VISITSCOTLAND
ANNUAL SUSTAINABILITY REPORT
2015/2016
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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 Policy 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 VisitScotland Sustainability Policy and Objectives have been reviewed and updated in 2015/16. Find a copy here http://www.visitscotland.org/about_us/our_policies/environmental_policy.aspx.
Some key activity for 2016/17 (internal and external)

- Continue to work closely with partners to deliver the Year of Innovation Architecture and Design 2016 which is our chance to highlight, celebrate and promote Scotland’s achievements in innovation, architecture and design to our people and our visitors. This includes events such as the Festival of Architecture 2016, with the official launch event ‘Hinterland’ bringing to life again the ruin of St. Peter’s Seminary at Kilmahew; or the Harris Tweed Festival, celebrating traditional Scottish crafts and design.

- Increase sustainability minimum requirements as part of the VisitScotland Quality Assurance accreditation to promote continuous improvement in sustainable practices in a meaningful way and continue to encourage a wide range of tourism businesses to implement basic sustainability measures on which to build further activity.

- Continue to work on internal sustainability activity and communications to staff throughout the year in line with various national campaigns (e.g. Fair Trade Fortnight, Earth Hour 2016).

- We will continue to develop arrangements to manage our climate risk as required by the Climate Change (Scotland) Act 2009 and ensure VisitScotland has the ability to deliver its critical functions and achieve its corporate vision. As part of this we will develop a climate adaptation plan for the organisation in preparation for a changing climate.

- Continue to promote the use of Skype for business across the estate to help reduce VisitScotland’s contribution to environmental emissions from travel undertaken for business meetings

- Establish a planned preventative maintenance programme which encompasses sustainable initiatives.

- Through staff awareness campaigns we will harness and channel the enthusiasm and interest shown by staff and provide appropriate information and support to ensure that all staff across the organisation exercises their environmental and social responsibility.

- Improve recycling centres and reporting and measuring procedures throughout the organisation.

- Review motor vehicle policy with a view to reducing our self-imposed cap on carbon emissions from 130g/km to 120g/km by 31 March 2017.
• Development of publicly available access statements for VisitScotland’s local office and VICs, using the updated on-line Access Statement tool due in autumn 2016. Key customer facing staff will also undertake the on-line Accessible Tourism training course.

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:

1. For the last 3 years VisitScotland’s Quality and Tourism Advisors have provided Quality Assured businesses with sustainability advice and carried 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. Since January 2015, sustainability minimum requirements have been incorporated into the Quality Assurance scheme. Based on the information gathered from over 3000 Quality Assured businesses on activity undertaken in 2014/15, around 99% of these Quality Assured businesses meet the sustainability minimum requirements set for 2014/15.

   For 2015/16, we have raised the sustainability minimum requirements to promote continuous improvement in sustainable practices in a meaningful way and continue to encourage a wide range of businesses to implement basic sustainability measures on which to build further activity.

2. The Year of Food and Drink Scotland 2015 (YFD) ran from 1 January to 31 December 2015. It included an exciting programme of events and activities for the people of Scotland and our visitors to enjoy. YFD was a Scottish Government initiative led by VisitScotland and supported by Scotland Food & Drink and a range of other partners. The aims of the year were to increase the use and promotion of Scottish Produce across the tourism and events industry, as well as providing visitors and event attendees with a high quality food and drink experience, and overall increasing the contribution to the overall value of the sector from tourism and events.

   The YFD provided extensive opportunities for supporting Scottish and local food and drink producers, which contributes to the sustainability of local economies as well as supporting social and environmental aspects.
iii. On-going recruitment of restaurants and cafes and quality assured businesses (i.e. hotels, B&Bs, and visitor attractions) to Taste Our Best accreditation; providing advice and support to increase the sourcing and promotion of quality Scottish food and drink. By the end of 2015 over 1,000 businesses achieved Taste Our Best accreditation, doubling the number of accreditations within 12 months. Evaluation research shows that over 70% of businesses would recommend Taste Our Best and key benefits include marketing opportunity, positive feedback from customers, raising staff awareness and building stronger relationships with local suppliers.

