

Report

For

Outer Hebrides Tourist Industry
Association (OHTIA)

Making the Outer Hebrides a Carbon
Neutral destination



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1 Executive Summary

The Outer Hebrides has approximately 200,000 visitors with an annual value of tourism in excess of £50m; the vision is to grow this value by 50% by 2015.

The Hebrides are one of many world wide destinations all claiming the same attributes of peace, tranquillity, unspoilt environment etc, to achieve this growth requires aggressive marketing & capital investment.

This brief was to investigate a proposal for the Outer Hebrides to:

- 1) Offer the opportunity to visitors to make their journey carbon neutral
- 2) Offer visitors the chance to make a community pay back
- 3) Measure & reduce the carbon footprint of tourism businesses and public agencies in the Outer Hebrides.
- 4) Offer a local carbon offset

It would appear to be advantageous for there to be a clear and working link between any scheme set up in the Outer Hebrides and the national carbon offset scheme for visitors to Scotland being developed by the Tourism Innovation Group (Climate Change Scotland) If joint promotion & administration could be achieved this would be desirable.

My recommendation is to set up a local scheme linked to the national scheme.

We should encourage visitors & accommodation providers to 'offset' into Climate Change Scotland. In return Climate Change Scotland would invest in our local projects provided they have a carbon 'win'.

There should also be a close tie with the Green Tourism Business scheme.

We should however set up a local fund to which visitors to the island could make a voluntary payback.

There would be two ways for a visitor, tourist operator or agency to contribute:

- Directly into a donation box
- Through a website using a credit card

The fund could be used for local projects to reduce carbon footprint such as:

- Tree planting, maintenance of paths, grants to businesses/households to measure & reduce carbon footprint, small scale renewable energy projects, better public transport, cycle/walk ways to encourage visitors out of their cars.

2 Introduction

The Outer Hebrides has approximately 200,000 visitors with an annual value in excess of £50m; the vision is to grow this value by 50% by 2015.

The Hebrides are one of many world wide destinations all claiming the same attributes of peace, tranquillity, unspoilt environment etc, to achieve this growth requires aggressive marketing & capital investment.

A growing number of visitors care about the environment and would wish to do something to compensate for the environmental 'damage' caused by their holiday.

The Chairman of Visit Scotland has recently called for Scotland to become a carbon neutral destination; the opportunity exists for the Hebrides to lead by example.

The Hebrides should be seen by the visitor as a GREEN CLEAN ENVIRONMENT

The UN's International Panel on Climate Change (IPCC) September 07 states 'Climate change is so far advanced that serious damage to the environment is inevitable'.

Initial Brief

The brief was to investigate a proposal for the Outer Hebrides to:

- 1) Offer the opportunity to visitors to make their journey carbon neutral
- 2) Offer visitors the chance to make a community pay back
- 3) Measure & reduce the carbon footprint of tourism businesses and public agencies in the Outer Hebrides.
- 4) Offer a local carbon offset

Perceived Advantages

- 1) Would give the Outer Hebrides a distinct marketing advantage.
- 2) Would be good for the environment
- 3) Would bring significant savings to local business

3 Requirements of Scheme

To be successful a local Outer Hebrides initiative must be:

Transparent

Users of the scheme must be satisfied that their contribution has been spent locally to reduce or offset their carbon footprint on initiatives that benefit the environment. This would have to be independently ratified to alleviate the concern that a contribution may not be passed by the operator to the organisation.

The scheme should also have environmental credibility, it must be clear to visitors that projects funded are having a real and additional impact on climate change, ideally ratified by some 'green' organisation such as WWF or Friends of the Earth.

Simple

It must be easy for visitors to contribute & easy for the organisation to administer.

To reduce the burden on visitor members and to alleviate the concern that a contribution may not be passed by the operator to the organisation, the following is recommended.

Cost Neutral

After the initial set up period the scheme must be capable of being self sufficient i.e. the income must meet running costs and fulfil its aims of benefiting the environment.

