

The Shetland Tourism Plan 2011–2014

The Shetland Tourism Plan 2011-2014 has been produced by Highland Business Research for Highlands and Islands Enterprise and Shetland Islands Council.

Author: Stephen Budd
Version: Final
Date of version: 16th March 2011
Contact: sbudd@highlandbusinessresearch.com
01463 729314
www.highlandbusinessresearch.com



Abbreviations used in this document:

Abbreviation	Body
Anglers	Shetland Anglers Association
EDU	SIC Economic Development Unit
HIE	HIE Shetland
Marinas	Shetland Marinas
PS	Promote Shetland
SAC	Shetland Arts and Crafts
SArts	Shetland Arts Development Agency
SAT	Shetland Amenity Trust
SCollege	Shetland College
SDI	Scottish Development International
SIC	Shetland Islands Council
STA	Shetland Tourism Association
STrans	SIC Transport
VS	VisitScotland

Contents

Introduction5

Executive Summary6

Part 1: The Eight Strategic Strands7

Part 2: Tactical Recommendations13

Managing the Plan22

Appendix A: Input to the Plan.....25

Appendix B: Supporting Strategies26

Introduction

Our aim is to be a year-round destination offering high-quality products, services and experiences.

This goal was set in the 2006–2009 Shetland Tourism Plan and the Shetland tourism industry continues to support this ambition.

This 2011–2014 Shetland Tourism Plan updates the recommendations to reach this goal in a smart, realistic and ambitious way over the next four years and so it reflects both our progress in tourism along with the new challenges and opportunities facing us.

A big theme in the Plan is the desire and need to act creatively and make more of our existing resources, businesses and product opportunities. Equally important is improving how we do business online. Both these themes reflect the need to punch above our weight in difficult times as well as to respond to what our customers want. Our location away from major population areas means that we will continue to be quite an expensive destination to reach. This alone means that we have to work harder than other places in the UK to attract visitors and convince them that their visit will be worth the money in everything from service quality to things to see and do.

Working together is also crucial in creating opportunities to grow tourism. There is potential for working in partnership to result in new products, better promotion or delivering customer service and this will add to the size and importance of tourism.

Shetland has many strong physical and cultural assets attractive to tourists but those special characteristics tend to appeal to niche market segments, rather than the mass market. Many of those target market segments are high value ones which are not just driven by price, but by value and quality of experience. But even these niche market segments have alternatives and destinations worldwide that are competing with us to attract them. Our challenge then is to attract these visitors and to deliver the quality of visitor experience they demand.

Executive Summary

The 2011–2014 Tourism Plan has two parts:

1. Strategic goals and recommendations based on eight key strands.
2. Tactical recommendations and action items covering the three specific areas – product, promotion and service.

The eight key strands of the Plan are:

1. Shetland aims to grow its tourism sector

Creating more investment and more jobs.

2. Shetland will become a year-round destination offering a high-quality product and experience

To do this we need to develop further our successful range of autumn, winter and spring events.

3. Increasing the range of products and services for visitors

Visitor numbers can only expand if there is more for them to do in Shetland, attracting new visitors and encouraging them to return.

4. Effective partnerships are vital to develop the sector

Companies and organisations working together will spark innovation and increase opportunities.

5. Making the most of our online presence

Not only is this essential because of Shetland’s remoteness, but it is also the fastest growing and most economical way to promote tourism. Above all, it is expected by our customers.

6. Understanding, meeting and exceeding customer expectations to truly deliver satisfaction

Our service to customers has been improving in recent years but we still need to do more to ensure visitors receive value for money, so they will spread the word that Shetland is a ‘must visit’ destination.

7. A commitment to excellence in promotion, internally and externally

Shetland is doing well in presenting the islands to the outside world. We will continue to invest in excellent targeted marketing and communications. However, we also need to make sure our fellow islanders understand and appreciate the importance of tourism to the local economy and community life.

8. To establish an effective monitoring and evaluation mechanism

This means having clear actions, clearly expressed, making sure everybody involved knows what is expected of them, checking they’ve done their work and measuring the results against the targets in the Plan.

The specific tactics, actions and deliverables accompanying these eight strategic themes can be found in the tactics section of this Plan (Part 2).

Part 1: The Eight Strategic Strands

The central ambition of the tourism sector in Shetland is to grow and increase its absolute contribution to Shetland's economy.

To achieve this we can increase the overall total visitor numbers. We can also increase the per-head spending of visitors to Shetland. A combination of both approaches is recommended.

