

2016

AN INVESTIGATION INTO THE OPPORTUNITIES AND CHALLENGES FOR A LOW CARBON TOURISM ECONOMY IN THE SOUTH WEST OF ENGLAND

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<http://hdl.handle.net/10026.1/6563>

<http://dx.doi.org/10.24382/587>

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Appendix 1: Journal of Sustainable Tourism Article Abstract

Journal of Sustainable Tourism
Vol. 20, No. 6, July 2012, 845–865



Towards a low carbon future – the development and application of REAP Tourism, a destination footprint and scenario tool

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(Received 24 December 2010; final version received 22 March 2012)

This paper explores the development and application of a bespoke modelling and scenario tool to quantify the full greenhouse gas (CO₂e) footprint associated with visitor activity and consumption. Designed for use by destination decision-makers, it helps understand the full CO₂e impact of visitors, explores potential mitigation strategies and identifies emissions reduction possibilities. REAP Tourism can calculate direct and indirect supply chain emissions related to accommodation, travel, food, shopping, services, attractions, activities and events. This paper demonstrates the tool at a range of different geographic levels in South West England. Initial results show overseas visitors to have an impact of 196 kg CO₂e per day, domestic overnight visitors having 49 kg and day visitors 48 kg. Further exploration shows the tool's ability to show the impact of different marketing/development scenarios on CO₂e emissions including holidaying locally strategies, encouraging longer stays, buying local goods and encouraging low meat diets. Comparisons show that luxury weekend visitors have five times the daily impact of family holiday visitors and ten times those of back-packers. The strengths and weaknesses of the tool's methodologies and its range of outputs able to inform tourism policy and decision-making are discussed.

Keywords: greenhouse gas; climate change; scenario analysis; policy-making; strategy planning; tourism destinations

Appendix 2: Workshop Attendance lists

Devon Workshop	Cornwall Workshop
Mazzard Farm / East Devon Excellence	Heartlands
South West Tourism Alliance / Higher Wiscombe	CoaST
Exmoor National Park	Visit Cornwall (1)
Jurassic Coast World Heritage Team	Visit Cornwall (2)
Somerset Council	Nature Workshops
Services4Tourism	Watergate Bay (1)
West Dorset Leisure Holidays	Watergate Bay (2)
Poole Tourism	Penventon
National Trust	Business Leaders for Low Carbon
Discover Dorset	Cornwall Council
British Association for Shooting and Conservation	Cornwall Council – WHS (1)
VisitEngland	Cornwall Council – WHS (2)
Exeter University	Devon Council
Small Tourism Operators	Wringworthy Cottages & Farm
East Devon AONB	The Barn at Little Trefula
Hoburne	Newquay Town Council
	Breezydaze
	Eden Project
	Environment and Sustainability Institute (ESI)

Appendix 3: Samples of Workshop Promotional Material

Sent: 16 March 2013 13:11

Subject: South West Tourism Alliance Meeting

Dear Member.

Please make a note in your diary for the next South West Tourism Alliance Meeting. We promise you an interesting and packed agenda.

The Date:

24th April 2014

The Timings:

0945 Arrive: Tea and coffee available for purchase.

1015 Programme commences: Plenty of opportunity for questions.

1230 Depart.

The Venue:

This has kindly been offered by Rhys Roberts and the team at The Tiverton Hotel:

The Tiverton Hotel

Blundells Road, Tiverton, Devon,

EX16 4DB

Tel: 01884 256120

The Agenda:

The format for the meetings was set at the last meeting in November, the pre-season meeting will present regional topics in addition to updates from research, sustainability, awards and training, and the autumn meeting will see presentations from National bodies. Full details of the precise agenda and order of play are being finalised over the next week, but wanted to get a calling notice out as soon as we could.

We also have another meeting that follows directly on from the Alliance meeting which may be of interest to you.

Emma Whittlesea from Plymouth University will be facilitating a 2 hour interactive workshop from 1.30-3.30pm, exploring the opportunities, challenges and enablers for a low carbon tourism economy. It will review latest research in this area and will invite individual and group discussion on reducing the carbon impact of tourism that will inform future workshops and published research on low-carbon tourism.

This session is FREE, includes lunch from 12.30pm and provides a unique opportunity to get actively engaged in discussing options for low-carbon tourism... BUT it has limited places, and you MUST register. Please contact Emma at: emma.r.whittlesea@plymouth.ac.uk to find out more or to register to take part.

Any questions, please let us know. And please do let us know if you are planning to attend.

Alistair

Alistair Handyside

On behalf of the South West Tourism Alliance

Mobile: 07771 678028

Email: alistair@higherwiscombe.com

Web: <http://www.swtourismalliance.org.uk>

The Future of Low-Carbon Tourism in Cornwall



Book your place!

Hello to members of Visit Cornwall

The rising cost of carbon-based fuels is likely to have a negative effect on tourism for holiday-makers travelling to Cornwall as well as for business. We want to hear your thoughts and experiences on how we can future-proof the industry and move to a low-carbon tourism economy in Cornwall. Are you interested in exploring this issue with us?

The University of Plymouth invite you to take part in an interactive workshop that will be held at Heartlands, Pool, Cornwall on Thursday 9th May 1 – 4pm (lunch included). The workshop will explore the opportunities, challenges and drivers for a low-carbon tourism economy. Recent research will be presented and participants will discuss ideas and solutions.

This session is FREE and includes lunch from 1pm. Places are limited...so to find out more or to register as a participant please contact the organiser, Emma Whittlesea, at Plymouth University: emma.r.whittlesea@plymouth.ac.uk

Best wishes,

Malcolm Bell
Head of VisitCornwall

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Appendix 4: Facilitators Briefing Note

Tourism Stakeholders Workshop - Facilitators Guide

First and foremost thank you for offering to help facilitate the Tourism Stakeholder Workshop in Tiverton on the 24th April. I have made some brief notes here to help clarify your facilitator role in the workshop and I will run two fifteen minute briefings to go through everything on the day with you and to check you are comfortable and happy, one at 9.30am and one at 1pm on the day (*you can attend either or both*).

I have planned and will be leading the whole session and making sure it all works smoothly on the day and keeps to time. I will facilitate all plenary activities and will be observing and monitoring what is happening and keeping control of the process. A set of ground rules will be shared with all the participants at the beginning of the session to help everyone work together effectively on the day.

I will clearly introduce each activity and will roam around to guide and support you as a small group facilitator. The group you will facilitate will have a maximum of 6 people. If any issues arise, there are questions, or any problems emerge I will be there on hand to help.

The *workshop plan* outlines the structure of the session and what you will need to do as a facilitator for each exercise. The exercises are straight forward and have been designed to get feedback on a range of questions from those in the group.

I will set out all the paperwork, materials and flipchart sheets beforehand. Your role is to keep the group on the task and for some exercises you will need to make notes on a flipchart of what is said.

Different techniques have been used to keep participants and you as a facilitator interested and active. I have summarised six '*top tips*' for facilitation below and have provided further detail in the following sections. Please:

1. Keep momentum and energy going
2. Make an impartial record of what is said
3. Write clearly and in a well organised way
4. Be neutral and stay out of the discussion
5. Observe and encourage everyone has an opportunity to input
6. Manage the paper and outputs

1. Keep momentum and energy going

I will work hard to enthuse and motivate in the plenary sessions and will roam around to help keep people engaged. The pace of the workshop will also be quite fast due to the limited time and to keep people engaged and interested. However if people are

quiet you can re-ask the question/s to encourage feedback or ask 'is there anything else they want to add'.

2. Make an impartial record of what is said

I have designed the exercises to encourage the participants to write down as much as possible on post-it notes to avoid misrepresentation of their views. The whole session will also be audio-recorded. However some of the exercises will require you to make notes on a flipchart of the points they come up with or suggest. Summarise the point they are making but try to use their words. If you are unsure ask them to clarify what they would like you to write down and record.

3. Write clearly and in a well organised way

Try to write clearly and large enough for the group to see what you are recording down. Use a dash to clearly separate out each point and lower case writing is easier to read and quicker for you to write. Don't worry about spelling – and this will be highlighted to everyone in the workshop!

4. Be neutral and stay out of the discussion

You must not contribute your opinion to the discussion. You must remain impartial and only record the views raised by the participants. Check the meaning of points participants raise if you are unsure and be careful not to change the wording.

5. Observe and encourage everyone to have an opportunity to input

6. Managing paper and other outputs

All the exercises, template sheets for gathering data and the flipcharts will be numbered to help you manage the paper and outputs. However it is important to make sure you are working with the right sheets for the task. Please keep an eye on the audio-recorder to check that it is working and hasn't switched off.

There will be plenty of paper, pens and materials provided but should there be any shortages on the day just shout.

If there are any queries or problems at any point in the workshop you can ask me at any time. I will be there to make sure the process runs as smoothly as possible.

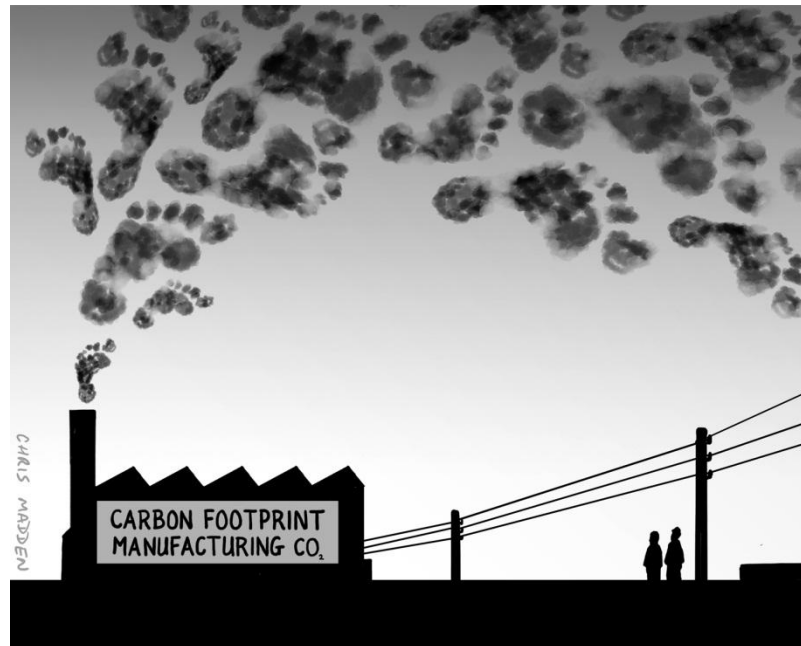
Thank you again for offering to help and see you on Wednesday.



Appendix 5: Workshop Presentation

Exploring Low-Carbon Tourism

Tourism Stakeholder Workshop



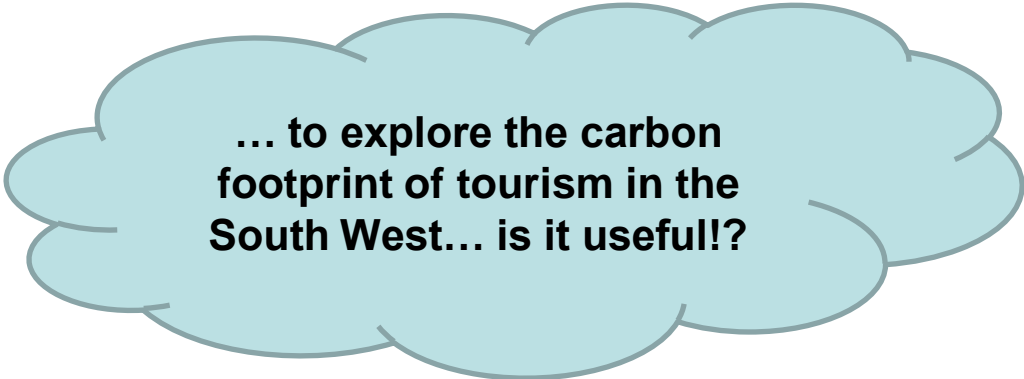
Programme

- Introduction & Context
 - Presentation of the carbon modelling and scenario results, key messages and findings
- Examination
 - Usefulness / issues / improvements
 - Opportunities and challenges
- Exploration
 - Drivers and action for change
 - Roles and responsibilities
- Evaluation



Why are we here?

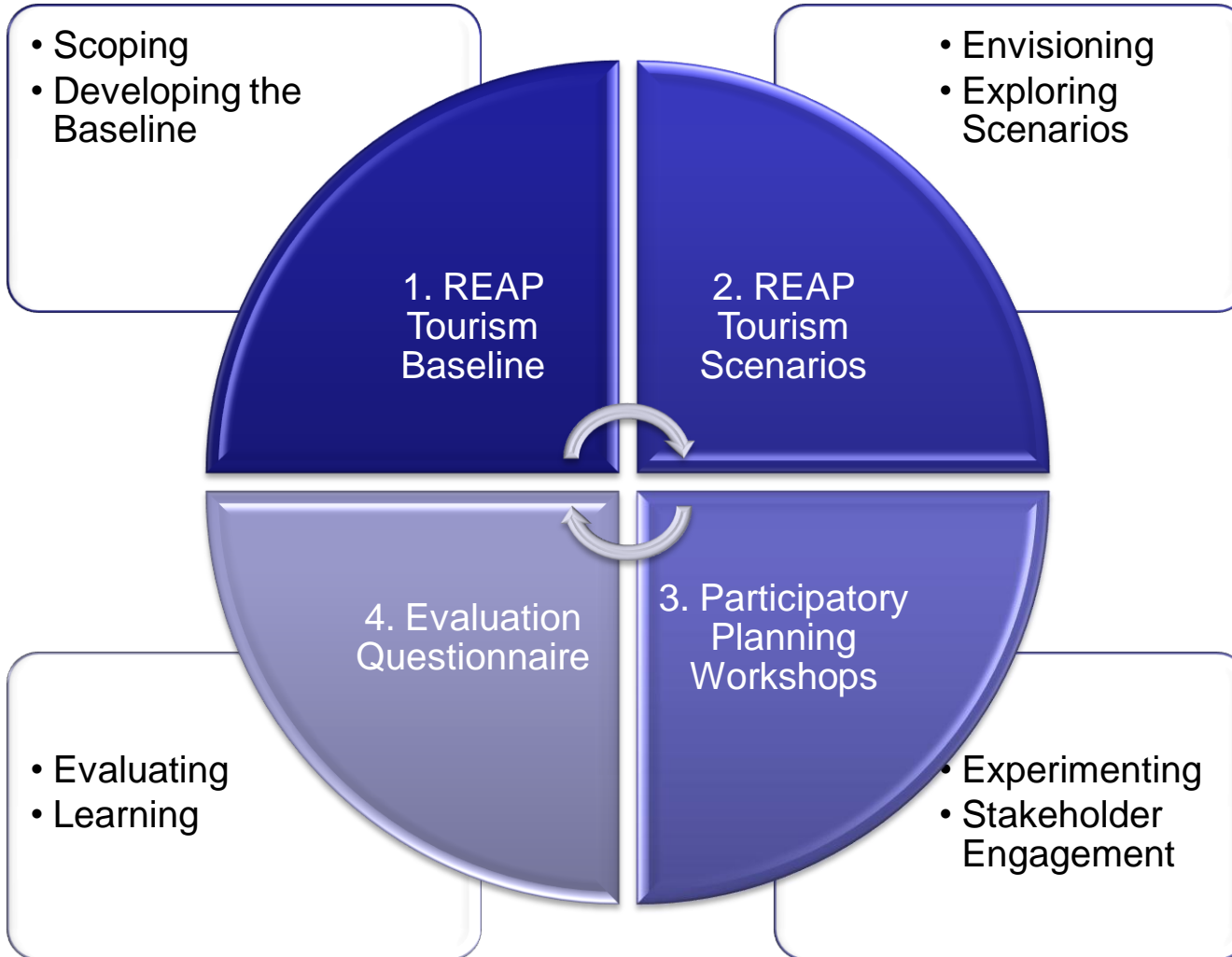
- Growing agenda and relevance
- Challenge of low carbon economies
- Industry resilience - future proofing
- Data capture and research objectives
- Stakeholder dialogue and knowledge exchange



**... to explore the carbon
footprint of tourism in the
South West... is it useful!?**



Research Process



Working Effectively Together

- ✓ *Everyone has a right to be heard and to express their view*
- ✓ *One person speak at a time please*
- ✓ *Please be concise and to the point – to give others a chance*
- ✓ *Aim to keep on task*
- ✓ *Aim to use language all can understand*
- ✓ *Check that what is written is what you mean*
- ✓ *All points are recorded but not attributed*
- ✓ *Timing and coffee break is tight – please get back promptly*
- ✓ *Feel free to disagree..... but try to avoid being disagreeable!*

**“Parking
Place”**



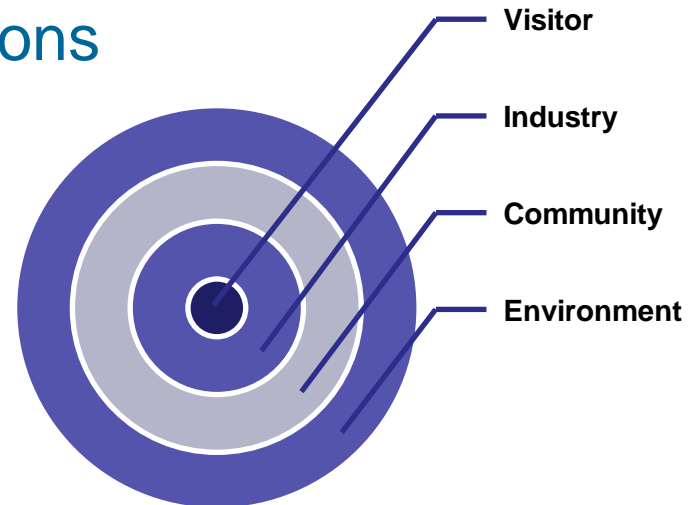
Exploring Tourisms Impact

REAP Tourism Modelling



Why Measure Carbon?

