Annual Sustainability Report
2013-2014
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**VisitScotland Sustainability Activity (External Facing)**

In line with the Scottish Government’s plans, VisitScotland aspires to make Scotland Europe’s most sustainable destination and aims to be recognised as a leader in sustainable tourism development.

VisitScotland will contribute to a more sustainable future for Scotland through taking direct action on issues under our control and playing an influencing role to help drive sustainability within the tourism sector in Scotland.

VisitScotland’s Sustainable Tourism Strategy 2010-2015 provides a clear rationale and plan for delivering our aspirations for sustainable tourism. The vision and objectives will be delivered through:

- our internal operations - activities over which we have direct control (e.g. energy use, purchasing) engagement with visitors - through our marketing campaigns and visitor information centres
- engagement with businesses - through quality assurance and business advice
- engagement with strategic partners - those with appropriate expertise and influence to help achieve the objectives.

The strategy will be reviewed and refreshed during 2014/15.
Engagement with businesses and partners

Some examples of key external facing activities that we have undertaken to assist our progress towards our goals have been:

i. Ongoing promotion of the Green Tourism Business Scheme (GTBS) and other relevant sustainable tourism certification schemes, such as David Bellamy Awards. These programmes can help tourism businesses to reduce negative environmental impacts, identify cost savings through efficiencies, and offer a sustainable choice for consumers, and link quality with the environment. There are currently around 800 Scottish GTBS members and around 50 holiday parks with a David Bellamy Award.

ii. From April 2013 onwards, Quality Advisors provide businesses with sustainability advice and carry out a basic assessment of activities undertaken. This offers the opportunity to encourage and support a wide range of businesses to make some meaningful progress with regards to their sustainability. Based on the information gathered on activity undertaken by businesses in 2013/14 and combined with industry consultation, it has been decided to continue with advice and support to businesses and include sustainability minimum requirements in the Quality Assurance criteria from autumn 2014. Businesses were subsequently informed in November 2013 of these future changes.

iii. Business Advice - promotion of “Sustainable Tourism for Dummies" guide, ‘Don’t be a Waster - Business Waste Toolkit’ and other resources are freely available to businesses on VisitScotland.org. Business support and advice documentation updated and further developed in partnership with Resource Efficient Scotland.

iv. Engaged with a wide range of businesses and relevant partners to promote the Year of Natural Scotland 2013, promoting Scotland’s natural and historic landscapes, its flora and fauna, Scottish food and drink, active Scotland and sustainable businesses. For Homecoming 2014 the key themes are being repeated promoting events and activities around active, ancestry, creative, food and drink and natural.
v. Working with destinations like Glasgow through the Sustainable Glasgow Tourism Group (Greener Legacy Project) in preparation for the Glasgow Commonwealth Games to encourage accommodation partners to participate in environmental and sustainable actions, ideally verified through certification. Supported development of the Envirowheel advice for Glasgow businesses, working with partners such as Scottish Enterprise, Scottish Business in the Community, Glasgow City Council, and Glasgow City Marketing Bureau.

vi. As supporters of Zero Waste Scotland’s Hospitality and Food Service Agreement (HaFSA), VisitScotland is part of the Scotland HaFSA Working Group. VisitScotland is supporting the HaFSA targets in our own operations, as well as using our influence among tourism businesses to helping Scotland follow its Zero Waste Plan.

vii. Supporting and working with Zero Waste Scotland and Keep Scotland Beautiful on Anti-litter campaigns (e.g. Clean-up Scotland, Transport Litter week) for 2013 and 2014.

viii. Increasing engagement of businesses and partners on Accessible Tourism to ensure a positive visitor journey for all visitors to Scotland and highlight an excellent development opportunity for many businesses. Delivered successful Accessible Tourism conference (2013) and on-going development of relevant support tools for industry.