Before exploring the eight strands of this Plan, it is worth reminding ourselves what tourism brings to Shetland. It is an export market, despite the fact that it sells its product at home. It attracts money into Shetland that could have gone elsewhere. It is also a valuable window that showcases our islands as viable and vibrant places to live and work, something of longer term importance.

The growth of tourism should be seen as an important part of a long-term strategy that benefits the islands in ways far beyond the number of 'bed nights' achieved.

Tourism can sometimes be seen as having a small role in Shetland's economy and society. However, our tourism is a broad business that touches the following sectors and more:

- Design
- Crafts
- Programming and software
- Textiles
- Music
- Sport
- Visual arts
- Health and recreation
- Food and drink
- Transport
- Fixtures and fittings
- Construction
- Marketing

We also service a vibrant business community vital to Shetland's wider economy. Business travellers, an often overlooked segment, are of great importance to our economy and future population.

So, put simply, tourism here is about a lot more than hotels and sightseeing. Tourism can contribute to a diversified and sustainable economy, attracting and servicing inward investment and promoting population growth.

Strand 1: Shetland aims to grow its tourism sector

The growth of the tourism sector could be measured in many ways but ultimately should be judged on its contribution to our economy and society.

To achieve this we can increase demand, e.g. increase its overall visitor numbers. We can also increase our margins by encouraging visitors to Shetland to spend more. A combination of both approaches is recommended.

Doing more with what Shetland already has – e.g. through smart product creation, packaging and pricing – will be a major way of achieving this ambition.

Success indicators include:

- More visitors and/or more money generated by the sector

Strand 2: Shetland will become a year-round destination offering a high-quality product and experience

To become a less seasonal, more year-round destination, it is clear that we need to give visitors reasons to come in autumn, winter and spring and our activities and events must reflect this. This is closely linked to Strand 3 – increasing the range of products and services for visitors.

Success indicators include:

- Increased attendance at events/activities outside of peak periods
- Increased accommodation usage from the leisure sector outside of peak periods

Strand 3: Increasing the range of products and services for visitors

Increasing the range of products and services is about giving people more reasons to visit us, stay longer or come at other times of the year.

Products and services range from the large initiatives such as those undertaken by the Amenity Trust through to local community initiatives. It covers everything from the continued development of heritage sites through to the development of wildlife tours, cultural events and other activities that take account of Shetland's advantages.

Achieving this increase will involve a mixture of enabling and encouraging business to make the most of market opportunities, often by working together to create experiences that are greater than the sum of their parts. It will also involve supporting investment in larger products as well as exploiting the potential of existing underused areas.

Areas of particular development potential include:

- **HERITAGE SITES** – Shetland has a world-class collection of heritage sites that fit in completely with the aspirations of the successful idealist visitors identified in the brand research. Continued investment in developing this area is essential to the long-term success of the tourism sector and Shetland’s identity.
- **ARTS AND CRAFTS** – Shetland is world famous for its arts and crafts (particularly music and textiles) and these are experiences highly prized by the target visitor groups. A vibrant artistic and cultural life is seen both as a sign of an interesting place to visit and as a marker that the place could be a good one in which to live.
- **NATURAL HERITAGE** – Shetland’s unique natural heritage gives it an advantage over almost every other area in Britain. This is an area in which product offerings are quite advanced. The opportunities here lie perhaps more in the packaging of experiences or the diversification of untapped areas.
- **ACTIVITY TOURISM** – Visitors increasingly desire experiences where they can interact with the local culture and environment. Opportunities in this area include sports tourism (such as angling) as well as participating in cultural and learning activities.

Measurable outputs include:

- An increase in known sustainable products and services
- Increased spend and satisfaction
- More people entering tourism as a career of choice
- More tourism-related business start-ups

Strand 4: Effective partnerships are vital to develop the sector

The improved communication between various organisations and companies involved in tourism in Shetland is perhaps the glue that helps to bind much of this Plan together. Partnerships will offer opportunities to develop products and solutions that would not be possible alone, as well as providing the potential for better marketing, development and promotion.

Measurable outputs include:

- An increase in known sustainable products and services jointly conceived

Strand 5: Making the most of our online presence

Conducting business online is no longer an optional extra in running a business in our sector. Not only is this essential because of our remoteness, but it is also the fastest growing and most economical way to promote tourism. Above all, it is expected by our customers.

