



Appendix 1: National Park Place Programme, A Place-based Approach to Visitor Infrastructure Investment

Agenda Item 5

National Park Authority Board Meeting
13th June 2022

Paper for decision

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1. Summary

1.1. This paper sets out a new multi-year programme for capital investment in our visitor infrastructure - the National Park Place Programme. It is a position statement that outlines the principles, approach, and priorities across land ownerships and aims to deliver multiple benefits for visitors, communities, and businesses. Taking a strategic approach, focused on where more impactful change can be made, it will also respond to and complement our work on the twin climate and nature crises.

1.2. The Place Programme will inform the upcoming update to the National Park Partnership Plan and the Local Development Plan. While it includes priorities and projects identified through our work with partners and engagement with stakeholders, it is not an exhaustive list. The projects

will be annually reviewed and updated, developing a rolling multiyear programme.

- 1.3. The visitor infrastructure measures within the Place Programme follow a **strategic approach** that is both **thematic** and **geographic** within a place-based framework that is joined-up, collaborative, and participative.

2. What is a place-based approach?

- 2.1. The Place Programme is about how we make investment in our infrastructure happen as well as where we make it happen – a place led approach. It is a way of working that has at its core a drive to provide higher quality facilities that reflect a nature and climate conscious sustainable balance between local needs and amenity and visitor demand and experience.
- 2.2. A place-led approach is about doing the right thing, with the right people in the right locality. The Place Principle promotes a shared understanding of place, and the need to take a more collaborative approach to a place's services and assets to achieve better outcomes for people and communities. It's a more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place.
- 2.3. It's about understanding, appreciating and working with: existing assets, the surrounding landscape, the place identity and the right type of intervention, at the right stage, scale and location. And its achieved by: gathering and mapping baseline information, engaging with communities, local authorities, third sector bodies, developers, agencies, relevant local businesses and service providers, and ensuring place quality is prioritised in all decisions and investments.

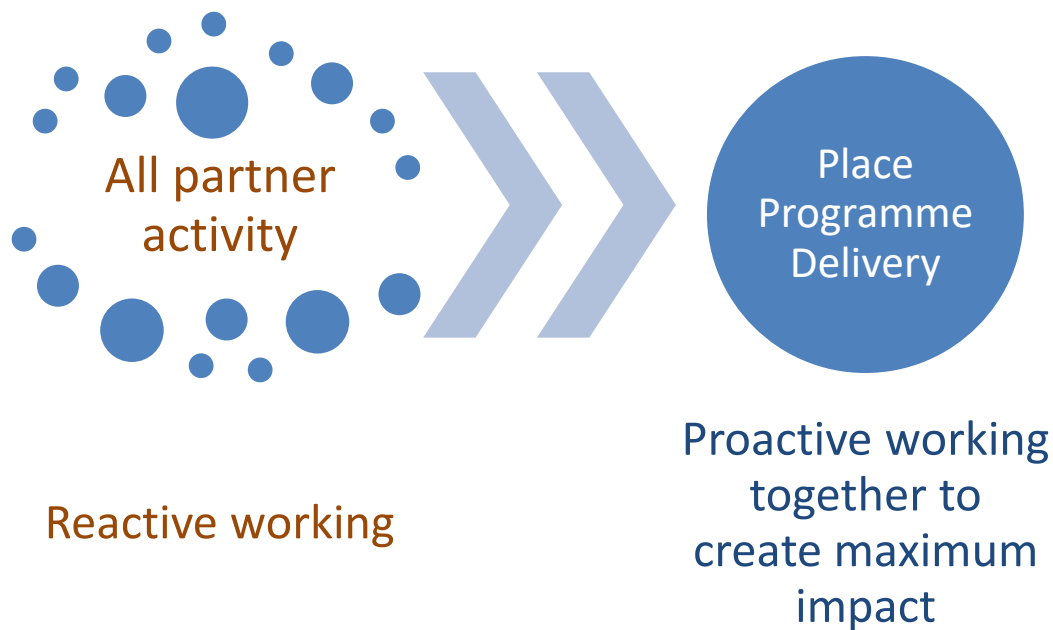


Figure 1 Benefits of a Place-based Approach

3. Why do we need the Place Programme to invest in visitor infrastructure?

- 3.1. Existing visitor infrastructure is in the main out of date or requires upgrading. It is not coping with peak demand, not meeting user needs and not supporting the people who live and work in the park, our nature or our climate change adaptation including Mission Zero.
- 3.2. As set out in the 2022 [Joint Response Visitor Management Plan](#) National Park partners are working with each other, and with local and national stakeholders, to develop a new, prioritised five year programme of visitor management infrastructure and service enhancements. Changes in the National Park capital settlement now provide an opportunity to plan ahead with confidence to 2025/2026 and with that the opportunity to look beyond our own sites to develop a place-based strategic investment plan for the National Park's publicly owned and third sector visitor infrastructure.
- 3.3. The drivers for this downward trend in the fitness for purpose of existing visitor infrastructure include: unprecedented visitor numbers driven by the pandemic, significant demand/need for visitor management activity, lack of co-ordinated investment by partners, and historic budget and resource constraints. This has resulted in negative impacts on communities, nature, landscape, businesses and visitor experience with examples of pressures being: motorhome pressures; unprecedented litter issues; antisocial behaviour impacts; car-based congestion issues.