Administration costs would have to be kept to a minimum and visitors must be made aware the proportion of funds being spent on projects & the proportion being retained for admin.

4 Summary of Research

4.1 Macpherson Report 2007

The population of the Outer Hebrides declined by 8.5% between 1995 and 2005, with latest estimates (mid-year 2005) at 26,370. Tourism is believed by some to offer the best prospect of reversing this trend and retaining people on the islands, and if the season could be extended more into the shoulder months it would provide greater opportunities to operators in terms of sustainability.

Tourism in the Outer Hebrides contributes around 15.6% to the Gross Regional Domestic Product (GRDP) of the Outer Hebrides.

The national tourism strategy has set out an aspiration to grow tourism revenues in Scotland by 50% by 2015. In common with other areas of Scotland, an Area Tourism Partnership in the Outer Hebrides has produced an Area Tourism Partnership Plan (2006-09) to lead strategic action on further developing tourism in the Outer Hebrides.

Tourism accounts for 9% of all jobs in the area and many self-employed posts. An estimated 1,000 FTEs are supported by tourism in the Outer Hebrides, including direct employees, self-employed, indirect and induced employment.

The Macpherson Report confirms the importance of tourism to the economy of the Outer Hebrides and that an increase of 50% in the value would significantly increase GDP, employment and potentially help reverse de-population.

Occupancy statistics suggest that the bulk of the 50% increase will have to come from out with the main tourist season and/or by increasing spend as there is limited scope for increasing occupancy over the summer period.

4.2 Tourism & Conservation Partnership (Lake District Payback Scheme)

This scheme was formed in 1993, to demonstrate that the tourism industry and conservation organisations could be mutually supportive. They work with tourism and related businesses, encouraging both fundraising for landscape conservation, and the development of environmentally sustainable practices within the industry.

Currently (2007) there are 250 members in the scheme, 40% recruited in the last 2 years, on average there is an 88% retention, drop out generally only through sale of business. Membership equates to 10% of tourism businesses in Cumbria, of these about 150 are active fundraisers with 80 operating a payback scheme, a further 70 have donation boxes. It has been found that collection boxes do not contribute much but are a useful way of publicising in visitor centres etc.

Most of members are smaller businesses, last year the scheme generated income of £125,000; with a total from inception to date of £1m.

Of the funds raised by members 15% is retained for administration.

The area covered by the scheme has 16 million leisure visits to the area with an average stay of 1 day.

The scheme is operated by a not for profit Co limited by guarantee with a board of directors (13) from industry & conservation bodies, the patron is David Bellamy. There are four staff, one for a specific short term project. They are currently amending the constitution to obtain charitable status to obtain the benefit of gift aid/trust money.

Until recently the scheme was project based with a member business raising funds for a specific project

During 2007 they were supporting 60 projects e.g. path repair, osprey conservation, viewpoints.

They have now moved to theme based fundraising:

1. Access e.g. footpaths, disabled access
2. Wildlife & Wilderness e.g. endangered species, red squirrels
3. Culture & Communities, eg school groups to carry out river surveys
4. Sustainability- climate contribution fund e.g. cycle ways, public transport scheme, peat bog restoration, tree planting. Can contribute through website, believed to be the only carbon offset scheme in the UK with the benefit/offset spent in the UK. (though this is likely to change quickly as other organisations react to this)
Businesses have to have a full environmental audit through local Cumbrian project or GTBS.

There is a high percentage of repeat business in the Lake District, being part of the scheme is seen by business as a marketing advantage as guests are encouraged to return to see progress on 'their' project.

It has been found that thematic fundraising provides much more flexibility, funds can be used more efficiently to lever additional grants, & projects can be completed quicker

The scheme is a membership organisation providing benefits such as; the use of logo, website search facility & a newsletter.

The website is database driven e.g. visitor wanting to stay at a member supporting red squirrels can do a search to find accommodation supporting this project.

