

# Shetland Tourism Association

## Business Plan 2019-2022

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# Executive Summary

## Mission Statement

We are a community of business owners and organisations who are passionate about working together to grow the tourism sector in Shetland.

We:

**COLLABORATE** to maximise opportunities which help our businesses

**LISTEN** to our members and represent their views on the issues that matter

**ACTIVELY WORK** to enhance the visitor experience in Shetland all year round

**SUPPORT** our members to improve, grow and prosper

The STA seeks to achieve these goals by:

- Bringing together local tourism business and service providers
- Representing industry on a local and national level in the areas which matter including being a key collaborator in local strategy but also lobbying on behalf of members as needed.
- Providing support to members to help their businesses be more profitable, more ambitious and more innovative
- Providing focus and visible leadership in the Tourism Sector
- Providing opportunities for collaboration within the STA membership, and industry to industry
- Distributing relevant, up to date information to members

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# History of the STA

Shetland Tourism Association (STA) formed in 1998 subsequent to The Shetland Tourism Board. It was set up by representatives from local industry during a period of change in the way support to the local tourism sector was provided. The STA was constituted as a trade association in 2005.

**To develop and promote Shetland as an excellent visitor destination and maximise the economic benefit from sustainable tourism in Shetland and to represent the views of the tourism industry in Shetland and overseas.**

In addition to this key aim Shetland Tourism Association's objectives included -

- Promote and enhance the Shetland 'visitor experience'.
- Monitor 'VisitScotland' and influence the activities of VisitScotland's regional office in Shetland.
- Monitor and approve funding and resources to the Tourism Industry in Shetland, from all sources.
- Participate in defining the terms of 'and approve' the service level agreement between Shetland Islands Council and VisitScotland.
- Integrate, and liaise with other local bodies to develop and implement a Shetland Tourism Strategy, in an open, inclusive, supportive, and communicative way.
- Lobby for Tourism infrastructure, transport and visitor services.
- Contribute to the 'Shetland Brand'.
- Network on Tourism related issues within and outside Shetland.
- Liaise with the media on issues of common concern facing the Shetland Tourism industry.
- To promote any other issues or projects that The Association shall from time to time determine to be of benefit to Shetland Tourism.

**(Appendix i)**

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# SERVICES

## Shetland Tourism Strategy

In 2018, Shetland Tourism Association was awarded funding for a post to develop and grow the STA Membership and activities; as well as and providing a support role in the co-ordination of the Shetland Tourism Strategy (Appendix ii)

**STA provides support to the Strategy by:**

- Co-ordinating quarterly meetings with all Tourism Strategy Stakeholders
- Providing chair and minute taker services at the Stakeholder meetings
- Monitoring the Strategy through effective reporting to ensure a cohesive collective vision for the tourism sector in Shetland

**STA also has key areas of service delivery within the strategy including but not limited to the following goals:**

- Developing a Strong Industry Led Sector
- Sharing Intelligence to inform and improve
- Continuously improve visitor experiences
- Contribute to a responsive and outward looking sector

## Support to Members

**Alongside coordinating the Shetland Tourism Strategy, the main area of service is to provide support to members to help them improve, grow and prosper. This includes but is not limited to:**

- Representation of the STA on relevant local and national committees and boards with a view to contributing to a strong industry led tourism sector in Shetland
- Providing responsive support to members as and when required
- Signposting and providing relevant, up to date industry information to members as necessary
- Providing opportunity for members to work together, collaborate and cross promote through events and online

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# Communications and Marketing Plan

## Communications

To achieve the goals of the STA, a strong communications plan will need to be in place. The Development Officer will create and implement a communication strategy with agreement of the committee to ensure that:

- Information shared is timely, relevant and supportive to members
- The tourism industry in Shetland is promoted and seen as a viable choice for those seeking to live, work, study and invest in Shetland.
- The STA Website and Social Media pages are active, informative and supportive to members and tourism industry partners locally and nationally
- The STA provides representation at relevant strategy planning and monitoring groups such as, but not limited to, DYW and the Shetland Tourism Strategy stakeholders group.
- STA members, partners and members of the public have a key point of contact of any enquiries relating to the association or tourism in Shetland.