It is unclear if the visitor season in 2022 will follow the same pattern of the previous two years, but the need for co-ordinated investment is clear.

3.4. There is now the opportunity, as made clear in the Joint Response Visitor Management plan, referenced earlier, to capitalise on a number of positive changes to take a longer-term **strategic approach to raising standards** of infrastructure in the National Park, **supporting a Modal shift** for transport and **where appropriate developing our destinations**.

3.5. The supportive environment for this includes:

- Significant budget uplift 2021/22: Includes five-year capital budget allocation for the National Park Authority.
- Strong public sector operational partnership and understanding of shared issues via the Safe Recovery Action Group
- Greater profile of visitor pressures and national activities, i.e., Rural Tourism Infrastructure Fund (RTIF)
- Increased community and business activity, including establishment of Visitor Management Groups and proactive investment and visitor management across the Park.

3.6. The level of investment required is significant to realise the benefits for people place, climate and nature and a clear strategic programme is essential in unlocking the level of resources required. For example, the estimated funding via the Strategic Tourism Infrastructure Development Studies consultant reports indicates an anticipated total investment of between £3.15M and £3.95M excluding VAT, spread over a five year plus period for East Loch Lomond and between £4.50M and £5.65M excluding VAT, spread over a five year plus period for West Loch Lomond.

3.7. The Place Programme provides the framework and indicative delivery for strategic investment in visitor infrastructure in the National Park over that five-year period. The programme includes an indicative delivery schedule for infrastructure intervention that will be prioritised for implementation, during and after the five-year period starting in 2021/22, which saw partners deliver several early action projects, and ending in 2025/26, with more detail provided for the first three years; highlighting early action 'accelerated projects' as part of a longer term responsive and iterative programme that will be reviewed annually with partners.

4. Who is involved, and how?

National Park Safe Recovery Action Group (NPSRAG)

- 4.1. The Place programme has been developed with engagement with the public body partners that collectively form the National Park Safe Recovery Action Group (NPSRAG) which was founded in 2020 as a response to the COVID-19 global pandemic and the subsequent increase in visitor pressures post-lockdown.
- 4.2. The NPSRAG comprises of: Loch Lomond & The Trossachs National Park Authority – Facilitator, Police Scotland, Transport Scotland, Forestry & Land Scotland, Argyll & Bute Council, Perth & Kinross Council, Stirling Council, and West Dunbartonshire Council.
- 4.3. All partners also engage with a range of other organisations and individuals who have a stake in visitor management and the associated infrastructure in the National Park; local businesses, third sector bodies, land managers and local community representatives. Whilst these stakeholders are not directly members of the NPSRAG, their collective views and experiences have informed the creation and actions in this strategic approach through wider engagement for example, in areas where they are established, via Visitor Management Groups. These groups have been set up in the areas of the National Park that experience the most intense visitor pressures.

Visitor Management Groups

- 4.4. To ensure that management decisions relating to visitors at a local level could be undertaken in an inclusive way during 2021, three additional Visitor Management Groups were set up in addition to the existing group for East Loch Lomond. These new groups cover: West Loch Lomond, Strathard & The Trossachs, and Callander & the surrounding area.
- 4.5. The groups are composed of representatives from local Community Councils and Community Development Trusts, businesses, landowners, Local Authorities and agencies such as Police Scotland, Transport Scotland, Forestry and Land Scotland and the National Park Authority.
- 4.6. In the coming years a significant focus for Visitor Management Groups will be working together to influence visitor infrastructure improvements. The groups are relatively newly formed and will take time to establish themselves in 2022, however early work for East and West Loch Lomond has been undertaken using additional funding made available from the Scottish Government through Visit Scotland's ['Strategic Tourism Development Fund'](#) to assist with the development of visitor infrastructure studies. This will ensure that longer term projects can be

developed to a stage where we can take advantage of additional funds such as the ['Rural Tourism Infrastructure Development Fund'](#). These studies and their development contributed to the Place Programme's place-based approach to strategic visitor infrastructure.

5. How we will deliver the Place Programme - our Approach

5.1. The visitor infrastructure measures contained within the Programme follow a **strategic approach** within a place-based framework to create a vision and strategy that is both **thematic** and **geographic**.

