

Visitor Payback Schemes

2002 Workshop Proceedings
of the
Countryside Recreation Network

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Sponsored by:



Held at The Rutland Hotel, Sheffield
21st March 2002

Published by CRN Countryside Recreation Network

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ISBN 1-902647-30-0

Copies cost £8 and are available from:

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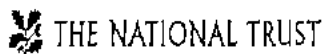
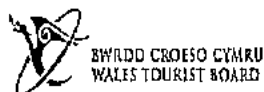
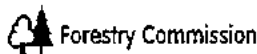
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- Reaches organisations and individuals in the public, private and voluntary sectors
- Networks thousands of interested people

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to encourage co-operation between members in identifying and promoting the need for research related to countryside recreation, to encourage joint ventures in undertaking research, and to disseminate information about members' recreation programmes.

Liaison:

to promote information exchange relating to countryside recreation, and to foster general debate about relevant trends and issues.

Good Practice:

to spread information to develop best practice through training and professional development in provision for and management of countryside recreation.

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WELCOME

John Thompson

Head of Recreation, Association of National Parks Authorities

John welcomed participants to the workshop and outlined the programme and objectives for the day.

He chaired the morning session and introduced each of the guest speakers and case studies.

WHAT IS A VISITOR PAYBACK SCHEME?

Neil Warren

Planning Officer, East of England Tourist Board

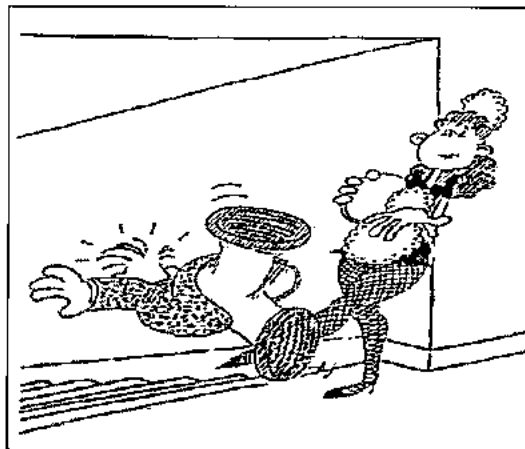
Introduction

“Visitor payback, terme utilise dans ce document” – “visitor payback ist einin diesem Dokument vorgestellter Begriff” – “el termino visitor paybackadoptado en este documento...”, so commences the Tourism Company’s Europewide study of 1997.

It is always a sure sign of jargon when a word or phrase remains the same regardless of the language. (And if you could work out what those languages were with my pronunciation you are doing well!).

But what do we mean when we talk about visitor payback. It's certainly not a well-known phrase. Even within the tourism industry many would struggle to have any idea what you were talking about. And I am sure for each of the schemes represented here they would have their own idea of what it does and does not include.

It, of course, depends who you ask, as to what might be conjured up by the term visitor payback. For some local people aggrieved at having to earn a pittance serving discourteous visitors to their home town the term visitor payback may be used to describe this scenario.



This cartoon is taken from what I believe to be a much over-looked piece of tourism literature, ‘How to be a Tourist’- Ged Neary, 1985.

The Origins

Visitor payback as a term was first introduced in that Tourism Company report I mentioned earlier. In this document it was defined as “the process of visitors choosing to give money (or other help) to assist the conservation or management of places they visit”. Of course, whilst the term was new, there was nothing new about visitor donations. From some of the earliest forms of tourism, such as pilgrimages, making a ‘donation’ was an integral part of the visit - although it may be debatable how voluntary the donation was. More recently, we have all been used to the idea of donation boxes found in cathedrals or at beauty spots. And, of course, the art of nonchalantly walking past the rural car park honesty box, hoping no-one will notice the absence of a donation, whilst justifying in your mind that it does not apply to you because you are ‘only going for a short walk’, is a well established tradition.