**Appendix iii – STA Communication Strategy Document**

**Appendix iv – Branding Style Guide**

**Appendix vi – Website Development Plan**

## Collaborators

### Visit Scotland

Visit Scotland is Scotland's national tourist board. Working closely with private businesses, public agencies and local authorities, they work to ensure that our visitors experience the very best of Scotland and that the country makes the most of its outstanding tourism assets and realises its potential.

To do this, VisitScotland:

- 
- markets Scotland to all parts of the world to attract visitors.
  - provides information and inspiration to visitors and potential visitors so they get the best out of a visit to Scotland.
  - provides quality assurance to visitors and quality advice to industry partners to help the industry meet - and strive to exceed - visitors' expectations.

[www.visitscotland.com](http://www.visitscotland.com)

## **Shetland Amenity Trust**

Shetland Amenity Trust constantly strives to preserve and enhance everything that is distinctive about Shetland's cultural and natural heritage, promoting access to it whether physical or intellectual.

The Trust was created in 1983 and has since delivered an extensive range of high-quality heritage and culture projects, in partnership with a range of local, national and international agencies.

The Amenity Trust continues to be pro-active in seeking new opportunities and identifying new funding sources, to further enhance the heritage and culture experience for local Shetland people and visitors to our islands.

*'We are part of a community which takes great pride and pleasure in our cultural and natural heritage, embracing traditions, dialect and our physical environment in all of our activities.'*

[www.shetlandamenity.org](http://www.shetlandamenity.org)

## **Highlands and Islands Enterprise**

Highlands and Islands Enterprise (HIE) is an ambitious organisation with a unique remit from the Scottish Government that integrates economic and community development. They work in a diverse region which extends from Shetland to Argyll, and from the Outer Hebrides to Moray, covering more than half of Scotland's land mass.

*'We want the Highlands and Islands to be a highly successful, inclusive and prosperous region in which increasing numbers of people choose to live, work, study and invest. Tourism remains a key growth sector.'*

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<http://www.hie.co.uk/growth-sectors/tourism/overview.html>

[www.hie.co.uk](http://www.hie.co.uk)

## **Shetland Islands Council**

Shetland Islands Council aims to improve economic opportunities in Shetland. To achieve this aim a range of measures are in place to support people and businesses to develop their ideas into commercial reality.

*'A prosperous place needs to remain competitive by making the changes necessary to generate wealth, to keep people in work and provide economic security for the local community. We have a number of measures currently operated by the Economic Development Service to stimulate economic development in Shetland. We also have staff that can help you with any business-related enquiry.'*

SIC Economic Development funds the Promote Shetland contract which is currently being delivered by NB Communications. The main priorities are to promote Shetland as a good place to live, work, study and invest in accordance with the goals identified by the 'Shetland Partnership Plan 2018-2022'. Promote Shetland takes an active role in promoting the Shetland Islands which includes, but is not limited to, a strong online presence at [www.shetland.org](http://www.shetland.org).

[www.shetland.gov.uk/economic\\_development/](http://www.shetland.gov.uk/economic_development/)

[www.shetland.gov.uk/communityplanning/documents/180801SPPforWebFINAL.pdf](http://www.shetland.gov.uk/communityplanning/documents/180801SPPforWebFINAL.pdf)



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## Highlands and Islands Airport Ltd

Highland and Islands Airports Limited (HIAL) is a public corporation wholly owned by the Scottish Ministers. The company operates and manages 11 Airports at Barra, Benbecula, Campbeltown, Dundee, Islay, Inverness, Kirkwall, Stornoway, Sumburgh, Tiree and Wick.

*'HIAL's airports are vital to the social and economic welfare of the areas they serve, but are loss making, and are supported by subsidies from the Scottish Government in accordance with Section 34 of the Civil Aviation Act 1982.'*

[www.hial.co.uk](http://www.hial.co.uk)

## Shetland Arts Development Agency

The purpose of Shetland Arts is to place the arts at the heart of Shetland, to educate, promote, support and develop the practice and enjoyment of the arts by all.