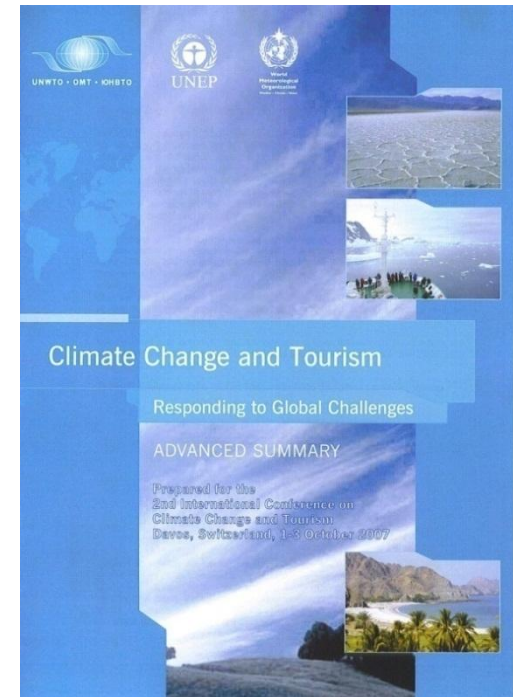
- If we can't measure it, how can we manage it?
 - What gets measured gets done
 - If you don't measure results, you can't tell success from failure
- Global challenge – emissions reduction / targets
- Implications/relationship to tourism
- Tourism's impact on emissions



Climate Consciousness

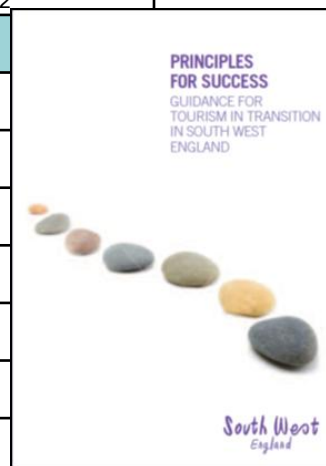
- Davos Declaration 2007 (Djerba 03)
- DECC – Low Carbon Plan
- Climate Change Act 2008
 - 80% emissions reduction target by 2050 from a 1990 baseline
 - Interim targets along the way (34% by 2020)
- Tourism as Vector...
 - 5% of global anthropogenic CO₂ (14%)
 - Transport accounts for approx. 75%
 - Climate–sensitive and location specific

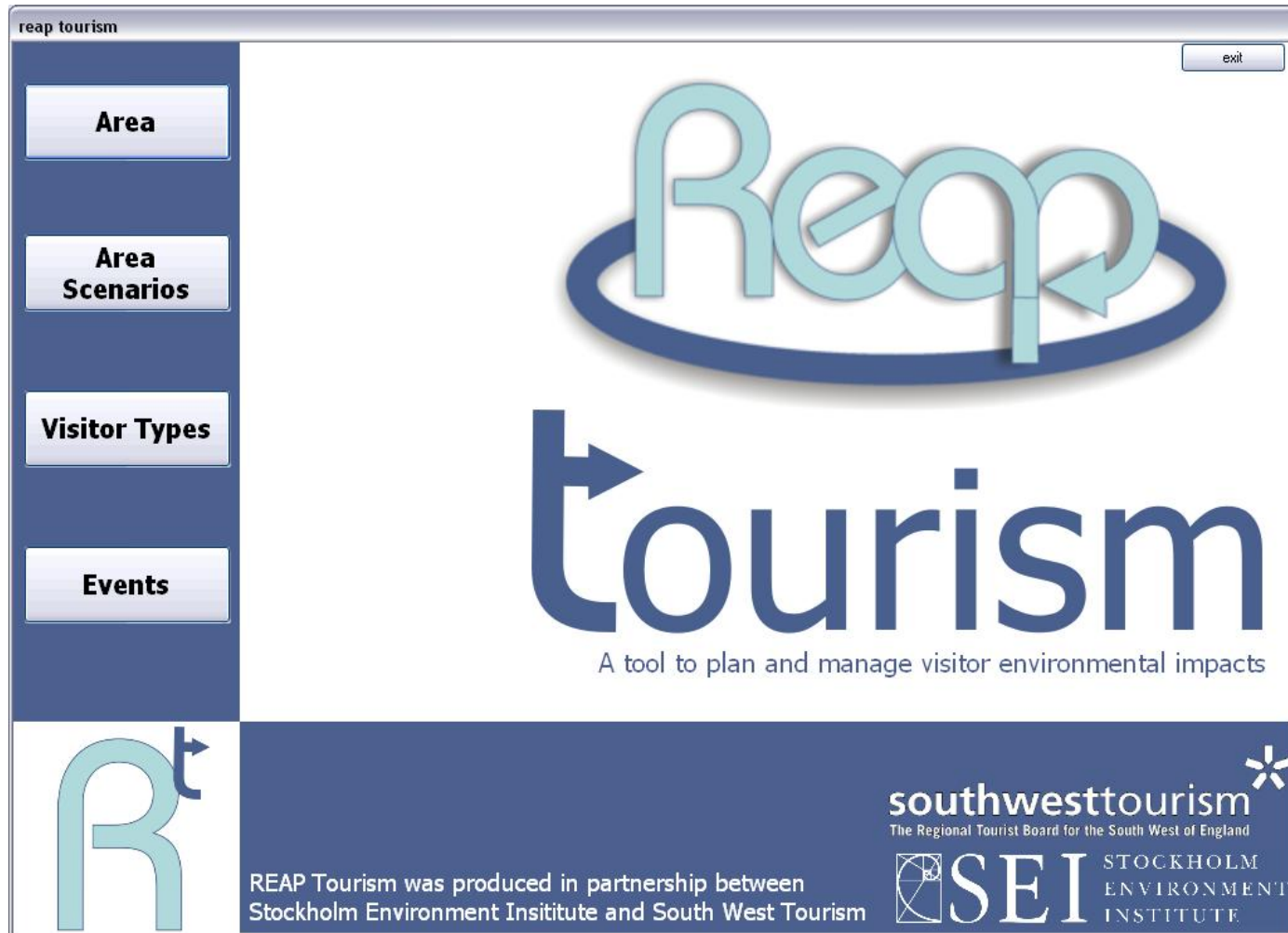
...and Victim?



Indicators of Success

Core Indicator	Target
Increase in the value of tourism expenditure £s	3% per year (5% including inflation)
Decrease in CO ₂ emissions	34% by 2020 - from 6,900 to 4,600 tonnes CO ₂
<i>Enabling Indicators</i>	<i>Target</i>
Reduce car km	25% decrease
Reduce air km of international flights	10% decrease
Increase use of public transport	10% increase
Increase efficiency of travel options	10% increase
Increase efficiency of energy used by businesses	30% increase
Increase length of stay	1 day increase
Increase use of local supply chains	15% increase in the value of local purchasing
<i>Supplementary Indicators</i>	<i>Target</i>
Seasonality	Decrease the variance between peak and shoulder season visits by 45% ^[1]
Employment supported by tourism	Increase the number of FTE jobs supported by tourism expenditure by 3% pa
Community acceptance of tourism	Maintain the 96% proportion of residents who believe that "tourism is good for the area"



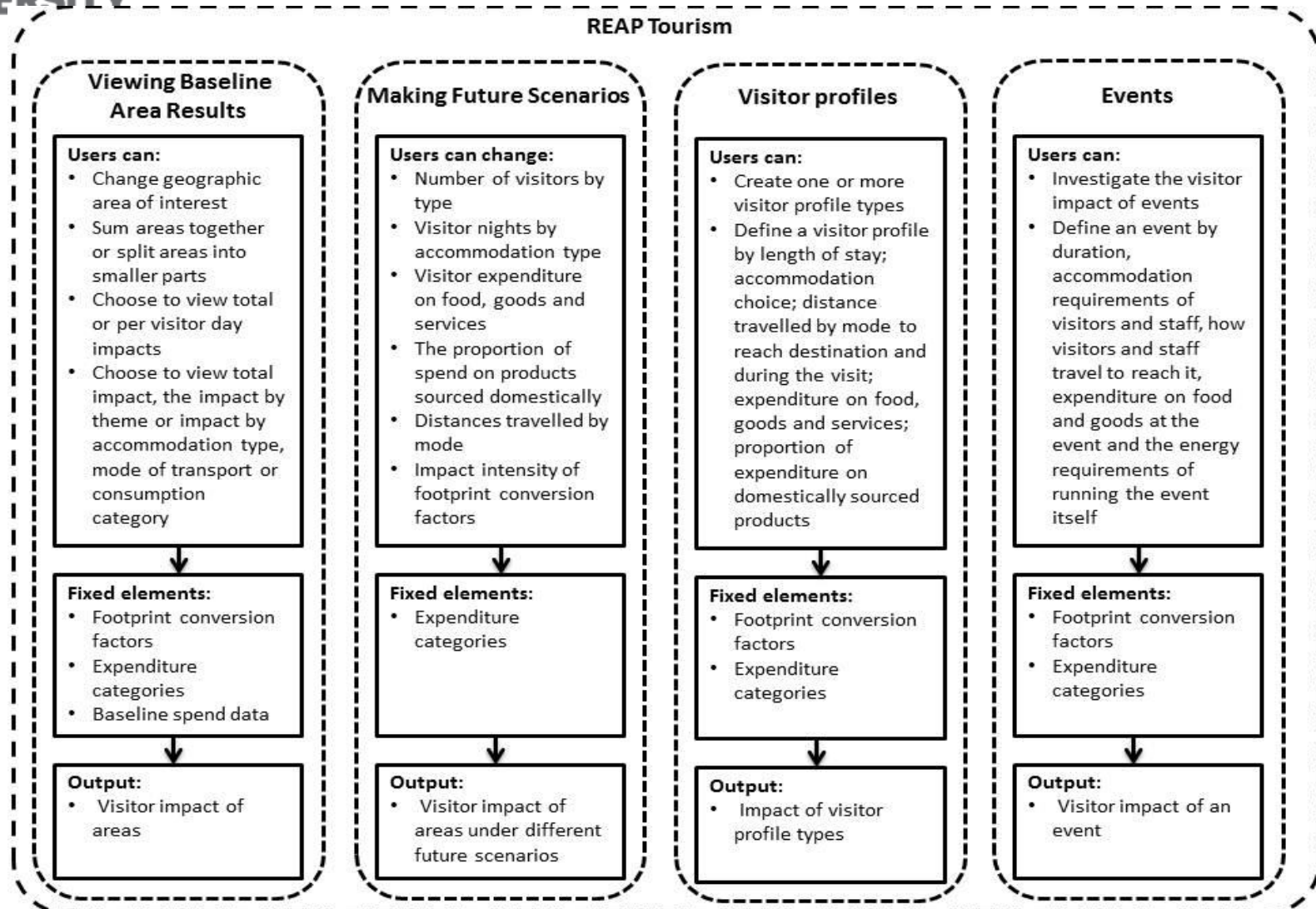


Eight themes	Description of what is included in the REAP Tourism CO ₂ e footprint
Accommodation	The direct and indirect impact of the energy used in caravans, campsites, campsite's, holiday villages, hostels, self catered properties, guest accommodation, hotels, inns, second homes and the homes of visitors friends and relatives
Food	The indirect supply chain impacts of food production for catered food from pubs, cafes, restaurants, takeaways and snack shops and non catered food spend from supermarkets
Travel	The direct and indirect impact impacts of arrival and return travel and travel whilst staying in the region by different travel modes such as cars, motorbikes, trains, buses, coaches, planes, boats and by foot
Shopping	The indirect supply chain impacts of the production of various goods such as recreational items, clothing, furniture, household appliances, personal electronic equipment, jewellery and toys
Activities	The indirect supply chain impacts of a visit to take part in tourist activities such as exploring nature, powered and non powered water sports, adventure sports and leisure activities
Attractions	The indirect supply chain impacts of trips to tourist attractions such as castles, gardens, churches, theme parks, museums, farms, zoos and views
Events	The indirect supply chain impacts of a visit to a tourist event such as a carnival, circus, sports or religious event, concert, festival, fete or conference
Services	The indirect supply chain impacts of services such as tourist information, insurance, vehicle hire, cleaning, emergency, breakdown and hospital services, car parking and communication

Source: Whittlesea and Owen (2012)



REAP Tourism



Source: Whittlesea and Owen (2012)



Exploring Impact

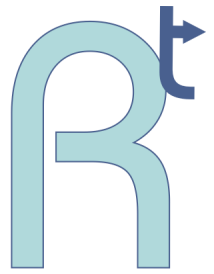


South West Visitor CO ₂ e 2006 Footprint	Total (tonnes)	Per day (kg)
Overseas staying visitor	3,928,324	196.42
Domestic staying visitor	3,846,599	49.15
Day visitor	4,511,130	47.76
South West visitors	12,286,053	63.75
South West residents*	85,144,585	45.52

* Source REAP Model, SEI, 2006

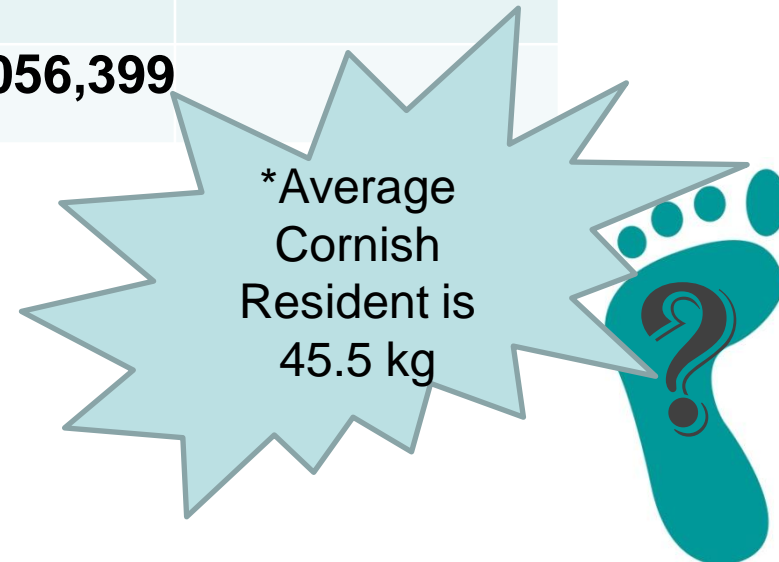


...Cornwall?



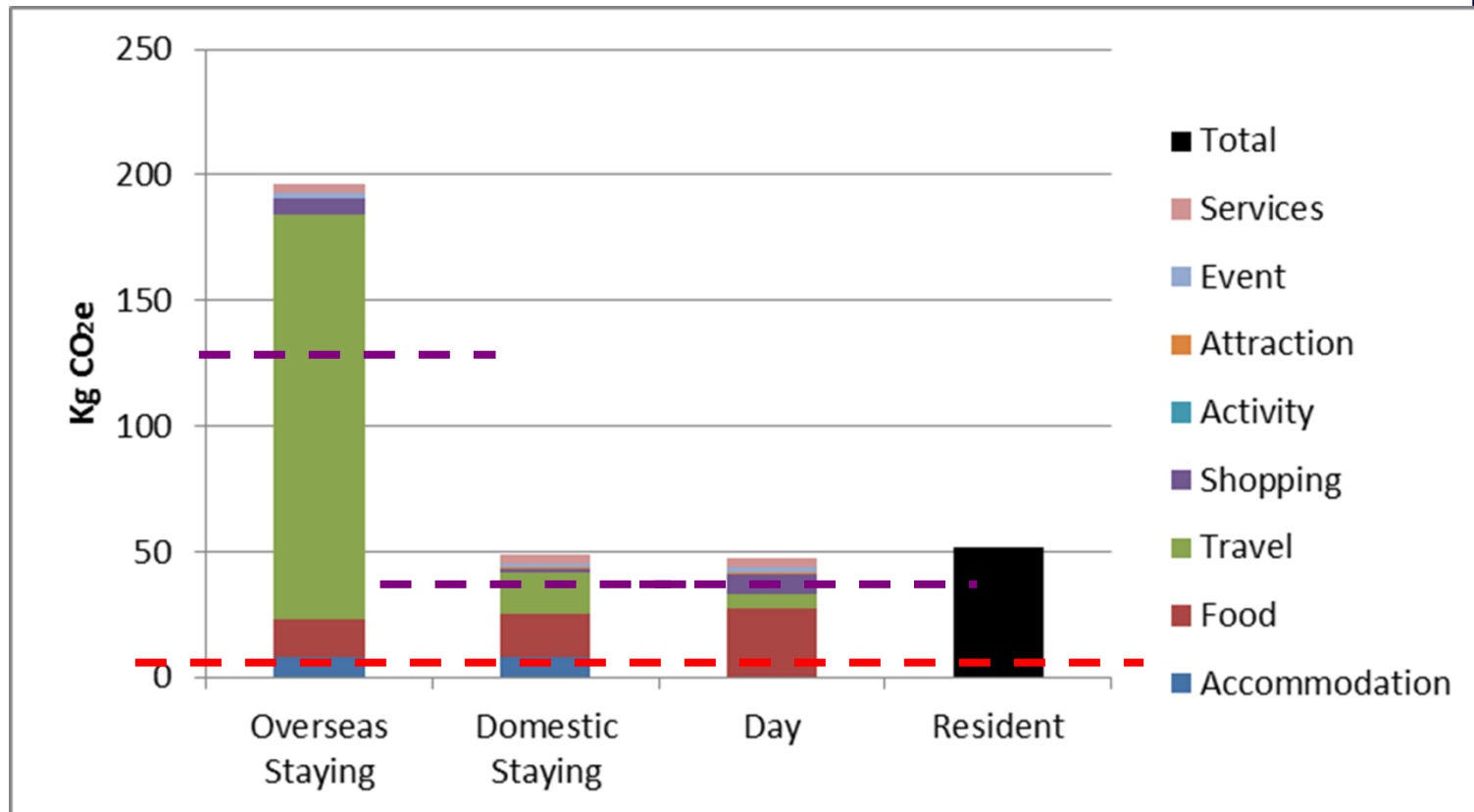
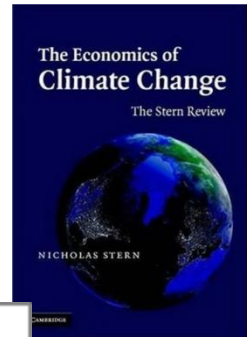
Cornwall Visitor CO ₂ e 2006 Footprint	Total (tonnes)	Per day (kg)
Overseas staying visitor	522,042	246.13
Domestic staying visitor	1,091,217	47.49
Day visitor	443,140	45.31
Total	2,056,399	