Membership Structure

- Diamond Business Partner- membership fee of over £5,000-agencies
- Platinum Business Partner –membership of £1,000 to £4,999- agencies
- Gold Supporter membership fee of £500 to £999 or fundraising over £1,000 by visitor contribution scheme
- Silver Supporter as above £250 to £499 or fundraising £500 p.a
- Bronze Supporter as above £150 to £249 or fundraising £200 p.a.
- Fundraising Associate as above fee £39.5 to £149 or fundraising less than £200 p.a.
- Associate or Individual Membership –non fundraising

Fundraising

- Opt in- guests are asked if they wish to pay £1 per head, the concept is ‘a little from a lot of people’
- Opt Out- guests are asked if they do not wish to pay, if they do not opt out a levy is automatic normally £1 a head
- Donation Boxes
- Percentage Donation –e.g. 1% of profits
- Sponsored Products- e.g. jute carrier bags % of sales

Research has shown 15% of the population passionately care about the environment, 70% care, or at least can be engaged, but will not seek out information (or in businesses case, need a financial/marketing benefit) 15% do not care.

The partnership encourages members to match visitor’s donations and a number of members do this.

They find that over 90% of guests will pay, however the key is owner commitment & how the scheme is presented, they try & get businesses to include in takings & send a cheque quarterly to partnership.

Businesses are encouraged to include membership of organisation in all publicity & have the partnership logo in tourist board brochure to get maximum marketing advantage.

Notes from meetings with members of Tourism & Conservation Partnership

Sue Jackson

Sue is part owner of Heart of the Lakes holiday cottage letting agency- 500+ properties, 8,500+ bookings, passionate about partnership, director, sees membership as good PR with huge business advantage, significant number of bookings because of what business does for the environment.

Adds £2 to all weekly rates, guests asked in booking form tick here if you do not wish £2 to go to Our Man at the Top (footpath repair project) they match fund guests contribution 99% of their guests pay the levy.

Cote How Guest House

Passionate about environment 1st GTBS Gold member in Cumbria, concentrate on funding for projects to combat invasive species. E.g. bonfire party

Storrs Hall Hotel

This hotel is part of English Lakes Hotels (6) country house style, top end of market. Almost 100% of guests pay levy, info on first page of guest directory in room, operate opt out. 50% of guests are repeat business. See as good to support but do not see a direct business advantage, guests will come anyhow.

Lynda Johnson Borwick Fold Cottages

Has 3 self catering cottages from converted farm buildings- very environmentally aware in purchasing recycling etc.

Operate opt in, do not want to alienate by having to opt out, want contribution to be given openly & freely, about 50% of visitors do pay.

More & more of visitors are concerned with environmental issues, and are keen to do something themselves to compensate for their damage.

Feels £1 is about right, most guests are repeat customers

4.3 Other Research including the Tourism Innovation Group on Visitor Levies

The Edinburgh Tourism Action Group published research into consumer views on the introduction of visitor levies (February 2007), this is available on the VS website including an information paper prepared by Stevens & Associates and View Marketing 'Voluntary Tourism Payback Initiatives'

They looked at a number of schemes including the Tourism & Conservation Partnership & confirmed that there is a growing body of evidence that tourists are willing to pay extra for good cases and projects that have a direct, positive impact on the environment or community where they are staying.

In 2004 the Cairngorm National Park undertook a survey of visitors the specific question on payback schemes revealed that 61% of tourists were willing to donate money to help local conservation causes.

The concept of community payback is established & works successfully in the Lake District, however the Lake District has 16m visitors as against 200,000 in the Outer Hebrides, based on a similar take from our visitors annual income would only be £1,500.

In addition it has taken a long time & a huge effort to get the Lakes initiative where it is today.

