VISITSCOTLAND
ANNUAL SUSTAINABILITY REPORT 2016/2017

Eileen Donnan Castle, the Highlands
# Table of Contents

**VisitScotland Sustainability Activity (External Facing).** ................................................................. 2
Some key activity for 2016/17 (internal and external). .................................................................................. 3
Engagement with businesses and partners...................................................................................................... 4
Engagement with Visitors ................................................................................................................................. 7

**Annual Sustainability Report 2015-2016 (Internal).** ............................................................................... 9
Introduction.................................................................................................................................................... 9
  - Our Sustainable Tourism Vision and Objectives for Low Carbon Emission............................................ 9
  - Reporting Period........................................................................................................................................... 9
  - Scope of Reporting..................................................................................................................................... 9
  - Our targets.................................................................................................................................................. 9

Our Achievements........................................................................................................................................... 11
Governance for Implementation.......................................................................................................................... 13
  - Embedding Carbon Management.............................................................................................................. 13
  - Data Management – measuring the difference, measuring the benefit................................................... 13
  - Data Collection Sources............................................................................................................................ 13

Waste Reduction Plan..................................................................................................................................... 14
Resource Efficient Scotland (RES) Programme................................................................................................ 14

**Bookmark not defined.**

Sustainable Procurement................................................................................................................................. 14
  - Community Benefits................................................................................................................................. 14
VisitScotland’s baseline data (2008/9) ............................................................................................................. 15
Carbon Management Projects.......................................................................................................................... 16
The Green Tourism Business Scheme (GTBS) .................................................................................................. 17
  - A Carbon Summary .................................................................................................................................. 19
  - B. Transport CO2 emissions (Operational Offices & iCentres) ................................................................. 20
  - C. Energy CO2 emissions (Operational Offices & iCentres) ................................................................... 21
  - D. Energy Consumption (kWh ‘000) ........................................................................................................ 22
  - E. Waste Management ............................................................................................................................... 23
  - F. Water Consumption............................................................................................................................... 24
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 2017/18 (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 iCentres, using the updated on-line Access Statement tool available since May 2017. 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 4 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**. For each following years (2016 and 2017), we have increased the minimum requirements for all industry sectors in order to encourage continuous improvement. Based on the information gathered from 2853 Quality Assured businesses on activity undertaken in 2016 around 97% of these Quality Assured businesses meet the sustainability minimum requirements set for 2016. Advice was given to those which did not meet the minimum requirements to enable them to implement actions before their next visit. For 2017, 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 Innovation Architecture and Design 2016** (YIAD), ran from 1 Jan to 31 Dec 2016. YIAD was a Scottish Government initiative led by VisitScotland and supported by a range of other partners. The year included an exciting programme of events and activities highlighting, celebrating and promoting Scotland's achievements in innovation, architecture and design to our people and our visitors. This included 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.
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 end of March 2017 over 1,200 businesses achieved Taste Our Best accreditation, after a period of organic growth.

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 History Heritage and Archaeology 2017 will sustain and build upon the momentum of the preceding Themed Years to spotlight, celebrate and promote Scotland’s rich and vibrant History, Heritage and Archaeology in order to engage and attract the people of Scotland and our visitors. This will also support one of VisitScotland’s Sustainability Objectives to promote Scotland’s natural and cultural heritage to visitors and support the activities of organisations responsible for its protection and enhancement.

vi. Increased engagement of businesses and partners on Accessible Tourism is ensuring a positive visitor journey for all visitors to Scotland and highlights an excellent development opportunity for many businesses, and with over 900 registrations for our online accessible training, VisitScotland is supporting tourism businesses to increase awareness of equality issues and confidence in communicating with disabled people. VisitScotland in conjunction with VisitEngland are preparing to start work on a joint project, which will improve and make it easier for businesses to provide useful and practical information on access facilities and features within their business. A number of regional business workshop events took place and we engaged with over 300 tourism businesses promoting the business and customer benefits of accessible tourism.