* Source REAP Model, SEI, 2006



Exploring Detail

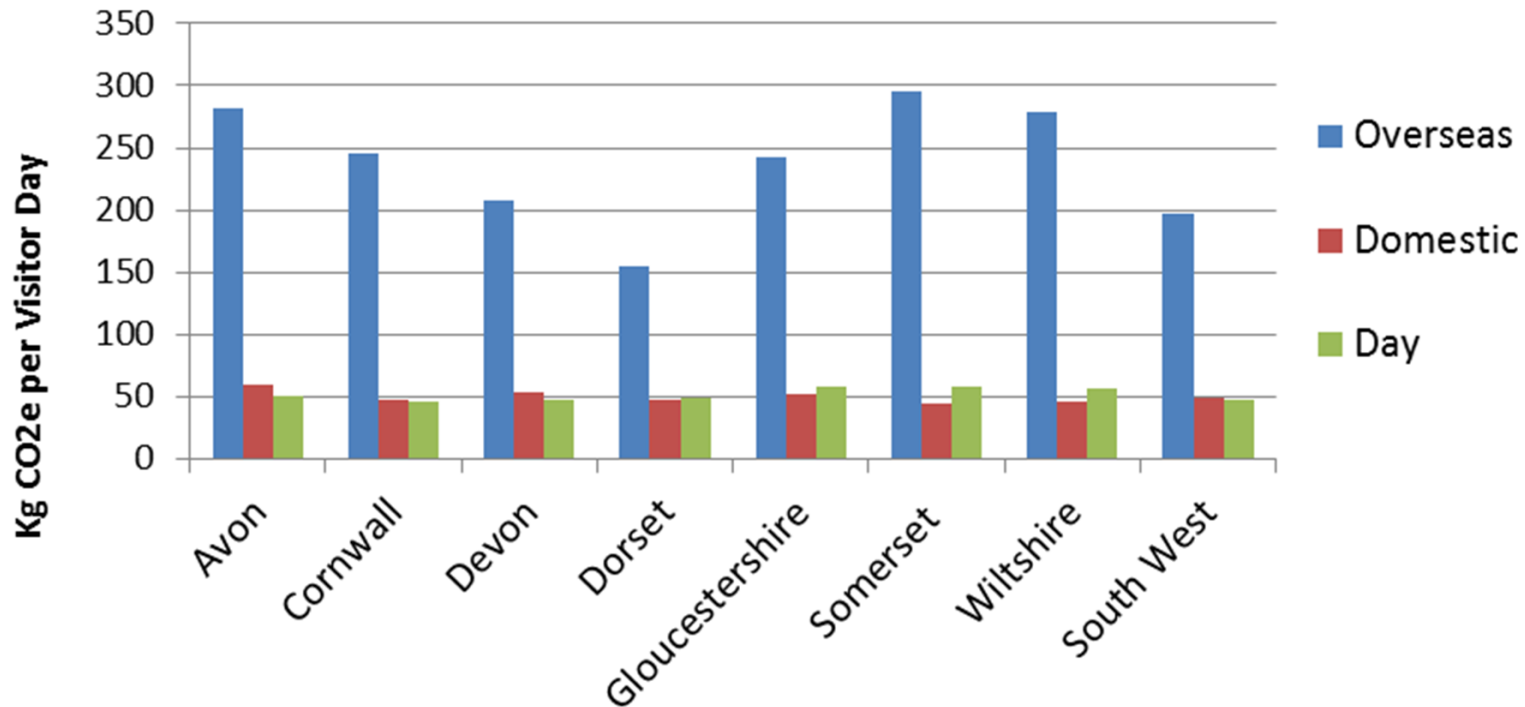
2020 34% Government Target



Stern Review 5.5kg 2050 target line

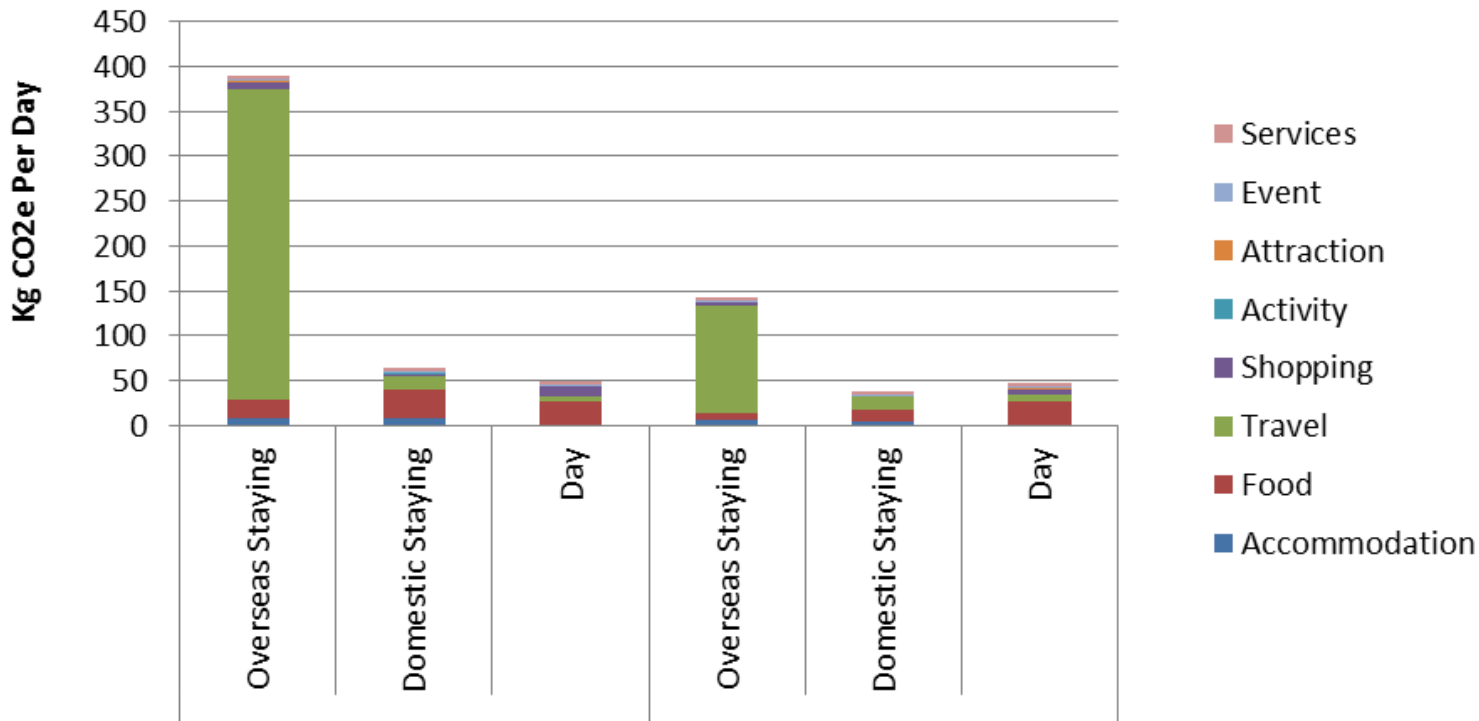


Comparing Sub-Regions Total and Per Visitor Day

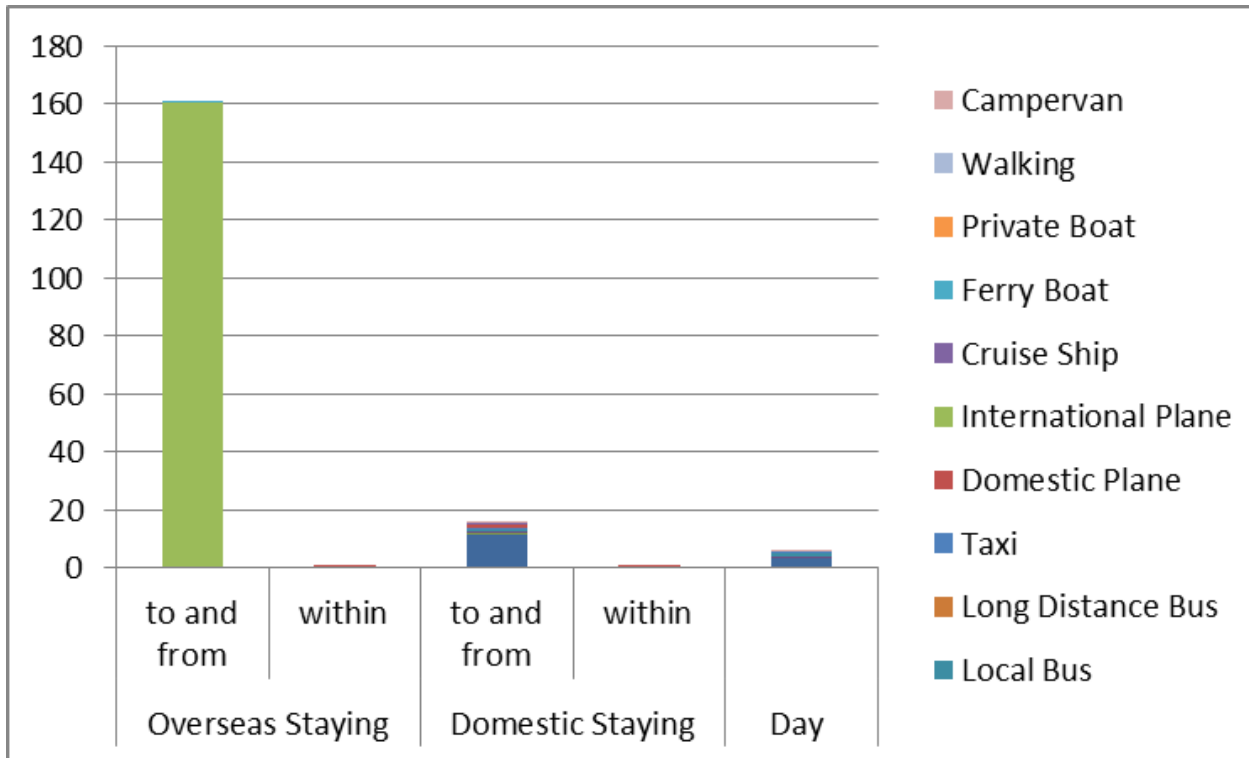


Destination Differences

BANES and East Dorset Visitor CO2e Footprint



Travel per visitor day



Key Findings:

- **International Plane is a significant contributor**
- **Travel to & from the destination should be the focus to reduce impact**



Unpicking Visitor Impact

- **Profile 1 – Money to burn**

- Hotel for 2 days, flies from Scotland, hires a car, eat out at Restaurants for lunch and dinner, first day shopping and buys local jewellery, art work and clothing, second day took part in water sports

- **Profile 2 – Cheap trip**

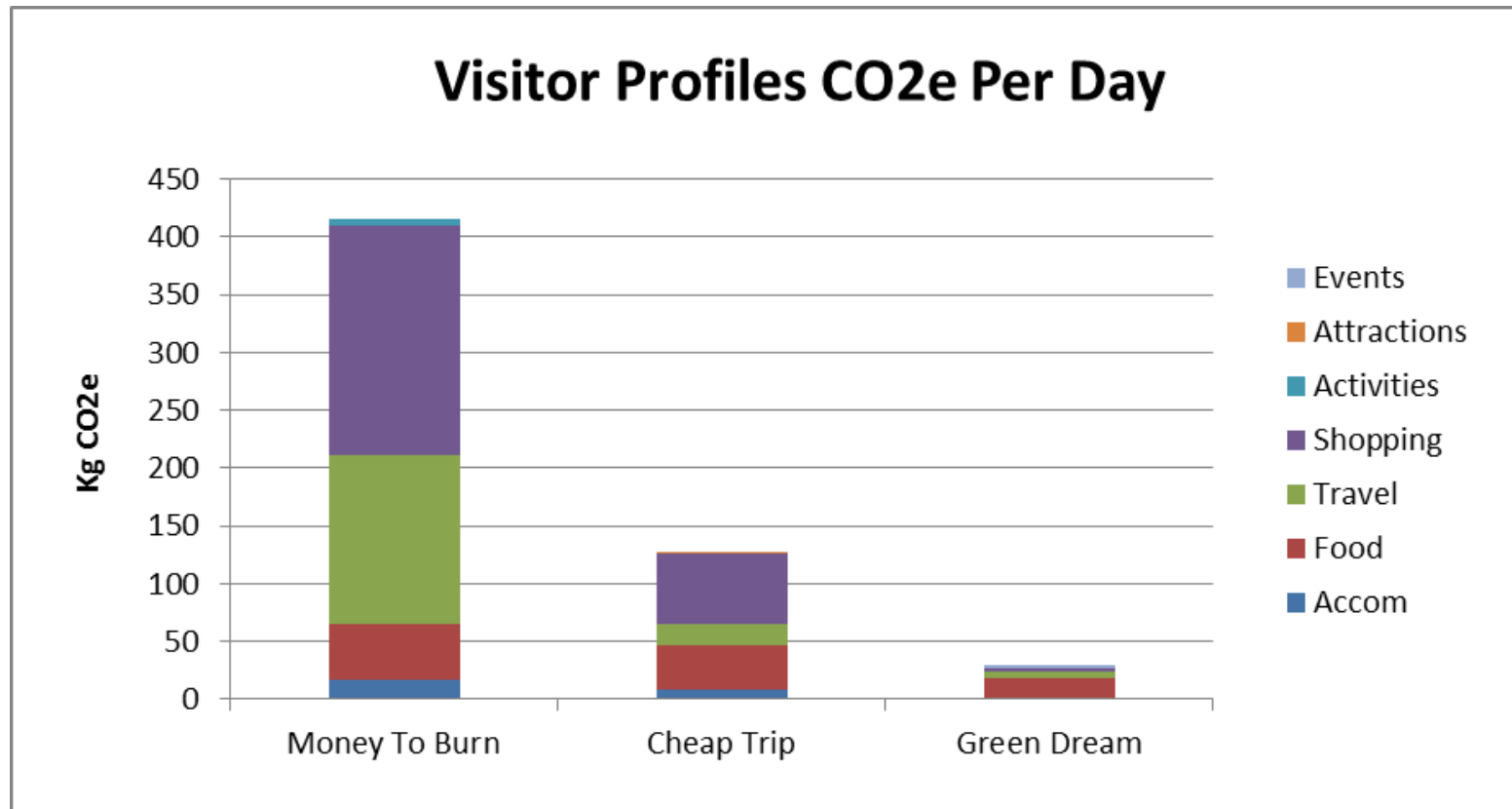
- Holiday village for 4 days, travels by car from Wales, eats out once during the visit in a café, all other food is bought and cooked, buys gifts and some treats, takes part in boating activities, visits art galleries

- **Profile 3 – Green Dream**

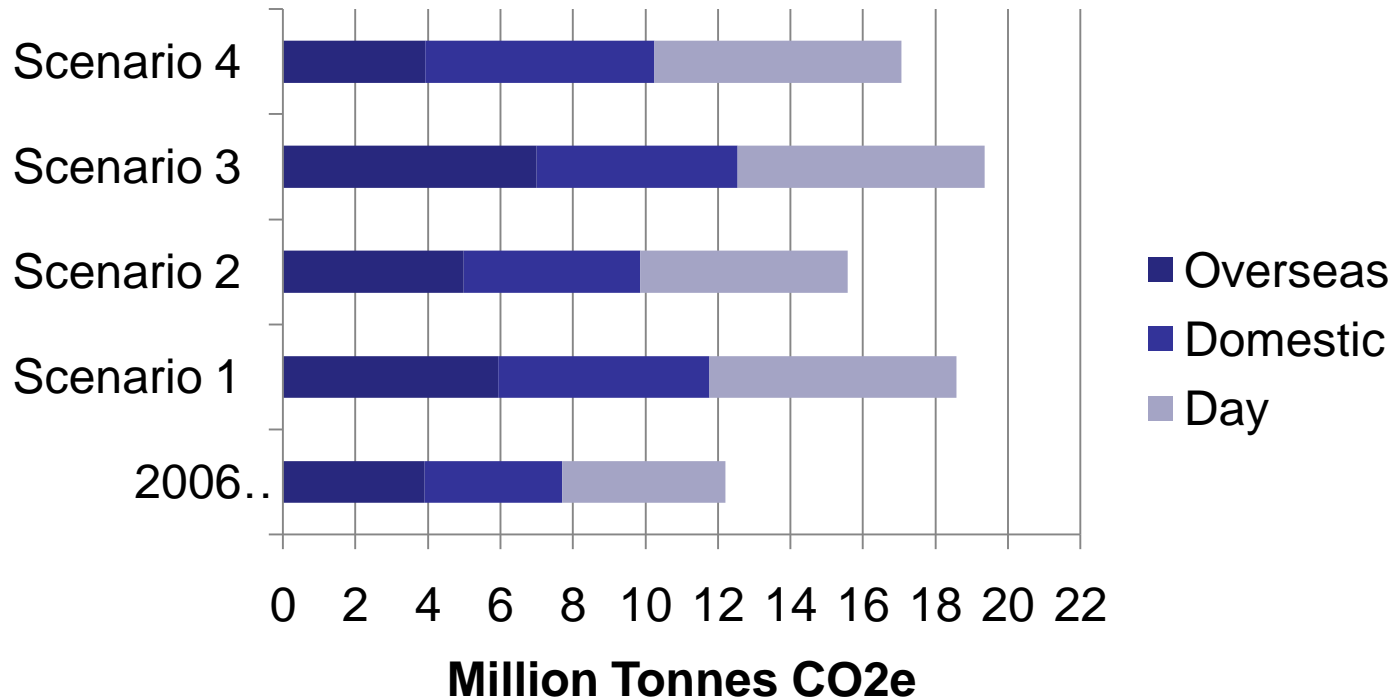
- Camps for 5 days, travels from London by train. Takes bicycle for tour of Devon, Eats out for most meals, limited purchases, visits an attraction every other day and ends the trip at a festival