**Engagement with Visitors**

i. Promotion of GTBS members and other relevant sustainable tourism certification schemes to visitors in relevant consumer facing materials (e.g. print, on-line) and in VICs to support businesses that have made a commitment to be more sustainable.

ii. Promotion of low carbon transport options in relevant consumer facing materials (e.g. website, brochures) and in VICs; in addition to standard activity. As part of the Year of Natural Scotland the promotion around ‘Big April Adventures’ focused on promoting use of public transport (e.g. ferries, bus) to explore a wide range of areas of Scotland using low carbon transport. Promotional activity has included working in partnership with East Coast Rail and Scotrail, as well as Caledonian MacBrayne and NorthLink Ferries.
iii. Wide promotion of Year of Natural Scotland 2013 to visitors with sustainability being a key theme. The Year of Natural Scotland aimed to raise awareness of Scotland as a place of outstanding natural beauty and to encourage visitors to enjoy the landscape responsibly for example by choosing accommodation providers with green policies, exploring the landscape by foot or by bike, and making the most of resources in local communities. Regional and seasonal spread is also fundamental to increasing Scotland’s reputation as a sustainable destination.

ix. In response to consumer insights, particularly growing interest in sampling Scottish produce, VisitScotland and the Scottish Government launched ‘Taste Our Best’, a new Quality Assurance food and drink award scheme. In addition to recognising and raising quality standards, the scheme has been designed to stimulate the use and promotion of Scottish produce. Increased use of Scottish produce will not only help to meet consumer expectations, but also support Scottish businesses and communities.
Some key activity for 2014/15

- For Homecoming 2014, VisitScotland will continue to promote events and activities around key themes of active, ancestry, creative, food and drink and natural; promoting Scotland’s natural and cultural heritage and supporting local communities.
- Work closely with partners to support sustainability aspects of Commonwealth Games (Sustainable Glasgow Group) and Ryder Cup (Green Drive).
- Preparations and launch for Year of Food and Drink 2015, promoting Scottish produce and food producers, which in turn supports local communities.
- Implementation of Carrier Bag Charge (Scotland) Regulations across VisitScotland’s VIC network and promoting relevant information to businesses.
- Implement sustainability minimum requirements in the Quality Assurance criteria (autumn 2014) and provide ongoing advice and support to businesses.
- Internal sustainability activity and communications to staff throughout the year in line with various national campaigns (e.g. Recycle Week 2014, Scottish Food and Drink Fortnight, Fair Trade Fortnight, Climate Week 2015, Earth Hour 2015).
Annual Sustainability Report 2013-2014 (Internal)

Introduction

VisitScotland is committed to improving its environmental performance and reducing its CO₂ emissions. This annual report is an account of our sustainability performance and priorities. It also provides detailed information to show that we are on course to achieve our carbon reduction targets, and that we have in place the necessary procedures and processes to ensure continual environmental improvement.

Our Sustainable Tourism Vision and Objectives for Low Carbon Emission

VisitScotland’s aim is to be recognised as the sustainable national tourism organisation, as an environmentally responsible organisation that reduces its environmental impact by proactively managing our resources in a sustainable manner and reducing our carbon emissions, as well as maximises the economic and social benefits of our own operations.

Reporting Period

This report covers our sustainability activities between 1st April 2013 and 31 March 2014.

Scope of Reporting

The scope of the report covers all our internal environmental activities including Operational Offices and Visitor Information Centres. Where we share premises and have no control over energy bills, the estimated energy use is included. The dashboard reports details of where we are in relation to meeting our targets, where further improvements are required, and will be expanded in future years as additional data becomes available.