Strategic approach within a place-based framework

5.2. This strategic approach to investing prepares the ground for the provision of higher quality facilities that reflect a sustainability climate and nature conscious balance between local needs and amenity and, visitor demand and experience.

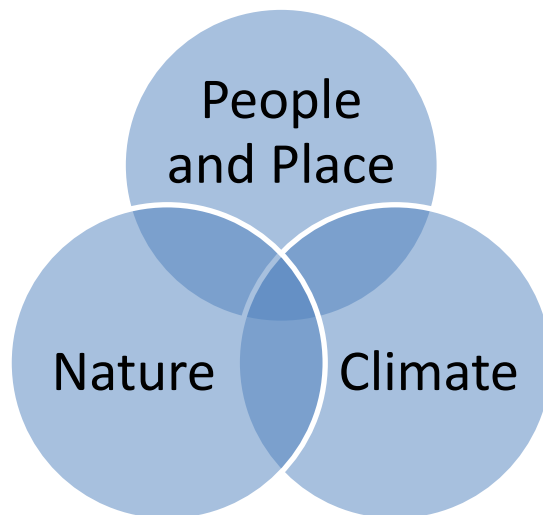


Figure 2 Overarching programme benefits

5.3. The strategic approach to investment follows the hierarchy as set out in the Scottish Government's [A National Mission with Local Impact: Infrastructure Investment Plan for Scotland 2021-22 to 2025-26](#). The four investment hierarchy elements are:

- Determine Future Need
- Maximise the life of existing assets
- Repurpose and co-locate
- Replace, create or build new assets.

5.4. The mapping of the Government approach translated to the Place Programme Strategic Approach to Investment is as follows:

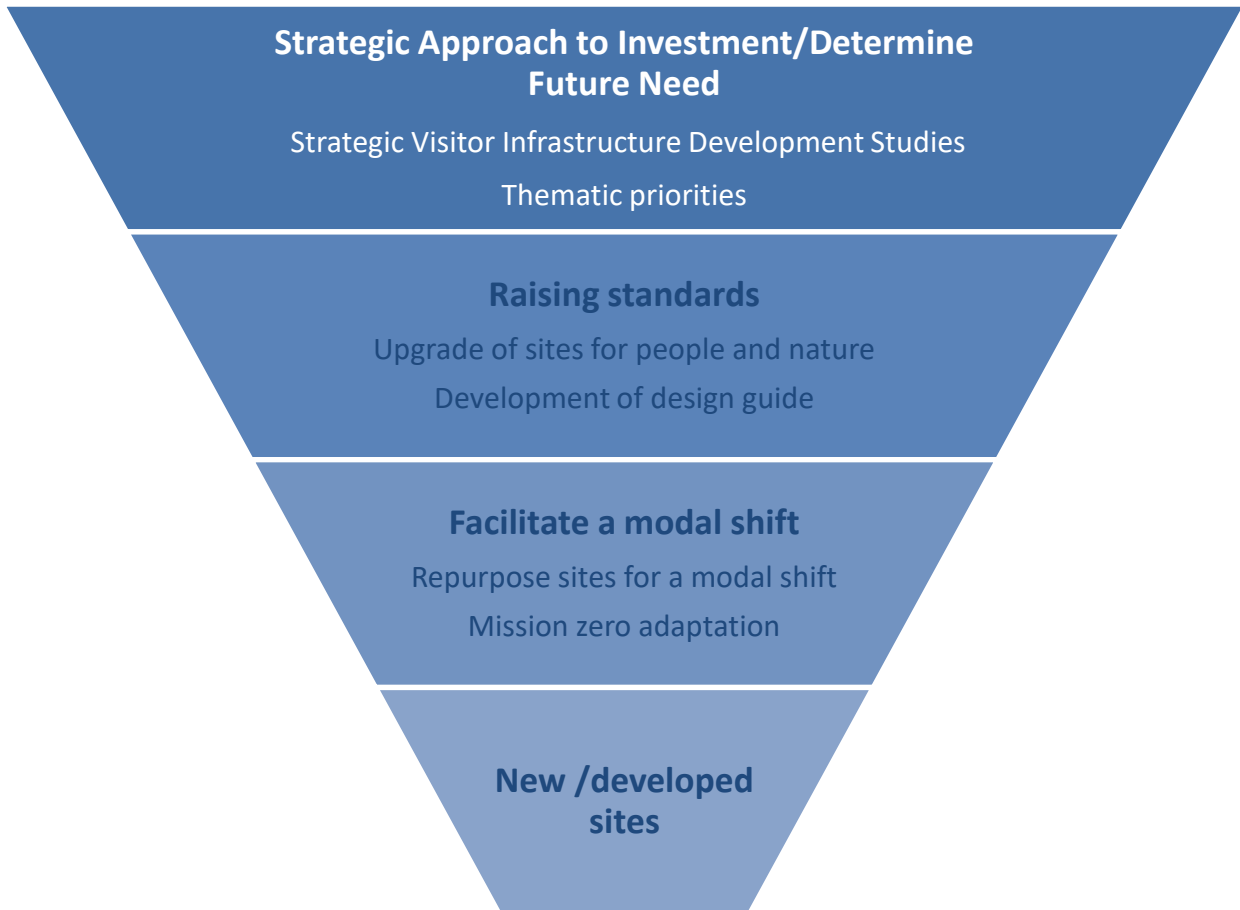


Figure 3 Investment Hierarchy, based on new Scottish Government Hierarchy

5.5. Estates Asset Management Strategy

5.5.1. The Place Programme will run in parallel with our forthcoming Estates Asset Management Strategy whose purpose is to establish an agreed approach for how we manage our estates and some specific non-estates infrastructure. It will aim to define what the Park Authority Estate, estates assets and non-estates infrastructure are, identify what the baseline

requirements for its management entails, and provide a high-level outline of the Park Authority's approach to providing and maintaining it to meet the organisations' needs.

- 5.5.2. The Place Programme focus will be on strategic investment in assets in the Park, where this goes beyond regular maintenance and management works.

Place Programme Infrastructure Investment Vision and Strategy

5.6. The Place Programme vision and strategy for investment is rooted in delivering with stakeholders for people, place, and nature.

5.6.1. Vision - The National Park Authority and its partners will invest in higher quality facilities that reflect a sustainable balance between local needs and amenity and visitor demand. A hierarchy of networked destinations is developed to offer more sustainable capacity. Enhanced facilities are provided that promote sustainable travel and offer improved accessibility, whilst protecting and enhancing nature and landscape, resident's amenity, place quality and the visitor experience.

5.6.2. Strategy - The strategy for development of Visitor Infrastructure seeks to promote responsible tourism and quality visitor experience structured around interventions which support managed dispersal of visitors, encourage modal shift, promote sustainable development and ensure the needs of residents, businesses, and visitors are addressed in a fully inclusive environment.

Thematic priorities

5.7. Our Place programme work will be guided by a set of **five thematic priorities** achieving benefits for People and Place, Climate and Nature and they underpin the whole programme.

1. **Supporting Sustainable Development - people and place**, promoting a high-quality landscape experience through design excellence, for both visitors and communities, to enhance place quality and the Special Landscape Qualities of the National Park.
2. **Supporting Sustainable Development – climate and nature**, leading a nature-based approach to design which addresses the climate and biodiversity crises using the principles of both Future Nature and Mission Zero, protecting and enhancing biodiversity, and capitalising on the benefits of nature and considering sustainability of design, materials, maintenance, and use.
3. **Supporting inclusion and improved accessibility to the National Park** by identifying and facilitating actions that support equality and

diversity to secure barrier free / inclusive access meeting the needs of all users.

4. **Supporting more sustainable ways of travel both to and within the National Park (Modal Shift)** strengthening service support through a network of integrated hubs; walking, cycling, accommodation of electric vehicle EV use, and public transport and the facilities required to increase uptake and address private car use increases.
5. **Supporting visitor management and dispersal**, creating a flow of people to our more resilient places, and using good design and better provision to support more responsible behaviours whilst working together to ensure effective long term stewardship of our sites.

5.7.1. Examples of how the themes will be expressed on the ground include:

Priority 2 Supporting Sustainable Development – climate and nature

- This could include habitat improvements in our greenspaces such as wildflower meadows, and eco-friendly material choices for new facilities and/or upgrades

Priority 4 Supporting more sustainable ways of travel both to and within the National Park (Modal Shift)

- This could include increased cycling facilities – parking, shelters, tool stations, and increased electric vehicle (EV) charging points

5.7.2. Two specific park-wide strategic pieces of work have commenced in 2022 to support delivery of these themes in the overall work of the Place Programme. These are:

- **A Design Guide for Infrastructure in the National Park**, that will help us raise standards and ensure high quality and consistency of design of visitor infrastructure owned and/ or managed by the National Park Authority and influence the work of other public sector partners within the National Park.
- **A Motorhome Sites Strategy Pilot for Arrochar and Tarbet**, that will pilot a Management Plan to develop an informed and holistic approach to managing the impacts of motorhome and campervan users in the National Park focussed in Arrochar and Tarbet.

Geographic priorities

5.8. The National Park is 1,865 square km (720 square miles) and has a boundary length of 350km (220miles). It is a place of contrasts, from rolling lowland landscapes in the south to high mountains in the north, and has many lochs and rivers, forests, and woodlands. It is also a living, working landscape which has been influenced by people for generations and is visited and enjoyed by many for its recreational value.