Profiling Visitors



Exploring Growth



Scenario 1 - 3% growth per annum

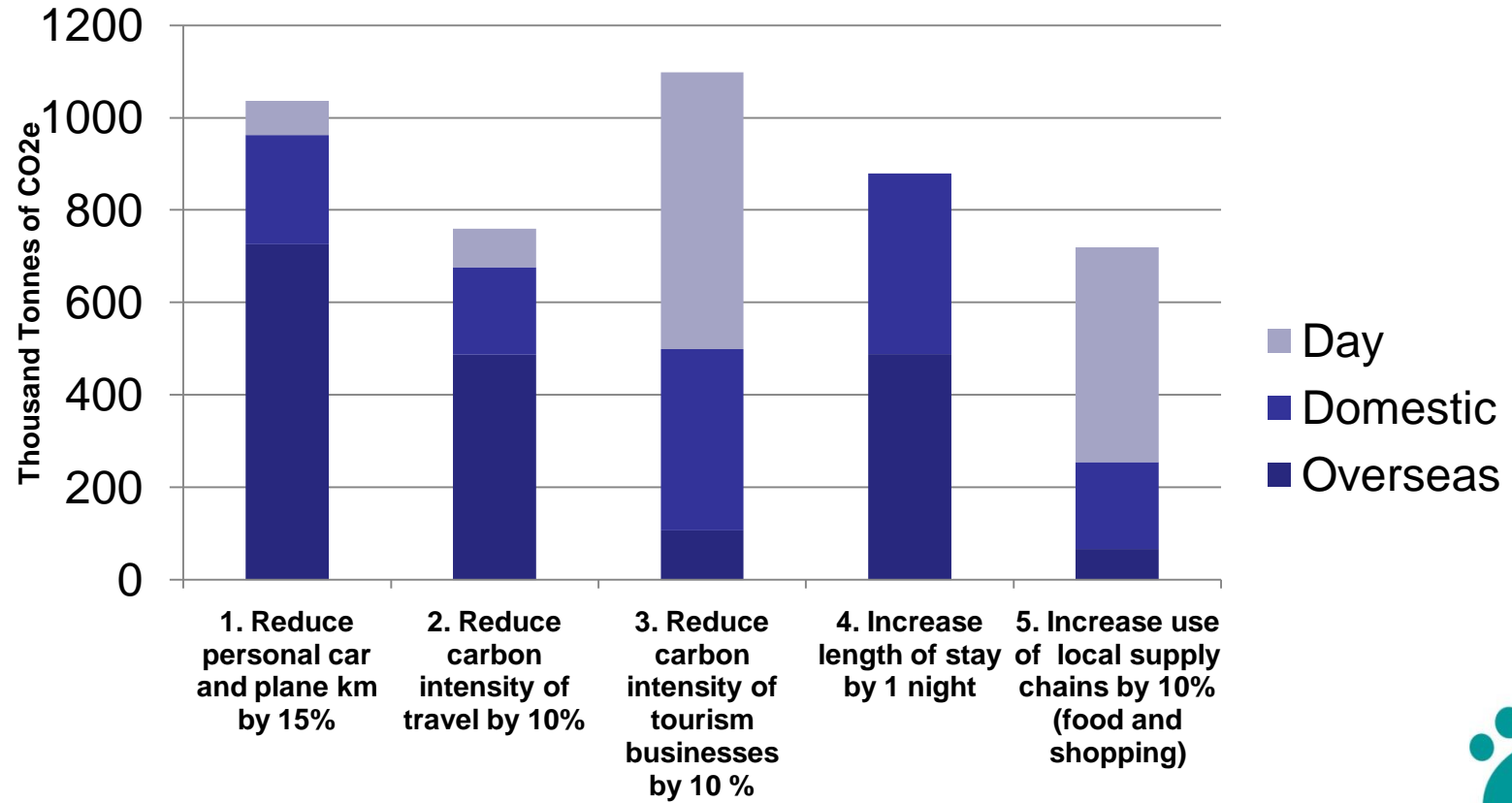
Scenario 2 - 1.5% growth per annum

Scenario 3 - 2.6% domestic + 4.4% overseas, 3% day

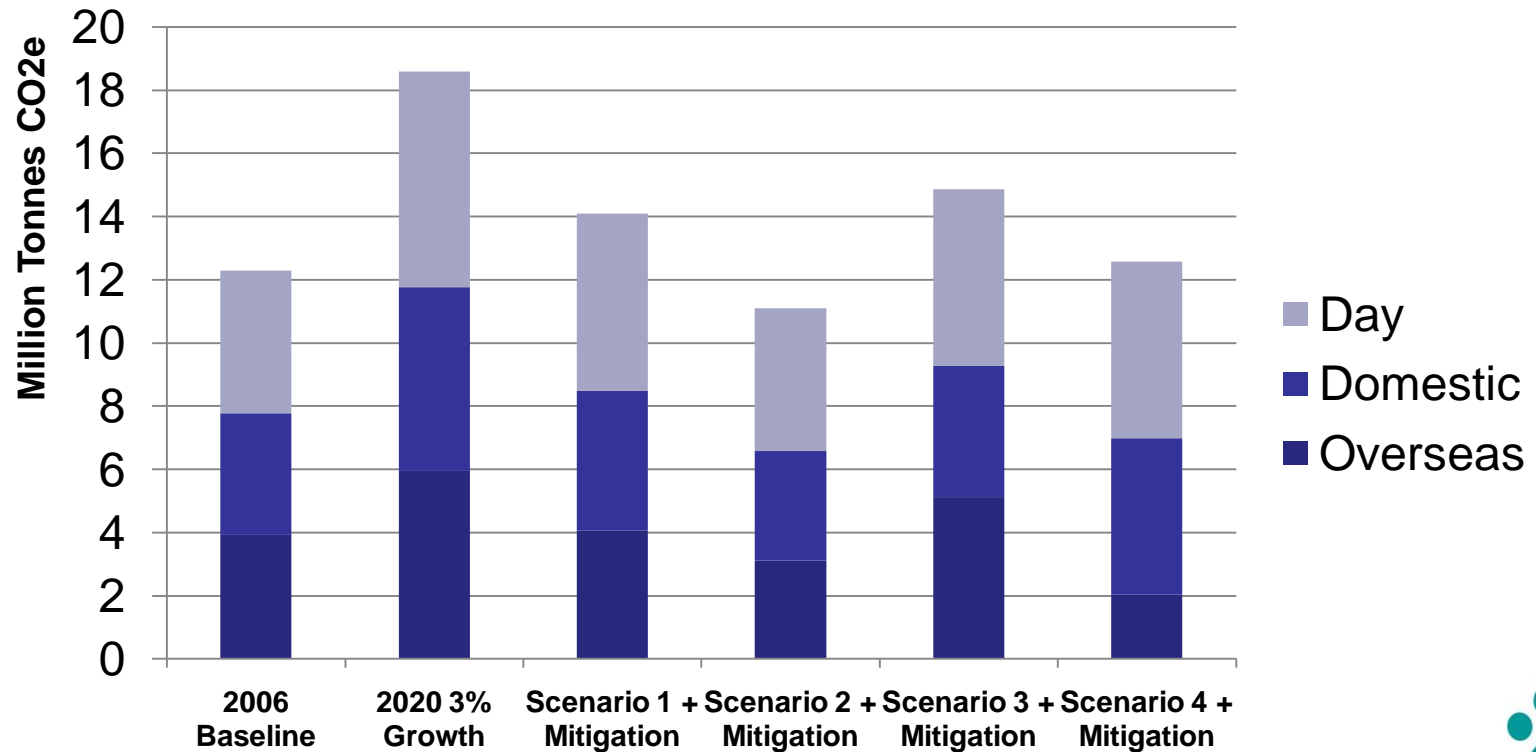
Scenario 4 - 3% growth all domestic



Decarbonising Tourism



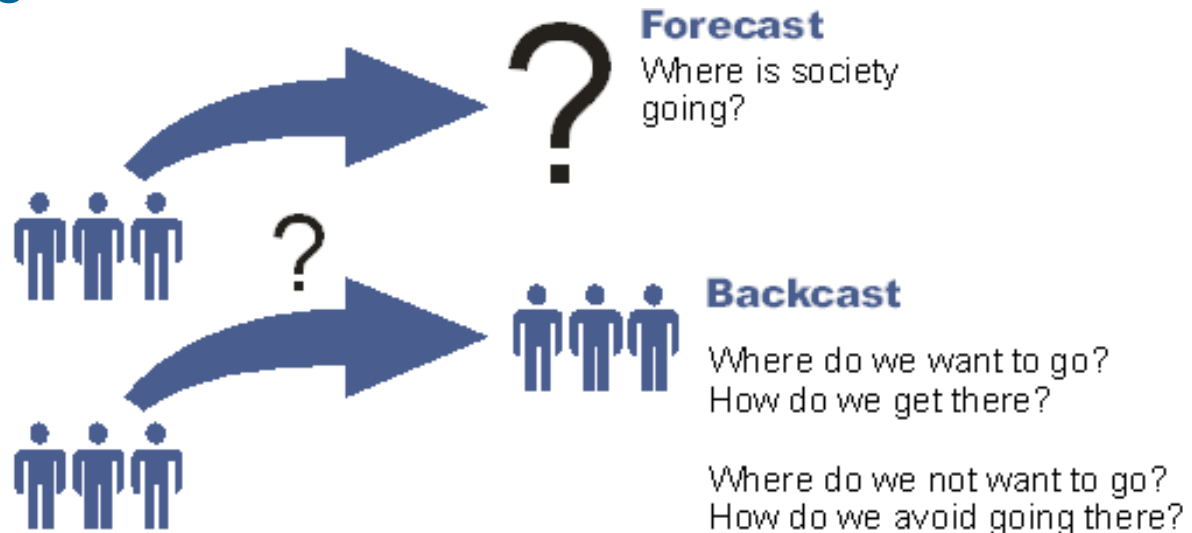
Emission Impossible





Examination

- Results and their usefulness
- Ideas and improvements
- Opportunities and benefits for the industry
- Challenges



1. Discuss

What are your initial thoughts?
(observations, concerns, queries)



2. How could you and others use and apply the data?



3. What would make the data more useful?

(e.g. further modelling, ideas on presentation, improvements)



4. What are the opportunities and benefits for the industry?

(of improved measurement and management of carbon)



5. What are the challenges for the industry of measuring and managing carbon?

(e.g. barriers, obstacles, conflict)



6. How can the low-carbon agenda be integrated into tourism management?

(e.g. measurement, policy, planning, marketing, product development)



Refreshment Break (10 minutes)

IDEAS Board





Exploration

- *Drivers and enablers*
- *Roles and responsibilities*
- *Action you would like to see*
- *Action underway*



7. What would motivate and engage the tourism sector to monitor and manage carbon?

Anything goes...
...what would work for you!?



**8. What action would
you like to see and by
whom?**



9. What action is already being done and by whom?

Different colour post-its please 😊!!



Evaluation

- *Your individual reflection*
- *Feedback*



Next Steps

- Follow-up interviews
- Transcription and write-up
- Analysis and conclusions
- Summarise and share the results



Industry Information

- Carbon Calculator for Tourism Businesses
<http://www.visitcornwall.com/industry/carbon-footprint-calculator>
- Centre for Business and Climate Solutions
<http://emps.exeter.ac.uk/engineering/research/climateassist/sectors/tourism/>
- Energy Savings Trust <http://www.energysavingtrust.org.uk/>
- Yougen <http://www.yougen.co.uk/>
- The Carbon Trust <http://www.carbontrust.com/>
- Coast <http://www.coastproject.co.uk/>
- Green Start <http://www.better-tourism.org>
- Climate South West <http://www.climateprepared.com/>





Thank you!!

Emma Whittlesea
Plymouth University

emma.r.whittlesea@plymouth.ac.uk

LEAVE A SMALLER
FOOTPRINT ON
HOLIDAY.

A trip to England's greenest county is definitely a step in the right direction. You could start by exploring our two National Parks or maybe our World Heritage Sites. Want more? We have enough protected land to cover Paris and Madrid combined, and a network of cycleways and footpaths that could stretch from Devon to Florida. Not tired yet? Head for the coast, either of them. Uniquely we've got two, so stretch your legs. After all that you'll want a good meal. Well, with more organic food producers than anyone else, you may have travelled far but your food won't have. So, if you want to lessen your carbon footprint on holiday, make tracks for Devon.

Discover
Devon
england's greenest county

Call 0870 608 55 31 or visit www.naturallydevon.com

European Union
Regional Development Fund



Appendix 6: Detailed Programme - Stakeholder Workshops

- ✓ On arrival explain and introduce the plan for the workshop.... lunch, sign-in, colour coded badges and tables, consent forms, start time of **1.45pm** and finish time of 4pm!!

Start Time	Min	Who	Activity Description	Technique	Kit	Facilitator Role
Sign In, Lunch and Networking (Colour coded tables, pens, sheets, participants and facilitators / name badges / sign-in list / consent forms and info sheets)						
12.30	20	Facilitators	Facilitators briefing and run through of the session. Allocate and introduce table/group	Briefing	Facilitators Guide & Support Notes	Ask heaps of questions
1pm	45	All	Getting everyone signed in, consent form signed, badged, seated and ready for a prompt start at 1.45pm.		Attendance Sheet Badges Consent	Help get everyone to their table. Check everyone has signed a consent form.
Stage 1 – Introduction & Context						
1.45pm	5	EW	Welcome and thank you Check everyone has signed a consent form. Introduction to the research and workshop (context, relevance, data capture, ground rules, format, housekeeping, introduce facilitators, programme). Purpose: to provide people with information they need to participate effectively	PowerPoint Process Map – Stages of the research and day!	Few Slides Ground Rules Printed Programme	
1.50pm	15	EW	PowerPoint presentation Carbon modelling, scenario results, key messages and findings. Purpose: to provide people with information and get everyone up to speed	PowerPoint	Slides	Note personal feedback or thoughts. Start recorders!!
2.05pm	10	EW	Open questions and discussion (clarity, checking understanding, terminology). Capture individuals 'initial' thoughts having just seen the presentation. This is an opportunity to clarify understanding of what has been presented and there will be plenty of opportunity	Whole Group Question Time Individual thoughts	Recorded	Note personal feedback or thoughts.

			for people to make further points. Purpose: to provide people with the chance to check understanding and gain clarity			
Stage 2 – Examination						
2.15pm	20	Participants	<p>Reflecting on the presentation:</p> <p>Q1. Discuss – what are your initial thoughts?</p> <p><i>We want to maximise the usefulness of the carbon footprint results for tourism management and decision making:</i></p> <p>Q2. How could <u>you</u> and others use and apply the data?</p> <p>Q3. What would make the data more useful?</p> <p>Purpose: to gather information and gauge views and feedback on the practical relevance, credibility and usefulness of the data.</p>	Discussion Listing	Flipchart	<p>Encourage them to discuss their thoughts taking one question at a time.</p> <p>List key points.</p>
2.35pm	15	Participants	<p>Q4. What are the opportunities and benefits for the industry? (of improved measurement and management of carbon)</p> <ul style="list-style-type: none"> • Measurement? • Planning? • Marketing? • Product development? • Customers Etc.. <p>Purpose: to understand different perspectives</p>	Reflection Discussion Post-its	Flipchart Post-it Notes	<p>Five minutes personal reflection. Encourage separate thoughts to be written on each post-it.</p> <p>Add to the wall and encourage discussion and new ideas.</p> <p>Encourage them to add new points.</p>
2.50pm	15	Participants	<p>Q5. What are the challenges for the industry of measuring and managing carbon?</p> <ul style="list-style-type: none"> • Challenges? • Barriers? 	Discussion and Listing	Flipchart	Use prompts if required...list the key points

			<ul style="list-style-type: none"> • <i>Obstacles?</i> • <i>Conflict?</i> • <i>What needs to change?</i> 			
Purpose: to encourage participants to share their knowledge						
Refreshment and Comfort Break (prepare for the next session)						
3.05pm	10	All	Refreshment and comfort break <i>Emission Impossible – IDEAS Sheet</i>	Individual selection	IDEAS Board	Ask each participant to reflect over the break. Any 'mad' ideas can be slapped on the Ideas Board
Stage 3 – Exploration						
3.15pm	20	Participants	We would like to explore what could improve carbon monitoring and management in tourism: Q6. How can the low-carbon agenda be integrated into tourism management? <ul style="list-style-type: none"> • Measurement? • Policy? • Planning? • Marketing? • Product development? Etc.. Q7. What would motivate and engage the tourism sector to monitor and manage carbon? (e.g. opportunities, benefits, motivations, enablers) <ul style="list-style-type: none"> • <i>What would work for you?</i> • <i>Anything goes.....!!</i> 	Reflection Discussion Post-its	Flipchart Post-it Notes Flipchart	Five minutes personal reflection. Encourage separate thoughts to be written on each post-it. Add to the wall and encourage discussion. Encourage them to add new points. Use prompts if required...list the key points
Purpose: capture knowledge and build understanding around the drivers and enablers for change						

3.35pm	15	Participants	<p>Q.8 What action would you like to see and by whom?</p> <p>..... to improve carbon measurement and management in tourism? (yellow post- its)</p> <p>Q.9 What action is <u>already</u> being done and by whom?</p> <p>..... to improve carbon measurement and management in tourism? (different colour post-its)</p> <p>Purpose: to gain and share knowledge and ideas on roles and responsibilities</p>	Venn Diagram Discussion	Venn Diagram Post-its	<p>Encourage participants to write down an action <u>and</u> who should be responsible on each post-it. Stick it in the appropriate circle.</p> <p>Use different colour post-it notes for each question to clearly separate out the results.</p>
Stage 4 – Wrap up, next steps and thank you						
3.50pm	10	EW	<p>Researcher summary and next steps, re-affirm anonymity.</p> <ul style="list-style-type: none"> Evaluation questionnaire to be completed by everyone before leaving. <p>Official thank you and close.</p> <p>Purpose: to capture individual views and to evaluate and get feedback on the workshop</p>	Evaluation Questionnaire PowerPoint Slides	Summary and Feedback Slide Evaluation Questionnaire	<p>Check everyone has a pen and Evaluation Questionnaire.</p> <p>Collect evaluation forms from each person in your group.</p>

Appendix 7: Evaluation Questionnaire



Stakeholder Workshop Evaluation

1. Please note down your initial take-away thoughts from today's workshop. This can include areas for clarity or questions you may have:

2. Do you think tourism has a role to play in reducing carbon emissions? *(please tick the box that applies)*

Yes	No	Unsure

Please explain your answer?

3. How important do you think it is for tourism to measure and manage its carbon footprint? *(please tick the box that applies)*

Not at all Important	Slightly Important	Important	Fairly Important	Very Important

4. What do you think are the top two opportunities to improve carbon measurement and management in tourism?

a. .

b. .

5. What do you think are the top two challenges to improve carbon measurement and management in tourism?

a. .

b. .

6. What do you think are the two most important actions to improve carbon measurement and management in tourism?

a. .

b. .

7. What level of knowledge did you have of the following areas before this workshop?

	<i>None</i>	<i>Low</i>	<i>Medium</i>	<i>High</i>	<i>Very High</i>
UK Emission Reduction Targets					
Carbon Footprint of Tourism in Cornwall					
The REAP Tourism Footprint Tool					
Carbon Measurement and Management					

8. Did the workshop enhance your knowledge and understanding in the following areas?

	<i>Yes</i>	<i>No</i>	<i>Unsure</i>
UK Emission Reduction Targets			
Carbon footprint of tourism in Cornwall			
The REAP Tourism Footprint Tool			
Carbon measurement and management			

9. What did you find most and least useful from the workshop?

Most Useful	Least Useful

10. Do you have any further comments regarding the workshop?

Thank you for taking part today ☺ !

Appendix 8: Semi-Structured Interview Guide

Background Information

No. of interview:

Length of time working in tourism:

Length of time working for the DMO:

Opening Question

1. Please describe your organisations role and remit?
 - Do you provide strategic direction and leadership for tourism?
 - What influences your priorities and strategic direction?
 - How is success defined?

Key Questions

2. What are the main statistics and indicators used in your organisation for decision-making and strategic planning processes?
 - What is measured and how are these measures determined?
 - How is the data used, reported and communicated? (check if energy or carbon feature)
3. What are your views on the role of destination management in reducing carbon emissions (carbon mitigation)?
4. To what extent does carbon mitigation feature in your strategic plans and activities?
 - For example how does your strategy and activities align with:-
 1. Increasing length of stay
 2. Encouraging visitors from local markets
 3. Improving public transport opportunities and increasing use by visitors
 4. Improving resource efficiency in businesses
 5. Increasing use of local suppliers and supplies

Questions about potential practice

5. To what extent can the measurement of carbon be useful for destination management?
 - Who finds carbon measurement and measures of success important?
 - Who should be responsible for measuring and monitoring?
6. What are the critical challenges or barriers for you to integrate carbon mitigation into your strategy and activities?
 - Is there a contradiction between tourism management and carbon reduction?
7. What are the opportunities for you to integrate carbon mitigation further into your strategy and activities?
 - What is your sphere of influence and how can you see change being enabled?

Closing Question

8. Are there any queries or comments you would like to raise with regard to improving carbon measurement and management in tourism destinations?

Thank you and next steps.

Appendix 9a: Workshop Consent Form and Information Sheet

PLYMOUTH UNIVERSITY FACULTY OF SCIENCE AND TECHNOLOGY

Participant Consent Form – Stakeholder Workshop

CONSENT TO PARTICIPATE IN A LOW-CARBON TOURISM RESEARCH STUDY

Name of Principal Investigator: Emma Whittlesea
School of Geography, Earth & Environmental Science, Plymouth University

Title of Research: An investigation into the opportunities for and challenges of a low-carbon tourism economy in the South West of England.

Brief statement of purpose of work:

Emma Whittlesea from Plymouth University will be facilitating a 3 hour interactive workshop to explore the opportunities and challenges of low-carbon tourism at destination level. The session will examine carbon footprint results for tourism in the region using the REAP Tourism model. Activities will invite individual and group discussion around the usefulness of the data and the opportunities and challenges of translating the research findings into practical action.

Some follow-up interviews will be held with a sample of stakeholders who attend the workshops and are willing to engage further in the research.

I confirm that I have read and understood the information sheet for this research summarising the processes involved.

I confirm that the objectives of this research have been explained to me and I can confirm my employer or the organisation I am associated with is happy for me to take part.

I understand that my participation is voluntary and that I am free to withdraw.

I understand that due to the anonymous recording of the data from the workshop discussions, it will not be possible to withdraw my data after the workshop has been recorded.

I understand that my anonymity is guaranteed and no views will be attributed to me as an individual or my organisation, unless I expressly state otherwise.

I understand that the Principal Investigator of this work will have attempted, as far as possible, to avoid any safety and health risks.

I hereby voluntarily agree to participate in this audio-recorded participatory workshop discussion.

Participant Name: Organisation:.....

Signature: Date:

**PLYMOUTH UNIVERSITY
FACULTY OF SCIENCE AND TECHNOLOGY**

RESEARCH INTO LOW-CARBON TOURISM

Name of Principal Investigator

Emma Whittlesea, School of Geography, Earth & Environmental Science, Plymouth University

Title of Research

An investigation into the opportunities for and challenges of a low-carbon tourism economy in the South West of England.

We would like to invite you to participate in this research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

What is this research project about?

The purpose of this research is to explore 'what needs to change' if low-carbon tourism is to become a reality at destination level. The session will examine carbon footprint results for tourism in the region and will explore different future scenarios using the REAP Tourism model. Activities will invite individual contributions and group discussion around the usefulness of the data and the opportunities and challenges of translating the research findings into practical action at the destination level.

Specific objectives are to identify the key opportunities, challenges and enablers for managing tourism's carbon footprint. It is hoped that the outcomes could inform a management framework and clarify what the critical success factors are for developing low-carbon destinations. The findings should be useful to the industry, destination managers, VisitEngland and will contribute to published research and further work in this area. Some follow-up interviews will be held with a sample of stakeholders who are willing to engage further in the research.

What are the methods that will be used?

The research consists of two methods outlined below:

Workshops:

Two participatory workshops will be held with strategic tourism stakeholders, the first in Tiverton and the second in Cornwall. The maximum number of participants in each workshop will be 30 and the participants will be split into manageable working groups of a maximum of 5 that will be supported by a facilitator. The participatory workshop will run for two hours plus one hour for lunch, networking and a refreshment break. The first half hour of the workshop will comprise an introduction and presentation of some carbon modelling and recent research results followed by a short time for questions and feedback. The remaining 1.5 hours will comprise a series of structured exercises, some group to encourage discussion and group responses, some individual to capture personal perspectives. The exercises will cover the opportunities, drivers and motivations behind low-carbon tourism and will also consider barriers, challenges and contradictions. Participants will

also consider what is being done and what needs to change, what actions are needed and who should be accountable.

The views and thoughts of the participants will be collected through structured activities, an anonymous audio-recording of the discussions, an 'ideas' board and an evaluation questionnaire.

Semi-structured Interviews:

After the two participatory workshops a maximum of 15 stakeholders will be contacted for a follow-up semi-structured interview to explore the outcomes of the stakeholder workshops in more detail. The interviews will comprise between 8-10 questions that will be developed as a result of the workshop outcomes. They will run for approximately one hour and will be face-to-face where practicable and in a location of the interviewees choice.

It is anticipated that the sample for the semi-structured interviews will comprise individuals who attend the workshops. However if key interests are not represented in the workshop or the findings reveal areas that need following up with a specific stakeholder, then new participants may be approached.

No risks have been identified for this research.