Shetland Arts operates Mareel and the Garrison Theatre in Lerwick and Bonhoga Gallery in Weisdale, and promote a year-round programme of music, craft, theatre, literature, visual arts, dance and film events.

*'We're here to support creative people; we believe that creativity is an important part of everybody's life, no matter who you are, where you live or what you do. Our challenge is to enable and empower our communities, groups and individuals to fulfil their creative potential.'*

[www.shetlandarts.org](http://www.shetlandarts.org)

## Scottish Natural Heritage

Scottish Natural Heritage are Scotland's nature agency. They work to improve our natural environment in Scotland and inspire everyone to care more about it so that all nature in Scotland – key habitats and landscapes, all green space and native species – is maintained, enhanced and brings Scotland benefits.

*'It is the job of all of us to achieve a balance in the sensitive management of our natural world in order to maintain and enhance biodiversity.'*

[www.nature.scot](http://www.nature.scot)

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## Developing the Young Workforce (DYW)

Developing the Young Workforce (DYW) is the Scottish Government's Youth Employment strategy to better prepare young people for the world of work. The employer led Developing the Young Workforce Regional Groups set up across Scotland are connecting employers with education.

[www.dyw.scot/shetland.html](http://www.dyw.scot/shetland.html)

## Other Local Trade Organisations

The Shetland Tourism Association was set up in response to an identified gap for an industry representative board for tourism sector businesses in Shetland, therefore there is currently no direct competition. **However**, it is recognised that in a small community we need to be aware of other similar groups and not duplicate existing services but rather complement and enhance them.

### Shetland Arts and Crafts Association

A membership organisation for Shetland art and craft makers in Shetland. Key events include a yearly Craft Fair showcasing members products and the production of a 'Shetland Craft Trail'. Membership of the association is open to any art and craft makers operating in Shetland and provides many benefits and opportunities for members to build their business.

Associate Membership at £15 per year includes the opportunity to take part in the Craft Fair, promotions through social media channels and regular newsletters with funding opportunities, shows, support etc.

Full Membership at £45 per year includes a listing on the members website, feature in the Craft Trail booklet, professional product photography (1<sup>st</sup> year only). Full membership is only for those who have complied with the Quality Assurance standards.

[www.shetlandartsandcrafts.co.uk](http://www.shetlandartsandcrafts.co.uk)

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## Living Lerwick

Lerwick Town Centre is designated as a Business Improvement District (BID). From 1<sup>st</sup> September 2017 to 31<sup>st</sup> August 2021 Living Lerwick Ltd., a company directed by business owners/managers operating in the Lerwick Town Centre area will manage the delivery of projects devised to improve the area. Part of this support includes but is not limited to:

- Increasing footfall in the town centre through event provision
- Increase promotion of Lerwick Town Centre and its businesses
- Lobby local and national government on issues which matter to Lerwick Town Centre businesses
- Provide business information, networking opportunities, advocacy and encourage inter-business working.

Businesses pay a compulsory annual levy based on the rateable value of their business premises ranging from £200 - £850 per year.

[www.livinglerwick.co.uk](http://www.livinglerwick.co.uk)

## Shetland Food and Drink

Shetland Food and Drink's role spans both local promotion and development of markets outside of Shetland within the food and drink industry. They:

*'...bring together a rich and diverse membership to celebrate and market Shetland's produce. Shetland has, in the past, been low key about its industry-leading achievements in the food and drink sector and the breadth of producers on the Islands. Shetland Food and Drink's role is not only proudly promote and market Shetland produce both locally and in external markets, but to fuel collaboration, share expertise, educate and inform'.*

Shetland Food and Drink welcomes membership from individuals who are keen to support the industry, or to companies involved in the industry. Individual membership costs £25 per year and includes:

- a free gift on sign-up
- a complimentary pass to the annual Taste of Shetland Festival
- advance warning of other Shetland Food and Drink events with early notification of when tickets will go on sale
- members rates at other events throughout the year
- special offers in the online shop

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- the opportunity to attend at least one members-only event per year
  - first to hear of any news relating to Shetland Food and Drink

Company membership comprises of two tiers, Associate and Full. Associate membership is £50 per year and includes access to the Taste of Shetland Festival, promotional opportunities through the Taste of Shetland website and marketing, networking opportunities, and members-only opportunities throughout the year. Memberships are subject to approval by the Board.