All of these approaches have used the same foundation as visitor payback one of converting the emotive value that a visitor places on the destination question into a literal financial value, manifested in a donation. This donation is then ring-fenced for a project protecting the destination assets that the visitor was moved by. Visitor payback is therefore about making connections. Connecting those charged with conserving the features attracting visitors to the visitors who enjoy them.

The feature that makes visitor payback distinct from previous methods is a greater involvement of tourism businesses as part of that chain of connections. In taking this approach, what has become known as visitor payback, is attempting to draw on the fact that tourism businesses both rely on the environment as one of their chief resources and possess unique opportunities in terms of their level of contact with visitors.

Early Developments

The first concerted attempt to develop this connection, that I am aware of, was the work carried out by the English Tourist Board and Countryside Commission back in the early 90s in the form of Local Tourism Heritage Trusts. A Guidelines document was produced, an advisor provided and even a hotline. Some case studies were included for inspiration and a number of schemes started to emerge as a result.

A European study carried out by the Tourism Company in 1997 looked at the experience of a range of schemes from around the continent. As well as introducing the more concise term, ‘visitor payback’, it drew a number of conclusions:

- Visitors had a significant desire to make a donation - particularly where appreciation of the environment was integral to the visitor experience.
- Returns were relatively low - but were considered to have considerable potential cumulatively, and over time.
- Engaging the tourism industry was a significant challenge and constraint - businesses' contact with visitors made them a central cog but convincing them to come on board was proving difficult.
- Methods varied in their effectiveness - voluntary supplements were seen as more effective in raising funds than donation boxes for example.
- Visitor payback to have a supplementary rather than a primary fundraising role - admission charges and general visitor expenditure were seen to continue as the main source of income with visitor payback acting as a targeted supplement and leverage.
- Increased profile for visitor payback needed - it was considered that in order for the concept to flourish it needed to expand to the point where it became a natural part of a visit and familiar to businesses.

To aid this a campaign for the systematic development of visitor payback across Europe, including a common label, was recommended.

Growing Appeal of Visitor Payback

This report was widely circulated and acted as a significant catalyst in increasing interest in the concept. It can be suggested that there were a number of key drivers attracting people to visitor payback.

A significant source of funding - visitor expenditure in the English countryside was over £11.5 billion in 1998, yet little of that expenditure would have found its way to projects conserving it. By tapping into just a fraction of that expenditure, 'countryside managers' could, in theory, solve many of their funding shortages. This potential was highlighted in the promotional leaflet for the Peak District scheme; "If every visitor gave just 50p, over £10 million each year would be raised to help carry out conservation projects". This sort of carrot alone would be sufficient to attract attention and the national tourism strategy 'Tomorrow's Tourism' was also keen to highlight the potential in 1999. It included case studies of the schemes operating in the Lake and Peak Districts and advocated that the ETC and RTBS "promote the development and uptake of visitor payback schemes".

Direct connections between donator and beneficiary project - whilst business and property taxes on tourism businesses do generate revenue from visitors, these will generally be pooled in a global budget. By contrast, visitor payback offers a direct connection, even to the extent that donations made in a business will go to one specified project (e.g. a nearby footpath). This provides greater confidence to the potential donator that their contribution will make a tangible difference, fuelling the feel-good factor of having made a contribution to 'keep the area special'. For the business acting as the "middle-man" in collecting donations, there is also an enhanced sense of connection to the 'resources' on which its appeal depends, and the opportunity to develop a competitive edge in projecting a caring image to its customers.

A palatable revenue raiser - whilst 'bed' or 'tourist' taxes are well-established in many countries, their implementation can create hostility amongst tourist businesses (the recent case in the Balearics being a case in point).

- Businesses are likely to consider any increases in price will place them at a competitive disadvantage to competitors elsewhere, particular if they are reliant on customers that choose primarily on price.
- There would also be potential for resentment between businesses as decisions would need to be taken as to which businesses would be eligible as tourism operators.
- For the visitor, a general bed tax could cause resentment, particularly in terms of not being able to see where the money was being spent.

