

## ORKNEY TOURISM PARTNERSHIP PLAN ACTION PLAN

This Action Plan outlines the Priorities and specific Actions that the tourism industry and agency partners will deliver over the period 2006-2009. Lead organisations are indicated for each action; they are not solely responsible for delivery but will draw input from other organisations as required. They will monitor progress on a regular basis, with the support of the ATP. A full annual review of the Strategy and Action Plan will be co-ordinated by the ATP, with specific input from the lead organisations. This will form the basis of reports to the Scottish Executive on the activity and progress being made in Orkney to grow tourism on a sustainable basis. The relevant Tourism Framework for Change and Orkney Tourism Strategy targets and priorities are cross-referenced in the first column.

### Knowing your market

We need to ensure that we have access to the relevant information needed to allow us to understand our markets; measure the success of tourism and its contribution to the economy; and to monitor the results of our efforts to grow tourism in Orkney. 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.

References (TFFC & Orkney Strategy)	Priorities	Action	When	Who
TFFC: 1 & 2  Orkney: 7.1.1.a	Promote co-ordination and partnership working on collecting and sharing information for planning and delivery of marketing, services and projects.	1. Identify monitoring requirements and influence the Tourism Research Network to gather meaningful information at the local level.  Develop mechanisms for gathering standardised information from all key sectors and services, e.g. ensuring that local visitor surveys gather the right information.	Dec 2006 June 2007	VisitOrkney OTG
		2. Take forward local visitor surveys 2008/09 and 2012/13.	Start 2008	VisitOrkney
		3. Make available (e.g. via websites, Business Relationship Managers) research on consumer trends, international benchmarking and market opportunities to all partners and encourage businesses to use the information to plan marketing or product development.	Ongoing – 6 monthly reporting to ATP, starting Spring 2007	VisitOrkney

### Exceeding visitor's 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 and spend more money. It is essential that there is a consistency across all elements to ensure that visitors have a total quality experience and this can only be achieved through all partners working together to deliver an excellent product based on local market demand. The industry must develop and promote its products and public agencies must commit resources to enable the industry to do so. The success of tourism in Orkney is also dependent on the support of everyone living in the Orkney Islands, 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 many visitors to Orkney, 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 Orkney; ensure that visitors can access comprehensive and accurate information about the area and that the environmental impacts of their visits are reduced to a minimum.

### Quality of visitor experience

References	Priorities	Action	When	Who
TFFC: 3 & 4 Orkney: 7.2.1.a	Promote the use of local products, particularly crafts and food and drink, as an integral part of the visitor experience.	4. Continue to encourage hotels, restaurants etc to highlight locally sourced products within their menus and provide background information about the products where possible. E.g. the story of North Ronaldsay lamb.	Ongoing – initial report to ATP June 2007. Information on local products circulated to local businesses & ED & business support officials encouraging use of local produce during contacts.	All
		5. Develop a scheme to encourage more attractions and accommodation providers to display locally produced arts and crafts.	Proposals by March 2007	All
TFFC: 3, 4 & 7 Orkney: 7.2.1.b, 7.2.2.a & 7.2.3.b	Promote best practice in customer service.	6. Develop effective mechanisms for performance monitoring and gathering feedback within individual businesses and encourage them to act on the information collected.	Proposals by June 2007	All – collate info through ATP
TFFC: 3,4, & 7 7.2.1.c, 7.2.2.c & 7.2.3.d	Encourage industry forums to focus on improving quality standards in products and service delivery.	7. Promote Orkney Tourism Group to all local businesses, as a key catalyst to developing enhanced networking and joint working.	Ongoing – 6 monthly reporting to ATP	OTG VisitOrkney
		8. Develop a structure that inspires existing local tourism groups, particularly in the outer Orkney islands, to affiliate to Orkney Tourism Group. Encourage the establishment of other local groups where none currently	Report back July 2007	OTG