iv. Business Advice – A set of Better Business Guides provides businesses with advice and support on 11 different topics, from energy, water, waste, to community engagement and adapting to climate change. Additional factsheets provide more in-depth advice to businesses on resource efficiency and how to cut their costs and reduce their carbon emissions. The relevant business support and advice documentation has been developed in partnership with Resource Efficient Scotland. The sustainability advice materials can be found HERE.
v. The Year of Innovation, Architecture and Design 2016 is a Scottish Government initiative led by VisitScotland and supported by our partners. VisitScotland has engaged with a wide range of businesses and relevant partners to promote the Year of Innovation Architecture and Design 2016 which is our chance to highlight, celebrate, and promote Scotland's achievements in innovation, architecture and design to our people and our visitors. This year's theme provides a great opportunity for businesses and destinations across Scotland to showcase how they have supported sustainability through innovation and design, as well as highlighting some of the great examples of incorporating sustainability in architecture.

vi. Increasing engagement of businesses and partners on Accessible Tourism to ensure a positive inclusive visitor journey for all visitors to Scotland and highlight an excellent development opportunity for many businesses. We continue to invest in and develop our on-line accessible tourism tools with a large number of businesses having registered for and completed our free online Accessible Tourism Training. Specific to the requirements of the tourism industry the training aims to increase awareness of equality issues and confidence in communicating with people with disabilities and increased access needs. A joint project undertaken with VisitEngland will see a significant upgrade to the current on-line Access Statement tool in autumn 2016. With improved online support and relative examples the new tool will guide businesses through a clearly structured process to produce their own Access Guide (formerly statement) to a consistent format. As a web based product, users will for the first time be able to search for venues with accessible statements, including specific requirements. Our ‘Easy does it’ and accessible ‘Events Guide’ giving practical advice to businesses on accessible requirements have been updated and will be available online and in hard copy.

vii. In support of VisitScotland’s Corporate Plan and its commitment to inclusive growth, as well as the Scottish Government’s Economic Strategy, VisitScotland has begun to explore a more structured approach to social tourism, with a view to helping disadvantaged individuals and families experience the special attributes of Scotland. Since early 2016, as part of our new and widely publicised Spirit of Scotland campaign, VisitScotland is leading a partnership initiative with industry, the Family Holiday Association and other strategic partners to provide 100 families in Scotland with short breaks. These ScotSpirit breaks are taking place across summer 2016.
Ongoing promotion of the Green Tourism programme 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.

Working with Glasgow City Council to promote the Glasgow Green Year 2015, Glasgow’s first Green themed year, celebrating its aspiration to be one of the most sustainable cities around.

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.

**Engagement with Visitors**

Promotion of Green Tourism 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.

Promotion of the Year of Food and Drink Scotland 2015 to visitors, through the broad range of communication channels, raising their awareness of the great variety of quality food and drink on offer in Scotland. Encouraging visitors and locals alike to focus on Scottish provenance and support local food and drink producers and thus local communities.

Promotion of low carbon transport options in relevant consumer facing materials (e.g. website, brochures) and in VICs; in addition to standard activity. Promotional activity has included working in partnership with East Coast Rail and ScotRail, as well as Caledonian MacBrayne and NorthLink Ferries.

Implementation of Carrier Bag Charge (Scotland) Regulations across VisitScotland’s VIC network with clear promotion and communication to visitors. In the first year since the introduction of the carrier bag charge there was a reduction of around 85% in carrier bag usage across the VIC network compared to previous years, with £1427 raised through the carrier charge which will be used to fund sustainability projects.
v. On-going promotion of Taste Our Best, VisitScotland's food and drink certification scheme, to recognise and celebrate businesses that provide and promote locally sourced quality food and drink. Increased use of Scottish produce will not only help to meet consumer expectations, but also support Scottish businesses and communities.
Annual Sustainability Report 2015-2016 (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 2015 and 31 March 2016.

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 2016, VisitScotland has achieved a 52% reduction in CO₂ emissions, which exceeds the 2020 target of 40%. In comparison with 2014-15 VisitScotland achieved a 12.8% reduction in CO₂ emissions.
Our pledge to reduce food and associated packaging waste, in support of the Hospitality and Food Services Agreement, have so far resulted in a 6.9% reduction from the baseline year 2012/13 exceeding our self-imposed 5% target. Although the 2015/2016 period has seen an increase in our recycling rate to 66%, this falls short of the target, and we will continue to focus on opportunities throughout the organisation to increase the recycling rate.

VisitScotland will continue to demonstrate 'best practice' in the improvement of existing internal practices in accordance with the advice and reporting tools provided through Resource Efficient Scotland and through continued membership of Scottish Government supported Sustainable Scotland Network.
Our Achievements

During 2015-16 we have continued to make good progress in meeting our internal targets, and have seen a reduction in CO₂ 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 operations and premises covering local offices and Visitor Information Centres (VICs), we have progressed with a wide range of initiatives through internal operation improvements and within our Carbon Management Plan, which are ongoing as follows:

- Planned replacement of lighting in our Visitor Information Centres with more energy efficient lighting to include the fitting of daylight light sensors. During the year we replaced the lighting systems with energy efficient LEDs at Aberdeen and Jedburgh Information Centres. We also replaced the heating in Jedburgh Information Centre with more efficient heaters.