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 how the tourism sector can contribute to social inclusion, and how we work with partners to explore how social tourism can be developed at national level. This work has involved two pilot projects in 2016, which together enabled vulnerable and disadvantaged families in Scotland – many of them excluded from participating in tourism by poverty – to experience the magic of a short break or day out in their own country. This was made possible through a VisitScotland partnership with registered charity The Family Holiday Association, and the tourism industry. In total, 254 families were able to enjoy a much-needed break or day out, with significant benefits for their health and wellbeing. The project was supported at Ministerial level and the resulting awareness of the importance – and potential – of inclusive tourism generated a debate in the Scottish Parliament, at which inclusive tourism and initiatives of this kind were given cross-party support.
viii. 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.

ix. Working with Glasgow City Council to support and promote the sustainability of the destination. Glasgow was only UK destination listed onto the Global Destination Sustainability Index in 2015 and 2016.

x. 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**

i. 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 iCentres to support businesses that have made a commitment to be more sustainable.

ii. Promotion of the Year of Innovation Architecture and Design 2016 to visitors, through the broad range of communication channels, celebrating and promoting Scotland’s achievements in innovation, architecture and design to our people and our visitors.

iii. Promotion of low carbon transport options in relevant consumer facing materials (e.g. website, brochures) and in iCentres; 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.

iv. 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 88% in carrier bag usage across the VIC network compared to previous years, with the money 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 2016-2017 (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 2016 and 31 March 2017.

Scope of Reporting

The scope of the report covers all our internal environmental activities including Operational Offices and iCentres. 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 31 March 2017, VisitScotland has achieved a 57% reduction in CO₂ emissions, which exceeds the 2020 target of 42%. This also exceeds the new more ambitious target of a 50% reduction by 2020 currently proposed as part of the new Climate Bill, which is currently with Scottish government for consultation.
In comparison with 2015-16 VisitScotland achieved a 12% 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 an 11% reduction from the baseline year 2012/13 exceeding our self-imposed 5% target. We reviewed the information being recorded re general waste and recycling over all sites and this shows a 22% reduction in Landfill, it also shows a drop in our recycling rate to 45%. During 2017/18 we will continue to focus on opportunities throughout the organisation to accurately record recycling and 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 2016-17 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 iCentres 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 Rothesay and Aberfoyle iCentres.
- Improved award levels for sites certified under Green Business Tourism Scheme with an increase to almost 30% of premises certified at Gold standard level.
- 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.
- 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. Baseline figures to be established and recorded.
- Waste to landfill tonnage continues to be reduced resulting in savings of 22% of carbon reduction.
- 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. Lease car policy to be reviewed in 2016/17 with a move to achieve 120g/km by 31 March 2018.
• Completed a Sustainable Transport Review which resulted in VisitScotland working with Enterprise Car Club to set up a pilot with a view to introducing the car club to all users by 31 March 2018. 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 iCentre network. VisitScotland is a signatory to the Carrier Bag Commitment. In the period from 1 April 2016 to 31 March 2017, we have provided customers with 29,546 chargeable bags. This is about a 17% reduction in carrier bag sales from the previous year and a reduction of around 88% from before the charge was implemented. The net proceeds of £1232.03 generated from carrier bags sales will be donated to environmental good causes, as agreed with Zero Waste Scotland.

• Embedded sustainability into the tendering procurement of goods and services. Responsible and Sustainable procurement is about achieving value for money whilst realising environmental, community and economic objectives.
Governance for Implementation

Embedding Carbon Management
Carbon management is embedded in VisitScotland Corporate Plan 2013-2017

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 2016/17 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 2016/17 in landfill waste tonnage. 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.

Sustainable Procurement

We recognise the need to drive sustainable procurement in all purchasing activities and fully endorse the Scottish Government’s Sustainable Procurement Action Plan.

Responsible and Sustainable procurement is about achieving value for money whilst realising environmental, community and economic objectives.

Responsible and Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis. This generates benefits not only to the organisation but also to community and the economy, while minimising damage to the environment.