Our targets

VisitScotland aims to deliver significant cost savings and reductions in greenhouse gas emissions for the organisation, effectively reducing our carbon emissions by 42% by 2020, and by 80% by 2050, as contained in the Climate Change (Scotland) Act 2009, from a baseline of 2008/09. This target will be achieved through a programme of increasing efficiency, driving down resource use (e.g. energy use in buildings, business travel, water use, and waste to landfill), and embraces our initial target of a reduction of 25% by 2015. As of March 2014, VisitScotland has exceeded the 25% reduction target, having achieved a 40% reduction in CO₂ emissions.
In addition, in the area of waste reduction and management, we have pledged to reduce food and associated packaging waste by 5% by the end of 2015. Also, to contribute to the UK Government overall rate of food and packaging waste being recycled, sent to anaerobic digestion (AD), or composted, to a level of at least 70% by the end of 2015.

Furthermore, in the ensuing years leading to 2015, VisitScotland will seek to demonstrate ‘best practice’ in the improvement of existing internal practices in accordance with the Audit Scotland Best Value Sustainability Toolkit. Waste reduction and management effectiveness is being enhanced through membership in 2013-2014 of Scottish Government supported Sustainable Scotland Network giving access to experts in the field.
Our Achievements and outlook

Following our Carbon Trust accreditation in 2011, during 2013/14 we have continued to make good progress in meeting our internal targets, and have seen a reduction in CO$_2$ overall, across the targeted areas. With regard to waste reduction we have pledged to both reduce waste arising from the organisation’s internal operations, and increase waste recycling in line with the Scottish Government targets.

Over the past year, in respect of our operational offices and Visitor Information Centres (VICs), we have progressed with a wide range of initiatives as stated in our Carbon Management Plan, which are ongoing as follows:

- Planned replacement of lighting in our operational offices with more energy efficient lighting to include the fitting of daylight light sensors. During the year we installed longer life lighting tubes into our Inverness office and replaced the lighting systems with energy efficient LEDs at Castle Douglas and Campbelltown Information Centres.
- Implemented a revised heating policy which is assisting in managing our heating requirements more appropriately. During the year changes in heat settings take place for summer and winter within the estate.
- Implemented reduction in use of air conditioning systems to align with operational hours.
- Developed internal benchmarking of utilities across VisitScotland’s estate so as to identify opportunities for carbon reduction, water leaks and switching faults and provide on-line reporting to staff on consumption.
- Identified and taken forward changes to unmetered water supply in appropriate sites over to metered supply thus providing carbon and cost savings.
- Applied Scottish Government Estates benchmarking data to also identify opportunities for carbon reduction, water leaks and switching faults.
- Maintain number of premises certified under Green Business Tourism Scheme and improve the award level held (e.g. to Silver and Gold) and to apply energy reduction opportunities when undertaking repair and maintenance activities.
- Increased staff and third party supplier use of telephone conference facilities to reduce cost of travel both in mileage and non-productive business time.
- Reduced our waste to landfill tonnage resulting in reduced bin sizes and waste uplifts.
- Reduced waste through saving 2.6 tonnes of paper. Printer settings set to double sided printing as standard.
- Continued to improve data gathering so that we have a clear picture across the portfolio with regards to power usage and cost.
- Improved insulation and other activities to protect our property portfolio against extreme weather conditions.
- Capped CO$_2$ emissions to 130g/km for our leased car fleet over a three year period in line with changes to our motor vehicle policy.
- Embedded sustainability into the tendering of procurement contracts.
Governance for Implementation

Embedding Carbon Management
Carbon management is embedded in VisitScotland Corporate Plan 2013-2016 and will cascade throughout the organisation via Department Operational Plans and associated individual performance management plans.

Data Management – measuring the difference, measuring the benefit
Data on Carbon Savings is collected on a monthly basis and measured against previous activity to verify reduction in CO₂ emissions. Carbon emission levels are reported to every VisitScotland Board, annually to Scottish Government, e.g. as part of Property Estates Benchmarking, and as part of efficiency savings return, and to UK Government as part of E-pims property record.

Data Collection Sources
A steady improvement has been made with regard to the collection of data during 2013/14 enabling more areas to be reported accurately. We will continue to improve and expand our data collection, analysis and application over the whole organisation year on year.

