward investment opportunities.	Ongoing – deliver one advisory programme to businesses - March 07	HIE network industry/SDI

8.2.4.2.c TFC: 7	Improve communication and information flow between the ATP and industry on product development.	25. Establish mechanisms for communication and information flow between the ATP and the industry.	March 2007 – ongoing	ATP VisitScotland
8.2.4.2.d TFC: 7	Ensure that requirements for improved access, infrastructure and visitor management are taken into account in the development of all products.	26. Factor in access, infrastructure and visitor management requirements as an integral part of all product development, e.g. making sure canoeists can access the water at key locations; that adequate facilities and amenities (e.g. marinas) are available to sailors.	March 2007 initial report – ongoing	Highland Council/Industry
		27. Develop better access to monuments and archaeological features (incorporating provision to manage visitor pressure).	March 07 – ongoing	Historic Scotland Highland Council/ SNH/local Access Forums

Culture, Events and Sport

Ref nos.	Priorities	Action	When	Who
8.2.5.2.a TFC: 7 & 12	Improve the provision and promotion of arts, music and other cultural events to visitors to the Highlands.	28. Provide a tourism input to the evolving event and cultural strategies, particularly focusing on activities that extend the season.	March 2007	Highland Council Hi-Arts VisitScotland
		29. Support, develop and promote programmes of events, exhibitions, facilities and experiences that extend during and beyond the core tourist season, linked to strategies being developed post 2007 Year of Highland Culture, e.g. encourage pubs, clubs and other local venues to provide more traditional music sessions.(Ref:73)	March 2007	Highland Council Hi-Arts VisitScotland Industry
8.2.5.2.b TFC: 7 & 12	Develop and promote Gaelic, heritage and genealogy facilities and services throughout the Highlands	30. Scope current provision and develop programme of work.	Sept 2007	Bord na Gaidhlig Highland Council VisitScotland HIE network
		31. Liaise with Gaelic heritage organisations on use of Gaelic in promotional activities to illustrate the different culture of the Highlands.	Start Jan 2007-ongoing	VisitScotland
		32. Improve and promote the use of genealogy services to tourists.	Ongoing – March 2007	VisitScotland/

8.2.5.2.c TFC: 7 & 12	Further develop & promote outdoor/sport niches, including audience building in key Highland sporting events (e.g. shinty, Highland Games)	33. Work with existing bodies (Outdoor Capital UK, Camanachd Association etc) to promote existing events to visitors and to identify opportunities for developing new programmes of activities or events. (Ref: 73)	Ongoing	VisitScotland
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E-Business

Ref nos.	Priorities	Action	When	Who
8.2.6.2.a TFC: 5 & 9	Ensure that all tourism operators in the Highlands use appropriate technology to gather & process information effectively.	34. Develop both infrastructure and training/development opportunities that are accessible to all businesses, (using one-to-one training for individual businesses).	Dev programme of seminars by June 2007	HIE network Trade Associations Springboard People 1 st
8.2.6.2.b TFC: 5 & 9	Improve small business understanding of the opportunities offered by vs.com	35. Facilitate discussions between VisitScotland.com and local trade associations to increase understanding of local needs and VisitScotland.com's requirements.	Ongoing – report on activity March 2007	VisitScotland

Access and Transport

Ref nos.	Priorities	Action	When	Who
8.2.7.2.a TFC: 11	Ensure that the needs of tourism are recognised in the Highland Regional Transport Strategy and Plan.	36. Integrate the Highland Tourism Plan with the HITRANS Strategy.	March 2007	VisitScotland HITRANS HIE network Highland Council
8.2.7.2.b TFC:11	Ensure that tourism is a key factor in delivering integrated public transport services.	37. Encourage the development of co-operative transport options, run by business operators working together on joint ventures. (Ref:79)	Ongoing – initial report by June 2007	HITRANS/CNPA/ Highland Council
8.2.7.2.c TFC: 7 & 11	Enhance the visitor experience by improving information provision and by integration of services and information on local facilities, for example, community transport and Post Buses.	38. Investigate ways of promoting public transport as part of the visitor experience, e.g. integrated ticketing; use of the Post Bus as a way of seeing local areas; improved facilities for bikes and disabled and providing information on availability and capacity; encouraging positive attitudes – bus/taxi drivers as friendly ambassadors. (Ref: 79)	Some in place by April 2007	HITRANS Highland Council transport operators
		39. Ensure that comprehensive, accurate and up to date information is available at all local points of travel, including improved timetables for visitors, e.g. consider a pan-Highland publication. (Refs: 73 & 79)	April 2007 then ongoing	Highland Council HITRANS