		exist.		
		9. Develop a programme of regular member meetings and informal training and skills development workshops.	Initial programme in place by July 2007, then ongoing	OTG OE
TFFC: 3 & 4 Orkney: 7.2.1.d	Increase participation by local communities in growing tourism and raising general environmental standards.	10. Identify any landscape/amenity work required to improve the appearance of towns and villages and initiate projects to deliver this work.	Ongoing – annual reporting to ATP, starting Oct 2007	OIC
		11. Provide advice and where appropriate, assistance in accessing funding support to local, community-led, small scale projects that will enhance the visitor's experience.	Ongoing – 6 monthly reporting to ATP, starting March 2007	OIC
TFFC: 3 & 4 Orkney: 7.2.1.e	Co-ordinate and focus activity on the delivery of this Strategy and Action Plan.	12. Establish a Project Officer post to help implement the Action Plan; to develop plans and priorities, facilitate networking and information flow and identify additional resources.	By April 2007	OIC/OE/OTG
TFFC: 12 7.3.f. 7.1.a & 7.2.1.c	Ensure that appropriate staff and Board members, 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.	Ongoing, quarterly reporting to ATP	VisitOrkney OE/OIC

### People and skills

References	Priorities	Action	When	Who
TFFC: 5 & 6 Orkney: 7.2.2.a & 7.2.5.b	Improve access to and uptake of existing training programmes, including Hospitality, E-business and Product Knowledge.	14. Support businesses to develop in-house training at places and times to suit businesses and employees, and help managers to invest in leadership training (targeted at small businesses).	Ongoing, 6 monthly reporting on progress	OE/OC
		15. Provide visitscotland.com call centre staff with a minimum basic knowledge of Orkney in order to handle queries effectively.	Ongoing, 6 monthly reporting on progress	VisitOrkney VisitScotland.com
TFFC: 5 & 6 Orkney: 7.2.2.b	Improve level of vocational training in tourism, including a mentoring programme for young workers.	16. Continue and extend initiatives to promote tourism careers and prepare young people for entry into the industry. Investigate and learn from the delivery of tourism education in other island destinations e.g. incorporating tourism into skills workshops in schools through School Vocational Pathways & Curriculum for Excellence.	Ongoing – initial report to ATP June 2007, then annually thereafter	OE/OIC/OC
		17. Strengthen links between Orkney College, Careers Scotland, OIC education authority and businesses in order to ensure that new and existing programmes meet the needs of the industry.	Ongoing – initial report to ATP in March 2007,	OE/OIC/OC

			annually thereafter.	
TFFC: 5 & 6 Orkney 7.2.2.c	Attract more people to work in the industry and improve the retention of staff.	18. Investigate opportunities for, and where appropriate develop, induction training for all new workers, providing local and cultural product knowledge, plus on-going language training for migrant workers.	Proposals May 07, progs dev. by Dec 2008.	OE/OC
		19. Scope additional ways of improving the status of the industry, pay and conditions.	By June 2007	All - OE to lead
		20. Scope and develop best practice learning programmes for careers officers and teachers (in order to increase the profile and status of tourism as a career) and businesses (in order to demonstrate best practice). e.g. use Learning Journeys and Competitor Show Rounds.	Initial proposals by March 2007, then ongoing	OIC/OE/OC
		21. Increase the supply of affordable housing to tie in with the needs of people living and working in communities, as defined in Orkney's Local Housing Strategy 2004-2009.	Ongoing – annual reporting to ATP, starting in Oct 2007	OIC/OHA Ltd
TFFC: 5 & 6 Orkney: 7.2.2.d, 7.2.1.c & 7.2.3.a	Improve skills/knowledge networking and sharing of best practice within the industry and with others (as per networking action earlier).	22. Organise informal networking events and familiarisation visits through the Orkney Tourism Group, starting with a leaflet day in Spring, e.g. at the spring conference.	Start March 2007, then ongoing	OTG
		23. Encourage industry to participate in a package of work place mentoring programmes for key workers and operators, tailored to each segment of the industry.	Ongoing – initial report Oct 2007, annually thereafter.	OTG/OE
TFFC: 5 & 6 Orkney: 7.2.2.e	Establish and promote training courses to maintain the high standard of tour guides.	24. Continue to develop and promote a course programme to fulfil identified needs.	Ongoing – initial report Oct 2007, annually thereafter.	OE/OC