- **Stationary sources – Electricity, Gas & Oil**
  This data was gathered from energy invoices for VisitScotland’s properties, the majority based on meter readings, with some estimates from sites where there are shared tenancy.

- **Waste**
  The landfill waste data for the baseline period was compiled by converting volumetric data provided by waste management companies into tonnage equivalents, based on SEPA conversion factor for municipal waste.

- **Water**
  This data was gathered from invoices for each of VisitScotland’s properties, which included metered and unmetered supply.

- **Transport**
  Travel data was compiled from monthly staff expense sheets for each mode of travel - fleet vehicle, own car use, long and short haul flights, rail, ferry, bus and taxi.
Waste Reduction Plan
VisitScotland’s Waste Reduction Plan developed during 2012/13 with Zero Waste Scotland is being implemented and shown a reduction during 2013/14 in landfill waste tonnage and a gradual increase in recycled materials. All key materials are recycled including our food waste within our main office in Edinburgh, the only site with food services.

The baseline year for our waste reduction targets is 2012/13.

Carbon Management Plan
VisitScotland, in partnership with the Carbon Trust, developed its Carbon Management Plan (CMP) in 2011 which sets out our goals in respect of reducing our CO₂ emissions. Identified therein are all our CO₂ producing activities, together with the internal and external initiatives we are taking to achieve our targets. These initiatives are outlined within this report.

The baseline year for the CM Programme is the 2008/09 financial year.

The following are some key actions that have added to our carbon savings, some delivered and some ongoing:

✓ Adjusting air conditioning timing controls within our main office has already been achieved with a carbon saving of 4.9%.
✓ Creating new templates for printing in black and white instead of buying from printers is another saving of 2.2%.
✓ Monitoring print output via our multi-functional devices adds 0.3% to the carbon savings.
✓ VisitScotland’s motor vehicle policy change to cap leased car CO₂ emissions to 130g/km has been completed over the three year period and has resulted in 5% carbon savings.
✓ The main CO₂ reduction of 8.8% relates to our Marketing Print Review as numbers of brochures printed have decreased and paper saved as a result. The drop in printed brochures will continue each year as e-brochures rise to compensate our customers.
✓ Travel policy changes to reduce staff travel will result in carbon savings over the medium term for own car use, air travel and taxis. Financial and carbon savings have already been made.
✓ Property estate changes have been taking place since 2009 as VisitScotland leases come to an end or third party Partnership Information provision is put in place. The carbon savings as a result of these changes are 8.5% and this will continue over many years.
Along with property changes there is a link to landfill waste and recycled waste reductions as partnerships take over responsibility for waste and our commitment to reducing waste in general through changing suppliers and GTBS accreditation. Resulting savings amount to 1.5% of carbon reduction.

Sustainable Procurement
VisitScotland continues to further develop sustainable procurement within our corporate culture, by taking proper account of sustainability in our procurement activity, in accordance with the Sustainable Procurement Action Plan for Scotland 2009. As part of our Evidenced Based Procurement Initiative, sustainable procurement is established as part of tender assessment criteria and subsequent award of contracts with suppliers.

Sustainability in International Contracts
Sustainability has presented some interesting challenges when dealing with international contracts. Ensuring that we can add measurable benefit into international contracts has resulted in the development of innovative measurements such as focussing on maximising visitor numbers in the ‘Shoulder Seasons (Spring and Autumn)’ during campaign development.

Community Benefits
VisitScotland is represented at Community Benefits Champions workshops. While sustainability has been embedded into VisitScotland tenders at both pre-qualification and tender phases for some time, the development and introduction of community benefits clauses has recently taken precedence. Utilising the shared knowledge of the Community Benefits Champions Group has delivered a positive working knowledge of how and where community benefits can and should be applied.