5.9. The understanding of specific issues to areas is essential for effective partnership working, delivery and management across the National Park and we have facilitated the development of four local visitor management groups:

- East Loch Lomond,
- West Loch Lomond,
- Strathard and the Trossachs, and
- Callander Area.

Further groups to be developed will cover:

- Loch Earn, Balquidder & Strathyre
- Balloch and access to Loch Lomond, and Gartocharn
- Strathfillan and Glen Dochart, and
- Cowal

5.9.1. The map, Figure 4 overleaf, shows the Visitor Management Group areas, noting that these relate to suggested effectiveness and management, are not fixed boundaries and are not intended to detract from the consideration of the National Park as a whole entity.

5.9.2. Strategic Tourism Infrastructure Development Studies are being developed to identify areas of opportunity and identify actions to strengthen tourism infrastructure supporting place, addressing the needs of both residents and visitors and create a framework to help secure additional funding for projects in the area.

5.9.3. Studies have been undertaken in East Loch Lomond and West Loch Lomond and have commenced in Strathard and Trossachs. The Studies provide an overview for each area and the objectives are developed through the process. Objectives within the technical reports for the geographic areas have informed the Place Programme Indicative implementation programme.

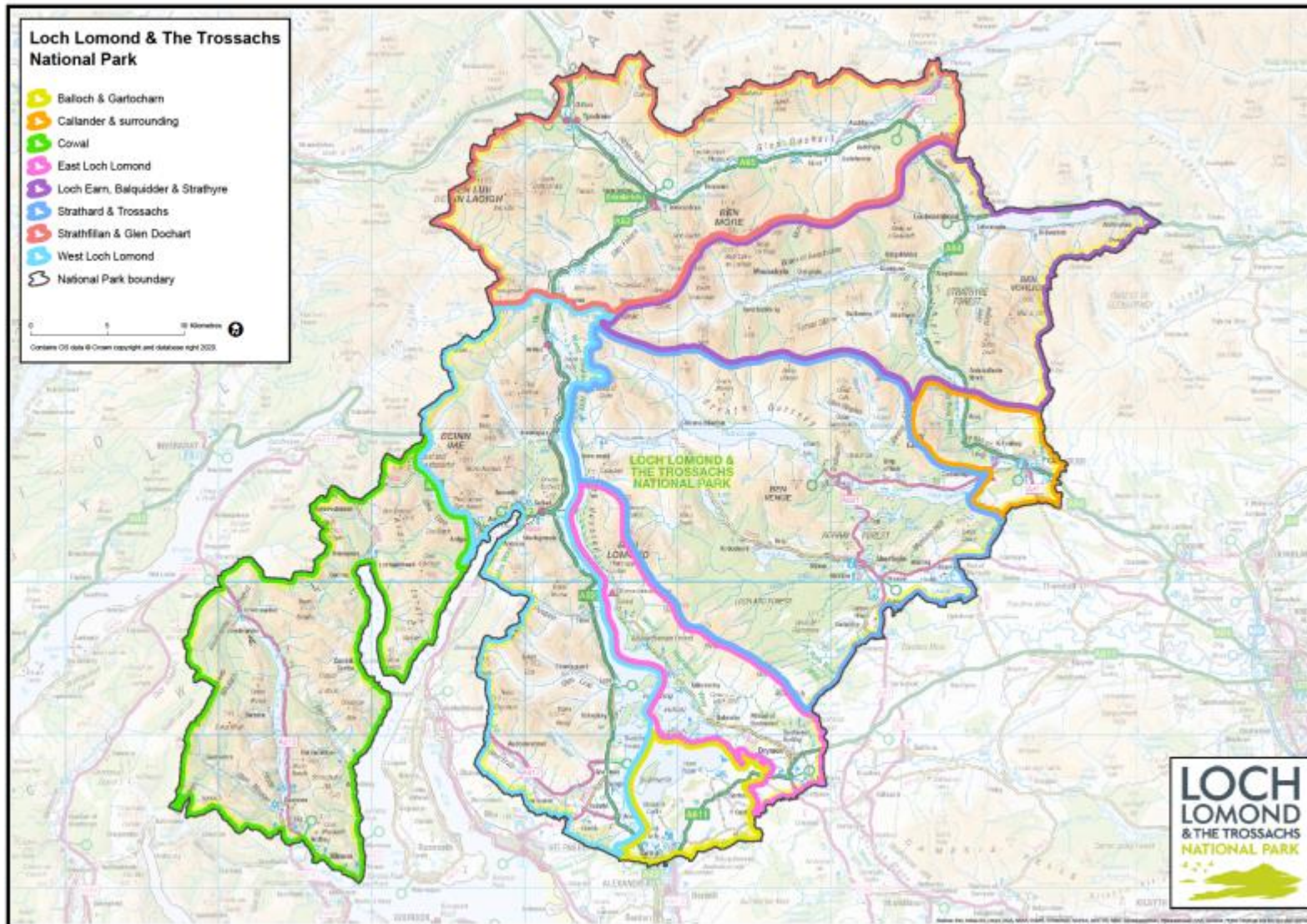


Figure 4 Visitor Management Areas, boundaries are indicative

6. Where we will deliver the Place Programme – Partnership Projects Summary

- 6.1. Projects that will deliver on our strategic aim and thematic priorities have been identified through the Strategic Tourism Infrastructure process and engagement with stakeholders. They have been collated in tables according to Visitor Management areas, providing an overall indicative summary of the programme projects by geographic area.
- 6.2. The Place Programme summary tables list infrastructure interventions that will be prioritised for implementation, during and after the five-year period starting in 2021/22 and ending in 2025/6. The initial focus is on the period to 23/24 and this will inform ongoing discussion on delivery and be reviewed on an annual basis. Those years, Years 1, 2 and 3 are planned and described in more detail based on what we know today, and the intention is that partnership projects summary programme will be regularly reviewed and revised annually to reflect the conditions at the time and plan ahead. Delivery will depend on development, lead-in times and resources. It should be noted that whilst all partners will use their best efforts to prioritise and progress the actions listed in this programme, this is dependent upon sufficient resources and capacity being available.