Full membership is open to food and drink producers operating in Shetland. As well as those of Associate membership, benefits include access to events organised outside of Shetland, proactive marketing and promotion, and a wide range of other benefits. Fees are dependent on size of business and are subject to approval by the Board.

[www.tasteofshetland.com](http://www.tasteofshetland.com)

### **Shetland Islands Tourist Guides Association (SITGA)**

SITGA's mission is to 'promote the training and recruitment of multilingual Guides, and all SITGA guides are affiliated to the Scottish Tourist Guides Association which is endorsed by VisitScotland. All Guides adhere to the STGA Code of Conduct and Standards of Performance.'

The Association provides a social media presence and listing on the SITGA website as well as opportunities for peer support and collaboration.

[www.sitga.co.uk](http://www.sitga.co.uk)

### **Sharing Shetland**

Sharing Shetland is run by Veronica Rocks, formerly of Busta House. For a fee, it provides opportunity for businesses to be showcased and promoted at Expo, Scotland's biggest travel trade show.

Veronica offers to '*introduce (national businesses) to the vibrant community of accommodation providers, transport operators, tour guides, visitor attractions and artisan designers, all working together to welcome visitors to Shetland and to offer facilities of the highest quality and the warmest of welcomes.*'

[www.sharingshetland.co.uk](http://www.sharingshetland.co.uk)

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## Shetland North Accommodation Providers (SNAP)

A network of accommodation providers based in the North Mainland providing support to each other primarily concerned with lobbying local authority on decisions or issues which will impact upon their business.

## Target Markets

STA Seeks to fully represent the tourism industry in Shetland. The STA recognises that any business or organisation in Shetland who has interaction with visitors would benefit from membership.

Specifically, STA targets small-medium business owners who reside in Shetland and have ambition to make their businesses a success. STA seeks to have full geographical representation across all areas of Shetland. STA members are seeking support but also have a desire to provide support to others. STA members value the benefits from a member organisation and are also keen to collaborate and share knowledge and experience with each other.

STA is also open to membership from relevant larger businesses such as transport link operators where it will benefit members to do so.

## Strategy

The Shetland Tourism Association aims to:

- Provide representation to connect industry with relevant national and local bodies
- Support members to work together and learn from each other
- Provide members with access to report and statistics where this will support them in their business operations
- Provide opportunity for businesses to connect and build relationships
- Support innovation in the tourism sector in Shetland
- Build a sense of community for small businesses
- Support business to generate more profits
- Provide representation at national events such as EXPO.

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# YEAR 1 GOALS

**Carry out relevant research on industry** to establish the needs and issues of our membership (and potential members). Develop a plan of action to respond to these where possible/relevant.

**Collate and analyse existing industry research** where relevant to STA and its members  
Develop a good working knowledge of developments which affect industry – highlight/share with members

**Increase membership** of the STA to be fully representative across all geographical areas of Shetland and all relevant sectors

**Promote relevance of tourism** across all business sectors

**Provide start-up support** for Shetland Tourism businesses encourage new tourism businesses and signpost to local support e.g. Business Gateway

**Celebrate the success of our members** through our social media, website and newsletters

**Build links with employability support** such as Developing Young Workforce, Skills Development Scotland, Blyde Welcome, Train Shetland, Shetland College UHI in order to promote the Tourism Industry as a valid and valuable career choice.

**Hold a promotional event** to coincide with the AGM

Build mechanisms and **develop a culture of cross promotions** between members.