Despite this, a considerable proportion of the tourism section within the Rural White Paper is dedicated to the debate of 'tourist charges', before recommending a voluntary rather than compulsory approach. The White Paper's rationale that 'introducing new legislation could be complex and burdensome', only scratches the surface of the arguments against compulsory taxes.

The voluntary approach offers a potential win-win situation, as it prevents alienation amongst those not wishing to participate whilst enabling business and visitors who do contribute to experience the 'feel good' factor that would be absent in a compulsory scheme.

Conclusion

Given these alluring benefits, it is not surprising that interest in visitor payback has grown significantly over the last five years.

However, with the increased interest has also come an increasing awareness of some of the realities of operating schemes. As some schemes have struggled to establish themselves, and even had to stop, questions have started to be asked.

- How effective is visitor payback as a revenue raiser in comparison to other means of fundraising? Could the large amounts of time dedicated to operating such schemes be more efficiently used in creating income?
- Is there really the willingness amongst visitors to donate that is shown in surveys, or is it just a case of them wanting to respond with the 'right' answer?
- Are there variations between different types of visitors in terms of their receptiveness?
- Is it realistic to expect small businesses to participate?
- What incentives and support are needed to increase participation and are the resources required to provide these acceptable in relation to the income generated?

As people have started to ask these questions and look at the experience of existing schemes the concept of visitor payback has evolved and matured. The motivations for establishing schemes have shifted away from primarily being a source of funding to other goals such as acting as a catalyst for engaging with visitors and businesses on other sustainable tourism goals, and there is a greater level of realism. The variety of activities included under the visitor payback 'umbrella' is also increasing, no longer solely focussing on visitor donations but on business sponsorship, help in kind and fundraising days.

The honeymoon period is over, and the positive and negative experience of those who have worked hard in pioneering the early schemes is available for us to draw on. I believe that visitor payback does have a future but must learn from experience. That is why today is so helpful. Realising the potential offered by visitor payback frequently proves to be a significant challenge. It is certainly not something that should be started on a whim. Meeting the challenge is much more likely through honest consideration of the realities rather than reliance on assumptions. I hope that today will leave you with plenty of food for thought.

THE VISITOR AND VISITOR PAYBACK SCHEMES

John Swarbrook

Principal Lecturer in Tourism Management, Sheffield Hallam University

At the beginning of this discussion we need to clarify whether we are talking about visitors or tourists. The term 'visitors' in this context, covers anyone who makes a visit to rural areas in the UK. However, in most cases, these visitors are people who live within an hour or two's driving time, and, are making day or half day trips to the countryside. As people who are living within the same area they are visiting, they will usually have a reasonable knowledge of the area and its problems. Often, they will be people who make quite regular visits to the same area of countryside. In contrast, tourists are people whose trip involves spending at least one night away from home. Normally, these people live outside the region and are rarer visitors to a particular area of countryside.

This distinction has important implications for visitor payback schemes. For example, tourists usually spend much more on their visit than day trip visitors, largely because of accommodation and travel costs. They may, therefore, feel less willing to make an additional payment to a visitor payback scheme. On the other hand, many day visitors, travelling to their nearest local countryside, appear to believe they have some kind of right to enjoy this rural experience, free of charge. They too, may, therefore be resistant to payback schemes.

If we are to make realistic decisions about visitor payback schemes, we need to understand how the concept of market segmentation applies to trips to the countryside.

Firstly, we need to be able to identify those visitors who have a strong attachment to either the countryside in general, or a particular rural area. This attachment could be a result of having roots in the countryside or a particular interest in rural history or nature. Such people are more likely than most to respond positively to the introduction of visitor payback schemes.