Benefits of this research:

This research will be useful for academics and practitioners working in the field of tourism. The outcomes should inform a framework for action and help clarify what the critical success factors are for developing low-carbon destinations. It will hopefully also have the potential to inform future research bids and influence tourism decision-making and strategy development as the UK moves towards a low-carbon economy.

A summary of the research findings on completion will be shared with all of those who have participated. It is also hoped that this qualitative research should provide a good basis for a published journal article in Tourism Management.

Security and right to withdraw:

Participation in this research is entirely voluntary but if you do decide to take part you will be asked to sign a consent form. You are still free to withdraw from the research and can decline to contribute to the discussion at any time during the session.

The workshops and interviews will be digitally audio-recorded and the anonymity of participant's views will be protected at all times. The transcribed results will not be attributed to any one individual or organisation and we will ensure confidentiality during the conduct and reporting of this research. Only the researcher and Plymouth University transcribers will have access to the data. Please note however that owing to the nature and anonymous recording of the data from the workshop discussions, it will not be possible to withdraw your data after the workshop has been recorded.

If you have any questions or queries regarding the research and its conduct, please contact the principal investigator in the first instance: emma.r.whittlesea@plymouth.ac.uk Alternatively please contact the secretary to the Faculty of Science and Technology Human Ethics Committee: Mrs Paula Simson 01752 584503.

Appendix 9b: Interview Consent Form and Information Sheet

PLYMOUTH UNIVERSITY FACULTY OF SCIENCE AND TECHNOLOGY

Participant Consent Form – Interviews

CONSENT TO PARTICIPATE IN A LOW-CARBON TOURISM RESEARCH STUDY

Name of Principal Investigator: Emma Whittlesea
School of Geography, Earth & Environmental Science, Plymouth University

Title of Research: An investigation into the opportunities for and challenges of a low-carbon tourism economy in the South West of England.

Brief statement of purpose of work:

This study aims to understand the strategic management opportunities and challenges for low-carbon tourism at destination level and will explore the usefulness of carbon data within destination management organisations.

I confirm that I have read and understood the information sheet for this research summarising the processes involved.

I confirm that the objectives of this research have been explained to me and I can confirm my employer or the organisation I am associated with is happy for me to take part in this research.

I understand that my participation is voluntary and that I am free to withdraw from the research and can decline to contribute to the discussion at any time during the session.

I understand that my anonymity is guaranteed and no views will be attributed to me as an individual or my organisation, unless I expressly state otherwise.

I hereby voluntarily agree to participate in this audio-recorded interview discussion.

Participant Name		Organisation	
Signature		Date	

PLYMOUTH UNIVERSITY
FACULTY OF SCIENCE AND TECHNOLOGY
RESEARCH INTO LOW-CARBON TOURISM

Name of Principal Investigator

Emma Whittlesea, School of Geography, Earth & Environmental Science, Plymouth University

Title of Research

An investigation into the opportunities for and challenges of a low-carbon tourism economy in the South West of England.

We would like to invite you to participate in this research study. Before you decide whether or not to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

What is this research project about?

The purpose of this research is to examine the strategic management opportunities and challenges for low-carbon tourism and to explore the usefulness of carbon data. The interviews will gather perceptions and opinions on the potential role of carbon measurement in strategic decision making and destination management.

Description of the methods that will be used:

Given the exploratory nature of this research, semi-structured interviews will be undertaken with tourism professionals in strategic tourism or destination management roles. The interviews will take between 30-60 minutes and will be conducted by phone or will be face-to-face where practicable. The recordings of the interviews will be transcribed anonymously and the transcriptions analysed thematically using a content analysis approach. The interviews will comprise between 8-10 questions that have been developed as a result of the outcomes of two regional stakeholder workshops on this issue.

Benefits of this research:

This research will be useful for academics, policy-makers and practitioners working in the field of tourism. The outcomes should inform a strategic framework and help clarify what the critical success factors are for developing a low-carbon tourism economy. A summary of the research findings on completion will be shared with all of those who have participated and it is hoped this work will be published.

Security and right to withdraw:

Participation in this research is entirely voluntary but if you do decide to take part you will be asked to sign a consent form (above). You are still free to withdraw from the research and can decline to contribute to the discussion at any time during the session. The interviews will be digitally audio-recorded and the anonymity of participant's views will be protected at all times. The transcribed results will not be attributed to any one individual or organisation. Only the researcher and Plymouth University transcribers will have access to the data which will be coded anonymously and will be stored securely using encrypted files and/or in password protected files. We will ensure confidentiality during the conduct and reporting of this research.

If you have any questions or queries regarding the research and its conduct, please contact the principal investigator in the first instance: emma.r.whittlesea@plymouth.ac.uk Alternatively please contact the secretary to the Faculty of Science and Technology Human Ethics Committee: Mrs Paula Simson 01752 584503.

Appendix 10a: Workshop Flipchart Notes

Tiverton Workshop – Flipchart Notes

Open Discussion Queries/Questions:

- Concerns voiced by Robin Barker – who is keeping oversight of cutting carbon - VE? Local businesses?
- Clarify graph with residents footprint on
- Show what a tonne of carbon means – i.e. double decker bus

Comments board:

- How do you monitor?
- Can progress be made? Fuel decarbonisation possible but behaviour change/consumption difficult
- Data: try and influence guest behaviour
- Informing consumers
- Marketing value of sustainability low, so value has to be demonstrated
- Monitoring / managing carbon is linked to resource management
- The tool is too detailed
- The means to reduce carbon emissions is needed
- Economic benefit V carbon footprint - optimum figure best e.g. best £ best carbon
- Visit England should be involved
- Talked about measuring and managing tourism but with no SWT no DMOs in many areas and LEPs that don't prioritise tourism... who is managing tourism if anyone? Individual businesses don't, their priority being to survive / prosper
- GTBS can play a much bigger role
- Who will measure? And co-ordinate? And disseminate information and results?
- Accreditations such as GTBS do not really seem to work
- GTBS needs to evolve into continuous professional development
- Limitations of public transport
- Huge challenge - focus on growth is unsustainable in terms of Co2 reduction
- What will have biggest impact?
- Enormity of challenge
- Transport Vs Time
- Who is responsible? Who is accountable for targets?
- Enormity of task – scale of reduction

Green Group (facilitated by Rob)

Use and Apply the Data

- Influence marketing
 - Feedback to consumer
 - Not patronising
 - Positive messages
 - Low key approach
 - 'Green' doesn't work – alternate messages to get the point
- Change consumer behaviour
 - Plan to train and market different experiences

Data more Useful

- Targeted communication – alternate
 - Using the data as a baseline
- Technology change devices – linked in to reduce carbon
- Change in role of government (i.e. no funds) then how does data collected

Opportunities

- Cost saving to have good/great natural environment
- Market – not green! (1-5% green)
 - Alternate opportunities
 - Monitoring using Trip Advisor etc.
 - Influencing behaviour
 - Use "family" concepts as green
- Linking beauty and experience as a way of shaping behaviour

Barriers

- Recycling systems not efficient
- Not competitive advantage – thus alternate modes
- Lack of willingness to bother when on holidays

Policy

- Tourism important but no support from Government at all levels
- Education system needs low carbon economy
- School holidays spread over the year

Motivations

- Proactive support – Government
 - Easier way to communicate
 - Incentives to business
 - Two way between government and business
- Return on investment – making sure that sustainability gives a return
- Lack of support for business e.g. local recycling for residents but not business

- Media portrayal of destinations needs to match low carbon economy etc.
- More flexibility of length of stay
- Take into account of weather

Sector	Needs to be done	Is done
Public	LEPS – more of a tourism remit taking into account carbon DMOs – Networking and encouraging best practice sharing VE and GTBS – Pulling together / support Co-ordination of public bodies promoting the same message Visit Britain – communication of outcomes of carbon monitoring, encourage evaluation / monitoring Railway companies can do more Visit England – communication, encourage, evaluation	Visit Devon – Through Awards Schools – i.e. green teams and beach clean Keep Britain Tidy – Beach cleans GTBS – to get their act together Fal River Mussel Card Jurassic Coast – Doing a lot to promote encourage and share Exeter University and Plymouth – network Universities – Data capturing and monitoring (but need better communications) Green Web Portals
Private	Looking for alliances / partnerships (private and public) Using databases more effectively to communicate carbon issues (public and private)	First Group – Devon and Cornwall Rail Pass Transport providers e.g. First Group (X53) Industry – Individual Operators
VCS	Volunteer Database i.e. National Trust Real life case studies communicated to the press and online	Communities – “Friends” groups etc helping to maintain and enhance natural landscape

Black Group (facilitated by Mareike)

Use and Apply the Data

- Where to focus efforts
- In planning applications
- Use for growth strategy – local markets
- Marketing – targeting closer markets
- Purchasing – buy local!
- Energy management

Data more useful

- Boundaries different than local authorities
- Interpretations are important
- Focus on what data is telling us
- Example / stories / practical examples
- Economic benefits as examples
- Understanding carbon footprint for food
- Examples for changes and impact they make (water running while brushing teeth)

Opportunities for Industry

- PR
- Display panels for visitors
- Investments
- Adapt to new opportunities
- Reduce overhead costs
- Develop local partnerships
- Promote local area (10 miles)
- Attract niche ('green dream')

Barriers & Obstacles

- Cost
- Time
- Lack of expertise
- Lack of interest
- Lack of vision – what would it be like?
- Public transport – not convenient, luggage issues
- Lack of attractive alternatives you can sell (transport)
- Realism – ideas hard to realise

Tourism Policy

- Long term business modelling
- A few businesses to start with and make an example
- Tax incentive for investment
- Policies should not have restrictive parts – more supportive

- Business support and leadership

What would motivate and engage?

- Staff motivation
- Practical examples
- Involvement
- Cost savings – communicate opportunities
- Awards
- Protect the asset – visitors come because of natural environment
- Scenarios – of reduction and increase
- Accept other opinions (climate change)
- See other benefits (for local area and economy)

Sector	Needs to be done	Is done
Public	Local tourism pilot hotspot – everything within 10 miles Improved transport system particularly in and to cities Leadership – ‘carrots’ / incentives /infrastructure More efficiency and effective use of resources	Increase incentives (e.g. FIT/RHI) CO2 reduction plans: Corporate and area based Recycling schemes (public and private) Car share schemes Work at home Energy saving schemes
Private	Family holiday train/coach accommodation package More green policies and decisions Demonstrate business case Consider economic costs/benefits of reducing CO2 More working together	Increase investment in low carbon technology Bellamy Award scheme for Holiday Parks Investment in alternative energy (solar, PV, heat, source pumps etc.) Increase use of local produce Local food movement and festivals
VCS	Vision Voluntary and community partnerships – community engagement, resilience, demonstrating behavioural change, leading SW Cycle route – journey part of holiday More community projects and markets	Self help flood alleviation scheme in village GTBS Transition Towns

Blue Group (facilitated by Jennifer)

Using the data

- Data needs positive slant – savings or a fuel efficient car, make people change their habits
- Targets – legal requirement / legislation. Data vital to measure targets
- Remodel to show improvements
- Are targets achievable – needs to be reduced and we all know the means necessary to reduce emissions
- Close region to tourism to cut emissions – not viable
- Co-operation of businesses to use public transport, communal system – cooperation of accommodation providers – too restricting, people like freedom
- Need to make not using the car a financial incentive
- If you want to go on holiday you have to save carbon credits – the only thing that would make someone compromise in day to day life if holiday would have to be sacrificed
- Is tourism significant in comparison to other industries?
- Is all work in industry to be more environmentally friendly purely symbolic i.e. change towels etc

Making the data more useful

- Treat it like an advertising agency trying to sell a product – big images, big messages
- Messages with an impact
- Explain to local authority why it's a big issue
- Key messages are often lost
- Focus on the resource but mainly the economic side of things – hardship needed to change a habit
- Economic rating i.e. on washing machines to make it easier to digest and aid decision making
- Long holidays more emissions friendly but holidays are getting shorter

Opportunities

- In 50 years we will still have an industry
- Credits: create a green industry (carbon credits)
- Need to educate – will only be achieved if it actually affects them
- If people were more aware of eco-agenda it could be marketed as such
- People still aren't willing to compromise
- Carbon Tax
- Being able to implement a carbon credit system - with a limit – no-one to impose it
- Selling the experience

Challenges

- People – stage in life
- Financial
- People's perceptions of climate change and how they can adapt to it

- Should be embracing climate change and changing with it
- Lack of public interest
- Government short-termism
- Economic agenda of businesses – over environment

Integrated into Management

- Legislation
- On business level – those who are interested and aware are already making an effort
- You feel you can't do anymore – where do you go from here? – Paradigm shift?
- Need to double or triple number of businesses involved through either legislation or incentives
- Green Tourism Business Scheme
- Price more attractive to tourists
- Other aspects more important than 'green' i.e. enjoyment
- Legislation: minimum standards, waste, windows etc.
- If it has an economic benefit i.e. photovoltaic's
- Investment – encouraging people to take next step and increase their sustainability
- Getting over the barrier of people's perceptions – green is dirty etc., that you can still be comfortable
- Environmental sustainability of new tourism businesses etc.- not necessarily high on agenda at present
- Solar power on roofs – not in fields, can be integrated through incentive
- Bodies have to take control – members need to be aware of the issues

Motivate and engage

- People feel preached to
- Cash / law
- People don't have the luxury of choice, people are just surviving
- Make the application process less bureaucratic when applying for grants etc.
- Case studies – learning from people who have done it well – gone environmentally friendly and saving money
- Corporate policies – if you want to work for them business travel must be sustainable
- Corporate policy to make people forward thinking

Actions needed and actions underway

Sector	Needs to be done	Is done
Public	<p>Legislation Government / Visit England</p> <p>More info on carbon emissions to give visitors the ability to make an informed choice</p> <p>Government driven through legislation</p> <p>Education of issues by schools and Universities</p> <p>Government – enforce legislation (cost implications) but won't due to economy as try to stimulate industry not give more costs</p> <p>Visit England - follow through on existing policy</p> <p>Engage with media in a positive way (selling benefits of low carbon)</p> <p>Clearer guidance for applicants (tourism new developments) i.e. economic benefits of sustainable/low carbon</p> <p>Local authorities - continue to promote low carbon businesses</p>	<p>European funded projects</p> <p>Government schemes to encourage alternative energy</p> <p>Much less business support than before (lack of public money)</p>
Private	<p>Provide good case studies i.e. businesses who are low carbon and successful (private/public)</p> <p>Highlight where your business does make efforts to reduce emissions</p> <p>Have a good quality all year product to sell – sell the experience</p> <p>More flexible working practices</p> <p>Give financial incentives for visits by non-car means (private sector/attractions)</p> <p>Businesses adopting green policies</p>	<p>Less than before – more focussed on survival</p> <p>Allotment schemes (private and volunteer)</p> <p>Good practice company policies</p> <p>Car companies designing better cars</p>
VCS	<p>More community schemes – electricity generation and waste</p> <p>Education of communities by community groups</p> <p>More joint and co-operative selling e.g. food and drink box schemes (private/community)</p>	<p>Transition towns / movement</p> <p>Farmers markets</p> <p>More people using trains</p>

Red Group (facilitated by Sheila)

Initial thoughts

- Reduction target – impossible particularly for small businesses
- Progress is being made – less coal, cleaner fuels are available, low energy lights etc.

- Recession has an impact
- Efficiency gains wiped out by more consumerism/experiences
- Whose monitoring progress towards the targets
- Do small businesses know about these targets?
- Carbon usage and performance –taxed
- How will it be measured?

Applying and using the data

- Already apply the data – using what SWT records
- My local authority records its own carbon usage
- Difficult for businesses to apply – complicated
- Reduce travel budget, have Skype business meetings
- All doing things – done the small things i.e. light bulbs
- Meter on how much carbon we are using – oil versus wood but can't tackle overseas visitors consumption
- Tablets charging, broadband, down-loading all night
- Focused on damage limitation

Making the data more useful

- Having accurate reliable benchmarking data e.g. against equivalent businesses
- Some businesses don't know what is good or bad
- Difficult to translate actions into how it is affecting change in carbon emissions e.g. what does a tonne of CO2 look like?
- Some mechanism is required to make it happen. Bureaucracy puts people off but if you have to do it then you get used to it
- Have a website to calculate and then see how others are doing
- Need every business to do it, only bits of data
- Good behaviour is incentivised; bad behaviour is penalised. Money already influences car buyer behaviour (road tax)

Opportunities

- Enhances image – low-carbon destination e.g. Escot
- Quirky experience – saving money, saving carbon
- Expectations of visitor are much higher
- Will become an expectation that all businesses are low carbon
- People will think that it is a forward thinking positive place
- Targeting the good news does have good benefits commercially; quality, retaining guests
- Visual impact / contributes to a brand
- The carbon footprint on products could be expanded to tourism products

Challenges/Barriers/Obstacles

- Government – cost, Hinckley bid costly
- Won't have enough power stations – have to switch things off
- Until things go wrong / get desperate, don't do anything. Its business as usual.
- Technology can help. Create more of our energy.

- Cost of not taking the approach is more.
- Government intervention is the only way to make it happen
- If displace overseas visitors, lose out more e.g. everyone should pay duty. Encourage domestic tourism, benefits everyone.
- Recession – everyone struggling, not on radar
- Business attracted to old properties – not easy to be carbon neutral

Integration into tourism management e.g. policy and planning

- Greater awareness of the help that is available or they think they can't afford it
- Building regs (minimum standards) – as a way of ensuring low carbon agenda is integrated into tourism policy and planning. If enough green is enforced then will filter into planning
- There are enough tourism planning policies that integrate low carbon
- Right policies but doesn't necessarily integrate into action
- Use social benchmarking – competition between businesses – more likely to engage in public sector funded programmes
- Public sector are custodians not co-ordinators or implementers

Motivation and engagement

- Keeping up with the Jones's; more bookings / business opportunity / savings but doesn't work in the same way as adding a new bathroom for example
- Incentives
- Put the price up – money – method of punishment and reward

Action needed and underway

Sector	Needs to be done	Is done
Public	Integrating carbon reduction into planning conditions and building regulations Universities - IT/Tech/Eng initiative to reduce carbon Increasing sanctions on carbon consumption will help reduce impact PIP – Participation by businesses in energy benchmarking Leadership by tourism organisations and 'iconic businesses' in behaving correctly themselves Consistent support by Government for renewables and energy efficiency Support by Government for investment in public transport in SW England on a par with other parts of the country CO2 reduction technology embedded into planning Greater Government support for domestic marketing Carbon accounting for all B12's	Sustainable Development Fund Taking lead for the issue GTBS EU funded projects in the SW Centre for Business and Climate Solutions RELACS (in Glos – just ended) Improve Your Resource Efficiency (but tourism excluded in some areas) Leading by example The Green Deal Feed in Tariff Renewable Heat Incentive Funding programmes from local and national government

	<p>(CO2 increases plus £££, CO2 decreases save £££)</p> <p>Greater promotion of targets that need to be achieved so everyone knows</p> <p>Clear visual examples of different levels of carbon tonnage so businesses can understand what can / can't be done</p>	
Private	<p>More businesses (small) taking part responsibly and doing something</p> <p>Sharing of impacts and action i.e. reduced energy costs (private /public)</p> <p>Developing initiatives between local networks and public sector tourism funding programmes (public/private)</p> <p>Greater promotion of carbon free activities</p> <p>Creating modelling and benchmarking through local networks of tourism businesses will help encourage improvements</p> <p>Using connections and links with local groups and organisations could offer opportunity to reduce local travel / impacts</p> <p>Beacon B12's open doors - NGS type events</p> <p>More investment in new technologies</p> <p>Those reducing carbon make more / most of it - marketing</p>	<p>Investment in new technologies (e.g. boilers. Solar panels etc.)</p> <p>Innovators taking lead</p> <p>Carbon meters to help monitor consumption</p> <p>Lots of the country's best examples of tourism businesses that are taking action</p> <p>Improved technologies and carbon reduction equipment</p> <p>Introducing incentives for visitors to reduce carbon (discounted tariffs)</p>
VCS	Fuel schemes - Dartmoor	<p>Public recognition through groups like DEBI</p> <p>Community action groups</p>