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

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 42%, as 2016/17 saw an overall reduction of 58% compared to the baseline year. As further projects are planned, there will continue to be savings going forward.

**Comparison of actual emissions with BAU increases and reduction targets predicted**
Sustainability overview for 2016/17

- We have reduced our overall CO₂ emissions by 58% from the 2008-09 baseline and therefore have already exceeded our initial target of a 25% reduction by 2015 and the target of 42% 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 41% from the 2008/09 baseline.
- We have made a 42% reduction in our travel related CO₂ emissions from the baseline year. Both long and short haul air travel decreased this year and we have continued to show improvement in other areas.
- We have 24 vehicles in our leased car fleet and 50% (12 vehicles) are under 100g/km CO₂ emissions and 25% (6 vehicles) are under 110g/km. We will be reviewing the Lease car policy with a view to capping the emissions at 120g/km.
- Unfortunately, water consumption showed a large increase during the year however we have changed suppliers again and we are currently investigating the reason for the reported increase.

**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 iCentres leading the way in promoting sustainable tourism, and staff across the organisation working hard towards becoming more sustainable in the way we work, GTBS certification is a vital part of this task.
As at March 2017, VisitScotland has 65 offices and iCentres that are GTBS certified, of which almost 30% are Gold and 68% are Silver. 1, 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 and we are constantly looking for ways to extend our promotion and participation.

**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 2015/16 we reported 1,548 tonnes of CO₂ emissions and this year we have emitted 1,501 tonnes of CO₂ a further reduction of 3% year on year.
The tables below show our 2016/17 outcomes

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

### A. Carbon Summary

<table>
<thead>
<tr>
<th>CO₂ Emissions (tonnes)</th>
<th>Emissions Energy, Waste, Water</th>
<th>Emissions Transport</th>
<th>Emissions Total</th>
<th>Original Target</th>
<th>% Reduction achieved from 08/09 baseline</th>
</tr>
</thead>
<tbody>
<tr>
<td>08-09</td>
<td>2693</td>
<td>542</td>
<td>3235</td>
<td>3235</td>
<td>-</td>
</tr>
<tr>
<td>09-10</td>
<td>2512</td>
<td>508</td>
<td>3020</td>
<td>3073</td>
<td>7%</td>
</tr>
<tr>
<td>10-11</td>
<td>2143</td>
<td>453</td>
<td>2596</td>
<td>2839</td>
<td>20%</td>
</tr>
<tr>
<td>11-12</td>
<td>1746</td>
<td>431</td>
<td>2176</td>
<td>2669</td>
<td>33%</td>
</tr>
<tr>
<td>12-13</td>
<td>1641</td>
<td>373</td>
<td>2014</td>
<td>2535</td>
<td>38%</td>
</tr>
<tr>
<td>13-14</td>
<td>1613</td>
<td>321</td>
<td>1934</td>
<td>2408</td>
<td>40%</td>
</tr>
<tr>
<td>14-15</td>
<td>1394</td>
<td>383</td>
<td>1777</td>
<td>2288</td>
<td>45%</td>
</tr>
<tr>
<td>15-16</td>
<td>1177</td>
<td>371</td>
<td>1548</td>
<td>2174</td>
<td>52%</td>
</tr>
<tr>
<td>16-17</td>
<td>1053</td>
<td>316</td>
<td>1369</td>
<td>2000</td>
<td>58%</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 2000 tonnes of CO₂ emissions in 2016/17.
- With a total of 1369 tonnes of CO₂ emissions in 2016/17 we continue to exceed this. Further reductions in 2016/17 have seen the target exceeded by 631 tonnes.
### B. Transport CO2 emissions (Operational Offices & iCentres)