- Improved award levels with number of premises certified under Green Business Tourism Scheme.

- Applied energy reduction opportunities when undertaking repair and maintenance activities including improved insulation to protect our property portfolio against extreme weather conditions.

- Property estate changes have been taking place since 2008-09 as VisitScotland leases come to an end or third party Partnership Information provision is put in place. This has contributed by carbon savings of 33% to date.

- Increased staff and third party supplier use of Skype telephone conference facilities to reduce cost of travel both in mileage and non-productive business time.

- Reduced our waste to landfill tonnage resulting in savings of 9.5% of carbon reduction.

- Reduced waste through saving 0.4 tonnes of paper. Printer settings set to double sided printing as standard and use of scanning and emailing documents has increased throughout the organisation. This has resulted in a further 2.5% of carbon savings

- Continued to improve data gathering and benchmarking of utilities so that we have a clear picture across the portfolio with regards to power usage and cost.
• Project to cap CO₂ emissions to 130g/km for our leased car fleet by making changes to our motor vehicle policy continues to be successful resulting in a 5% carbon saving. We now move on to achieve 120g/km by 31st March 2017.

• Offered Fuel Good driver training through Energy Savings Trust to staff and 10 drivers completed the training in 2015/16.

• Our Marketing Print Review has shown significant carbon savings from 2008-09. During 2015-16 we have reduced the number of printed marketing brochures by a further 16,000 whilst promoting and increasing e-brochure availability. This represents a 62% reduction in the number of brochures produced since baseline year.

• Implementation of Carrier Bag Charge (Scotland) Regulations across VisitScotland’s VIC network. VisitScotland is a signatory to the Carrier Bag Commitment. In the period from 1 April 2015 to 31 March 2016, we have provided customers with 35,675 chargeable bags, which resulted in net proceeds of £1427 in the 1st year, which will be put to internal environmental causes.

• Embedded sustainability into the tendering procurement of goods and services.
Governance for Implementation

Embedding Carbon Management
Carbon management is embedded in VisitScotland Corporate Plan 2013-2016

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 Scottish Government and the VisitScotland Board, as part of the climate change duties report. The latest conversion factors were applied from the Department of Energy, Food and Rural Affairs.

Data Collection Sources
A steady improvement has been made with regard to the collection of data during 2015/16 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.

- **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 is compiled by collecting volumetric data from the estate at a local level and converting 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 continuing to be implemented and has shown a reduction during 2015/16 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.

Resource Efficient Scotland (RES) Programme

From 2016/17 VisitScotland’s Carbon Management Plan and Waste Reduction Plan will be migrated across to Resource Efficient Scotland programme on energy, water, waste and raw materials management.
Resource Efficient Scotland is a Scottish Government supported organisation which has replaced business support previously provided by Carbon Trust, Energy Saving Scotland and Zero Waste Scotland.

Sustainable Procurement

VisitScotland continues to further develop sustainable procurement within our corporate culture, by taking proper account of sustainability in our procurement activity. The Procurement Reform (Scotland) Act 2014 contains specific duties in respect of sustainable Procurement accordingly, before carrying out a regulated procurement (those greater than £50,000), VisitScotland shall to consider how in conducting the procurement process it can—

(i) improve the economic, social, and environmental wellbeing of the authority’s area;
(ii) facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and;
(iii) promote innovation.

Community Benefits

VisitScotland recognises the duties of the Procurement Reform (Scotland) Act 2014 in respect of Community Benefits and will comply where appropriate. For sub-threshold procurement exercises the organisation will consider the application of Community Benefits in regulated procurements and will seek provision on a voluntary basis where circumstance exist to do so.