Secondly, some schemes are likely to be welcomed most by those who are strongly interested in environmental issues. However, it is important to recognise that there are many different levels of such concern. These different levels are often described in terms of 'Shades of Green'. Dark green visitors are those who are seriously concerned about the environment

and are prepared to make sacrifices in support of their beliefs. They also tend to be interested in all or most environmental issues. But there are also medium green visitors who are concerned with one or two issues only but who are prepared to make sacrifices for their beliefs. These people may welcome visitor payback schemes if the revenue is used to take action on the particular issue or issues with which they are concerned. On the other hand there are light green consumers who will choose environmentally friendly products or experiences, if they are the same price as other products or experiences, but not if they are more expensive. Such people may be unwilling to contribute to payback schemes. There are, of course, also many people who do not appear to have any green in them at all.

Thirdly, there is the distinction between those segments who have a strong preference for visiting the countryside in their leisure time, and those for whom the countryside is somewhere to go occasionally. The latter group includes people who may spend their leisure time doing other things including gardening, DIY, visiting museums and galleries and so on. This group may be less positive about visitor payback schemes than the former.

Fourthly are those people who like to 'feel good' about the things they buy and the things they do. Visitor payback schemes could make them feel good about visiting areas of the countryside where they are in operation.

Fifthly, those whose leisure activities in the countryside may benefit from the revenue from visitor payback schemes, in terms of better facilities and service, may also be more positive about such schemes.

In tourism, in general, the profile of so-called more 'ethical tourists' tends to be people who are:

- Between 25 and 50.
- Educated to a relatively high level.
- In receipt of above average salaries.

It seems that once their material needs are met, people are prepared to take an interest in broader 'quality of life' issues such as ethical consumption.

It is important, however, to recognise that such people are in a small minority. They will be prepared to make a voluntary contribution to payback schemes and if the scheme is compulsory, it will not deter them from visiting the destination.

On the other hand, the rest of the population may refuse to make a voluntary contribution or may go elsewhere if the scheme involves compulsory payment.

However, some visitors may accept payback schemes, reluctantly, if they feel they have no attractive alternative destination they could visit instead. Tourists, on the other hand, have a much wider choice of potential destinations and the introduction of a payback scheme may lead to them going elsewhere.

A visitor payback scheme may, therefore, be a greater risk to places which rely on staying tourists than to those where day visitors are the majority of the market.

If destinations wish to introduce visitor payback schemes which are more popular with visitors, they should:

- Make sure that visitors are told where the income goes and that it is used for projects with tangible benefits. If the income is seen to disappear into a general budget then visitor resistance is likely to develop.
- Focus on environmental projects plus others that will attract public support such as animal welfare, job creation, and improved facilities for young people.
- Be compulsory, but with small amounts of money per head rather than being voluntary and/or involving large amounts of money. However, in logistical terms, a voluntary scheme with a large donation requested, like in many cathedrals, would be easier to manage.
- Introduce them in areas where the problems caused by visitors, such as overcrowding and erosion, are serious and clearly visible.
- A risk that destinations need to be aware of relates to what may happen if the schemes are introduced in certain parts of an area only. The result of this may simply be to encourage the tourists to go to other parts of the area where there is no scheme in place. This may lead to these areas then starting to suffer from the problems of over-visitation. Where possible, therefore, schemes should apply to all parts of an area, unless there is a policy of trying to attract tourists to under-visited areas because of the economic benefits they will bring.
- Rural destinations have to realise that in the aftermath of the foot and mouth crisis, the tourism market is a buyers market. The countryside needs visitors, but the visitors can always go to cities or coastal resorts where they will be welcomed with open arms, with no question of payback schemes.

Finally, if rural destinations are going to introduce payback schemes they must ensure that visitors perceive that they receive value-for-money when they visit the countryside, or these people will vote with their feet and spend their money elsewhere.

HOW TO CREATE AND SUSTAIN A SUCCESSFUL VISITOR PAYBACK SCHEME

Kirstie Royce

Project Manager, The Lake District Tourism & Conservation Partnership

Introduction

The Lake District Tourism & Conservation Partnership was established in 1993. For the first time a means had been created that connects visitors, tourism and other businesses and the conservation organisations that protect the landscape and manage the impact of visitor pressure. The founding organisations were the Lake District National Park Authority, The National Trust and Cumbria Tourist Board. Cumbria TEC and the Rural Development Commission also provided initial pump priming support.