Cornwall Workshop – Flipchart Notes

Blue Dots (facilitated by Alison)

Initial thoughts

- Clever modelling and useful
- Coherent form for businesses
- Perspective and focus
- Identification of areas to focus on
- Impact of own business
- Eden? Modelling of events e.g. skating
- Possible areas for manipulation of choices to be more sustainable
- Targeting consumer to encourage
- Consumers to be held to account

Applying and using the data

- Focus on how to reduce carbon as a business
- Identify areas over which can control as shown in data
- Use data in marketing – web to influence consumers
- Sharing data and all saying something
- Influencing politicians to make change – regulations

Making the data more useful

- More examples – case studies
- Impact of changes on case studies
- Splitting by business size
- Travel – comparison by mode (new car vs. old car, embodied energy)
- Time taken for change and consequent impact / breaking down into milestones
- Practical guidelines on what can be done vs. time e.g. quick wins, Top 5 – toolkit (short/medium/long term)
- Key data on view in public places to effect collective change

Opportunities

- Demonstration of 'green credentials' by businesses
- Stimulation of domestic tourism if people are made accountable – responsibility
- Baseline for businesses
- Knock on effect of consumer to businesses
- Comparison between similar businesses
- Incentivise business to make change and others leap on the bandwagon.
- Competition/imitation of the most successful
- Target business leaders
- Reduction of costs – longer term energy costs

Challenges

- Resource issue – someone else to do it
- Actual calculation process
- Level of detail – difficult to attain through small sample
- Balancing commercial challenges with sustainability requirements
- Difficult to commit capital investment for smaller businesses – particularly in economic climate
- Leadership in form of a toolkit – to identify key areas
- Localised agenda
- Accountability is key – everyone needs to sign up to sustainability to make it work (individual consumers and businesses)
- Accountability is the biggest barrier – legal requirement needed

Integration into tourism management

- Organisation
 - Managed by the tourist boards
 - Encourage 'cluster working' e.g. local accommodation with local district councils (geography)
 - With help of leaders and flagship business sharing ideas
- Monitoring
 - Enable tourist boards to assist businesses
 - Create a low carbon meeting group
 - Measurement – baselines, improvements, policy
 - Make it a KPI – hold to account, monitor and measurement
- Policy
 - Change in Politics – finance avenues
 - Marketing communication campaigns, A-B, B-C
 - Create and make easy access to grants and loans for smaller business

What would motivate and engage

- Accountability
- Personal carbon budgets
- Visual campaign
- Positive message – how to do things, not how not to
- Support network – locally and regional (P.O/Shop/Hotel/Taxi drivers – work together)
Sharing costs and group purchasing
- Inspirational campaigns
- Information available in real terms rather than just facts and figures
- Inducements to visitors to buy local – sustainable guidebook, keep it local – tourism committee for carbon monitoring/generally

Actions needed and underway

Sector	Needs to be done	Is done
Public	Reduced tax on local produce Clear communication strategy- local tourist board i.e. what are the 5 quick wins to reducing your carbon footprint Tier management – Central Government – Regional – Local Tourist board – local tourism provider Create carbon budgets – Government Government level funding for businesses Incentives for visitors to be sustainable	Training in carbon management Existing carbon footprint monitors Some mandatory reporting (public/private)
Private	Shared measurement – private sector Business accountability and personal accountability	
VCS		
Combined	More effective marketing communications Share ideas – monthly meetings (all)	Carbon reduction targets Targets for carbon reduction Reduction in energy from fossil fuels Voluntary measurement (all)

Blue Stars (facilitated by Jiska)

Initial thoughts

- Blimey!
- Why £3 million subsidies for airport
- Quick wins – increase stay
- Doubled number of visitors from Devon to Cornwall – travel more expensive, short breaks are closer to home
- Air travel
- Confused holidays with travel
- Centre of Cornwall – Bodmin, lead by example
- Look at Cornwall in a more holistic way
- Plymouth (contains visitors) – Cornwall visits dropped
- Tourism – growth industry
- Holistic view
- Eye opener – not do something tokenism

Applying and using the data

- Councillors and staff feed it into Council policy
- £ retained in local economy per kg/CO2
- Evidence based decision making – as driver

- Double/triple centre development, festivals and events, combine events
- Chain myself to a plane
- Bad weather higher footprint – driving, reducing travel
- Better support for local things from tourism businesses
- Money
- Car pool, longer stay = less passengers

Making the data more useful

- Accommodation – split out types
- Food – split out
- Bridge gap between what people say and what they do – wind farms
- Health service – 10000 steps a day
- Appropriate to sectors – smaller and appropriate small or free steps
- Simplified version – 3 (no more) steps that businesses (small) could do to make a difference
- Pledge
- Miles per gallon/metre
- Fun and inventive ways of achieving change

Opportunities

- Measurement means ability to start managing
- Influence Council policy – better decisions on what is built where and how to get to it
- CO2 impact going overseas Vs a UK/Cornish break (% Diff)
- Pay by user for energy 'meters' Vs 'All in' (regulation)
- Focus on bottom line – staying in business
- Save money increase profitability
- Increase well-being – how you feel about your business
- Increase co-working with businesses around you
- Cornwall/UK a greener choice (sales pitch)
- Have a break closer to home
- Attract visitors who want to learn more about 'green'
- Save money and make customers feel better
- Get better by being by the sea and countryside – link ECEH
- Halt the rot! Tourism in Cornwall is declining it might help stop this or at least consider the implications

Challenges and Barriers

- Make people 'be bothered'
- 'Apple' approach: complex to simple
- Greening without realising it
- Make low carbon role clear in the sustainability agenda
- Clearer indication of carbon use like KJ/Kcal labelling
- Simple communication
- Current economic climate – if it costs more/difficult to convince
- Hierarchy of needs
- Recognise role of solar farms and wind power Vs negative impact (aesthetics)

Integrating into tourism management

- Scenario Planning
 - Look at the ranges – truth will be in the middle, flexibility
- Performance indicators and carbon – average length of stay
- Recycling should be free for all businesses – collect for free
- Law of predictable consequences in decision making
- Evaluation and implementation of the full cost/carbon of air travel
- Why persist in having an airport
- Learn lessons and join up dots between key organisations
- Capacity building with professional groups – design stage
- 3 simple steps
- Better use of European Funding
- Joined up delivery – make it happen

Motivate and engage

- MONEY
- Clothe things in money terms – reward good behaviour, give money back for good behaviour
- Use European money properly
- Target it but deliver it to many, not the few

Actions needed and underway

Sector	Needs to be done	Is done
Public	<p>Cornwall Council – free waste / recycling for businesses that do effective carbon management and measurement</p> <p>Increase insulation in old converted buildings – EU funding better spent</p> <p>Make it part of financial accounting and offer a reward – HMRC / business rates</p> <p>Increase funding to Visit Cornwall for them to become leaders</p> <p>Stop funding tourism courses and spend money on promotion</p> <p>Get kids on holiday involved in exercises related to measurement – public</p> <p>Spatial planning to reduce travel and assist in modal change to low carbon – public sector</p> <p>H.M. Government – Business to get a business rate rebate if they do effective carbon measurement and management</p>	<p>Talk but not so much action</p> <p>HM Government – tax on cars re CO2 emissions</p> <p>SEI/REAP tool</p>
Private	<p>Visit Cornwall – to measure visitor carbon footprint every three years as part of visitor survey</p>	<p>Energy and waste reductions (business)</p> <p>Carbon calculator – Superfast Cornwall</p> <p>Cornwall Sustainability Awards BUT do they really work?</p>
VCS	<p>Help educate businesses and inspire them – Third Sector</p>	<p>Data from SWT questionnaire surveys – some of the work by Coast</p> <p>Lost ability to look > 2 yrs on when SWT went</p> <p>Great work with ambassadors – Coast</p>
Combined	<p>Working together to add value to a product whilst reducing travel – local government supporting tourism associations</p>	

Green Stars (facilitated by Shuks)

Initial thoughts

- Huge challenges – concern, who's driving this forward?
- All our responsibility – no-one in particular should lead on it
- Power and impact of staying local e.g. scuba fest (free event but poorly attended – challenge!)
- Counting carbon for each business – important, how else are we going to know?
- 'creative' measuring an issue
- What about people spending a lot? – behaviour
- Near Impossible!?
- Growth = Challenge, can we be sustainable? Maybe not.
- International travel: people miss what's local – need for 'home grown' tourism
- Foreign marketing – more attention!? – do we shut down Newquay Airport?
- Travel – electric vehicles? Staying longer better idea but decision makers need to get priority right – travel!!

Using and applying the data

- Marketing Cornwall as a holiday destination – to locals/SW (who are they targeting? What's the profile?)
- Data tells us what we know – useful for publicity for greener holidays
- The tourists themselves – keep to their green choices
- Stop/prevent hypocrisy
- Needs to be collaborative effort to apply effort – networking opportunities
- Top down approaches needed too

Making the data more useful

- Representation of data change. NOT graphs – user friendly, apply to a variety of audiences, animated/carbon form
- Data needs to be updated, using 2006! BUT data not current anyway?
- Challenge is only using data from recording this year – hard to assume previous data
- Use online resources for up to date data
- See similar size businesses compared more accurately
- Personalise data e.g. Flashmobs
- Make data fun! - access to data
- Data input into accommodation – starring systems
- Data into 'green' starring system
- Green loyalty incentives/points
- Businesses – concern for costs/profit – what does kg carbon mean in terms of money
- Costing correctly important according to footprints

Opportunities

- To promote and market or discounts Green Voucher system for holiday
- Quality environment

- Reduction in energy consumption and reduction in costs
- Opportunity for Home Grown Visitor
- Keeping local people here for their holidays. Making our £ in Cornwall make packages for locals
- Better links with local communities and businesses i.e. food and drink
- Improved transport infrastructure
- More deals for local people at car parks and attractions
- Work out deals between accommodation providers and bus/train companies
- Niche marketing
- Buy Local – freecycle. Use networks and farmers markets.
- More local residents discount
- Opportunity to improve policy and decision making

Challenges and Barriers

- Is carbon consumption on the way here our concern!?
- No commitment from public sector
- Policies lack vision / invest in wrong avenues
- Opposite happens in public sector – challenge + politicians
- Population growth in general but public sector has lots of other responsibilities
- Tourism should be given more/higher priority on funding
- Charging / costing should be reconsidered - accommodation
- Engagement – with businesses (educating)
- Image of tourism in Cornwall is a challenge – local attitudes! Visitors are an asset – should be proud to have them in Cornwall

Integration into tourism management

- Why would they!?
- No money for it: not possible with public funds (shouldn't be funded through public funds anyway)
- Private sector needs to 'do it'
- Integrated transport system
- Low carbon agenda – better class of tourists – green tourists
- Make businesses realise will be cheaper
- Public funds important as tourism industry fragmented – better co-ordination
- Expand re-existing networks

Motivation and engagement

- Money saving – carbon tax?
- Economically viable
- Attracting 'quality' visitors – spend more time in the area
- What have Cornish people to gain from low-carbon tourists? Need clarity.
- Make tourists travel more green once here. More people per car.
- Incentivise – more action
- Cheap deals – trains
- Promote sustainable tourism to preserve Cornwall – future!

- Higher business rates for non carbon measurers (high street chains more) – penalties
- Reduce ‘out of Cornwall’ shopping
- Cornish currency opportunity
- Co-operatives locally
- Small individual chains buying together
- Branding

Actions needed and underway

Sector	Needs to be done	Is done
Public	<p>Cornwall Council to appoint a green tourism officer</p> <p>Taxes re: carbon – Government and Cornwall Council</p> <p>Legislation enforcement</p> <p>Visit Cornwall to re-focus its priorities</p> <p>Listen and acknowledge the tourism industry</p> <p>Curbing Newquay Airport – Government and Cornwall Council</p> <p>Cornwall Council to take a lead on Sustainable Tourism</p> <p>Think long term and not short term</p> <p>Develop a tourism tax</p> <p>Economic support for this sector (Central/Local)</p>	<p>None – no action being taken!</p> <p>Too much lip service and no delivery of sustainable tourism</p>
Private	<p>Clean up – Businesses</p> <p>Industry – more collaboration of small low carbon networking</p> <p>Form strong links and partnerships with local food producers and farmers</p> <p>Measure their carbon use – all to do this!</p>	<p>Educate – EUCHHE – Research</p> <p>Cornwall Sustainability Awards – Business</p> <p>Public transport – Business and private sector</p> <p>Green tourism awards – business</p> <p>Plymouth University Research</p> <p>This event - Universities</p>
VCS	<p>Collaboration options re transport e.g. from London to Cornwall – Transport Partnership</p> <p>Policing the carbon footprints of the industry – Coast</p> <p>Development of co-operative for buying locally</p> <p>Lobby the Council and Visit Cornwall</p> <p>Carbon Awards – via Coast</p> <p>Allow them a voice!</p>	<p>Offering promotional networking workshop forums - Coast</p>
Combined	<p>Transport industry to work with tourism industry in partnership</p>	<p>Huge movement of transition, environmental and sustainable activities in communities</p>

Yellow Stars (facilitated by Becca)

Initial Thoughts

- Offset 'normal' behaviour against holiday behaviour
- Travel in Cornwall – need vehicle? Travel bad to and from – ways to mitigate travel to is challenge
- Communicating/visualising tonnes of CO2 – graphic illustrations
- Balancing behaviour change without putting people off coming!

Applying and using the data

- How much of components include travel?
- Environmental impact of running business vs. preaching to people
- Understanding what makes up the 'footprints' will help – need more detail
- Need to enable people to continue e.g. eating out
- Every business should calculate their footprint – measure
- Need to think how can use more – a lot to think about

Making the data more useful

- Need to breakdown in user friendly way – how does person on street use and understand it?
- Relevance – of data for particular audiences – specificity
- Case studies – how it works / what people are doing
- Educational rather than preaching
- Communication – appropriateness for different audiences
- How to make the difference – toolkit
- 2006 data – hard to use old data when changing hearts and minds – relevance

Opportunities and Benefits

- Reputational
- Understanding leads to action
- Financial
- Ahead of legislation
- PR coverage
- Kinetic effect – knock on effects

Challenges and Barriers

- Understanding what it means
- Transport – biggest challenge. To/from and getting food to you etc. (though easier to measure)
- Footprint of staff hard to measure (and manage)
- Challenge of local accommodation for staff
- Challenge of balancing success/growth with sustainability and reducing CO2
- Public transport in Cornwall
- Communication – engaging businesses

Integration into Tourism Management

- Transport – key thing
- Educational guidance for businesses
- Clarification and communication
- In the same way it's going to be integrated into every industry's agenda
- Show how, don't just say "do" - toolkit
- Case studies – positive examples – positive leaders
- "Saving up" carbon for holidays – interesting. Carbon currency – inevitable?
- Standard carbon accounting mechanism

Motivate and Engage

- Single rule tool – standard (enabler)
- Show them the financial benefit
- Reputational/PR – show to industry, make them part of bigger good news story, 'name and shame' – avoid negative PR
- Different methods of communication – numbers, graphs, visual etc.
- Easy to interpret – mix of methods to target different audiences. Make things available in different ways
- Engage – present information, motivate to do
- Offer reward – PR
- Ambassadors? How to structure? Who?
- Peer to peer important – Kinetic effect
- Information is Beautiful, David McCandless

Actions needed and underway

Sector	Needs to be done	Is done
Public	Have a generic EMS tool that allows businesses to measure costs and will then capture carbon data too Legislation – standardisation Take responsibility – Cornwall Council Access / Aid to funding	Research
Private	Become experts Become exemplar tourism sector within the UK	Investment in low carbon technology Reductions in landfill
VCS	Critical friends	Coast – Positive Deviance!
Combined	Change Leaders Work Together Empathy and understanding each other	Change of Attitude

Orange Circles (facilitated by Hoayda)

Initial thoughts

- Impossible
- Limited resources
- Airplanes are the worse
- Going backwards to different political stage
- Not marketing overseas – more domestic tourism

Using and applying the data

- Travel taxes could reduce travel impact
- Without data you can't tell where is the biggest impact
- Using data to identify where your first intervention should be
- Using the data to prioritise marketing
- Understanding peoples activities
- Some data are disempowering

Making the data more useful

- Use it to encourage the industry politically
- Turn the data into a meaning
- Rebound impacts to be better understood to make sure the data are been used well (the right way)
- Better industry comparison
- Create multiple options for change and using the model evaluate total (include unintended carbon usage) and weight the results

Opportunities and benefits

- Opportunities to prioritise industry investment and marketing to manage down impacts
- Helps quantify impacts of industry to put it on an equal playing field with other sectors – must be aware of quantificationitis!
- Tourism industry is not isolated so many impacts are cross-cutting with other industries i.e. IT, transport, energy etc. How can this be reflected?
- Enable comparison with other industries. How important is tourism industry in relation to other industries?
- Shows where resources should be prioritised to reduce carbon – stop marketing overseas tourism
- Keep it rational and real – the facts must drive strategy
- Can illustrate which are the 'bad' activities – behavioural change
- Should use data to reduce footprint in management of tourism
- UK has a deficit of inbound tourism. Increasing 'holiday in your own country/county' will increase visitor numbers
- Use data to 'unfreeze' people's behaviour
- Need to be mindful of being 'carbon blinded' – there are many other environmental impacts: next PhD on ecosystem services impact of tourism industry

Challenges and Barriers

- Link it to incentives
- Lifestyles changing
- No incentive
- Lack of belief in the problem
- Fear of change that people have
- Behaviour changes take a long time
- Lost in the noise of other pressures
- More regulation and 'red tape' for industry – carbon management/accounts should be incentivised via rates/tax
- Businesses more worried about existence than carbon problem
- Climate changes are seen as a middle class problem by most

Integration into tourism management

- Green accreditation
- GTBS needs total revision to reflect carbon management
- More promotion for low carbon activities

Motivate and Engage

- Selling local products
- Instant savings
- Carbon trust loans and grants

Actions needed and underway

Sector	Needs to be done	Is done
Public	Link Tax/VAT to carbon management by central government Regulate and legislate – Mr Cameron! Support in developing carbon accounts – Accountants and Universities Carbon management business scheme (to replace GTBS) and awareness by consumers and public sector Link carbon to tax	Tourism as an industry has been forgotten or undervalued by current structural funds South West Tourism and Visit Cornwall were proactive in supporting sustainable tourism – are they now? Devon and Cornwall rail partnership – days out by public transport COAST initiatives – green 'ambassadors'
Private	Create customer demand for low carbon Publicise the data and implications much more widely by industry Greater localism of tourism expenditure – keep money local Marketing of low carbon activities by industry Solutions need to be economically socially and low carbon viable –	Some good 'green/wash' Ambassadors

	else they will be difficult to implement	
VCS	Social enterprise tourism partners More proactive incentives like the National Trust have discounts for car-free Environmental volunteering holidays	'Walking towns' initiatives e.g. Kingsbridge TIC Invest in the new technology research to really help deliver 80% reduction Great action support and promotion by organisations like COAST

Red Stars (facilitated by Karen)

Initial thoughts

- More people to visit but massive challenge to reduce footprint at the same time
- Travel – drives emissions
- Visitors from up country
- 2020/2050 target 34% reduction V.IMPORTANT to start steady reduction now
- First easy target < car travel – more trains?
- Or reduce tourist numbers
- Or increase low impact tourism
- Good mix needed
- Job losses (social impact) important aspect of reducing tourism levels
- Cornwall very car dependent
- Reducing tourism is bad for Cornwall unless alternatives are available - is money/investment available?
- Possible carbon travel budget?