- 6.3. Work is initially focussed on those areas that experienced the highest level of visitor pressure, particularly in the Covid-19 pandemic: East Loch Lomond, West Loch Lomond and the Trossachs Strategic Tourism Infrastructure Development Studies completed or in progress, and we have more evidence from these technical reports to inform the programme. There is also an early focus on the trunk road network out with these areas Strathyre, Loch Earn and Tyndrum. For all visitor management group areas outside East and West Loch Lomond, more detailed tables will be developed over the years as the Strategic Tourism Infrastructure Development Studies are completed.
- 6.4. The tables are not exhaustive, and the focus is on larger, strategic actions where we are making changes to how the National Park assets are used and experienced, infrastructure development rather than operational running and repair. Strategic projects are highlighted that will bring a significant impact on their own, however smaller projects may also collectively bring great benefits.
- 6.5. Within the tables there are scores for benefits. Positive Impact & sustainability refers to assessment of impact reviewing benefits to visitors, community, enterprise and supporting inclusion; and assessment of sustainability/climate change attributes and benefits

focussed on nature, landscape, and climate adaptations, including transport. Complexity includes reviewing issues and barriers to delivery for example land ownership, planning permission(s), significant disruption over extended time in construction.

PARTNERSHIP PROJECTS SUMMARY (Year 1 21/22, Year 2 22/23, Year 3 23/24, Year 4 24/25, year 5 25/26) – Year 2 update, May 2022

The tables provide an indicative summary of the Place Programme strategic projects by geographic area, focus on the period to 23/24 initially, and will inform ongoing discussion on delivery and be reviewed on an annual basis. The tables do not cover general upkeep and minor works.

REF	Name	Estimated delivery years					Status May 2022	Lead body	Description
		1	2	3	4	5			
Strategic Tourism Infrastructure Development Studies									
W	West Loch Lomond						Complete	NPA	Promote responsible tourism & quality visitor experience structured around interventions which support visitor management, encourage modal shift, promote sustainable development, and ensure the needs of residents, businesses visitors are addressed in a fully inclusive environment.
E	East Loch Lomond						Complete	NPA	
ST	Strathard and Trossachs						In progress	NPA	
CA	Callander Area						Pending	NPA	
LBS	Loch Earn, Balquidder and Strathyre						Pipeline	NPA	
BG	Balloch and access to Loch Lomond, and Gartocharn						Pipeline	NPA	
SD	Strathfillan and Glen Dochart						Pipeline	NPA	
CO	Cowal						Pipeline	NPA	
	Review and consolidate Park-wide across areas						In progress	NPA	
	Review and consolidate Park-wide for next five-year period						Pipeline	NPA	