By 1995, conservation projects were securing significant private sector sponsorship. By 1997, The Partnership had become an independent, non-profit distributing company limited by guarantee. Personal and financial support has been secured from important individuals and essential organisations that form its Board of Directors. Both The National Trust and Cumbria Tourist Board are represented at Director level. The Lake District National Park Authority, as well as more recently in 2002 with English Nature acting as advisors to the Board.

The main aim of The Partnership is to raise funds from tourism businesses and visitors to maintain and enhance the Lake District. We have found there to be three key areas that have ensured the longevity of visitor payback in the Lake District.

Firstly, independence, with a healthy mix of private and public organisations. Each organisation has its own reputation to bear and this independence has proved to be crucial for winning the support of conservation organisations as well as the business community. Funding is pooled from various organisations already mentioned, however over 70% of our funding comes from the private sector which in turn supports the running costs of the office and its two staff. "In kind" support has proved to be incredibly invaluable; from a local self-catering agency donating office space, to accountants and printers giving services and time in kind. This pooling of resources has given the business community ownership of The Partnership and assisted in its development.

The board of directors is fairly unique in that representation comes from diverse organisations of the region as well as seven out of the twelve directors representing the tourism industry. All are fully committed to the role of The Partnership; come to regular board meetings (approx six per year) with individual directors taking an active role in management meetings and sub-groups. Expertise is also sought from the membership* base for sub groups and special events as and when needed.

So often we see visitor payback as an “add on” to an already exhaustive job description. Visitor payback is a full time job in its own right, heavily weighted with administration (approx 70%). Constant communication between the project provider and the sponsor is needed to keep the momentum and enthusiasm live, therefore a dedicated officer is strongly recommended to carry out an effective visitor payback scheme.

Last but definitely not least of all an identifiable geographical area certainly helps. The Lake District is easy for visitors to identify with even if they are unaware of the definitive parameters.

Making Visitor Payback Work

Visitor payback has to be mutually beneficial for all and winning the support of the business community is imperative. Most businesses adopt their own specific project, whether it is a section of footpath, particular footbridge or species. Having something tangible generates interest, enthusiasm and ultimately funding.

Once a project is identified and before fundraising begins, site visits are arranged, so that all parties can meet. In some instances this is the first time that conservation staff and businesses have met and allows barriers to be broken and relationships built. Once fundraising begins checks are made to identify how well the scheme is running and if help is needed.

Funds are gathered on a quarterly basis, which are then passed onto the project. This helps in keeping the project live in the minds of both conservation staff and the business and of course the important work can start. Updates on the project in the form of photographs; before, during and after are provided for notice boards, staff rooms or in bedroom browsers.

The Partnership provides acknowledgements of its achievements through its website, presentations and newsletters. However important avenues are the acknowledgments from the project beneficiaries, whether it's the annual report of the National Park Authority or regional newsletters of the National Trust. Another valuable publication has been the regular input into Cumbria Tourist Board's quarterly update. Adding to this is the acknowledgment of the work of The Partnership in the annual visitor guide and its members, as they are all named and listed as being involved with sustainable tourism

The knock on effect of this has been a definite 'word of mouth' culture has developed with the businesses themselves highlighting the work they are doing with colleagues and this has helped to develop the 'opt-out' and 'opt-in' schemes.

The main area whereby the business benefit is that visitor payback enhances their relationship with their customers. Repeat customers will find themselves contributing further and visiting the identified project. A good example of this is with a Langdale business as they sell metres of footpath repair for £50. Certificates are produced with the exact grid reference of their metre. It has been known that not only do guests visit their metre and chat with the footpath repair teams but upon their return another metre is purchased! Everyone that has contributed in this way is named in a display in the hotel and all guests can see how the project is progressing.

We have witnessed over the last couple of years businesses willing to support generic projects such as dry stone walling, hedgelaying and bridleway maintenance. In effect these funds can be directed to where they are best needed, regardless of where the supporter is located.