<table>
<thead>
<tr>
<th>CO₂ Emissions (Tonnes)</th>
<th>Lease Fleet</th>
<th>Own Vehicles etc</th>
<th>Flights - Short Haul</th>
<th>Flights - Long Haul</th>
<th>Rail</th>
<th>Total (Tonnes)</th>
<th>VS Staff (FTE)¹</th>
<th>CO₂ per staff member tonnes</th>
</tr>
</thead>
<tbody>
<tr>
<td>08-09</td>
<td>116</td>
<td>310</td>
<td>63</td>
<td>30</td>
<td>23</td>
<td>542</td>
<td>758</td>
<td>0.72</td>
</tr>
<tr>
<td>09-10</td>
<td>94</td>
<td>299</td>
<td>60</td>
<td>30</td>
<td>25</td>
<td>508</td>
<td>753</td>
<td>0.67</td>
</tr>
<tr>
<td>10-11</td>
<td>126</td>
<td>236</td>
<td>44</td>
<td>19</td>
<td>28</td>
<td>453</td>
<td>716</td>
<td>0.63</td>
</tr>
<tr>
<td>11-12</td>
<td>105</td>
<td>208</td>
<td>56</td>
<td>32</td>
<td>30</td>
<td>431</td>
<td>708</td>
<td>0.61</td>
</tr>
<tr>
<td>12-13</td>
<td>101</td>
<td>158</td>
<td>57</td>
<td>26</td>
<td>31</td>
<td>373</td>
<td>714</td>
<td>0.52</td>
</tr>
<tr>
<td>13-14</td>
<td>86</td>
<td>150</td>
<td>29</td>
<td>31</td>
<td>25</td>
<td>321</td>
<td>695</td>
<td>0.46</td>
</tr>
<tr>
<td>14-15</td>
<td>79</td>
<td>148</td>
<td>43</td>
<td>87</td>
<td>26</td>
<td>383</td>
<td>659</td>
<td>0.58</td>
</tr>
<tr>
<td>15-16</td>
<td>85</td>
<td>133</td>
<td>47</td>
<td>106</td>
<td>20</td>
<td>371</td>
<td>611</td>
<td>0.61</td>
</tr>
<tr>
<td>16-17</td>
<td>47</td>
<td>147</td>
<td>41</td>
<td>59</td>
<td>22</td>
<td>316</td>
<td>594</td>
<td>0.53</td>
</tr>
</tbody>
</table>

**Notes:**
- Carbon emissions have continued to drop and we will be reviewing the lease car policy with a view to introducing a reduced cap of 120g/km in 2017/18.
- There is a slight increase in own vehicle travel this year, however we will be introducing a travel hierarchy to reduce own vehicle travel in 17/18. Rail travel has increased both long and short haul flights have decreased this year.
### Energy CO₂ emissions (Operational Offices & iCentres)

<table>
<thead>
<tr>
<th>Date</th>
<th>CO₂ Emissions (tonnes)</th>
<th>Grid electricity</th>
<th>Gas</th>
<th>Heating oil</th>
<th>TOTAL (tonnes)</th>
<th>ORIGINAL TARGET</th>
<th>No of properties</th>
<th>CO₂ per property (tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>08-Sep</td>
<td>2410</td>
<td>146</td>
<td>6</td>
<td></td>
<td>2,562</td>
<td>2,562</td>
<td>119</td>
<td>21.53</td>
</tr>
<tr>
<td>09-Oct</td>
<td>2,229</td>
<td>147</td>
<td>6</td>
<td></td>
<td>2,382</td>
<td>2,434</td>
<td>115</td>
<td>20.71</td>
</tr>
<tr>
<td>10-Nov</td>
<td>1,874</td>
<td>135</td>
<td>4</td>
<td></td>
<td>2,013</td>
<td>2,263</td>
<td>112</td>
<td>17.97</td>
</tr>
<tr>
<td>11-Dec</td>
<td>1,529</td>
<td>92</td>
<td>0</td>
<td></td>
<td>1,621</td>
<td>2,021</td>
<td>105</td>
<td>15.44</td>
</tr>
<tr>
<td>Dec-13</td>
<td>1,478</td>
<td>71</td>
<td>0</td>
<td></td>
<td>1,549</td>
<td>1,999</td>
<td>92</td>
<td>16.84</td>
</tr>
<tr>
<td>13-14</td>
<td>1,469</td>
<td>66</td>
<td>0</td>
<td></td>
<td>1,535</td>
<td>1,913</td>
<td>85</td>
<td>18.06</td>
</tr>
<tr>
<td>14-15</td>
<td>1,243</td>
<td>74</td>
<td>0</td>
<td></td>
<td>1,317</td>
<td>1,836</td>
<td>82</td>
<td>16.06</td>
</tr>
<tr>
<td>15-16</td>
<td>1030</td>
<td>76</td>
<td>0</td>
<td></td>
<td>1106</td>
<td>1,744</td>
<td>79</td>
<td>14</td>
</tr>
<tr>
<td>16-17</td>
<td>932</td>
<td>67</td>
<td>0</td>
<td></td>
<td>999</td>
<td>1,657</td>
<td>77</td>
<td>12.9</td>
</tr>
</tbody>
</table>