This need to respond to our customers brings new challenges as well as opportunities. Businesses of all sizes need to understand these challenges and opportunities if we are to make the most of perhaps the most important communication medium used by our visitors.

As well as enabling individual businesses to develop online, there is also the recognition that bodies like Promote Shetland must also have the ability to become world-class in online delivery.

Measurable outputs include:

- Number of businesses implementing online booking
- Businesses taking an increasing proportion of bookings online
- Businesses understanding and implementing the basics of online marketing

Strand 6: Understanding, meeting and exceeding customer expectations to truly deliver satisfaction

An understanding of customers and how to meet their needs remains vital to success. Delivering excellent customer service is the most obvious sign of this, but implicit in this is first identifying and understanding the needs and priorities of the customer and market segments.

This applies to all aspects of tourism, from the time customers start thinking about visiting a destination through to their time here. It's about how people research, how they book, what triggers them to book, overcoming their concerns and identifying their needs; and how they prefer to buy, what facilities they expect when they arrive, and how best to communicate with them before, during and after their stay.

Many of our tourism service providers are masters of the friendly welcome and have an excellent understanding of what makes a customer happy. However, many businesses would welcome help to refresh their skills.

There is also a place for extra customer insight through customer feedback or through a considered understanding of the latest industry intelligence. Bodies like Tourism Intelligence Scotland are dedicated to giving practical insight about tourism trends and this is something that can be promoted within the tourism community.

Measurable outputs include:

- Decision on the desirability of a centralised public feedback mechanism and implementation plan if there is interest
- Comparing customer satisfaction ratings for specific areas in any future visitor survey
- Raising awareness of online customer service practices and their adoption by the tourism industry within Shetland
- Setting specific targets to widen the distribution channels through which customers can access product

Strand 7: A commitment to excellent in promotion, internally and externally

Promotion is vital not only to attract visitors, but also in making the case for tourism at home.

We are one of the few areas that have our own marketing body to work alongside VisitScotland. Promote Shetland has wide industry support and has the capacity for innovative and specific marketing and communications dedicated to the Shetland brand. The global reach and resources of VisitScotland provide a significant complementary service, meaning that we have access to two strong bodies promoting tourism at home and abroad.

However, it is not just organisations like Promote Shetland that need to market and communicate well, but also any company wanting to attract customers from a vast, but challenging, global pool. Standards of online sales and promotion can sometimes still be weak and a barrier to growth.

There is a fear that public support for tourism at home will fall if our contribution to the economy and society is not understood. We must also understand and engage with audiences at home to continually show our contribution and to make the case for continued investment. Tourism has strong voices speaking for it at high levels and we need to work with all partners within the industry to ensure that tourism's contribution to Shetland continues to be appreciated and nurtured.

Measurable outputs include:

- Continued investment in 'natural' public sector led tourism products and services
- Improved and measurable return on investment (RoI) from promotional activities
- Increased number of business offering a professional web presence
- Promote Shetland becoming a 'best of breed' destination marketing organisation for a remote rural location

Strand 8: To establish an effective monitoring and evaluation mechanism

An independent and effective monitoring and evaluation mechanism should be established in order to guide the Plan in the coming years. This should include measures of progress that are specific, timely, directional and actionable. Specific examples are covered in the tactics section in Part 2 of this Plan.

What about transport?

Transport is overwhelmingly seen as a barrier to the growth of tourism. It is seen as expensive and considered by some to be suffering from issues of capacity in the high season. Additionally, there is majority support for the retention of links to Norway and the Northern Periphery areas.

While this Plan addresses areas where changes can be made (such as the initiatives that will come out of SIC Transport working more closely with the industry), much of the transport debate is already conducted at a national level and, as such, it is beyond this Plan to make the kind of difference that would be desired for tourism in Shetland.

However, working at a local level, tourism and transport can achieve significant changes. The coordination of efforts with SIC Transport, for example, to promote internal tourism will bring benefits, especially in outlying areas where the growth in tourism will have a larger impact. It is also vitally important that we as an industry are heard and can influence the transport debate at a higher level, particularly through ZetTrans and initiatives it is involved with.

Part 2: Tactical Recommendations

This section of the report details:

- Tactical recommendations relating to Shetland's tourism products
- Tactical recommendations relating to promotion
- Tactical recommendations relating to customer service and understanding

These tactics have been drawn up in partnership with the tourism industry and each recommendation includes an owner monitoring and evaluation process.