#### Innovation and product development

References	Priorities	Action	When	Who
TFFC: 3 & 7 Orkney: 7.2.3.a	Improve product and service quality across all facilities.	25. Promote participation in existing and new QA schemes and ensure that these schemes are relevant to local businesses.	Ongoing – increase by 20%, by Oct 2008	VisitOrkney OTG
		26. Consider the case for making membership of relevant local QA schemes a condition of any funding support that local funding agencies offer businesses.	Report to ATP by June 2007	VisitOrkney OE/OIC
TFFC: 8 Orkney: 7.2.3.b	Improve the standard and quality of accommodation across all accommodation types, at all grades, in all areas.	27. Provide advice, support and guidance to industry for accommodation improvement programmes.	Ongoing, as required. Initial report to ATP by June 2007	VisitOrkney OE/OIC
TFFC: 7 & 8 Orkney: 7.2.3.c	Support developments to meet increasing demands for new	28. Review current strategies for developing the accommodation sector, including provision for reactive support as the need arises.	March 2008	OIC/OE VisitOrkney

	bed spaces, as they arise.			
TFFC: 7 & 8 Orkney: 7.2.3.d, 7.2.1.c & 7.2.2.d)	Promote a co-ordinated approach to product development.	29. Conduct a scoping exercise to identify opportunities for collaborative product development, for example, developing tour itineraries that link facilities (Ref: Actions 75, 76 & 80).	By March 2008	OE VisitOrkney

### Culture, events and sport

References	Priorities	Action	When	Who
TFFC: 7 & 8 Orkney: 7.2.4.a	Link the interpretation and promotion of Orkney's archaeological sites with arts/cultural attractions.	30. Work with Orkney Heritage Forum and local heritage organisations to scope current provision and develop a programme of work – developing trails and promoting linkages with arts & cultural attractions across the islands, within the Community Planning framework.	Start April 2007, then ongoing	OIC/OTG Historic Scotland
TFFC: 7 & 8 Orkney: 7.2.4.b, 7.2.1.a & 7.2.3.d	Improve joint working and communication between local arts/cultural and heritage promoters and tourism accommodation and activity providers.	31. Boost the membership of arts/cultural/heritage groups within Orkney Tourism Group and identify further joint networking opportunities, within the Community Planning framework.	Start April 2007, then ongoing	OTG/OIC Historic Scotland
		32. Develop mechanisms for gathering feedback from tourism businesses and arts/heritage providers. Use the feedback to develop joint projects and promote combined packages for visitors.	Initial proposals by June 2007	OTG
TFFC: 7 & 8 Orkney: 7.2.4.c & 7.2.3.d	Improve the promotion of arts, music and other cultural events to visitors to Orkney.	33. Continue to promote arts/cultural attractions and events alongside other visitor attractions in the product portfolio (Ref: Action 80) participating fully in the local "Anticlash" initiative led by VisitScotland and the Orkney Arts Forum.	Ongoing – report back to ATP every 6 months, starting March 2007	OIC VisitOrkney
TFFC: 8 & 12 Orkney: 7.2.4.d	Continue to develop an inspiring event calendar based upon the rich resources of Orkney.	34. Support, develop and promote a program of events, exhibitions, facilities and experiences that extend during and beyond the core tourist season.	Ongoing – quarterly reporting. Full calendar by 2010	VisitOrkney OIC/OE Historic Scotland
TFFC: 7, 8 & 12 7.2.4.e & 7.2.3.d	Develop genealogy and ancestral tourism as an important theme of the Orkney tourism product.	35. Scope and support further opportunities to develop and promote heritage and genealogy facilities and services throughout Orkney, taking account of the national initiative – "Ancestral Scotland".	Ongoing – report back on progress by June 2007	OIC Orkney Family History Society
		36. Establish genealogy and heritage development partnerships with other ATP areas, taking account of the national initiative – "Ancestral Scotland".	Initial contacts - Sep 2007	OIC
	Further develop and promote	37. Identify opportunities for developing new programmes of activities	Report back by	VisitOrkney

	outdoor/sport niches and improve local services and facilities which support them.	or events (Ref: Action 29).	Dec 2007	OIC
	Ensure co-ordination of activity to improve integrated programmes across the region and with the rest of Scotland.	38. Establish joint working opportunities within Orkney and investigate opportunities for networking with ATPs in other parts of the country e.g. developing links with events/attractions in neighbouring areas.	Report to ATP by Sep 2007	VisitOrkney OTG Historic Scotland