8.2.7.2.d TFC: 11	Improve integration of bus and ferry schedules and timetables.	40. Identify any gaps and weaknesses in existing timetables and investigate options for improving joint timetabling arrangements. (Refs: 73 & 79)	April 2007 then ongoing	Highland Council/ transport operators
8.2.7.2.e TFC:11	Improve existing services into and around the Highlands, including routes into and between Inverness Airport and regional airports such as Skye and Wick, and fast rail links to the Central Belt and beyond.	41. Lobby for improved and expanded air routes into Inverness.	Ongoing	HITRANS Highland Council HIE network VisitScotland Industry
		42. Lobby for improved and expanded air routes around the Highlands, e.g. to Skye, Oban, Wick etc.	Ongoing	
		43. Encourage the development of new/improved bus routes outwith the main nodes. (Refs: 73 & 79)	Ongoing – 6 month review	Highland Council
		44. Lobby for improvements to the north line rail route and routes into the Highlands. (Refs:73 & 79)	Ongoing	HITRANS
		45. Promote and market route developments that form visitor attractions as well as transport links, e.g. extension of Strathspey Railway to Grantown, the Fort William to Mallaig rail line and the Gairloch to Portree ferry.	Initial progress report March 2007	HITRANS/ Highland Council/ transport operators
8.2.7.2.f TFC: 11	Improve the road journey experience	46. Press for improvements to key roads into and within the Highlands, i.e. A9, A96, A82, A99. (Ref: 73)	Ongoing	HITRANS
		47. Improve signage to businesses and key natural features, and signage giving advice e.g. protocols on single track roads.	Ongoing	Industry/ Highland Council
		48. Increase opportunities for visitors to break their journey and to enjoy views from the road, by surveying and scoping opportunities for installing new lay-bys, stopping areas and viewpoints and improving the quality of stopping places.	Ongoing as required – first report March 2007	Scottish Executive Highland Council
8.2.7.2.g TFC: 11 & 14	Promote and support access networks for walkers and cyclists.	49. Include the transport needs of tourists in the strategic planning of routes and sites for cycle and path network developments, ensuring that walking/cycling are integrated with other forms of transport.	Ongoing – 6 month review	Highland Council/ VisitScotland/ SNH/Local Access Forums
		50. Promote greater involvement from tourism sector on local Access Forums and greater collaboration with Access Forums.	March 2007	VisitScotland

Natural Environment

Ref nos.	Priorities	Action	When	Who
8.2.8.2.a TFC:7 & 14	Raise awareness in residents of the importance of the natural environment in the Highlands to tourism and its importance in underpinning the visitor experience	51. Implement a programme to raise awareness in industry, communities and agencies of their natural/cultural heritage and how this enhances their lives and the visitor experience.	Ongoing, annual report Sept 2007	SNH VisitScotland Hi-Arts
		52. Support (through advice or other relevant resources) innovative investment to improve and develop facilities that fit national priorities and that focus on the natural heritage, where appropriate (<i>NB references to action 24, priority 8.2.4.2.a – Innovation & Product Development</i>). <u>Initial activities:</u> Initiate programme that starts to focus ideas on innovation. HIE support to TIG – industry led project team focusing on sustainability & carbon off-set. LEC investment in construction of new visitor centres showcasing environmental best practice.	First report June 2007	SNH HIE network Highland Council Forestry Commission Scotland
8.2.8.2.b TFC: 7 & 14	Promote the quality and diversity of the natural heritage of the Highlands.	53. Promote areas based on natural heritage interests, particularly areas designated for landscape quality (e.g. NSAs) through signage and appropriate interpretation. (Ref: 73) Initial action – carry out appraisal on potential for promotion	First report Sept 2007 – complete end 2009	SNH VisitScotland Highland Council
		54. Improve the promotion of eco-tourism and nature based tourism (particularly marine tourism), and of the Highlands as a green destination, emphasising the high quality of the environment in the Highlands.	First report Sept 2007 – complete end 2009	VisitScotland SNH Industry
8.2.8.2.c TFC: 7 & 14	Ensure that the high quality of the natural heritage, landscapes and environment of the Highlands are maintained as a priority.	55. Identify and promote the tourism benefits and opportunities among the following activities: : <ul style="list-style-type: none"> • Habitat & species conservation • Access networks and interpretation • Community projects 	First report Sept 2007, then 6 monthly reporting	SNH Highland Council
		56. Promote Highland tourism input to Scottish Rural Development Plan and the Scottish Landscape Forum.	Ongoing	VisitScotland SNH
		57. Develop a programme to disseminate information to visitors and raise their awareness of their responsibilities in the countryside e.g. wild camping.	First report June 2007	SNH