Tactical Product Recommendations

Item #	Owners	Description	Monitoring and evaluation process
1.	SAT PS EDU	<p>Support the case for continued investment in larger projects.</p> <p>The economic downturn means that spending will probably slow in many areas. The rationale for continued investment in larger projects (especially those connected to arts and heritage) is to increase the range of products in anticipation of later recovery, and to be ready to capitalise on this. Failure to do this will result in Shetland playing ‘catch-up’ in the event of better times returning.</p> <p>The case for continued investment needs to be made at the highest level within Shetland. Many representatives within the public sector are already ambassadors supporting the role of tourism to senior levels and this should continue.</p>	The success of this will be measured by the level of support larger investments continue to receive.
2.	EDU Community Groups	<p>Establish framework for a targeted ‘small grant’ scheme to promote the establishment of products in remote areas.</p> <p>The Heritage Tourism Development Scheme is an example of how social enterprises can be granted small sums in order to develop tourism products in their areas. The aim is to create a significant network of products that enhance areas and, combined, make as much difference to Shetland’s appeal as a single big project.</p>	The Heritage Tourism Development Scheme is currently a pilot project with success criteria established.
3.	STA SAT SArts EDU	<p>Explore packaging opportunities.</p> <p>Packaging and product development will be driven by visitor-facing companies and organisations (whether private companies or bodies like the Trusts or volunteer bodies) with public sector development bodies facilitating cooperation when required and appropriate.</p>	NA

Item #	Owners	Description	Monitoring and evaluation process
4.		<p>Broaden the range of products.</p> <p>Product development is not just about deepening the range of areas that are known to work, such as wildlife, culture and heritage, but is also about exploring possibilities to widen the range into new areas.</p> <ul style="list-style-type: none"> The tourism industry and public bodies will work in partnership to develop services and products. (STA, EDU, VS, PS, SAT, SArts) Exploring and developing the potential of existing activities by Shetland trusts to generate tourism products. Ideas include: events and activity tours; talks (particularly in the shoulder season). (SAT, SArts) Investigate opportunities for sport-based holidays in Shetland. (EDU, SIC, Sports and Leisure Recreational Trust, Sports Clubs, PS, Shetland Marinas) Develop and better promote the wide range of activities and services available for trout and sea angling. (EDU, Shetland Anglers Association, PS, VS) Shetland Arts and Craft Association to promote and develop an arts and craft trail with PS. (SAC, PS, EDU, VS) Shetland College to work with HIE to explore how they could understand, develop and promote 'learning' breaks. (HIE, SCollege) 	<p>STA</p> <p>EDU</p> <p>EDU</p> <p>Anglers</p> <p>SAC</p> <p>SCollege</p>
5.	STA	<p>Establish a network of experts who can facilitate specialist bookings.</p> <p>There are many participants within the tourism sector who have specialist knowledge that could facilitate more specialist enquiries. The emphasis is not on the contact managing a booking but rather on connecting specialists within the market to enhance enquiries and provide solutions.</p>	STA

Item #	Owners	Description	Monitoring and evaluation process
		<p>This system could also involve those with a good working knowledge of foreign languages.</p> <p>STA members to identify requirements and progress with suitable organisations as appropriate.</p>	
6.	VS	<p>Evaluate the success of the Tall Ship Temporary Accommodation Pilot Scheme for potential wider roll out.</p> <p>The idea of 'temporary hospitality' is to enable a pool of accommodation only to be made available in times of extreme lack of accommodation. Temporary Accommodation Providers are not meant to become an alternative to already established accommodation providers.</p>	
7.	EDU VS PS	<p>EDU, VS and PS to continue to engage with the whole tourism industry and bodies with appropriate representation.</p>	STA
8.	EDU STA STrans PS VS	<p>The tourism industry to work in partnership with SIC Transport to develop effective communications to facilitate greater use of public transport by visitors.</p> <p>SIC Transport will work with the tourism industry to provide more effective transport solutions. It is anticipated that this could result in new product opportunities and/or the broadening of the product offering to current visitors.</p>	STrans, EDU, PS, VS
9.	SAT SArts VS PS EDU HIE	<p>Undertake a review of the market for conference tourism.</p> <p>The Shetland Museum, Mareel and Shetland College provide facilities that can cater for groups visiting for business or specific activities beyond traditional leisure tourism. A review of business tourism demand and expectations needs to be undertaken before development of this market.</p>	EDU