**E business**

References	Priorities	Action	When	Who
TFFC: 9 & 12  Orkney: 7.2.5.a & 7.3.a & e	Ensure that all tourism operators in Orkney use appropriate technology for information exchange and marketing.	39. Participate in e-business roadshows and other information technology training opportunities.	Ongoing – OTG (assisted by OE) to report back to ATP 6 monthly, starting Oct 2007	Industry
		40. Investigate the feasibility of developing funding packages to local businesses for the development of e-business capabilities.	Report to ATP by June 2007	OE/OIC VisitOrkney
TFFC: 5 & 9  Orkney: 7.2.5.b & 7.2.2.a	Ensure that a range of training and incentive programmes are accessible to all tourism businesses, to increase uptake and capabilities with IT.	41. Develop e- training and development opportunities that are accessible to all businesses, using one-to-one training for individual businesses, on their premises if required, e.g. <ul style="list-style-type: none"> <li>• General business benefits of using IT</li> <li>• E marketing</li> <li>• Web design and maintenance</li> <li>• Use of electronic databases</li> <li>• Emerging technologies.</li> </ul>	Develop programme by Sep 2007, then ongoing	OE/OC

**Access and transport**

References	Priorities	Action	When	Who
TFFC: 11  Orkney: 7.2.6.a	Ensure that tourism is a key factor in delivering integrated public transport services.	42. Submit comment on the draft Highlands and Islands Regional Transport Strategy.	March 2007	HITRANS VisitOrkney
		43. Establish a local tourism -transport forum to bring all local transport operators together with tourism operators to encourage greater integration and joint marketing (Ref: Action 89).	First meeting by April 2007	VisitOrkney OTG/OIC transport operators
TFFC: 11  Orkney: 7.2.6.b	Improve integration of services and information provision on local facilities.	44. Ensure that comprehensive, accurate and up-to-date information is available at all local points of travel e.g. promote the bus service to/from Kirkwall Airport proactively on incoming flights (Ref: Actions 88 & 89).	Ongoing – initial report by March 2007	OIC Transport providers
		45. Collaborate on joint timetabling initiatives, to improve the integration of buses, ferries and external rail links (Ref: Actions 88 & 89).	Ongoing - Plans by March 2008	OIC Transport providers
		46. Continue to produce one single publication, with information on all transport providers and distribute widely.	Ongoing – report back to ATP by March 2007	OIC HITRANS

		47. Work with the cruise liner companies and harbour authorities to co-ordinate cruise visits and manage visitor pressure at busy locations.	Plans in place by March 2007, then ongoing	OTG/OIC Historic Scotland VisitOrkney
TFFC: 11 Orkney: 7.2.6.c	Improve routes and services into and within Orkney	48. Identify specific opportunities to develop new routes into Orkney and encourage the Scottish Executive to use its Route Development Fund to attract new air services.	Initial report Aug 07, then ongoing	OIC VisitOrkney OTG
		49. Investigate options for Increasing flight capacity to Orkney, focusing on out of season periods and including proactive destination marketing to grow demand for flights.	Ongoing – report back 6 monthly	VisitOrkney Loganair
		50. Press for funding for improvements to internal air services to the outer islands.	Ongoing – initial proposals for taking forward by March 2007; report back to ATP by Dec 2007	OIC
		51. Identify required shoreside improvements to relevant terminals and harbours and scope and identify funding options.	Initial report back to ATP by Dec 2007	OIC/OE Harbour Authorities Transport providers
		52. Lobby for improvements to the A9 and A96, as key elements of the journey to Orkney	Ongoing – initial proposals for action by March 2007; progress report by Dec 2007	HITRANS OIC
TFFC: 8, 11 & 14 Orkney: 7.2.6.d	Promote and support access networks for walkers and cyclists and promote the Scottish Outdoor Access Code.	53. Develop the core path network for the outer islands and mainland Orkney.	Proposals by Sep 07	OIC
		54. Scope options and prepare proposals for developing a network of cycle routes, linked to key settlements, features and attractions.	Proposals by Sep 07	OIC/SNH
		55. 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 (Ref: 89).	Ongoing – initial report to ATP by Oct 2007	OIC/OTG
		56. Investigate opportunities for further access improvements to archaeological and other heritage features, incorporating provisions for visitor management to reduce pressure in key areas and to protect vulnerable sites, within the Community Planning framework.	Initial report back to ATP by Dec 2007	OIC/SNH Historic Scotland