Using and applying the data

- To encourage low impact visits would only work collectively alongside other organisations
- Use scenarios and back-casting to PLAN
- Foundation courses, green business education courses
- Business Improvement
- Districts might use data – especially when compulsory

Making the data more useful

- Useful tool – needs tailoring to individual organisations
- Needs to inform action = say what you can actually do – what changes?
- Showing how >CO2e £ costs
- Understanding more about how people engage?
- Businesses leading by example – one starts, others see
- Visual graphics – more/better work on graphical presentation of data (info graphics)
- Understanding how people's heads work – behavioural change

Opportunities and Benefits

- Gives a clearer idea of problem areas and provokes discussion into how best to tackle them
- If measurements are improved then changes can be better gauged
- Greater resilience to CO2 tax increases
- An articulation of the issue at hand!
- Greater resilience to climate change
- Survival!
- Lower running costs – energy bills
- Greater staff fulfilment and purpose
- Increase in reputational responsibility
- Better long term future sustainability
- Opportunity to look at data as a collective to initiate changes
- More information for key people to be able to spread information effectively across the sector
- Increase profit

Challenges and Barriers

- Lowering visitor number directly impacts on tourism (at the moment) in a negative way
- Time
- No obvious strategy (political or local) to reduce CO2
- Conflict with current economic paradigm
- Cognitive dissonance
- Vested interests
- Transport links to SW (esp. train) not great
- Adapting quickly
- Changing attitudes to energy use
- Education
- Money
- Incentive
- Fear
- National political landscape
- Perceived lack of carbon literacy
- Current economic crisis eclipsing the carbon crisis
- Recession means less money available to make changes
- Working with other businesses to keep an even playing field
- No group initiative to reduce CO2
- Climate denial
- Stay positive
- No / less funding available to help businesses change
- Lack of leadership
- Striking a balance between 'local' and 'fair trade' (which does good)

Integration into tourism management

- Carrot / Praise and reward scheme

- Awards – National, Regional and Local
- Stick – regulation and legislation maybe
- Carbon monitoring requirements
- Emission limits

Motivate and engage

- A collective approach – understanding what may happen if changes not made
- Current approach too fragmented
- Low Carbon Tourist Association
- As a marketing tool
- Better understanding of the big picture
- Tourism is a broad area. Need to bring in all involved e.g. services
- To look into possibilities, practical measures
- Accreditation scheme – raises profile, good for business

Actions needed and underway

Sector	Needs to be done	Is done
Public	Colleges and education centres to run courses on practical ways to reduce CO2 'Animated' research by Universities Local / National Council reps to source funding for changes Government to initiate legislation changes Polluter pays carbon tax – Central Government Subsidised public transport – local and central government Government to create an accreditation specifically designed for low carbon businesses Leadership by public sector	Increase in civic pride
Private	Monitoring and regular publishing of carbon use – tourism business providers Lower borrowing for projects / businesses from banks	Low Carbon Leaders Group Local food production
VCS		Cornwall Together Collective energy buying scheme Supporting Cross sector networks Inspiring the early adopters Environmental pressure groups e.g. SAS etc.
Combined	Tourism collective to discuss where and how to make practical changes	Case studies and 'ambassadors' Green foundation courses run by Eden

Appendix 10b: Summary of Workshop Findings

Key messages from the workshops:

Broad Theme	Key Messages
Measurement	<ul style="list-style-type: none"> • Role and importance of measurement (if you measure means ability to start managing) • Data is useful and coherent but need to use and apply it • Provides perspective and focus for baselines, targets, improvements, policy • Should be a KPI – hold to account, monitor and measure • Without data you can't understand impact and tell where is the biggest impact • Use data to identify where you can reduce emissions and where your first intervention should be and where to prioritise marketing • Keep it rational and real – the facts must drive strategy • Can illustrate which are the 'bad' activities - should use data to increase understanding which leads to action and – behavioural change
Management	<ul style="list-style-type: none"> • Improve carbon measurement and management at destinations and with businesses • Use data to influence (for and in) marketing • Illustrate what can be done versus time/cost/benefit • Show economic link and benefits through the impact of change and cost e.g. eco-efficiency £/kgCO₂ • Quantify the carbon savings (difference) from adopting the 6 "reducing environmental impact" bullet points. • Map areas of control and influence • Develop new package ideas • Need partnerships and to work together: cooperation / cluster working / group purchasing • Demonstrate the strategic business case – esp. current economic situation and challenge • Need corporate policy / future proofing and forward thinking • Need leadership by tourism organisations, membership bodies and iconic businesses – change leaders, pilot areas, new ideas • Businesses should measure, benchmark and set targets for their carbon footprint, need accurate tools for industry comparison • Concern about 'destination management' and action in this area - with fragmentation/decimation of destination and tourism funds • Need corporate and area based CO₂ reduction plans and strategy - how can current funds/practice/plans integrate and promote low carbon? e.g. grading schemes
Governance	<ul style="list-style-type: none"> • Concern over who is responsible and accountable for reducing tourism's CO₂ – clarity required (everyone but no-one, esp. with fewer DMOs and no SWT, who is responsible for tourism even) • VisitEngland should have some responsibility / provide leadership • Accountability for the carbon footprint is key – it should be a legal requirement (everyone) • What if anything is being done to reduce tourism's CO₂ in the priority areas? (closer markets, public transport, local procurement, energy management) • Need everyone to do it, all management tiers and all businesses • Tourism could be an expert and exemplar in UK for this

	<ul style="list-style-type: none"> • Link to accounting approach – clear format and simple approach for reporting and not additional paperwork • Needs a combined approach by planners, destinations, local authorities, membership bodies and everyone involved (remaining) in destination management. Also schools and universities. • Getting it into planning, as long as this can be done without extra regulation. • Need long term, on-going hard work, lobbying and influencing at all levels
Policy	<ul style="list-style-type: none"> • Influence politicians – regulations and legislation • Challenge of balancing growth/success with sustainability and reducing CO2. Growth is unsustainable – conflict with current economic paradigm – need a paradigm shift • Want ‘win win’ and optimum through economic benefit and reduced CO2 • Challenge of government short termism and economic agenda over environment for business and tourism leaders • Need business support and tax incentives (incentivise good behaviour; penalise bad behaviour) • Reduce impact through a carbon tax / carbon credit system / carbon accounts / carbon travel budget / travel taxes • Mechanism is required to make it happen • Need baseline targets • Broadcast the results of the research and start to implement policies for the sector to become more low carbon. • Integrate tourism and transport policy, planning and practice, and implement in a tourism centric way – improve public transport opportunities ‘to and from’ • What policy exists? Initiatives, investments and innovation? • Requires a top down approach and not just bottom up • Low carbon agenda needs to be integrated into tourism policy and planning • Domestic and local focus is important
Support	<ul style="list-style-type: none"> • Create a low carbon group / tourism collective to discuss where and how to make practical changes • Need a group initiative to reduce CO2 • Case studies / Anecdotes (impact and what works) • Ambassadors Awards /Practical guidelines • Top 5 areas for action • Embed in existing support and management • Show economic links and benefits • Need proactive support from Government (incentives, leadership, communications, vision) • Modelling and benchmarking through networks and tools – develop a toolkit / promote existing tools • Inspirational campaigns
Consumer	<ul style="list-style-type: none"> • Opportunity to ensure customers (tourists) can be made more aware of how much they are using • Promote consumer responsibility and influence • Change consumer behaviour • Real cost and impact should be demonstrated to consumers • Tourism products should be footprinted • Low carbon tourism could enhance experience and image • Create social benchmarking / competition

	<ul style="list-style-type: none"> • Communicate messages – provide real information for consumers • People should be made accountable – to pay, responsibility and stimulate domestic tourism • Need to review the focus on overseas visitors as something we should be encouraging and developing - disproportionate contribution to CO2 emissions
Education & Awareness	<ul style="list-style-type: none"> • Good educational first step – but a lot to get your head around and some may find it a bit complex • Need data, targets and scale of reduction • Clarify the opportunities and benefits esp. cost wise. CSR drives action for some but not most businesses • Opportunity for tourism – niche/driver for change • Whose role is it to communicate? • Industry vulnerability - what would happen to the industry if energy prices hike / have to switch things off? • Use a positive slant / approach / messages – how to do things • Use to address apathy and scepticism • Raising awareness, thinking about the environment and carbon impact of decisions. Can be used for advertising/marketing to tourists. • Behaviour change campaigns • Were not aware of CO2 impact – need improved education and communication, increase confidence, understanding and action • Reminded / highlighted some tourism myths and misconceptions • Need to educate and change mind-sets and behaviour - very difficult to change behaviour of short staying guests • Needs to be integrated and embedded and constant reminders to the industry (include training and engagement)

Appendix 11a: Summary of Evaluation Questionnaire Findings

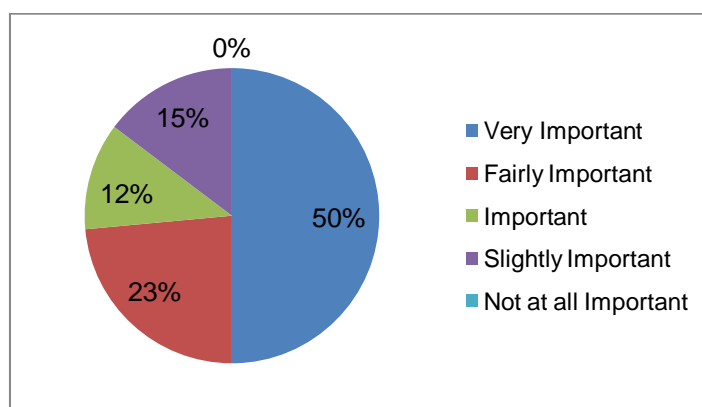
Key Messages from the Evaluation Forms (N:34):

97% of those taking part think tourism has a role to play in reducing carbon emissions, with 3% (one person) answering unsure.

Explanation of their answer:

Tiverton	Cornwall
<ul style="list-style-type: none"> Has significant impact and responsibility but also an opportunity to increase resilience It may only be a small part, but tourism could be used as an influencer on habits. The biggest change would be transport which will probably be changed by cost and car manufacturers. We all have a role, but especially if your activity is not a necessity. Certainly with regard to emissions arising from transport but also accommodation Tourism aims to increase activity in an area and therefore needs to consider its impact Large sector with high emissions so needs to be part of solution Tourism is peoples lifestyle so if we can change habits can filter through to their home life Tourism has to play a role and be seen as participatory in this major concern across the world, but keep the economic benefits, employment etc. We all have holidays! Therefore we all use/emit carbon. It goes without saying surely! All sectors / areas of life need to take action Probably 30%+ of REAL economy in SW so major impact 	<ul style="list-style-type: none"> Every business sector must play a part - and the sooner the better. Considering tourism generates a large amount of carbon, the sector must do its fair share of reduction to meet national/international targets. Every sector has a role to play. Will only work together. Although not sure of magnitude of emissions in comparison with other industries. The cross cutting nature of tourism emissions make it hard to disaggregate from other sectors. Its one of, if not the major industry in Cornwall. Influence how visitors spend their time and money Biggest industry in Cornwall at the moment!! But overwhelming largest impact is overseas tourism - this is area that needs addressing We have reduced our carbon footprint by 20% over last 18 months We can all make changes within our own businesses and can influence to a certain extent the behaviour of visitors In Cornwall Tourism should play a big part in reducing carbon emissions of local business and visitors alike for the future of our region High energy cost of travel It could be a great force for good but currently is not a good thing for Cornwall Carbon. Change will only take place once we individually accept responsibility and implement change. Every sector and person has a pivotal role to play in reducing CO2 - to reach 80% 2050 targets. It's a no-brainer. It has to. Tourism is Cornwall's biggest industry. It has a big impact - it makes sense and it saves money Impacts on and is impacted by climate change All industries have a responsibility - tourism in particular because of links to travel/transport

50% of those taking part think it is very important for tourism to measure and manage its tourism footprint. No respondents thought it was not at all important:



Participants level of knowledge of areas before taking part:

Tiverton

	None	Low	Medium	High	Very High	Total	Average Rating
UK Emission Reduction Targets	7.14% 1	7.14% 1	35.71% 5	42.86% 6	7.14% 1	14	3.36
Carbon Footprint of Tourism in the South West	7.14% 1	21.43% 3	28.57% 4	35.71% 5	7.14% 1	14	3.14
The REAP Tourism Footprint Tool	14.29% 2	21.43% 3	21.43% 3	28.57% 4	14.29% 2	14	3.07
Carbon Measurement and Management	7.14% 1	21.43% 3	42.86% 6	21.43% 3	7.14% 1	14	3.00

Cornwall

	None	Low	Medium	High	Very High	Total	Average Rating
UK Emission Reduction Targets	10% 2	15% 3	40% 8	20% 4	15% 3	20	3.15
Carbon Footprint of Tourism in Cornwall	20% 4	35% 7	20% 4	10% 2	15% 3	20	2.65
The REAP Tourism Footprint Tool	45% 9	10% 2	20% 4	10% 2	15% 3	20	2.40
Carbon Measurement and Management	5% 1	30% 6	30% 6	20% 4	15% 3	20	3.10

Did the workshop enhance participant's knowledge?

Tiverton

	Yes	No	Unsure	Total	Average Rating
UK Emission Reduction Targets	64.29% 9	28.57% 4	7.14% 1	14	1.43
Carbon Footprint of Tourism in the South West	64.29% 9	14.29% 2	21.43% 3	14	1.57
The REAP Tourism Footprint Tool	57.14% 8	28.57% 4	14.29% 2	14	1.57
Carbon Measurement and Management	71.43% 10	14.29% 2	14.29% 2	14	1.43

Cornwall

	Yes	No	Unsure	Total	Average Rating
UK Emission Reduction Targets	80% 16	10% 2	10% 2	20	1.30
Carbon Footprint of Tourism in Cornwall	90% 18	5% 1	5% 1	20	1.15
The REAP Tourism Footprint Tool	90% 18	5% 1	5% 1	20	1.15
Carbon Measurement and Management	85% 17	5% 1	10% 2	20	1.25

Data from the Evaluation Survey

Initial Thoughts (Tiverton)	Initial Thoughts (Cornwall)
<ul style="list-style-type: none"> • Reminder of the challenges in the current context and the scale of the change needed. The importance of working through most effective motivations (money, social influence) • Things have changed in the industry but the driving force has stopped so businesses eye has been taken the problem • Focus on Carbon Emissions but what about the depletion of our fossil fuel resources • Sadly little will change • Lots to be done... not clear remit to drive it locally. Money / bottom line will create (triangle) • Local tourism pilot areas - everything in 10 miles. Creating simple packages - low carbon - family train? • Well-presented and structured... and thought provoking (eg reduction targets size) • Actions to reduce emissions still important. Reminded me of targets. Opportunity to find new markets nearer to our location. • Sometimes felt over-whelmed by the questions • Scale of challenge - particularly in lack of leadership and economic focus at the moment • Useful to hear others take on Climate Change and what they are doing - all on our table making real progress • Lots of ideas to work and hoping for some tangible outcomes 	<ul style="list-style-type: none"> • Slightly too much detail on some of the slides. • Presents the results simply and effectively. Lots of research, but what is being done to mitigate? Some aspects such as overseas travel is difficult to change without affecting the tourism sector. • It seems like a mammoth task to reduce CO2 by such a massive amount when so little visible change can be seen at the moment. • It's a shame this discussion is just tourism led. It should be a discussion transcending all economic activity and industries! • A need for urgency and public and private sector co-operation • How large a proportion of carbon footprint is from travel to and from destination? • Very good. Very well thought out. Trying to look at the big picture rather than small ones. • Huge issue - that both industry and visitor generally choose to ignore • Would love to have deeper detail of data. 2006 data is no longer relevant. • Really interesting to share thoughts. Absolutely staggered by 80% reduction target! Really highlights the need for clear cascade approach to communication e.g. starting with central government through the chain to tourism providers. • One of the most well organised and inspiring workshops I have attended. • I found this highly thought provoking from a whole Cornwall plc context - not just tourism. I will look at pdf on REAP; then look at similarities with other carbon calculator tools (such as Green Gauge for Superfast Cornwall) to look for opportunities for cross-fertilisation. • Thought provoking. Wish we could have a way of knowing who else was there and if we could work together. • I found it interesting to learn that little has actually happened and to try to understand why. Change is always hard and usually reverts backwards. • That maybe "low carbon" as a phrase or word shouldn't be the main umbrella that the change and inspiration leadership should be working

	<p>under. Carbon management is so massive and very intangible to the ordinary person.</p> <ul style="list-style-type: none"> • Interesting. A big job ahead. • Great workshop with good discussion and debate. Good mix of stakeholders. • It was good to be able to have time to think about the bigger and longer term issues than being forced to be short term thinking and action • Honestly? Despair we're still figuring out how to engage people on this!
Top Two Opportunities (Tiverton)	Top Two Opportunities (Cornwall)
<p>First:</p> <ul style="list-style-type: none"> • Benchmarking of energy between businesses • Promote the benefits to businesses • Turn it around to a non-green message and be positive • Give people the tools to measure their output • Improve wider management through education • Carbon meters for equipment • Painting an alternative picture • Giving businesses an easy tool that can be used to measure • Distance travelled by visitors and means of transport • Greater legislation • Influencing EU, national and local policy thinking • Businesses come to invest in low carbon technology • Legislative requirement - with reward/punishment via taxes • Encourage arrival by public transport <p>Second:</p> <ul style="list-style-type: none"> • Increased domestic marketing • Decide who should be responsible. Visit Britain? • Pick up the reins again and drive it forward • Advice and resources to reduce the footprint, 	<p>First:</p> <ul style="list-style-type: none"> • Raised awareness • Reduce business energy consumption • Personalise to individuals / businesses • Help quantify impact and justify arguments for investment and activity • Reduce costs • Need to provide tools to industry to measure • Target EU funding to small business not massive projects. Use money to make real differences • Make data much more widely available • Find transport solutions • Collective working e.g. establish a model with clear communication • That we have a green Councillor in Cornwall • Tie it in with financial management (accounting) systems • Charge for carbon use and have mystery shoppers • Legislate to implement/install connected meters onto utility supplies • In building efficiency and in utility management • Show a financial cost - how it affects you • To better promote the tools developed i.e. Green Gauge Carbon Calculator • Reliable model - robust and benchmark improvement • Human nature • Better marketing, communications, clear messages, to encourage buy-in

<p>including grants for capital expenditure</p> <ul style="list-style-type: none"> • Create a nonpartisan government consensus to reduce emissions • Carbon tax - self assessment of use • Putting together packages that make connections • Incentives to introduce new technologies and penalties for exceeding limits • Length of stay • More media coverage of economic case • Increased fuel costs resulting in incremental opportunities and benefits for local tourism • Reward scheme (accolades not money) for improving businesses - kite mark • Share best practice • Savings, more customers, greater long term viability 	<p>from industry and consumers</p> <p>Second:</p> <ul style="list-style-type: none"> • More sustainable travel • Increase use of local supply chains • Need to improve access and ease of access to data • Improve perception • Encourage visitors to behave sustainably • Increased funding to Visit Cornwall. Take £3m off the airport and give it to them. • Direct marketing towards low impact travel / activities • Education • Making our own businesses more cost-efficient to run • The implementation of the carbon footprint legislation for business as from April 2013 • Get people involved in more workshops like this - education • Create a scheme to adopt and encourage carbon reduction • A 'real' carbon usage scheme - designed and led by COAST • In overseas travel - promoting responsible travel • Provide a standardisation tool kit • Increase engagement and benchmarking to improve collaboration between businesses • Build KPIs and targets/goal into business plans but that is tied to effective measurement • Economic crisis • Make individuals and businesses accountable - personal and business carbon budgets
Top Two Challenges (Tiverton)	Top Two Challenges (Cornwall)
<p>First:</p> <ul style="list-style-type: none"> • Old buildings that dominate tourism properties • Time and cost • Encourage uptake getting to those businesses who don't care or prioritise economic benefit 	<p>First:</p> <ul style="list-style-type: none"> • Lack of understanding/denial of climate change • Reducing carbon emissions through travel, especially overseas • No current collective to move it forward • Make it easy and meaningful