With the Royal Assent having been given on 17th June, The Procurement Reform (Scotland) Act 2014 has now been published. Community benefits are an integral part of the Act, and the organisation is taking measures to implement the requirements accordingly.
VisitScotland’s baseline data

% CO₂ emissions for the baseline year

Summary table of CO₂ emissions for baseline year 2008/09

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Buildings</th>
<th>Transport</th>
<th>Waste and Water</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline CO₂ emissions</td>
<td>3,235</td>
<td>2,563</td>
<td>542</td>
<td>130</td>
</tr>
</tbody>
</table>

The majority of the CO₂ emissions and cost, 79%, were as a result of 5,304 Megawatt hours of energy that were consumed within VisitScotland properties at a cost of £371k.
Carbon Management Projects

VisitScotland has already achieved and exceeded the 2015 CO₂ emissions reduction target of 25%, as 2013/14 saw an overall reduction of 40% compared to the baseline year. As further projects are planned, there will continue to be savings going forward.
Sustainability overview for 2013/14

- We have reduced our overall CO\(_2\) emissions by 40% from the 2008-09 baseline and therefore have already exceeded our initial target of a 25% reduction by 2015.
- Our energy related CO\(_2\) emissions are reducing annually. This is due to behavioural changes and improvements we have made through our planned carbon projects, as well as reduction in the number of properties managed.
- Our landfill waste tonnage has been reduced by 39% from 2008/09 baseline.
- We have made a 40% reduction in our travel related CO\(_2\) emissions from the baseline year, and we have now finished a three year project to cap CO\(_2\) emissions to 130g/km from October 2010.
- Our water consumption in cubic metres has been reduced by 60% from 2008/09 baseline.

The Green Tourism Business Scheme (GTBS)

Green Tourism Business Scheme (GTBS) is a sustainable tourism certification programme, originally developed in partnership with VisitScotland and now operated by Green Business UK.

With many of our offices and VisitScotland Information Centres (VICs) leading the way in promoting sustainable tourism and staff across the organisation are working hard towards becoming more sustainable in the way we work, becoming GTBS certified is a vital part of this task.

VisitScotland has 75 offices and VICs that are GTBS certified and to date we hold 10 Gold awards, 57 Silver awards, seven Bronze awards and one Going Green. (March 2014).

In line with promoting sustainability, VisitScotland participates and promotes various seasonal and annual events and campaigns each year, e.g. Keep Scotland Beautiful, Climate Week and Earth Hour.
The Carbon Reduction Commitment

We have been a full participant in the UK Government’s Carbon Reduction Commitment Energy Efficiency Scheme since July 2011.

For the previous year 2012/13 we reported 2,014 tonnes of CO$_2$ and for 2013/14 1,934 tonnes of CO$_2$ which represents a total reduction of 4%.
The tables below show our 2013/14 outcomes

A. The Carbon summary
B. Transport CO\textsubscript{2} emissions (Operational Offices & VICs)
C. Energy CO\textsubscript{2} emissions (Operational Offices & VICs)
D. Energy Consumption (kWh ‘000).
E. Waste Management
F. Water Consumption

A. Carbon Summary

<table>
<thead>
<tr>
<th>CO\textsubscript{2} Emissions (tonnes)</th>
<th>08-09</th>
<th>09-10</th>
<th>10-11</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions Energy</td>
<td>2693</td>
<td>2512</td>
<td>2143</td>
<td>1745</td>
<td>1641</td>
<td>1613</td>
</tr>
<tr>
<td>Emissions Transport</td>
<td>542</td>
<td>508</td>
<td>453</td>
<td>431</td>
<td>373</td>
<td>321</td>
</tr>
<tr>
<td>Emissions Total</td>
<td>3,235</td>
<td>3,020</td>
<td>2,596</td>
<td>2,176</td>
<td>2,014</td>
<td>1934</td>
</tr>
<tr>
<td>ORIGINAL TARGET</td>
<td>3,235</td>
<td>3,073</td>
<td>2,839</td>
<td>2,669</td>
<td>2,535</td>
<td>2,408</td>
</tr>
</tbody>
</table>