4.4 Climate Change Scotland (CSS)

At a meeting of the Tourism Innovation Group in January 2006, members came up with the idea of developing an industry-led Carbon offset scheme that would allow all constituents of the Scottish tourism sector (visitors, businesses, not-for-profit organisations and publicly owned agencies such as Scottish Natural Heritage) to make the link between their activity and its impact on carbon emissions.

Scottish tourism is dependent for its existence on carbon-intensive activities such as travel, heating and lighting, imported foods and so on, which damage the environment through climate change. However, the industry is also to a large degree dependent on the perception (and reality) of Scotland's pristine environment. Many of those involved in the industry have a personal commitment to environmental protection, which makes them increasingly uneasy to operate within a sector that could be accused of a reliance on negative environmental impact. With the climate change agenda now becoming mainstream, the Tourism Innovation Group saw an opportunity for a voluntary regime to complement and extend the impact of regulated responses to the process of reducing the harmful effects of Scottish tourism on the world's climate.

This initiative seeks to encourage each constituency involved in Scottish tourism (demand, supply, public sector) to reduce their direct and indirect emissions, and then "offset" those that are unavoidable.

The scheme will provide a means by which to support a range of environmentally beneficial Projects that are in Scotland and (where possible) visitors can touch and feel – completing the link between the voluntary donation, the project and Scottish tourism.

The Climate Change Scotland initiative will provide visitors or tourism organisations with a simple tool to calculate the extent of their carbon footprint generated from say a flight to or trip within Scotland, or operating a hotel, and apply a financial value to this tonnage, representing the cost to offset all (or some) of this carbon. Tourism operators or visitors will be encouraged to donate a sum to achieve this offset, by investing in Scottish Projects.

This initiative will demonstrate the intention of Scottish tourism operations to literally "clean up their act" and (in conjunction with other initiatives such as the Green Tourism Business Scheme and the Sustainable Tourism Partnership) would potentially allow VisitScotland and the destinations and businesses throughout Scotland to market themselves as "Europe's most sustainable tourism destination" as indicated in the Tourism Framework for Change. Business tourism is a growing sector, and TIG has established that the green credentials of a location and venue is an increasingly important part of the decision-making process for International Associations, and major companies. They believe this scheme will create genuine market and product differentiation, giving Scotland a competitive edge in the growing ethical consumer market place.

In monetary terms, assuming an average carbon cost per tonne of around £10 (which is an approximate average of the industry norms), it is expected that Climate Change Scotland will attract revenues of over £2 million by Year 3.

A number of Scottish based Projects will be selected for support, based on a competitive grant application basis. As of September 2007, three projects are being “fast-tracked” through the Project analysis process. The proposers of these Projects are Friends of the Earth, John Muir Trust and Scottish Wildlife Trust.

Donations will be collected via a web site (various URLs are secured), which will be professionally marketed and widely linked to a variety of visitor facing distribution channels, such as VisitScotland.com, airlines accessing Scotland, train operating companies, ferries, accommodation providers, short-break operators, TICs, convention bureaux etc. Other communication channels will be required to interface tourism businesses and the public sector agencies.

Donors will be able to choose to donate to a specific, or a pre-determined selection of beneficiary projects. The web site will also provide a means to communicate environmental good practice and perhaps stimulate and promote tourism product development opportunities, such as environmental volunteering holidays in Scotland, or ways to visit and enjoy the beneficiary projects.

The initiative will operate as a voluntary “opt-in”.

Climate Change Scotland will be operated as a not-for-profit, company limited by guarantee. They do not anticipate applying for charitable status.

Administration costs for existing, high profile carbon offset schemes are notoriously high – as much as 46%. Climate Change Scotland will cap administration costs at 20%, and when economies of scale cut in, administration costs of 15% are anticipated. (Year 1 administration will bear set-up costs and will exceed the 20% ceiling.)

Peter Lederer, Chairman of VisitScotland said: “Scotland couldn’t be better placed in terms of being a sustainable destination and if we want to grow tourism by 50% by the year 2015 we need to ensure that growth is carried out against a backdrop of care for the environment. I am hugely excited to hear about the private sector pushing ahead with plans for an offsetting scheme and the fact that all the funds will be invested back into Scotland is a further bonus – this is the type of innovation that should be applauded.”