- 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>
<th>16-17</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>2,734</td>
<td>2,516</td>
<td>2,229</td>
<td>1,870</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>
<td>366</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>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL (kWh )</strong></td>
<td>5,305</td>
<td>4,955</td>
<td>4,227</td>
<td>3,339</td>
<td>3,134</td>
<td>3,092</td>
<td>2,915</td>
<td>2,638</td>
<td>2,236</td>
</tr>
</tbody>
</table>

| Number of properties          | 119   | 115   | 112   | 105   | 92    | 85    | 82    | 79    | 77    |
| kWh per property              | 44.58 | 43.09 | 37.74 | 31.80 | 34.07 | 36.37 | 35.55 | 33.39 | 29.03 |

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 36% 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 & iCentres)**

<table>
<thead>
<tr>
<th></th>
<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>
<td>144</td>
</tr>
<tr>
<td>Landfill</td>
<td>202</td>
<td>171</td>
<td>168</td>
<td>154</td>
<td>120</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>
<td><strong>264</strong></td>
</tr>
<tr>
<td>Average recycling rate</td>
<td>58%</td>
<td>64%</td>
<td>64%</td>
<td>66%</td>
<td>55%</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>
<td>45%</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>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile phones</td>
<td>Not recorded</td>
<td>25</td>
<td>48</td>
<td>44</td>
<td>None recycled in 16/17</td>
</tr>
<tr>
<td>Furniture - mixed</td>
<td>Not recorded</td>
<td>35</td>
<td>8</td>
<td>39</td>
<td>60</td>
</tr>
<tr>
<td>Used batteries</td>
<td>Not recorded</td>
<td>57</td>
<td>68</td>
<td>72</td>
<td>75</td>
</tr>
<tr>
<td>Printer cartridges</td>
<td>Not recorded</td>
<td>286</td>
<td>221</td>
<td>110</td>
<td>Not confirmed</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>
<td>None recycled in 16/17</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 recycled rates shows a sharp drop due to a review of the recording of waste and recycling throughout the organisation. The update figures now show an accurate reflection of levels of Landfill and recycled waste. We will be working to improve level of recycling recorded over all sites.

There has been 45% 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 11% increase on baseline figure.

Landfill avoidance-VisitScotland recycles office furniture, mobile phones, used batteries, printer cartridges and IT hardware. Data is shown for 2016-17 in accordance with VisitScotland’s Waste Reduction Plan. IT have did not recycle any equipment/phones in 15/16. In 2016/17 we will be introducing a robust method of recording number of cartridges recycled.
### Water (Operational Offices & iCentres)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂</td>
<td>2.4</td>
<td>2.2</td>
<td>1.7</td>
<td>1.9</td>
<td>2.6</td>
</tr>
<tr>
<td>M³</td>
<td>5,859</td>
<td>5,463</td>
<td>4,129</td>
<td>4,802</td>
<td>7,648</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 77 VisitScotland properties, a total of 67 sites were included for water consumption with 46 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 2014-15 coincided with a change of supplier, and improved reporting techniques.
- The increase in consumption during 2015/16 and 16/17 is being investigated