## Natural Environment

References	Priorities	Action	When	Who
TFFC: 7 & 14  Orkney: 7.2.7.a, 7.2.3.d & 7.2.4.a & d	Raise awareness in residents of the natural environment as a key part of the Orkney "product" and its importance in underpinning the visitor experience.	57. 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 to ATP by Sep 07 and full prog. in place by 2008	SNH RSPB
		58. 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.	Report back to ATP by Sep 07	SNH OE
TFFC: 7 & 14  Orkney: 7.2.7.b, 7.2.3.d & 7.2.4.d)	Promote the quality and diversity of the natural heritage in Orkney.	59. Promote areas based on natural heritage interests, particularly areas designated for landscape quality (e.g. NSAs) through signage and appropriate interpretation.	Initial appraisal by Sep 07, complete end 2009	SNH VisitOrkney RSPB
		60. Improve the promotion of eco-tourism and of Orkney as a Green Destination, emphasising the high quality of the environment.	First progress report to ATP Sep 07, complete 09	VisitOrkney
		61. Promote heritage networks, co-ordinating existing heritage centres as a network with integrated content and scope options for heritage trail development.	Ongoing – qtrly reporting to ATP, start June 2007	OIC/SNH VisitOrkney
TFFC: 7 & 14  Orkney: 7.2.7.c	Ensure that the high quality of the natural heritage, landscapes and environment of the Orkney Islands are maintained as a priority.	62. Develop closer communication between agencies to agree priorities on key issues and to consider major developments that may impact on the environment.	Ongoing – quarterly reporting on progress	OIC/SNH
		63. Provide support for local environmental improvements.	Ongoing – initial report to ATP by June 2007	OIC
TFFC: 7 & 14  Orkney: 7.2.7.d & 7.2.6.d	Improve the accessibility of information on the natural heritage and communities of the islands.	64. Expand networks of heritage walks around towns and villages, in line with the access strategy and core path network (Ref: Action 90).	Ongoing, quarterly progress reports to ATP, starting Sep 07	OIC/SNH

## Marketing Your Product

We need to communicate with customers to raise their awareness of, and desire to visit, Orkney 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 Orkney Brand and many opportunities exist to promote them separately and as packages, including outdoor and specialist activities, golf, heritage and archaeology, ancestral tourism, culture/arts and crafts. By adding value through collaborative working between accommodation and activity providers and joint marketing initiatives, we should aim to encourage visitors to stay longer, return more frequently and spend more during their stay. Making best use of Information Technology will be key to our success

References	Priorities	Action	When	Who
TFFC: 12 Orkney: 7.3.a	Continue to promote Orkney the Brand to attract new visitors and maintain a high level of repeat visitors	65. Further develop and promote Orkney the Brand.	Ongoing - quarterly reports to ATP, starting March 2007	OE/OIC
TFFC: 12 Orkney: 7.3.b	Ensure that Orkney products are well represented within VisitScotland's product portfolio of marketing activity.	66. Liaise with the VisitScotland marketing team to develop the representation and positioning of Orkney products within the VisitScotland product portfolio.	Ongoing - quarterly reports to ATP, starting March 2007	VisitOrkney OE
		67. Retain the profile of VisitOrkney website and its links to/from the visitScotland.com site and Orkney tourist businesses' sites.	Ongoing – initial report to ATP by March 2007; 6 monthly thereafter	VisitOrkney
		68. Facilitate discussions between VisitScotland.com and local trade associations to increase understanding of local needs and VisitScotland.com's requirements.	Ongoing - quarterly reports to ATP, starting March 2007	VisitOrkney VS.com
		69. Strengthen confidence and increase uptake of opportunities offered by VisitScotland.com by: <ul style="list-style-type: none"> <li>Promoting the benefits of working with VisitScotland.com</li> <li>Improving VisitScotland.com's knowledge of Orkney's products and services</li> <li>Considering the provision of appropriate linkages between VisitScotland.com and area websites</li> <li>Ensuring that VisitScotland.com promotions can be fully accessed by all tourism businesses.</li> </ul>	Ongoing - quarterly reports to ATP, starting March 2007	VisitOrkney VS.com
TFFC: 12 Orkney: 7.3.c	Preserve Orkney as a destination	70. Market Orkney as a unique destination.	Ongoing – quarterly progress reports to ATP, starting Dec 2006	VisitOrkney