This scheme fits so closely with our initial aims that it must be considered as part of our proposal

4.5 The Carbon Trust

The Carbon Trust was set up by Government in 2001 as an independent company, their mission is to accelerate the move to a low carbon economy by working with organisations to reduce carbon emissions and develop commercial low carbon technologies. They provide free surveys to organisations with annual energy bills of over £50,000. The Carbon Trust also provides interest free loans (£5,000 to £400,000 to invest in energy saving projects such as improved lighting, boilers or insulation. The Trust promotes the construction of more energy efficient non-domestic buildings. Support ranges from self-help guidance to free or subsidised design and construction consultancy.

DEFRA

The Department for the Environment, Farming and Rural Affairs (DEFRA) issued a consultation paper in January 07 on “establishing a voluntary Code of Best Practice for the provision of carbon offsetting to UK customers”. This consultation ended in July, the Secretary of State announced the framework for the Code of Best Practice in February 08.

The proposed code will be voluntary with offset providers able to choose whether to seek accreditation for all or some of their offsetting products.

Green Tourism Business Scheme (GTBS)

The GTBS is the leading sustainable tourism certification scheme in the UK, with over 1400 members. Businesses opting to join are assessed by a qualified grading advisor against a rigorous set of criteria, covering a range of areas, like energy and water efficiency, waste management, biodiversity and more.

Businesses that meet the required standard, receive a Bronze, Silver, or Gold award based on their level of achievement. The current network of members is comprised of a wide range of business types, including accommodation providers, visitor attractions, corporate offices and others.

What is Offsetting?

Offsetting means calculating the contribution to climate change (emissions) caused by a particular activity (say, flying to Stornoway for a holiday) and then paying for action to be taken for an equivalent contribution to be avoided by someone else, or for an equivalent amount of carbon to be taken out of the atmosphere by, for example, planting trees (offsetting).

To offset a contribution to climate change, there are only two places that we can intervene in this cycle: by increasing absorption of carbon by planting trees, sequestering carbon dioxide underground, etc. or by reducing emission.

5 Should we have a local scheme?

It now appears that we can have a local scheme without formal accreditation; however this would have to be scientifically and financially robust and managed effectively.

However we should not use the term “carbon offset” because of the technical meaning of the term, which makes it incredibly difficult to find compliant projects within countries that are fully signed up to the Kyoto Protocol. Also the term “carbon neutral” should not be used because it’s unlikely that any tourism activity can be cost-effectively made “neutral” if you take account of indirect emissions.

Our scheme should not be a strict offset scheme but a CARBON SAVINGS scheme, it is only possible to account for carbon savings in a limited number of projects such as energy efficiency, renewable energy infrastructure etc.

We also have to contend with the bad press being received by the offsetting business on the one hand and the ever increasing awareness of climate change on the other. (Note an article in The Observer (18th December 06) attacking the offsetting industry)

6 What is the size of our market?

We have 200,000 visitors including business travelers coming to the Outer Hebrides

Were it not for the holiday, they would not have made the flight, hired the car, stayed in the accommodation, visited the visitor attractions, eaten the food and discarded the rubbish- there would be no carbon footprint.

Based on other studies we know that 90%+ of carbon footprint by visitors arises from travel to the islands.

A recent survey throughout Britain found that:

- 3% were very willing to pay more for an ethical holiday
- 25% were quite willing to pay more for an ethical holiday

In 2004 the Cairngorm National Park undertook a survey of visitors the specific question on payback schemes revealed that 61% of tourists were willing to donate money to help local conservation causes.

The BA opt in scheme has less than 0.5% uptake to offset footprint
First Choice opt out scheme attained 10% uptake in a trial period

Visitors to the Hebrides will be environmentally aware, the main reason they visit, and we should therefore have an above average uptake.