Marketing Your Product

We need to communicate with customers to raise their awareness of, and desire to visit, the Highlands and convince them to commit to making the trip. The high quality environment, the natural and cultural heritage and communities are significant elements of the Highland Brand and many opportunities exist to promote them separately and as packages, including eco-tourism, outdoor and specialist activities, golf, heritage attractions, ancestral tourism, culture/arts and whisky. Events and festivals also present many opportunities and careful scheduling will help to increase the length of the season and disperse visitors to remoter parts of the Highlands. By adding value through collaborative working between accommodation and activity providers and joint marketing initiatives, we should aim to encourage visitors to stay longer and return more frequently. Making best use of Information Technology will be key to our success.

What we are going to do:

Ref nos	Priorities	Action	When	Who
8.3.4.a TFC: 12	Market the uniqueness and diversity of the landscape, natural heritage and communities of the Highlands and promote the distinct character of individual areas.	58. Develop targeted marketing promotions that focus on the unique features in the Highlands and both overcome and promote the benefits of, the perceptions of remoteness of the Highlands.	Ongoing – report March 2007	VisitScotland Industry
		59. Liaise with other Areas on joint marketing and the promotion of touring that crosses boundaries between areas.	Ongoing – report March 2007	VisitScotland Industry
		60. Promote the cruise liner market, further growing the market at Invergordon and developing the profiles of other ports in cruise itineraries.	Ongoing – 6 monthly reporting	Cruise Highland Highland Council
		61. Strengthen the promotion of products that underpin the area's status as a green destination e.g. wildlife watching, cycling, sailing, marine tourism etc.	Report March 2007	VisitScotland SNH/Industry
8.3.4.b TFC: 12	Ensure that Highland products are well represented within VisitScotland's product portfolio of marketing activity	62. Liaise with the VisitScotland marketing team to develop the representation and positioning of Highland products within the VisitScotland product portfolio, with particular focus on walking, mountain biking, golf, wildlife/nature tourism, country sports and adventure sports. (Ref: 73)	Dec 2006	VisitScotland Industry
		63. Promote business tourism in key areas across the Highlands, as per the VS Business Tourism Business Plan; to include: <ul style="list-style-type: none"> • promotion of BTU's core marketing opportunities to maximise industry buy-in; • leading on region specific marketing activity to include:- <ul style="list-style-type: none"> ○ hosting of familiarisation trips and site visits. ○ organisation of networking events for partners aimed at Scottish based event organisers ○ development of the Northern Ambassador Programme with key local partners and the organisation of an annual Ambassador Event. ○ organisation of an annual networking event for partners. 	Report to ATP against Business Plan targets by June 2007	VisitScotland Business Tourism Unit HIE network Industry

8.3.4.c TFC: 12	Encourage more effective joint marketing initiatives by the industry, and marketing advice to the industry and relevant partners, including improving awareness of access to VisitScotland's Challenge Fund	64. Provide strategic guidance and promote co-ordination and co-operation between local marketing groups, using challenge funding to market destinations in a co-ordinated way.	Liaise with 8 groups by June 07, then ongoing	VisitScotland Industry
		65. Develop mechanisms for industry involvement in determining VisitScotland marketing opportunities at the planning stage.	Oct 2007	VisitScotland Visitscotland.com Industry
		66. Advise individual businesses and groups on national and international market opportunities.	Ongoing – report June 2007	HIE network VisitScotland
		67. Collaborate to develop more joint packaging of activities and services e.g. accommodation and wildlife watching.	Ongoing – TA's to initiate discussions & report back by June 07	Industry Trade Assoc's VisitScotland
		68. Encourage "Business Extenders" – by ensuring that conference delegates are kept fully informed on leisure options, by: <ul style="list-style-type: none"> • Encouraging organisers to use links to VisitScotland websites • Providing local tourist literature for delegates prior to events and/ or delegates packs. • Racking tourist literature at events and the provision of a pop up display. 	Ongoing	VisitScotland Business Tourism Unit
8.3.4.d TFC: 12	Ensure that visitors to the Highlands can readily access high-quality up-to-date information on where to stay and things to see and do.	69. Improve the provision of key visitor information at the local level, including TICs and 24 hour access points at gateways and key locations (NB references to action 9, priority 8.2.2.2.d - Quality of Visitor Experience).	Report on initial action March 2007; longer term proposals agreed by Sep 2007.	TIC partners Industry VisitScotland