REF	Project Name	Positive Impact & sustainability ¹	Indicative Cost	Complexity ²	Estimated delivery years					Priority	Status May 2022	Lead body	Description
					1	2	3	4	5				
West Loch Lomond strategic capital projects and priorities													
	Strategic Tourism Infrastructure Development Study	■■■■■	£	□□□						High	Complete	NPA	Approach to strategic investment in the area
Study derived costed capital projects													
W1	Tarbet Pier/Picnic/Visitor Site	■■■■■	£ £ £ £ £	□□						High	Design	NPA	Design work funded to improve whole site
W2	Arrochar (Cobbler) Glen Loin car park	■■■■■	£ £ £	□□						High	Design	Argyll & Bute	Design work funded to improve car park / facilities
W3	Luss Improvements – streetscape & car park	■■■■■	£ £ £ £ £	□□						High	Design	NPA Argyll & Bute	First stage work on Luss Pier furniture in Year 2
W4	Arrochar and Tarbet station links Phase 1	■■■■■	£ £ £ £ £	□□□□						High	Pending	Transport Scotland	Bridge reconstruction to provide wider footpath and cycleway
Further capital projects from the Infrastructure Study for this area identified for the five-year period will be programmed in over a rolling five-year period as partner resources allow and include Duck Bay north and south, Arrochar and Tarbet Station Links Phase 2, Firkin Point, Arrochar Head of Loch, Ross Park Gates, Ardgartan and Inveruglas . In addition, support will be given to advancing improvements to the site in Luss Estates ownership identified a high priority, Arrochar Head of Loch , where community management is involved.													
Additional Partnership Strategic Priorities for the Area													
	Tarbet & Arrochar Motorhome Strategy	■■■	£	□						High	In progress	NPA	Approach to managing motorhomes
	A82 signage	■■■	£	□						High	Pending	Transport Scotland	Tourist signage to facilities and destinations
	Laybys and toilets	■■■	£	□						High	Pending	Argyll & Bute	Temporary provision, review at season end
Further strategic priorities anticipated include West Loch Lomond Cycle Path Balloch to Tarbet upgrade, A82 north of Tarbet upgrade with cycle way, marine gateway enhancement , investigation of improvements around Ardlui and Tarbet Isle areas.													

REF	Project Name	Positive Impact & sustainability	Indicative Cost	Complexity	Estimated delivery years					Priority	Status May 2022	Lead body	Description
					1	2	3	4	5				
East Loch Lomond strategic capital projects and priorities													
	Strategic Tourism Infrastructure Development Study	■■■■■	£	□□□□						High	Complete	NPA	Approach to strategic investment in the area
Study derived costed capital projects													
	Rowardennan seasonal car park	/	£ £	/						High	Complete	FLS	Accelerated project seasonal overflow car park
	Conic Hill Path	/	£ £ £	/						High	Planned Q3 on site	NPA	Accelerated project – large scale upgrade to hill path
E1	Balmaha Masterplan	■■■■■	£ £ £ £ £	□□□						high	In progress	NPA/ Stirling	First phase is masterplan, projects to follow
E2	Rowardennan main car park and facilities	■■■■■	£ £ £	□□□						high	Pending	NPA/FLS	Multi partner site redesign
E3	Millarochy Bay car park and facilities	■■■	£	□□						high	Pending	NPA	Site upgrade
Further significant strategic capital projects, albeit of medium priority for this area identified for the five-year period will be programmed in over a rolling five-year period as resources allow and include: Salloch, Drymen, Drymen park and Ride, Garadhban and potential improvement at Milton of Buchanan .													
In addition, support will be given to Cashel Forest Trust in advancing improvements to their site on East Loch Lomond.													
Additional Partnership Strategic Priorities for the Area													
	Shuttle bus pilot										Pending	NPA	Pilot in Year 2 being explored

¹ **Positive Impact & sustainability** refers to assessment of **impact** reviewing benefits (impact to visitors/community/enterprise and supporting inclusion); **sustainability**/climate change attributes and benefits focussed on nature, landscape, and climate adaptations, including transport.

² **Complexity** – reviewing issues and barriers to delivery for example land ownership, planning permission(s), significant disruption over extended time in construction.