Item #	Owners	Description	Monitoring and evaluation process
10.	STA HIE PS VS	<p>Market Intelligence Strand 1: Smarter use of market intelligence.</p> <p>Keeping abreast of market developments is an important way of making sure that products adapt to market demands.</p> <p>STA to invite a Tourism Intelligence Scotland representative to address the STA membership regularly. HIE to facilitate as required.</p> <p>Yearly briefing by PS and VS to STA on what they are seeing in visitor trends and how they are responding to them.</p>	EDU
11.	EDU VS PS STA HIE	<p>Market Intelligence Strand 2: Look at a renewed visitor survey, including smarter ways of conducting and sharing research.</p> <p>The target date for a visitor survey would be 2011. While traditional survey methods have an important role, looking at ways to supplement this information through less resource intensive and more timely data collection methods should also be considered.</p> <p>EDU, HIE, VS, and PS to identify what data can be collected and from where.</p>	EDU
12.	EDU HIE/SDI	<p>Attracting more major inward investment.</p> <p>Active engagement to attract inward investment will continue in line with SIC's Single Outcome Agreement. HIE will also work with SIC and Scottish Development International (SDI) to further these aims.</p>	
13.	SCollege HIE	<p>Exploring the potential of UHI/Shetland College to draw tourism.</p> <p>As well as being actively involved in tour guide training, Shetland College has the potential to develop tourism products (such as learning courses) in partnership with the tourism industry. However, it needs guidance on all aspect of marketing as well as overcoming known issues</p>	SCollege

Item #	Owners	Description	Monitoring and evaluation process
		such as inadequate accommodation to advance this.	
		HIE to liaise with Shetland College to understand early thoughts and how that might fit in with general development policies and the tourism industry.	

Tactical Promotional Recommendations

Item #	Owners	Description	Monitoring process
1.	PS	<p>Make the Promote Shetland online channel more effective.</p> <p>Promote Shetland has the ability to become one of the foremost UK destination marketing agencies. Achieving this will require a first-class understanding of the opportunities and challenges of online marketing in order to maximise impact.</p> <p>Actions:</p> <ul style="list-style-type: none"> • PS staff to have training in strategic online marketing and how to get the most out of online management data. • Appropriate PS staff to attend at least one major conference per year related to travel or online marketing. 	<p>STA and SIC</p> <p>In terms of online activities, visit.shetland.org needs to define a set of goals and key performance indicators that show meaningful movement.</p>
2.		<p>Improving online business</p> <p>A number of recommendations all relate to the ability of businesses to do business more effectively online.</p>	
	EDU STA PS VS	<p>Ensure that more businesses in Shetland can take bookings online and have the business skills required to understand and deliver their online business effectively.</p> <p>EDU to determine barriers to online booking adoption and devise ways to overcome these in partnership with the industry.</p>	STA
	HIE STA	<p>Develop online marketing and service skills courses and seminars.</p> <p>On an ongoing basis, arranging for businesses to be exposed to current best online business practices. Areas typically covered would include email marketing; social media; what your web</p>	STA

Item #	Owners	Description	Monitoring process
		data is telling you; feedback mechanisms; and the importance of usability.	
		STA to liaise with HIE to identify interest and how to practically implement.	
	STA EDU	Examine how best to capture customer feedback online to help business. The previous two strands of Market Intelligence concentrate on general strategy. This initiative is designed to help individual businesses collect, analyse and respond to customer feedback more easily and reliably. STA to liaise with EDU to identify barriers and opportunities.	STA
3.	STA PS VS	Internal promotion. Convincing an internal audience of the importance of tourism is almost as important as attracting external visitors. Continued and coordinated efforts need to be made to ensure that the benefits of tourism are understood at the highest levels. This can be done through a process of maintaining a constructive high profile; strategic briefings and sharing of information among elected representatives; using the strong voices already involved in the industry; and general lobbying.	
4.	PS VA SAT STrans STA	Shoulder season. Coordination between PS, SAT and VS to develop plans to develop the shoulder season through increased product offerings and promotion.	