There has been wariness in the past of visitor payback by all involved; by conservation staff, in that the relatively small amounts generated makes it difficult for them to see the benefits when they themselves have much larger amounts to find and justify, especially now in the days of Best Value. And also by the business community, in that visitor payback would be perceived as a turn off to visitors and an added expense. In the Lake District we have proved that given the opportunity visitors love to contribute and do their bit for the Lake District, and that small amounts to add up and make a valuable difference to the funding of projects.

Some Highlights and Results of Visitor Payback

- In 1999, £45,000 was raised
- In 2000, £73,000 was raised
- In, 2001, with Foot and Mouth, £63,000 was raised. Given the reduced visitor numbers to the area, very encouraging.

We now have over 120 businesses actively involved. Membership is based on an annual commitment with the core of our members having been with us since 1998. Our experience shows that business are not in for the quick fix or for the marketing moment, but rather have a long term view to their relationship with their surrounding area.

Over the last two years there has been an increase in businesses supporting voluntary levies (opt in and opt out), as these are the most hassle free and effective fundraising methods. Over 70 projects have been sponsored Cumbria-wide, from upland footpath projects, to bridge restorations and rebuilds, to hedging, walling and riverbank fencing.

There has also been an increase in providing volunteer support starting with a local training company taking an active interest in offering 'hands on' support to practical conservation. This has now developed to 'Corporate Responsibility' whereby visiting conference groups as part of their visit to the area dedicate a day to volunteering. Last year we worked with two groups from KPMG on scrub and bog clearing projects, the results of which were very encouraging.

The successes and developments are not only drawing further interest from the business community but also from additional conservation groups in the area. English Nature now makes a financial contribution to The Partnership along with Cumbria Wildlife Trust and Red Alert North West. Businesses indirectly involved with tourism have also taken a positive step forward with a regional educational establishment providing vital funds and also a national laundry company.

It is important to note that visitor payback is not merely an avenue to generate funding but also in bringing together diverse organisations. This holistic approach raises awareness not only to why these funds are needed but also in all aspects of rural tourism.

The results reaped with visitor payback have allowed us to develop in other areas of sustainable tourism. 2002 has seen the launch of our Responsible Tourism scheme. This is the second of two pilot projects adopted by English Tourism Council and supported by the North West Development Agency and Cumbria Tourist Board. The aim of the initiative is to recognise good practice amongst tourism businesses and foster improved business performance through responsible action. The scheme will involve a combination of self-assessment and bi-annual inspection along with certification. It is in its infancy in Cumbria, however the response has been incredibly heartening with over 40 businesses signed up to date after five weeks of launching.

For further information on visitor payback schemes in the Lake District and other projects visit the website at www.lakespartnership.co.uk or write to

The Lake District Tourism & Conservation Partnership

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Cumbria

LA22 0DH

Tel: (015394) 34630

Email: info@lakespartnership.co.uk

Strategy and case studies are available from the office for £10 inc. p&p

* All businesses are encouraged to join the membership scheme - a three-tiered scheme allowing small and large operations to play their part.

** Opt-in operates whereby the customer has to request inclusion of the scheme i.e. there is an opportunity to donate £1 to a project and the customer has to tick the box to say yes OR 'opt-out' whereby the customer has to request exclusion of the scheme i.e. the £1 has already been included and the customer has to tick the box to say no.

VISITOR PAYBACK - AN EFFECTIVE FUNDRAISER?

Becky Collier

Island 2000 Trust

Objectives for Setting Up Visitor Payback Schemes

When Tourism Managers or Countryside Officers come across visitor payback for the first time, it can seem like the answer to all their prayers! The temptation is to see visitor payback as new, untapped source of income which can solve all of the problems caused by tourism in some of our most precious and fragile countryside. "If every visitor gave just 10p, imagine how much money we could raise in a year..." is the thought that runs through people's minds.