Being Sustainable

Safeguarding the environment whilst growing a successful tourism industry is central to the Highlands' contribution to the national goal of being the most sustainable destination in Europe by 2015. The principle and practice of sustainability should underpin all the objectives, priorities and actions being delivered by the Tourism Plan, and they are inherent in many of the actions in the previous sections, but there is a real need to maintain sustainability as a specific and intrinsic goal, which has its own action plan and monitoring framework. We need to ensure that the Highlands remain a healthy and attractive place in which to live and work and to promote greater involvement of communities in tourism issues. All activities aimed at growing tourism should also protect the high quality of the natural heritage and environment of the area.

Ref nos	Priorities	Action	When	Who
8.4.4.a TFC: 14	Use sound environmental, economic and socially sustainable principles to underpin the planning, development and delivery of all tourism activities.	70. Prepare an overview of tourism related sustainability impacts and mitigation measures by the end of 2007.	Dec 2007	Highland Council VisitScotland All

8.4.4.b TFC: 14	Increase the length of the tourist season	71. Increase the length of the season, by: <ul style="list-style-type: none"> • Considering support required to encourage businesses to open earlier and close later in the season • Encouraging local co-operation to ensure availability of services and facilities e.g. so that in any given village/area there is always one restaurant open rather than all closing on the same night/week in the off season – through for example, DMOs • Developing and promoting special seasonal offers – accommodation, activities etc. • Developing and promoting a range of specialist/niche breaks and breaks that extend the season e.g. Wildlife Breaks 	Proposals submitted to ATP by June 2007	VisitScotland HIE network
		72. Develop and promote a programme of events across the Highlands that include off-season periods and supports community-led initiatives.	Ongoing	EventScotland Highland Council/Industry
8.4.4.c TFC: 14	Disperse visitors throughout the Highlands, using gateway hubs to signpost visitors to remote rural areas.	73. Give priority to actions that help disperse visitors (e.g. actions 9, 29, 33, 39, 40, 43, 44, 46, 53, 62).	Ongoing – initial report back Sept 2007 and identify timescales then.	All
8.4.4.d TFC: 13 & 14	Raise awareness (locals and visitors) of sustainability issues and develop opportunities to demonstrate our environmental awareness to visitors.	74. Encourage uptake of the Green Tourism Business Scheme, including public sector bodies, and promote local sustainability champions within industry and agencies. <i>(100% of VS registered tourism businesses to be members of GTBS by 2015).</i>	35% growth in membership per year – annual reporting, starting March 2007	VisitScotland Industry
		75. Build dialogue with VS QA to improve integration of QA criteria with GTBS requirements and to increase collaboration between VSQA and GTBS.	March 2007	VisitScotland QA/GTBS
		76. Develop a programme to enable all accommodation providers to measure, record and reduce their waste production and water/energy use. 77. Increase membership of Hospitable Climates initiative – 100% of all Highland tourism businesses by 2009	Programme agreed by Sept 2007 First report March 2007	Highland Council/Industry
		78. Lobby for recycling facilities and uplift of recyclable material from tourism businesses.	Report March 2007	Highland Council/Industry
	Promote greater use by visitors of public transport in the Highlands, where possible.	79. Take action to increase numbers of visitors using public transport (e.g. actions 37, 38, 39, 40, 43, 44 – Access & Transport).	Ongoing – initial report June 2007	Highland Council/ VisitScotland Industry
8.4.4.e	Use the quality of the natural heritage and future quality of life as key drivers and messages in	80. Encourage more interaction between communities and public sector bodies during the planning of tourism businesses.	Ongoing – initial proposals by March 2007	Highland Council HIE network

TFC: 14	regional sustainable development and planning.			VisitScotland SNH/CNPA
		81. Develop closer communication between agencies to agree priorities on key issues and improve tourism input to the Development Plan process.	Ongoing – initial proposals by March 2007	Highland Council HIE network VisitScotland SNH CNPA