Tactical Service Recommendations

Item #	Owners	Description	Monitoring process
1.	EDU SCollege STA HIE VS	Ongoing emphasis on training and raising of service standards. EDU, SCollege, VS, STA, HIE to work to deliver a Shetland Ambassador/customer care course, through Train Shetland.	STA
2.	STA EDU Train Shetland HIE VS	Training through the STA for 'temporary accommodation' initiative. If the 'temporary accommodation' scheme for peak capacity times is rolled out further, the STA has suggested that it might be willing to become involved in delivering group customer training to the temporary providers. STA to be kept abreast of ongoing ideas for any 'temporary hospitality' initiatives and to provide input into how to make them work. STA, EDU and Train Shetland to discuss (potentially to run) customer service workshops for 'temporary hospitality' participants and existing STA members.	STA

Managing the Plan

This section contains a number of items that do not fall directly into the product, promotion and service categories outlined in this Plan, but which are important if those aspects are to work. There are broadly two areas:

- Management of the Plan
- The monitoring and evaluation process

Management of the Plan

This section describes those processes needed to deliver the strategy effectively. Clear lines of responsibility are mostly already apparent and the following proposals build on them to facilitate the management, monitoring and evaluation of the Plan's items.

Placing the Tourism Plan in context

This Plan links to complementary plans like the current Single Outcome Agreement (SOA) and the SIC Corporate Plan and, as such, all actions need to be Specific, Measurable, Achievable, Realistic and Timely (SMART). In turn, the Plan will influence the production of the future SOA.

Monitoring and Evaluation

Monitoring and evaluation have already been mentioned as part of the tactical promotional recommendations and so this section concentrates on the processes for monitoring and evaluating the Plan.

Tactical Process Recommendations

Item #	Owners	Description	Monitoring process
1.	STA EDU PS	<p>Establish a panel to monitor the implementation of the Plan.</p> <p>Although this needs to be formal in the sense that its actions need to be transparent and accountable, it is also anticipated that this could be accommodated if required as an adjunct to a regular STA meeting.</p> <p>Initial participants should include the STA leadership, EDU, VS and PS.</p>	
2.	EDU PS	<p>Define a framework through which to effectively monitor the contributions of tourism and agencies delivering it.</p> <p>The purpose of this is to see impacts that local agencies are making on an ongoing basis to the growth of tourism in Shetland.</p>	EDU
3.	STA HIE	<p>Develop the organisational skills of the STA.</p> <p>Help the STA to develop their management and leadership skills to increase their effectiveness as guardians of the Tourism Plan.</p> <p>HIE Shetland to liaise with the STA to identify needs and develop a solution.</p>	STA
4.	EDU STrans STA	<p>ZetTrans membership.</p> <p>Ensure that the tourism industry is properly represented in the transport debate and is able to influence that debate.</p> <p>EDU to work with the STA and STrans to facilitate ways in which the STA could be more involved.</p>	STA EDU STrans

Appendix A: Input to the Plan

We would like to thank the following people for giving their time in the preparation of the Plan:

Name	Organisation
STA Membership	28 detailed responses were received from the STA membership with their ideas for the tourism Plan
Alan Blain	Shetland Amenity Trust
Andy Steven	Promote Shetland
Beth Cummings	Windward B&B
Billy Thompson	SIC, Service Manager – Transport, Planning and Support
Creenagh Lodge	Corporate Edge
David Nicol	NB Communications
Dennis Geldard	Shetland Marinas
Elma Johnson	Island Trails
Fiona Dally	Tall Ships
Gwilym Gibbons	Shetland Arts
Irene Peterson	Deputy Director, Shetland College UHI
Iris Hawkins	Chairperson of ZetTrans
Jimmy Moncrieff	Shetland Amenity Trust
Joe Rocks	STA Chair & Busta House Hotel
Jonathan Swale	SNH
Dr Jonathan Wills	Seabirds and Seals, SIC Councillor
Kathleen Coull	Accommodations and textiles
Ken Duerden	SIC, Ferry Services Manager
Linda Coutts	SIC, Economic Development Unit
Mark Georgeson	HIE
Mary Smith	Bonhoga Gallery
Mike Scott	Historic Scotland
Neil Grant	SIC, Economic Development Unit
Neil Henderson	SIC, Economic Development Unit
Robert Smith	Hotel Owner
Steve Henry	Self Catering Shetland
Steve Mathieson	VisitScotland
Tavish Scott	MSP

Appendix B: Supporting Strategies

Economy and Development

Shetland Islands Council Economic Development Policy Statement 2007–2011

Shetland Islands Council Single Outcome Agreement

The Shetland Marketing Strategy

Culture and Heritage

On the Cusp...Shetland's Cultural Strategy 2009–2013

A Hansel for Art: Our Plan for a Creative Future

A Strategy for Events and Festivals in Shetland

Transport

Shetland Transport Strategy

Marketing

The Shetland Marketing Strategy