There are some wonderful examples, as we will hear today, from the UK and overseas, of how visitor payback is working effectively to raise funds for local projects, be they footpath improvements and restoration, or wildlife conservation schemes. However, visitor payback schemes are not just about raising money - they can also bring about other local benefits which are less 'headline-grabbing' but, in the long term, have the potential to have an even greater impact.

Marketing

Today's tourists have a growing environmental awareness and successful businesses and resorts are increasingly aware of the need to present an image of caring and responsible tourism.

By adopting a visitor payback scheme, a tourism business can convincingly show its customers that it is committed to looking after its environment. This can help to generate a loyal customer base, especially where visitors are informed of how their contribution is helping local projects.

Similarly, resorts or destinations which set up or encourage visitor payback schemes can use this to great advantage in their marketing and promotional campaigns.

Environmental Awareness

In order for visitor payback to work, it must present a clear message to visitors of what is special about the area they are visiting and how their donation will be spent. A good visitor

payback scheme can engage visitors in a positive way to understand and appreciate the local environment and to feel pleased that they have the opportunity to help to look after that environment.

In popular tourist areas, local people may perceive tourism as a negative influence when faced with the congestion, disturbance and damage that it can cause. Visitor payback can show local communities that tourism can have a direct positive benefit on their environment. If local people are involved in defining and planning the beneficiary projects to be funded by a visitor payback scheme, and given regular updates on progress, then they can start to see real evidence of the positive benefits that tourism can have.

Partnership Working

Historically, there has been some suspicion and, sometimes, even conflict, between the tourism sector and environmental groups. There are countless examples of tourism developments being opposed on environmental grounds and of valued landscapes being degraded by visitor pressure. Terms like 'ecotourism' and 'green tourism' are held up as the way forward but can prove to be more difficult to attain in reality. Visitor payback schemes are an appealing and simple measure which tourism businesses can adopt to show their commitment to their local environment. They are a 'good news story' and businesses can readily see how their support can bring about real improvements locally. In many cases, conservationists come face to face with the tourism industry for the first time and can start to build up positive and effective working relationships. Once these bridges are built, there is great potential for future joint projects.

Examples of Visitor Payback Schemes - Successes and Risks

Visitor payback schemes can operate in many different ways. By far the most cost effective is the supplement or voluntary levy but it can be difficult to convince tourism businesses to adopt this approach. Other methods include collection boxes, merchandising, corporate sponsorship, fundraising events and participation. It should be possible to find a method to suit most tourism businesses - the important thing is to make sure it works smoothly for the business and the visitor and that both parties are made to feel good about being involved and have a clear idea of where their money is going.

Some of the more interesting approaches we are running on the Isle of Wight through our scheme called Gift To Nature include:

Voluntary Levy - both ferry companies serving the Isle of Wight operate their own holidays where accommodation is booked together with ferry crossing. Both Wightlink and Red Funnel Holidays are offering a voluntary levy by inviting customers to add an additional £1 to the cost of their holidays. Customers who make a donation are sent a "thank you bookmark" with their tickets and booking confirmation.

Collection Boxes - we have commissioned different artists to create several one-off, eye-catching boxes for particular locations. These include an outdoor polished concrete lizard seat with coin box and two working automata - one showing fisherman and mermaid for a seafront pub and one depicting the origins of Ventnor Botanic Gardens as a Hospital for Diseases of the Chest. Blackgang Chine Theme Park has just installed a huge, billboard sized lenticular image of a red squirrel, which changes to an image of coins when viewed from another angle. Finally, we have commissioned an Island artist to produce our unique sandcastle collection boxes with flags for sale - bright and cheery and ideal for the holiday isle! All of these require upfront investment before they can raise significant amounts of money but we have attracted grant aid from the Countryside Agency, Heritage Lottery Fund, Rural Development Programme and European sources which means that none of the money raised by donations has had to go into these initiatives.