VisitScotland is represented at Community Benefits Champions workshops. 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.
**VisitScotland’s baseline data (2008/9)**

% CO₂ emissions for the baseline year

- Transport: 17%
- Water & Waste: 4%
- Buildings: 79%

**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 (tonnes)</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 2020 CO₂ emissions reduction target of 40%, as 2015/16 saw an overall reduction of 52% compared to the baseline year. As further projects are planned, there will continue to be savings going forward.
Sustainability overview for 2015/16

- We have reduced our overall CO₂ emissions by 52% from the 2008-09 baseline and therefore have already exceeded our initial target of a 25% reduction by 2015 and the target of 40% by 2020.
- Our energy related CO₂ emissions are continuing to reduce 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 47% from 2008/09 baseline.
- We have made a 32% reduction in our travel related CO₂ emissions from the baseline year. Although air travel increased this year, we have continued to show improvement in other areas.
- We have 27 vehicles in our leased car fleet and 63% (17 vehicles) are under 100g/km CO₂ emissions and 19% (5 vehicles) are under 110g/km. Further fuel efficiencies were made after capping the emissions at 130g/km.
- Unfortunately, water consumption increased during the year by almost 5%, however we have changed suppliers and are actively investigating the reasons for the increase to improve future water consumption.

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.

As at March 2016, VisitScotland has 70 offices and VICs that are GTBS certified and we have increased the number of Gold awards by 1 to reach 16, the number of Silver awards is 50 and 3 Bronze awards.

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 2014/15 we reported 1,777 tonnes of CO₂ and this year we have achieved 1548 tonnes of CO₂ a further reduction of 13% year on year.
The tables below show our 2015/16 outcomes

A. The Carbon summary
B. Transport CO₂ emissions (Operational Offices & VICs)
C. Energy CO₂ emissions (Operational Offices & VICs)
D. Energy Consumption (kWh '000).
E. Waste Management
F. Water Consumption

**A. Carbon Summary**

<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>
<th>14-15</th>
<th>15-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions Energy, Waste, Water</td>
<td>2693</td>
<td>2512</td>
<td>2143</td>
<td>1745</td>
<td>1641</td>
<td>1613</td>
<td>1394</td>
<td>1177</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>
<td>383</td>
<td>371</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>
<td>1777</td>
<td>1548</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>
<td>2,288</td>
<td>2174</td>
</tr>
</tbody>
</table>

% Reduction achieved from 08/09 baseline: - 7% 20% 33% 38% 40% 45% 52%

Notes:
- The Government target of a reduction of 25% by 2015, with a 5% reduction each year, would see us achieving a target of 2174 tonnes of CO₂ emissions in 2015/16.
- With a total of 1548 tonnes of CO₂ emissions in 2015/16 we exceeded this target. Further reductions in 2015/16 have seen the target exceeded by a further 229 tonnes which represents a 13% reduction year on year.
B. Transport CO2 emissions (Operational Offices & VICs)

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>
<th>14-15</th>
<th>15-16</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>
<td>79</td>
<td>65</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>
<td>148</td>
<td>133</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>
<td>43</td>
<td>47</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>
<td>87</td>
<td>106</td>
</tr>
<tr>
<td>Rail</td>
<td>23</td>
<td>25</td>
<td>28</td>
<td>30</td>
<td>31</td>
<td>25</td>
<td>26</td>
<td>20</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>
<td>383</td>
<td>371</td>
</tr>
<tr>
<td>VS Staff (FTE)(^1)</td>
<td>758</td>
<td>753</td>
<td>716</td>
<td>708</td>
<td>714</td>
<td>695</td>
<td>659</td>
<td>611</td>
</tr>
<tr>
<td>CO2 per staff member (tonnes)</td>
<td>0.72</td>
<td>0.67</td>
<td>0.63</td>
<td>0.61</td>
<td>0.52</td>
<td>0.46</td>
<td>0.58</td>
<td>0.61</td>
</tr>
</tbody>
</table>

Notes:
- Due to policy change during 2010, a cap of 130g/km CO2 for future fleet requirements came into force. Carbon emissions have continued to drop and the cap will be reviewed in 2016/17 with a view to reducing cap to 120g/km.
- Own vehicle use and rail travel has decreased.
- International travel for both long and short haul flights has increased due to another busy promotional year but is essential to meet our marketing business plan objectives.

\(^1\) Includes temporary staff
c. 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>
<th>14-15</th>
<th>15-16</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>
<td>1,243</td>
<td>1030</td>
</tr>
<tr>
<td>Gas</td>
<td>146</td>
<td>147</td>
<td>135</td>
<td>92</td>
<td>71</td>
<td>66</td>
<td>74</td>
<td>76</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>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL (tonnes)</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>
<td>1,317</td>
<td>1106</td>
</tr>
</tbody>
</table>

**ORIGINAL TARGET**

|                   | 2,562 | 2,434 | 2,263 | 2,021 | 1,999 | 1,913 | 1,836 | 1744  |

| No of properties    |       |       |       |       |       |       |       |       |
| CO₂ per property (tonnes) | 21.53 | 20.71 | 17.97 | 15.44 | 16.84 | 18.06 | 16.06 | 14    |