As part of the work carried out by the Tourist Innovation Group it was calculated that the Scottish tourism industry has a footprint of 13.7m tons.

7 What is our Footprint?

Scotland has 6.75m visitors* as against 200,000 to the Outer Hebrides based on this proportion an estimate of the total carbon footprint of the Outer Hebrides Tourist Industry is 410,000 tons (2.05 tons per visitor).

Using the national figures above it can be estimated that accommodation providers in the Outer Hebrides have a footprint of 32,800 tons (8%)

Assuming an average cost per ton to offset of £9 (costs of offset vary widely from £3 to £25) and 1% of visitors offset, income for the scheme could be £36,900 rising to £184,500 if 5% offset.

It is unrealistic to expect International airlines such as British Airways or Caledonian Macbrayne to collect a levy on our behalf, any levy would have to be collected either at arrival points -airports & ferry terminals or through a link on accommodation provider's websites.

Arrival & departure points could have gimmicky collection boxes (green footprints) to both raise funds & the awareness of the project.

* VS Data 2005

8 Conclusion

It would appear to be advantageous for there to be a clear and working link between any scheme set up in the Outer Hebrides and the national carbon offset scheme for visitors to Scotland being developed by the Tourism Innovation Group (Climate Change Scotland) If joint promotion & administration could be achieved this would be desirable.

Sue Crossman project director Tourism Innovation Group has stated in her response to our plans. *‘I am sure that we can work out a way of ensuring that Climate Change Scotland and Outer Hebrides Tourism Industry Association can work together for mutual benefit*

We would be absolutely delighted to hear about possible projects from the Hebrides – an economically and environmentally fragile community that relies on tourism so heavily would be a logical choice.

Climate Change Scotland needs organisations to come to us with good projects from right across Scotland in which to invest. We are looking for projects that have a quantifiable carbon “win” in them i.e. reducing or sequestering carbon dioxide emissions, but that also have a range of related benefits that could be environmental, bio-diversity, community, social pro-poor/disadvantaged. I would emphasize that the certifiable carbon benefit is a pre-requisite, and we won’t be investing in projects that only offer the related benefits. Our scientific team can calculate the extent of the carbon saving, and will provide the certification’.

It is also apparent that the terms Carbon Offset & Carbon Neutral are very difficult aims to achieve.

Carbon Offset because of the technical meaning of the term makes it incredibly difficult to find projects which comply.

Carbon Neutral is also difficult as it is unlikely that any tourism activity can be cost – effectively made ‘neutral’

I think we have a choice of three scenarios:

- 1) Do nothing
- 2) Set up an independent scheme
- 3) Set up a local scheme but linked to Climate Change Scotland

In my view it would be counter productive to set up a separate independent scheme, it would be confusing to visitors, difficult to obtain agency funding and a duplication of effort. However if the national scheme fails to become established in the market then a local option should be considered.

I also believe doing nothing does not portray the image of a Green Clean Hebrides, local agencies including the Council, HIE, Visit Scotland have all signed up to reduce their carbon footprint. In addition visitors are looking to 'payback' their footprint, tourist operators can obtain a distinct marketing & financial advantage by going 'green'

Other local initiatives including the proposal to designate Harris a 'national park' are adding to the 'green' image which should be strengthened by a formal 'green Hebrides' initiative.

My recommendation is to set up a local scheme linked to the national scheme;

we should encourage visitors & accommodation providers to 'offset' into Climate Change Scotland. In return Climate Change Scotland would invest in our local projects provided they have a carbon 'win'.

There should also be a close tie with the Green Tourism Business scheme which already encourages environmentally sustainable tourism. This already provides a 'green' audit & membership of this scheme should give automatic entry to our local scheme.

Membership to the scheme by tourism businesses or levies paid by visitors to the area should be voluntary; contributions should be given openly & freely.