Notes:
- The Government target of a reduction of 25% by 2015, with a 5% reduction each year, would see us achieving a target of 2,408 tonnes of CO\textsubscript{2} emissions in 2013/14.
- With a total of 1934 tonnes of CO\textsubscript{2} emissions in 2013/14 we have exceeded this target.
B. Transport CO₂ emissions (Operational Offices & VICs)

<table>
<thead>
<tr>
<th>CO₂ Emissions (tonnes)</th>
<th>08-09</th>
<th>09-10</th>
<th>10-11</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lease Fleet</td>
<td>116</td>
<td>94</td>
<td>126</td>
<td>105</td>
<td>101</td>
<td>86</td>
</tr>
<tr>
<td>Own vehicles etc.</td>
<td>310</td>
<td>299</td>
<td>236</td>
<td>208</td>
<td>158</td>
<td>150</td>
</tr>
<tr>
<td>Flights – Short haul</td>
<td>63</td>
<td>60</td>
<td>44</td>
<td>56</td>
<td>57</td>
<td>29</td>
</tr>
<tr>
<td>Flights – Long haul</td>
<td>30</td>
<td>30</td>
<td>19</td>
<td>32</td>
<td>26</td>
<td>31</td>
</tr>
<tr>
<td>Rail</td>
<td>23</td>
<td>25</td>
<td>28</td>
<td>30</td>
<td>31</td>
<td>25</td>
</tr>
<tr>
<td>TOTAL (tonnes)</td>
<td>542</td>
<td>508</td>
<td>453</td>
<td>431</td>
<td>373</td>
<td>321</td>
</tr>
</tbody>
</table>

| VS Staff (FTE)¹ | 758 | 753 | 716 | 708 | 714 | 696 |
| CO₂ per staff member (tonnes) | 0.72 | 0.67 | 0.63 | 0.61 | 0.52 | 0.46 |

Notes:
- Due to policy change during 2010, a cap of 130g/km CO₂ for future fleet requirements came into force
- 85% of the fleet changed to reduced emissions by March 2013 and the final 15% of the leased fleet changed emissions to 130g/km or under during 2013/14.
- International travel is essential to meet our marketing business plan objectives hence variable results

¹ Includes temporary staff
## B. Energy CO₂ emissions (Operational Offices & VICs)

### Energy CO₂ emissions (Operational Offices & VICs)

<table>
<thead>
<tr>
<th>CO₂ Emissions (tonnes)</th>
<th>08-09</th>
<th>09-10</th>
<th>10-11</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grid electricity</td>
<td>2410</td>
<td>2,229</td>
<td>1,874</td>
<td>1,529</td>
<td>1,478</td>
<td>1,469</td>
</tr>
<tr>
<td>Gas</td>
<td>146</td>
<td>147</td>
<td>135</td>
<td>92</td>
<td>71</td>
<td>66</td>
</tr>
<tr>
<td>Heating oil</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL (tonnes)</strong></td>
<td>2,562</td>
<td>2,382</td>
<td>2,013</td>
<td>1,621</td>
<td>1,549</td>
<td>1,535</td>
</tr>
<tr>
<td><strong>ORIGINAL TARGET</strong></td>
<td>2,562</td>
<td>2,434</td>
<td>2,263</td>
<td>2,021</td>
<td>1,999</td>
<td>1,913</td>
</tr>
<tr>
<td>No of properties</td>
<td>119</td>
<td>115</td>
<td>112</td>
<td>105</td>
<td>92</td>
<td>85</td>
</tr>
<tr>
<td>CO₂ per property (tonnes)</td>
<td>21.53</td>
<td>20.71</td>
<td>17.97</td>
<td>15.44</td>
<td>16.84</td>
<td>18.06</td>
</tr>
</tbody>
</table>