TFFC: 12 Orkney: 7.3.d	Encourage more effective joint marketing initiatives by the industry and relevant partners.	71. Provide strategic guidance and promote co-operation between local marketing groups to ensure co-ordinated marketing of local destinations.	Ongoing – initial proposals by March 2007; 6 monthly reporting thereafter	VisitOrkney OTG
		72. Raise awareness of the Challenge fund amongst industry and promote its benefits and funding criteria.	Ongoing – proposals by May 2007; initial report back )ct 2007	VisitOrkney OTG
		73. Develop a joint marketing campaign to promote out of season visits, developing a Challenge Fund application, including travel operators, the airport etc.	Initial progress report June 07, in place Oct 07	VisitOrkney OTG
		74. Investigate the feasibility of joint marketing Orkney with other island regions, as activity breaks.	Sept 2007	VisitOrkney OTG
TFFC: 12 Orkney: 7.3.e & 7.2.4.d	Enhance the development of niche marketing.	75. Increase awareness of the anti-clash “What’s on” diary, linking to the events guide on the Hi-Arts website (Ref: 29).	Ongoing – initial report back March 2007	VisitOrkney OIC
		76. Develop themed promotions based on heritage, arts, crafts and cultural activities e.g. a literary heritage trail, music and heritage activity breaks, map of visual artists, galleries and workshops who welcome visitors, within the Community Planning framework (Ref: Action 29).	Initial proposals by June 07, then ongoing	VisitOrkney OIC/OE
		77. Plan activities to raise the profile of Orkney for Business Tourism, particularly corporate entertaining and for educational tourism.	Progress report to ATP by June 07, ongoing	VisitOrkney OTG
TFFC: 12 Orkney: 7.3.f	Improve the linkages between different promotional media, with particular emphasis on improving print production linked to web production and content.	78. Review the VisitScotland and other marketing strategies to improve co-ordination and ensure the most appropriate promotional media for Orkney are used.	Progress report to ATP by March 07, ongoing	VisitOrkney
		79. Review marketing of all segments within Orkney and scope any action required to streamline and improve integration and co-ordination.	Prog. report to ATP March 07, ongoing	VisitOrkney OTG
TFFC: 3, 4 & 12 Orkney: 7.3.g	Improve access to information on local products	80. Investigate the feasibility of establishing a network of tourist information points i.e. leaflet displays, at all visitor attractions, hotels, ferry terminals etc (Ref: Action 29).	By March 2008	OTG/OIC VisitOrkney

## Being sustainable

Safeguarding the environment, whilst growing a successful tourism industry, is essential if Orkney is to be a sustainable tourism destination.. We need to meet the needs of the increasing numbers of people who take environmental factors into account in consumer decisions and there are many opportunities to strengthen the promotion of products that underpin the status of Orkney as a Green Destination We also need to ensure that Orkney remains a healthy and attractive place in which to live and work and to promote greater involvement of communities in tourism issues. Although the principles and practice of sustainability should underpin all the objectives, priorities and actions being delivered by this Plan, there is a real need to maintain sustainability as a specific and intrinsic goal, which has its own action plan and monitoring framework. All activities aimed at growing tourism should also protect the high quality of the natural heritage and environment of the area.