The local fund to which visitors to the island could make a voluntary payback augmented by grants from CCS & others would be used for local projects.

What could the fund be used for?

- Tree planting which reduces carbon in the atmosphere as a top up to community schemes (existing forestry grants being reduced) *
- Maintenance of paths, visitors encouraged to join in & do something for the environment
- Grants to businesses/households to measure & reduce carbon footprint
- Small scale renewable energy projects
- Better public transport
- Cycle/walk ways to encourage visitors out of their cars
- Purchase of advanced meters such as Ewgeco which have been shown to reduce consumption

** Disadvantage of using trees to offset:*

If a customer takes an international flight and needs to offset, say five tonnes of carbon dioxide, those five tonnes will be emitted within a matter of days. TCNC, on the other hand, is prepared to charge for them to be offset and then undertake to offset them over the next 100 years! (If offsetting is to be effective, it has to be effective immediately, not at some time in the next century).

There is significant scepticism about tree planting as a realistic way of addressing climate change, the emphasis for ours should be on projects which reduce current CO” emissions such as energy efficiency measures & public transport measures.

How to contribute

There would be two ways for a visitor, tourist operator or agency to contribute:

- Directly into a donation box, each participating member would have a donation box at point of payment such as reception desk; guests would be asked to make a voluntary payment when settling their account. In addition larger collection boxes would be situated at key visitor attractions & points of entry. The boxes could be green & in the shape of a footprint.
- Through a website using a credit card, participating accommodation providers/travel operators/agencies would be encouraged to have a link on their websites giving visitors the opportunity to make a community payback. Visitors by clicking on the link would come into the local fund

9 Indicative Minimum Costs of Set-up

Website	3,000
Brochures/leaflets	1,000
PR Launch publicity	3,000
Collection Boxes	3,000
Admin Subsidy 3 years	15,000
TOTAL	25,000

These figures are the minimum required to establish the scheme, if agency support was forthcoming a more realistic budget to raise awareness & give credibility would be £100,000.

It is believed that the visitor will not accept more than 25% of the proceeds being spent on administration, and forecasts assume this percentage.

10 Table of Possible Income/Expenditure

The following table shows how even a small contribution in levies could be used with other funding for good local schemes.

Table of Possible Income/Expenditure

	Set Up	Year 1	Year 2	Year 3	TOTAL
INCOME					
Levies		5,000	10,000	15,000	30,000
Admin subsidy		7,500	5,000	2,500	15,000
Project grant (CCS)	10,000		10,000	10,000	30,000
Other project grants SNH/CNES etc		10,000	10,000	10,000	30,000
Total Income	10,000	22,500	35,000	37,500	105,000
EXPENDITURE					
Set Up Costs	10,000				10,000
Marketing		5,000	5,000	5,000	15,000
Part-time salary		7,500	8,000	8,500	24,000
Overheads		5,000	5,500	6,000	16,500
Local Projects		15,000	15,000	15,000	45,000
Total Expenditure	10,000	32,500	33,500	34,500	110,500
Projected Surplus	0	-10,000	1,500	3,000	-5,500

Other aspects of the scheme could be to enhance the visitors experience to the island by encouraging walkers, cyclist and use of public transport.

The Hebrides being “a green destination”

- Improved literature and information on walks and cycle routes. More informed walking packs.
- Encouragement to use local transport as part of the experience- island tours
- Banning/taxing plastic shopping bags
- More household/commercial re-cycling
- Encourage the use of biodegradable cleaning products
- Anti litter campaign
- High involvement by operators in Green Tourism Business scheme

11 The Next Step

This research was always intended to be the first step; it is now up to members of the Outer Hebrides Tourist Industry Association to decide whether they wish to set up a local scheme.

I believe we should & that this can achieve our initial aims:

- *Would give the Outer Hebrides a distinct marketing advantage.*
- *Would be good for the environment*
- *Would bring significant savings to local business*

Secondly we require the committment of local agencies to provide the initial funding



25th March 08

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