REF	Name	Estimated delivery years					Status May 2022	Lead body	Description
		1	2	3	4	5			
Strathard and Trossachs									
	Strategic Tourism Infrastructure Development Study						In progress	NPA	Approach to strategic investment in the area
Accelerated projects									
T1	Trossachs Visitor Management Project						In progress	Third Sector	Additional provision at Trossachs Pier, Ben A'an and Stronachlachar. RTIF via NPA
T2	Trossachs Connectivity Loch Achray						Design	NPA / FLS	Supporting modal shift to public transport
T3	Changing Places Aberfoyle						Pending	Stirling	Provision of first Changing Places in the National Park
Additional elements of delivery will be added in future years as the Study to inform work develops.									
Additional Partnership Strategic Priorities for the Area									
	Strathard Framework						Complete	NPA	Shared vision and delivery plan to support a healthier, more climate responsive Strathard
	Shuttle Bus Pilot						Pending	NPA	Pilot in Year 2 being explored
Callander area									
	Strategic Tourism Infrastructure Development Study						Pending	NPA	Approach to strategic investment in the area
Accelerated projects									
C1	Trossachs Visitor Management Project						In progress	Third Sector	Improved signage and orientation provision to manage visitors through the Trossachs
C2	Bracklinn Falls Bridge Replacement						Design	NPA FLS	Bridge replaced to enhance the experience and safety of the Falls
Additional elements of delivery will be added in future years as the Study to inform work develops. This is anticipated to include a Pass of Leny Management Plan, Motorhome management, improvements to public realm in Callander along A84, flood alleviation implementation works within Callander, and exploration of visitor routes in via Dunblane and Doune and increasing more sustainable and active travel.									
Additional Partnership Strategic Priorities for the Area									
	Shuttle Bus Pilot – hub for Trossachs route						Yes	NPA	Pilot in Year 2 being explored
Loch Earn, Balquidder & Strathyre									
	Strategic Tourism Infrastructure Development Study						Pipeline	NPA	Approach to strategic investment in the area
Accelerated projects									
	A85 Laybys						Pending	Transport Scotland	Partnership approach to improve laybys
Additional elements of delivery will be added in future years as the Study to inform work develops. This is anticipated to include the Community project at The Broch and further work to St Fillan's Railway Path.									
Additional Partnership Strategic Priorities for the Area									
Additional elements of delivery will be added in future years as the Study to inform work develops.									
Balloch and access to Loch Lomond, and Gartocharn									
	Strategic Tourism Infrastructure Development Study						Pipeline	NPA	Approach to strategic investment in the area
Accelerated projects									
	Balloch Castle and Country Park Improvements						Pipeline	West Dunbartonshire	Developing infrastructure enhancements linked to UCI Cycling World Championship
Additional elements of delivery will be added in future years as the Study to inform work develops. This is anticipated to include improvements to arrival on leaving railway station, significant park and ride at Balloch car parks and improvements to Duncan Mills Slipway / Pierhead area.									
Additional Partnership Strategic Priorities for the Area									
Additional elements of delivery will be added in future years as the Study to inform work develops.									
Strathfillan and Glen Dochart									
	Strategic Tourism Infrastructure Development Study						Pipeline	NPA	Approach to strategic investment in the area.
Accelerated projects									
	Tyndrum Infrastructure improvements						Pipeline	Third Sector	This includes a Changing Places toilet and scoping other improvements.
	Falls of Falloch						Pipeline	NPA	Phase 1 Pathways, bridges, and interpretation if possible before A82 works
Additional elements of delivery will be added in future years as the Study to inform work develops. This is anticipated to include parking improvements to Falls of Falloch, improvements to infrastructure in Killin and camping and motorhome solutions in wider Breadalbane.									
Additional Partnership Strategic Priorities for the Area									
Additional elements of delivery will be added in future years as the Study to inform work develops.									
Cowal									
	Strategic Tourism Infrastructure Development Study						Pipeline	NPA	Approach to strategic investment in the area.
Accelerated projects									
	Benmore Gardens Visitor Infrastructure Improvements						Design	RBGE	Design work to improve facilities, supported by NPA and RTIF via A&BC
	Ardentinny camping improvements						On Hold	FLS	Ongoing phased improvements to campsite
Additional elements of delivery will be added in future years as the Study to inform work develops.									
Additional Partnership Strategic Priorities for the Area									
Additional elements of delivery will be added in future years as the Study to inform work develops.									

7. Place Programme Summary at May 2022

7.1. Place Programme Summary at May 2022

	Year 1	Year 2	Year 3	Year 4	Year 5
	2021/22	2022/23	2023/24	2024/25	2025/26
Overall Programme	Prepare Place Programme – 5 year visitor infrastructure investment plan	Place Programme Approach Published	Annual review and monitoring of Partnership Projects Summary and programme delivery schedule		Prepare refreshed Place Programme Infrastructure Approach
Evidence base	Develop Strategic Tourism Infrastructure Studies in East and West Loch Lomond	Evidence building through area based strategic studies – ongoing review	Evidence building through area based strategic studies – ongoing review	Evidence building through area based strategic studies – ongoing review	Review and consolidate evidence base
Supporting thematic delivery	Board Futures Group	Design Guide developed	TBC	TBC	TBC
	Partnership approach to Place Programme confirmed	Motorhome strategy pilot focussed on Arrochar and Tarbet	TBC	TBC	TBC
Delivery	Accelerated Delivery projects in East Loch Lomond and in Trossachs	Delivery of Place Programme Projects			

7.2. Monitoring and reviewing the programme will be undertaken on a quarterly basis by the National Park Safe Recovery Action Group partners as a key governance tool in the management of the Place Programme. The commencement of the first update is planned to start in October 2022 to produce an update for May 2023. Our approach will be to follow a continual improvement cycle process to identify opportunities, develop strategy, plan the action programme, make change happen on the ground and review progress. At any given time, different thematic priority developments and geographic areas will be at different places in this cycle.