References	Priorities	Action	When	Who
TFFC: 14 Orkney: 7.4.a, 7.2.3.d, 7.2.4.d, 7.2.7.a & 7.3.d)	Work towards Green Destination status.	81. Strengthen the promotion of products that underpin the area's status as a green destination e.g. wildlife watching, cycling, sailing, marine tourism etc.	By Oct 2007	VisitOrkney
TFFC: 14 Orkney: 7.4.b, 7.2.3.d, 7.2.4.c&d, 7.2.7.d & 7.3.c&d)	Work towards extending the season.	82. Develop a long term Action Plan to extend the season, to include the following: <ul style="list-style-type: none"> <li>• Develop and promote special seasonal offers – accommodation, activities etc.</li> <li>• Review and improve the promotion of existing facilities and events</li> <li>• Develop an events programme to include periods off peak periods, with emphasis on offering a package of events, activities, transport and accommodation. Include new events e.g. Food Festival and existing events</li> <li>• Develop and promote a range of specialist/niche breaks and breaks that extend the season e.g. Wildlife Breaks, Sea Trout angling, etc.</li> <li>• Scope and develop a programme of evening activities for visitors.</li> </ul> (Ref: Action 34)	Proposals by Oct 2007	OTG VisitOrkney
TFFC: 14 Orkney: 7.4.c, 7.2.1.a, 7.2.6.b & c & 7.3.a,b & e)	Develop a long term Action Plan for dispersing visitors across the islands, using gateway hubs to signpost visitors to the outer islands and remoter areas.	83. Develop and implement an Action Plan for dispersing visitors to outer islands, to include the following: <ul style="list-style-type: none"> <li>• Review schemes to support and encourage the provision of appropriate facilities and services, and a high level of core services, on the outer islands.</li> <li>• Encourage local businesses in the outer islands to establish Tourism Associations, where none exist.</li> <li>• Prepare a marketing plan for the outer islands, utilising the annually published islands' information and travel guide.</li> <li>• Develop more island-hopping tour options – promoting visits to one or several of the outer islands.</li> <li>• Improve marketing of existing transport services to the outer islands.</li> <li>• Explore the potential for developing the isles as cruise ship</li> </ul>	Proposals by Oct 2007	OE/OIC/OTG Transport providers

		destinations.		
TFFC: 14 Orkney: 7.4.d	Develop and promote year-round visitor services and facilities throughout the Orkney mainland and the outer islands.  Raise awareness in locals and visitors of sustainability issues and develop opportunities to demonstrate our environmental awareness to visitors.	84. Produce a list of local visitor facilities that are open all year round, which can be circulated to tourism operators for use when producing their own promotional materials, or for onward dissemination to visitors in conjunction with the Orkney Visitor Attractions Forum/Orkney Heritage Forum, and within the Community Planning framework.	March 2007	OTG
		85. Encourage uptake of the Green Tourism Business Scheme, including public sector bodies, and promote local sustainability champions within industry and agencies, working with the local representatives of the EU Interreg CREST programme.	Ongoing, annual reports starting March 07	VisitOrkney Sustainable Tourism Unit
		86. Encourage all industry to measure, record and reduce their waste production and water/energy use.	Plans in place by June 07	VSQA/Sustainable Tourism Unit OIC
		87. Increase membership of Hospitable Climates initiative – 100% of all Orkney tourism businesses by 2009.	Actions agreed by March 2007	VS Sustainable Tourism Unit
		88. Actively promote public transport options, to visitors and locals, and highlight the contribution that public transport makes to sustainability (Refs: Actions 43, 44, 45).	Ongoing – initial report back by Oct 2007	OIC
		89. Scope the opportunities to develop flexible and integrated systems of transport that are technology driven and tap into and grow existing demand (Refs: Actions 44, 45, 55).	Report back March 2008	OIC HITRANS
		90. Develop co-ordinated mechanisms for promoting the sustainability message e.g. multi-site interpretative trails (Ref: Action 64).	Proposals by Dec 2007	SNH
TFFC: 14 Orkney: 7.4.e	Use sound environmental, economic and socially sustainable principles to underpin the planning, development and delivery of all tourism activities.	91. Promote greater involvement of communities in tourism planning, development and marketing, through linkages with Community Planning Partnerships, Local Economic Forums etc.	Ongoing – proposals to ATP by June 2007; first report by Oct 2007	OIC
		92. Promote tourism as a significant consideration in the development plan process and in the determination of individual consents.	Ongoing – initial discussions by May 2007; report back by Oct 2007	OIC/OTG