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## YEAR 3 GOALS

Shetland has **sustainable attractions all year round** through support of the STA

**More paid employment opportunities** are available in the tourism sector

There is a **wider spread of tourism sectors**

STA provides **mentorship support**

STA has a **close relationship with local training and employability sectors**

STA hosts the first **Shetland Tourism Conference**

STA provides **representation at EXPO**

## YEAR 5 AMBITIONS

STA is a key part of a **bigger tourism industry in Shetland**

STA is a **professional body** with its own premises and staff team

STA is **sustainable and self sufficient**

STA is **fully representative of all tourism sector businesses** in Shetland and maintains a strong dialogue with strategy stakeholders as well as industry

STA has created a **culture for Shetland Tourism Businesses to be more ambitious** and more profitable as a result

**People have ambition to work in tourism** and see it as a viable career choice in Shetland.

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# Operational Plan

## Roles and Responsibilities

### EXECUTIVE COMMITTEE

The Executive Committee of the STA is made up of 4 office bearers in the role of Chairperson, Vice Chair, Treasurer and Minute Secretary. In addition, a committee of representatives are elected each year to represent the following sectors and geographical areas:

### SECTORS

Hotels and Inns  
Guest Houses and B&Bs  
Self-Catering  
Retail and Crafts  
Visitor Attractions  
Sport and Leisure  
Transport Companies & Travel  
Tour Operators  
Food and Drink  
Voluntary Sector  
Events

### GEOGRAPHICAL LOCATION

North Isles  
North Mainland  
Central Mainland, Whalsay & Skerries  
Lerwick and Bressay  
Westside, Papa Stour & Foula  
South Mainland & Fair Isle

From time to time, the STA may invite co-opted or associate members to join the association where it will benefit members to do so. These members will have advisory roles with restricted voting privileges as per the terms of the STA Constitution.



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The role of a Committee Member is as follows:

- To attend a bimonthly committee meeting
- To keep abreast of any news or relevant activity in the tourism sector in Shetland
- To represent a geographical or sector area and be a point of contact for members in that area
- To take collective responsibility for key decisions on the operations of the STA
- To actively promote the Shetland Tourism Association
- To be approachable and supportive to members and potential members
- To participate in smaller focused working groups as and when necessary
- To conduct research for the STA and members as and when necessary

In addition to this, Office Bearers will take on additional responsibility as follows:

### **CHAIRPERSON**

- Joint responsibility for budget management with treasurer
- Appointing sub-groups
- Overseeing the constitution and ensuring it is followed
- Ensuring agreed actions are progressed
- Delegating Actions to Committee and members
- Creating the agenda for bimonthly meetings
- Chair at bimonthly and Shetland Tourism Strategy meetings

### **VICE CHAIR**

- Deputising the Chairperson in all duties

### **TREASURER**

- Overall management responsibility for STA finances
- Processing grant claims
- Producing accounts as required
- Joint responsibility for budget management with chairperson

### **MINUTE SECRETARY**

- Take minutes of STA Committee meetings

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## **DEVELOPMENT OFFICER**

From January 2019 a Development Officer will be in post for 17 hours per week on a fixed term contract for 3 years. Funding will be provided for this post by HIE and SIC Economic Development with a percentage of STA funds also going towards the post.

Responsibilities are, but not limited to the following:

Carry out necessary administration duties as requested by the committee

Report on the Shetland Tourism Strategy co-ordinate tourism strategy meetings

Monitor progress on the Tourism Strategy and take a proactive role in its delivery of the strategy action plan along with other stakeholders

Co-ordinate sub-group activity and provide support where required

Conduct research as determined by the STA Committee

Provide support to members as and when required including but not limited to the administration of the website and social media channels, sharing relevant information to members, creating and implementing member benefits in response to local needs

### **Appendix vii. Schedule of Works Development Officer**

### **Appendix viii. Development Officer Job Description**

## **MEMBERS**

STA Members will be anyone who has interaction with visitors in Shetland. As well as receiving support from the STA, there will be an expectation on members to do the following:

Promote the tourism sector in Shetland and provide high levels of customer service to visitors

Promote the STA to anyone who may have an interest in joining

Participate in events, meetings and opportunities provided

Provide information to STA as and when required such as statistical research and website profile details

Promote fellow members and provide opportunities for cross promotion where possible

Pay membership fee and complete membership form on an annual basis

Keep online member profile up to date with current information relating to their business

### **(Appendix v)**

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# Financial Plan

## Financial History

Available on request from STA Treasurer

## Financial Projections

Available on request from STA Treasurer

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# Appendix

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