- Public apathy - not effecting their buying preferences
- The apathy of the general public
- Co-ordinated approach to monitoring
- Lack of incentive for joint working
- Perceptions of cost to invest in new ways of working
- Balancing economic viability with realistic carbon management
- Economic pressures (more concerned about having a job and making ends meet)
- Influencing EU, national and local policy thinking
- Short term thinking and current focus on economic issues
- Getting businesses to do it before they absolutely have to
- Lack of knowledge and support

Second:

- Short term perspective
- Involvement by tourism operators
- Getting the visitors to make a choice
- Private operators being too lean financially to make discretionary choices, ref investment required to reduce CO2
- The short termism of Government
- Reduced public funding to incentivise (triangle)
- Doesn't feel urgent, even though it is
- Apathy - many businesses concentrating on 'today' and surviving and not looking longer term
- Transport to destination
- Time/cost to implement modelling
- Lack of belief that small actions are significant
- Cost
- Lack of encouragement
- Lack of desire, knowledge and time - along with the

- Fear of extra costs
- Government
- Money - lack of
- Ensure visitors make necessary behavioural change
- Find transport solutions
- Cost of making changes
- To reduce its "carbon impact" of visitor transport into and out of the County
- Overcoming apathy
- Making it meaningful and relevant to business and tourists
- Economy and businesses in survival mode
- Resources and time within business to report their carbon
- Transport
- No commitment from the public sector to deliver and support businesses - wrong priorities
- Effective / reliable measurement tool
- Human nature
- No-ones being held to account for individual or business performance

Second:

- Low priority for struggling tourism businesses
- The actual measurement of visitor carbon footprints
- Money / lack of funding
- Incentivise its enforcement (tax incentive) or make it mandatory through regulation
- Acceptance of extent of the problem
- Finance
- Motivation of individuals
- Incentivise the industry to make change
- Education
- Time needed to implement change
- To convince the "visitors and business" carbon reduction is not an optional extra, but essential for a sustainable future.
- Getting "carbon" across as being really about sustainability of businesses

<p>need to keep the business above the bread line</p>	<p>and ultimately "survival"</p> <ul style="list-style-type: none"> • Inadequate - its all challenging! • Keeping it on the agenda • Getting accurate data • Getting business/industry to engage / understand • Lack of leadership and vision • Capacity building to effect a mind-set change - especially in decision • Economic Crisis • Short termism in politics, policies, business and consumer thinking/logic/strategy
<p>Top Most Important Actions (Tiverton)</p>	<p>Two Most Important Actions (Cornwall)</p>
<p>First:</p> <ul style="list-style-type: none"> • Increase domestic marketing to stop people going overseas • Communication • Legislation • Government to provide funding • Educate at Schools and Universities • Awareness of cost/impacts • Tackling transport • Making it a requirement to submit a 'carbon return' e.g. like a tax return • Reduce energy consumption • Easy to use/understand modelling tool • Engagement across the board • Increase roll out and use of models • Tools made available • Better networking and best practice sharing <p>Second:</p> <ul style="list-style-type: none"> • Decarbonisation of the fuel used by tourism businesses (directly through installing micro renewables and indirectly through greening of the 	<p>First:</p> <ul style="list-style-type: none"> • Incentives • Measuring and monitoring carbon use • Understanding what needs to be done and then... • Make it mandatory for industry (all industries wide) • Increased simplicity and uniformity • Enable tourist boards to help industry • Money / funding / financial incentive • Government incentives linked to reduced taxes • Must come from central government • To get visitors to use public transport • Join up the dots between all influential organisations in Cornwall • Charge for carbon use and have mystery shoppers • Well communicated, factual, relevant data with interpreted meaning • Staff training and engagement • Present data in different formats (simplified) to appeal to different peoples mindsets e.g. graphics, stats, graphs • Education and sharing of information • Money / Funding • Animate the REAP Tourism graphs

<p>National Grid)</p> <ul style="list-style-type: none"> • Joined up thinking by DMOs - LEPs • Responsibility (VE) • Information for visitors to make choices • Support community schemes such as Transition • Incentives to (triangle) • Behaviour change campaigns • Greater awareness of how to measure carbon footprint • Encourage guests to stay longer • Legislation • Illustrate need to engage wider involvement • Incentive / disincentive to improve • More encouragement and recognition 	<ul style="list-style-type: none"> • Encourage industries to manipulate the variables over which they have control <p>Second:</p> <ul style="list-style-type: none"> • Client/customer pressure • Improving awareness and changing behaviours • .. knowing how to do it • Make it easy - draw links to customers. Tourism customers presently don't care - if they don't the industry won't. • Published results for providers • Legislate to encourage carbon reduction • Main taxation of flights. Educating people on the real cost of a holiday abroad • Local action to publicise opportunities • Make businesses and individuals accountable • To encourage more "home grown" visitors • Incentivise businesses to get involved • Create a scheme to adopt and encourage carbon reduction • Inspiration leadership within your business • Provide a tool kit - easy to use • Dedicate resources to facilitate carbon measurement and build capacity • Education - Simple to use tool to be developed • Educate consumers to influence values and choices and behaviours
<p>Most and Least Useful from the Workshop (Tiverton)</p>	<p>Most and Least Useful from the Workshop (Cornwall)</p>
<p>Most Useful:</p> <ul style="list-style-type: none"> • Chance to reflect and focus on issue • Discussing who should promote the programme • Looking at it again as everything has changed in the last 5 years • General awareness of issues and constraints. Other people's experiences. • Awareness of issues around challenges. • Consideration of options/ideas. Contacts with 	<p>Most Useful:</p> <ul style="list-style-type: none"> • Overseas visitor issues/statistics • Useful data - more awareness • Sharing ideas • The discussions • Development of strategies • Exchange of Ideas • Data. Ability to discuss openly. Lots of tips and ideas.

others.

- Sharing ideas. Talking to private sector colleagues
- Understanding and appreciating reduction targets. Small discussion groups. Learning from the group the different activities that are happening.
- Different views and comments in my group
- Reminder re: REAP tool overview. Talking to other businesses
- Emma's presentation
- Range of views from different sectors. Reminder of key stats
- Opportunity to talk with others about what's possible and surprised to hear appetite for legislating to make businesses measure.
- Slide show, discussion and networking

Least Useful:

- A little rushed but good to keep pace up
- What value/use could be of REAP or similar models - how to retain its value?
- Too many questions / post-its - might get more from a structured in-depth discussion?
- Some questions - confusing
- Our discussions were a bit chaotic (I felt!)
- Could have done with a bit more time. Maybe slightly bigger groups to bounce ideas off.
- Few answers - know its research but a summary of what's necessary to hit targets.

- Summary presentation. Listening to experience from other sectors.
- Understanding a bit more about what small changes you can make. Also reassured that I'm not the only one who didn't know a great deal about carbon measurement before the workshop!
- Discussion in groups. PowerPoint summary.
- The opportunity for "free thinking" and being inspired by other thoughts from around the table
- Meeting people. Facts and figures.
- Writing individual comments on post-it notes as everyone can have their say. Quick
- Expected footprint of tourists in the future. Current footprint of both overseas and domestic. Impact of particular areas - overseas / travel once at location / food
- Discussing how it works and affects - engaging with a change process
- Round table discussions. Ability to give personal opinions and not wear work hat.
- Presentation and Group Work.
- Learning about the REAP Tool

Least Useful:

- None
- The research does not go into specific actions that can be taken...question of relevance to everyday actions at the moment.
- Realising we are a long way from change
- Too many questions
- Details of data collection
- The location! Bodmin is the centre of Cornwall. You increased my carbon footprint by making me drive here.
- All good
- Too short of time. My brain is not so efficient after midday!!
- Nothing
- Some Qs a bit repetitive

Appendix 11b: Mind Maps

- 1) Challenges**
- 2) Opportunities**
- 3) Most Important Actions**

CHALLENGES

Getting businesses and industry engaged

- To do it before they have to
- Involvement by tourism operators
- Incentivise and enforce
- Making it easy, meaningful and relevant

Lack of leadership and vision

- Keeping it on the agenda
- No public sector commitment or support - wrong priorities
- Government
- Needs to be integrated and embedded
- No-one is accountable/responsible
- Influence EU, National and local policy thinking

Economic crisis, focus and pressures

- Getting carbon across as being about sustainability of businesses and ultimately survival
- Low priority for struggling businesses
- In survival mode
- Balancing economic viability with realistic carbon management

Short termism

- Short term politics, policies, business and consumer thinking / logic / strategy
- Concentrating on today and survival and not long term

Need a co-ordinated and collective approach to monitoring

- Getting accurate data
- Effective and reliable measurement tools

Cost, resources and time

- Perception of cost to invest in new ways of working
- Reduced public funding to incentivise
- Actual measurement of footprints

Getting the visitors to make a choice

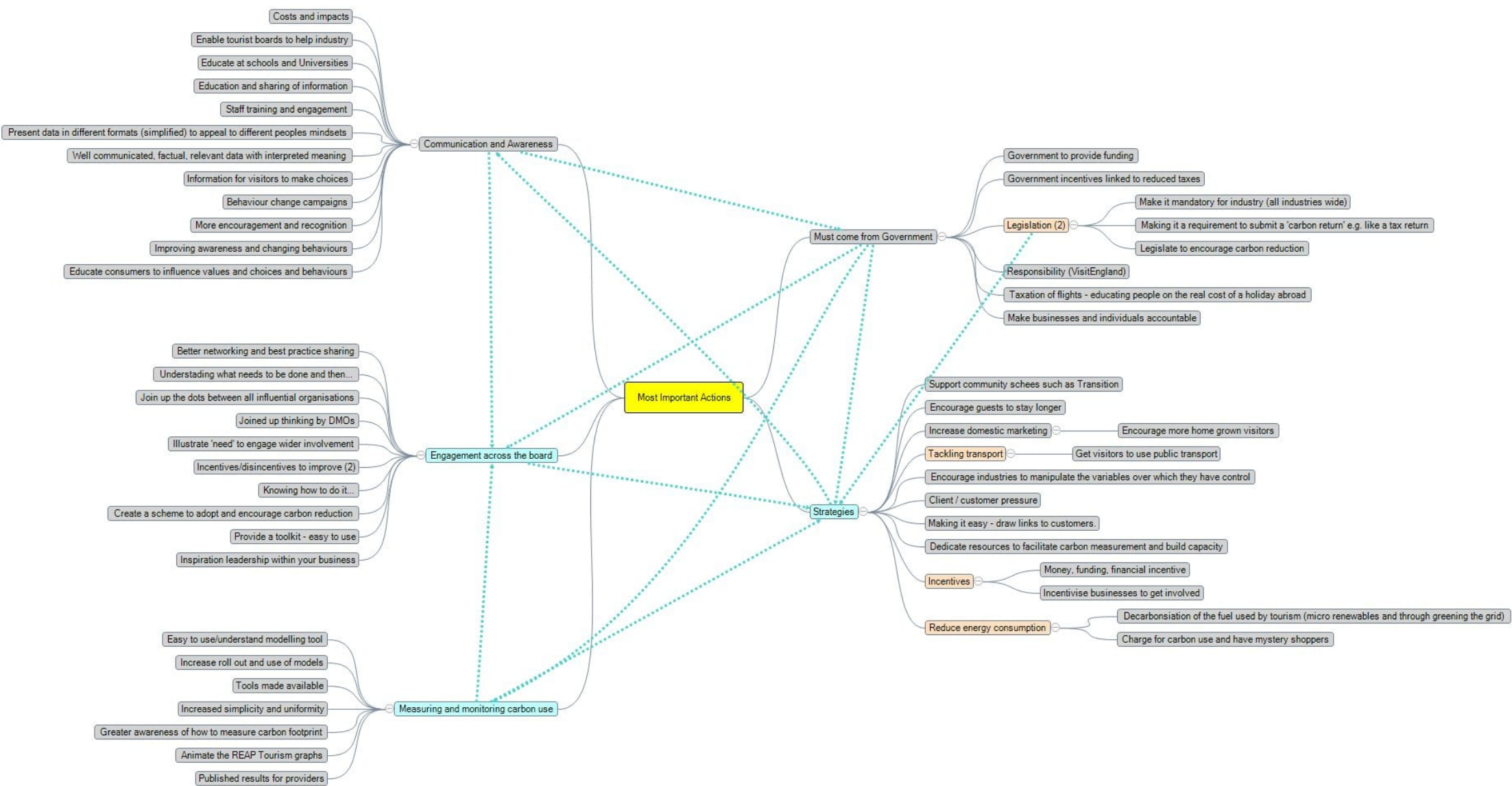
- Carbon reduction is not an optional extra but essential for a sustainable future
- Ensure visitors make necessary behavioural change

Encourage uptake and promote understanding

- Lack of knowledge and support
- Doesn't feel urgent even though it is
- Lack of belief that small actions are significant
- Lack of encouragement
- Lack of desire and time
- Capacity building
- Education
- Motivation
- Overcoming apathy, denial and lack of understanding

Reducing carbon emissions of travel 'to and from' and developing transport solutions (especially overseas)



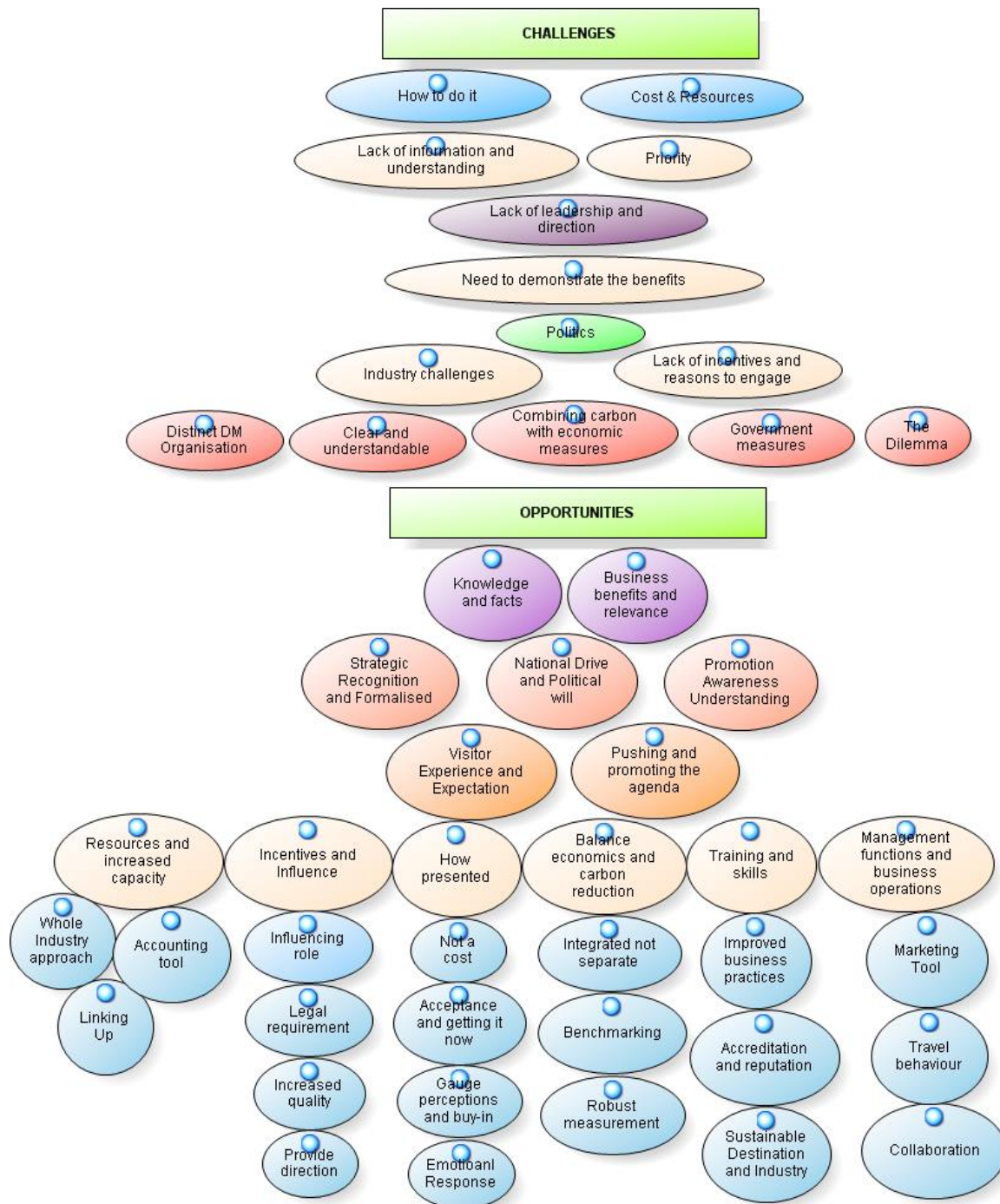


Appendix 11c: Evaluation Questionnaire – Clustered Findings

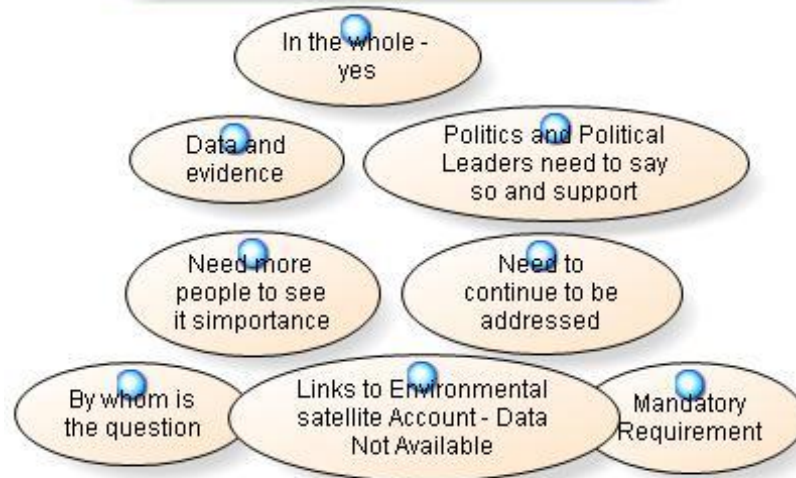
Grouping the main opportunities, challenges and actions arising from the three mind maps against each other.

Key Themes		Opportunities	Challenges	Actions
1	Government leadership and defined responsibilities	Responsibility needs to be defined (political leadership and policy)	Lack of leadership and vision (need responsibility, public sector commitment and higher priority)	Government Leadership (funding, incentives, taxes, responsibility)
2	Coordinated and standardised carbon measurement and monitoring	Improve measurement (access to standardised tools, data and benchmarking)	Need a coordinated and collective approach to monitoring (accurate data and effective measurement tools)	Measuring and monitoring carbon use (accessible tools, published results, uniformity)
3	Increase knowledge through education and raising awareness	Education and Awareness (advice and resources)	Encourage uptake and promote understanding (knowledge, education and support)	Communication and awareness raising (training, education, behaviour change)
4	Industry and consumer marketing and communications	Direct marketing and communication (responsible travel - industry and consumers)	Getting the visitors to make a choice (behavioural change)	Behavioural change (influence consumers, information for visitors to make choices)
5	Accountability through legislation and regulation	Legislation (accountability and implementation)	Getting businesses and industry engaged (involvement, enforce, making it easy and meaningful)	Legislation and taxes (mandatory approach, taxation, business and individual accountability)
6	Tourism strategy that facilitates carbon reduction (and incorporates travel)	Strategic approach (that encourages carbon reduction) Transport solutions (to reduce km and encourage sustainable travel)	Short-termism (strategy, politics, business and consumer thinking) Reducing emissions of travel 'to and from' and developing solutions (especially overseas travel)	Strategies (to facilitate carbon reduction) Tackling transport (visitors using public transport)
7	Resources, incentives and investment	Influence funding and investment (incentives)	Cost, resources and time (need incentives and investment)	Incentives and funding
8	Business benefits of carbon management	Promote benefits to industry (efficiency and financial)	Economic crisis, focus and pressures (survival mode and carbon management is a low priority)	Engagement across the board (incentives, joined up thinking, inspiration)

Appendix 12: NVivo Coding Models



Do you think its important to be looked at?



Can the measurement of carbon be useful?