- All figures have been calculated using CRC conversion factors.
- Any use of heating oil was taken over by sub-tenants, as required, from 2010/11.
- As we have reduced the number of properties, we are left with larger buildings which have a higher carbon footprint.
D. Energy Consumption (kWh ‘000)

<table>
<thead>
<tr>
<th>Energy Consumption (kWh ‘000)</th>
<th>08-09</th>
<th>09-10</th>
<th>10-11</th>
<th>11-12</th>
<th>12-13</th>
<th>13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grid electricity</td>
<td>4,488</td>
<td>4,139</td>
<td>3,487</td>
<td>2,841</td>
<td>2,752</td>
<td>2734</td>
</tr>
<tr>
<td>Gas</td>
<td>791</td>
<td>791</td>
<td>727</td>
<td>498</td>
<td>382</td>
<td>358</td>
</tr>
<tr>
<td>Heating oil</td>
<td>26</td>
<td>25</td>
<td>13</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL (kWh)</td>
<td>5,305</td>
<td>4,955</td>
<td>4,227</td>
<td>3,339</td>
<td>3,134</td>
<td>3092</td>
</tr>
</tbody>
</table>

| Number of properties          | 119   | 115   | 112   | 105   | 92    | 85    |
| kWh per property              | 44.58 | 43.09 | 37.74 | 31.80 | 34.07 | 36.37 |

- There has been a steady reduction in energy consumption across the estate mainly through property changes, which has already taken us beyond our projected target for 2015.
- A higher proportion of properties in 2013-14 are larger, so kWh per property has increased.
In partnership with Zero Waste Scotland, we have produced and implemented a Waste Reduction Plan. This exercise has produced the baseline data on all waste generated in 2012-13 and a programme of waste reduction.

Included in the programme is:
- Reduce paper waste
- Waste composition analysis
- Integrate waste prevention, re-use and recycling into procurement policy
- Improve signage for all recycle bins
- Reduce brochure printing and increase e-brochures
- Staff awareness campaigns

The recycle rate has increased in 2013/14 to 64% and heading towards the target of 70% by 2015.

There has been a 3% overall reduction in waste produced from 2012/13.

Food waste collection was started in December 2013 within our main office in Edinburgh, the only site with food service, and will be reported on in future years.

Landfill avoidance - VisitScotland recycles office furniture, mobile phones, used batteries, printer cartridges and IT hardware. Data is shown for 2013-14 in accordance with VisitScotland’s Waste Reduction Plan.
F. Water Consumption

<table>
<thead>
<tr>
<th>Water (Operational Offices &amp; VICs)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012-13</td>
<td>2013-14</td>
</tr>
<tr>
<td>CO₂</td>
<td>2.4</td>
<td>2.2</td>
</tr>
<tr>
<td>M³</td>
<td>5,859</td>
<td>5,463</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tonnes CO₂ from Water usage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>2008/09 &amp; 2009/10:</td>
</tr>
<tr>
<td>2010/11: 5</td>
</tr>
<tr>
<td>2011/12: 5</td>
</tr>
<tr>
<td>2012/13: 2</td>
</tr>
<tr>
<td>2013-14: 2</td>
</tr>
</tbody>
</table>

Notes

- Some properties are excluded as they are shared tenancies and so are billed based on the rateable value of the property.
- In 2013/14 out of the 85 VisitScotland properties, a total of 74 sites were included for water consumption with 56 sites on metered supply and 18 sites on unmetered supply. The remaining properties were not included as they are shared tenancies (see above).
- Water usage in 2012-13 shows a significant drop compared with the previous year due to improved reporting and previous overcharging by the supplier.
- During 2013-14 opportunities were identified and taken forward to change unmetered water supply in appropriate sites over to metered supply, thus providing CO₂ reduction and cost savings.