- All figures have been calculated using the latest DEFRA conversion factors
- Any use of heating oil was taken over by sub-tenants from 2010/11.
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>
<th>14-15</th>
<th>15-16</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>
<td>2516</td>
<td>2229</td>
</tr>
<tr>
<td>Gas</td>
<td>791</td>
<td>791</td>
<td>727</td>
<td>498</td>
<td>382</td>
<td>358</td>
<td>399</td>
<td>409</td>
</tr>
<tr>
<td>Heating oil</td>
<td>26</td>
<td>25</td>
<td>13</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL (kWh )</strong></td>
<td><strong>5,305</strong></td>
<td><strong>4,955</strong></td>
<td><strong>4,227</strong></td>
<td><strong>3,339</strong></td>
<td><strong>3,134</strong></td>
<td><strong>3,092</strong></td>
<td><strong>2,915</strong></td>
<td><strong>2,638</strong></td>
</tr>
</tbody>
</table>

| Number of properties | 119 | 115 | 112 | 105 | 92 | 85 | 82 | 79 |
| kWh per property       | 44.58 | 43.09 | 37.74 | 31.80 | 34.07 | 36.37 | 35.55 | 33.39 |

- There has been a steady reduction in energy consumption across the estate mainly through property changes. Since the 08/09 baseline year there has been a 34% reduction in the number of properties which has significantly contributed to taking us beyond our projected CO₂ reduction target for 2020.
## E. Waste Management

### Minimise Waste and Increase Recycling (Operational Offices & VICs)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled</td>
<td>280</td>
<td>298</td>
<td>303</td>
<td>295</td>
</tr>
<tr>
<td>Landfill</td>
<td>202</td>
<td>171</td>
<td>168</td>
<td>154</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>482</strong></td>
<td><strong>469</strong></td>
<td><strong>471</strong></td>
<td><strong>449</strong></td>
</tr>
<tr>
<td>Average recycling rate</td>
<td>58%</td>
<td>64%</td>
<td>64%</td>
<td>66%</td>
</tr>
<tr>
<td>% Reduction of total waste against 12/13 baseline</td>
<td>-</td>
<td>2.6%</td>
<td>4.9%</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Landfill Avoidance (number of items recycled)</th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile phones</td>
<td>Not recorded</td>
<td>25</td>
<td>48</td>
<td>44</td>
</tr>
<tr>
<td>Furniture - mixed</td>
<td>Not recorded</td>
<td>35</td>
<td>8</td>
<td>39</td>
</tr>
<tr>
<td>Used batteries</td>
<td>Not recorded</td>
<td>57</td>
<td>68</td>
<td>72</td>
</tr>
<tr>
<td>Printer cartridges</td>
<td>Not recorded</td>
<td>286</td>
<td>221</td>
<td>110</td>
</tr>
<tr>
<td>IT – PCs, laptops, monitors, printers, scanners etc</td>
<td>Not recorded</td>
<td>609</td>
<td>131</td>
<td>125</td>
</tr>
</tbody>
</table>

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 slightly in 2015/16 to sit at 66% with continued efforts being made to reach the 70% target by 31 March 2017.

There has been an increase in additional archive waste materials going to recycling as part of ongoing records management review, which resulted in an extra 313 boxes of paper waste being generated and overall increase of waste. There has been 6.8% overall reduction in waste produced from the baseline year of 2012/13.

Food waste collection was started in December 2013 within our main office in Edinburgh, the only site with food service, and is included within the recycled data and there has been a 3.9% increase on baseline figure.

Landfill avoidance - VisitScotland recycles office furniture, mobile phones, used batteries, printer cartridges and IT hardware. Data is shown for 2015-16 in accordance with VisitScotland’s Waste Reduction Plan.
F. Water Consumption

<table>
<thead>
<tr>
<th>Water (Operational Offices &amp; VICs)</th>
<th>Tonnes CO\textsubscript{2} from Water usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>2.4</td>
</tr>
<tr>
<td>M\textsuperscript{3}</td>
<td>5,859</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 2015/16 out of the 79 VisitScotland properties, a total of 67 sites were included for water consumption with 48 sites on metered supply and 19 sites on unmetered supply. The remaining properties were not included as they are shared tenancies.
- The significant reduction in water usage in 2012-13 coincided with a change of supplier, and improved reporting techniques.
- The increase in consumption during 2015/16 is being investigated, and we also have changed our supplier.