Merchandise - Chessell Pottery are donating 10% of the revenue from sales of their popular red squirrel porcelain figures. The Yar River Trail is a new 19 mile footpath with waymarkers, sculptures and milestones developed by Island 2000 Trust. Sales of the accompanying booklet "Source To Sea" and postcards will go to Gift To Nature.

Events - the Isle of Wight hosts the country's biggest walking festival every May with a fortnight of guided walks and events. Around a third of the walks in the Festival collect donations for Gift To Nature.

Gift To Nature is still young and is a long way from being self-financing. The success of Gift To Nature is directly related to the amount of time spent promoting it, which determines its uptake by the tourism industry.

The key factor to the success of visitor payback schemes is the time and effort of a dedicated staff member, which is a very expensive resource. Different schemes have addressed this in different ways and have obtained core funding from a variety of sources including regional tourist boards, local authorities and European funding. The danger is that many of these sources, particularly external grants, are time limited and will only offer assistance for a finite period.

Potential Risk Factors for Visitor Payback Schemes Include:

- Loss of funding for staff and core costs so scheme loses momentum or fades away altogether.
- Lack of uptake of voluntary levy by businesses. This may be a particular problem if schemes have started off with very high fundraising targets which they might not achieve by other methods.
- Delays in achieving on the ground projects can cause the scheme to lose momentum
- Dependence on personal approach - visitor payback is most successful where businesses are enthusiastic about it and promote it positively to their customers.
- Limitations of location - not every destination has a strong enough identity to engage visitors enthusiasm for donating to local causes.
- Limitations of good causes - the most important projects from a nature conservation point of view are not necessarily the most appealing to visitors.

Exploring Other Areas for Funding

Visitor payback has great potential but it is not a get rich quick scheme and the amount of time and money needed to establish and sustain schemes should not be underestimated. Even the most established schemes would agree that there are far easier ways of raising funds for environmental enhancement projects via the lottery, trusts and funding agencies.

However, visitor payback does much more than just raise money - it is a brilliant way to forge links between the tourism sector, the environmental sector and the local community and to really engage the feelings of tourists towards the area they are visiting. This is a slow process but once these sorts of working relationships are in place then the sky is the limit for really working towards sustainable tourism.

VISITOR PAYBACK - A PRACTITIONER'S VIEW

Ian J Aston

InnGreen Consultant to the Hotel and Leisure Industry.

Director, Lake District Tourism and Conservation Partnership

Up until June 2002, I was the Managing Director of a company in the Lake District. The company owned and operated a forty seven bedroom hotel as well as twenty units of self-catering. Both were exceedingly successful, in that they enjoyed occupancy levels well above the area's average and enjoyed a high level of repeat business.

Both sectors of the business operated and are still operating a Visitor Payback scheme. So as a former practitioner I now share my experience.

Why Would a Tourist Business Wish to be Involved in Visitor Payback?

I would hope that we could all agree that the countryside and the environment are coming increasingly to the fore. One thing is for certain; the countryside has never faced so many threats as it does now. Particularly as the traditional custodians of the countryside, the farmer, is having increased difficulty in surviving. This coupled with the increasing demand for land for house building and the growth of popularity for second homes, makes it imperative that new methods of financing the day to day maintenance of our countryside and the landscapes that we love so much.

It would seem, that the time is now right for the leisure and tourism industries to accept the real responsibility that comes with being one of the countries largest employers and one of the major industries in financial terms.

Lets not think however, that it is only operators in the countryside that should be considering accepting Corporate Responsibility for our surroundings. It is not only our countryside that is at threat but also the historic buildings, monuments, parks and squares of our towns and cities. Lets not forget also the mills, mines, workshops and buildings that are our industrial heritage. These too must be protected and preserved for future generations. As the late broadcaster, journalist and former President of the National Parks, Brain Redhead said "It is not ours - but ours to look after"

Visitor Payback affords an operator the ideal opportunity to demonstrate and project a caring image for the business. This has several benefits for any business in today's highly competitive market place.

Increasingly consumers are making purchases with the environment in mind. One only has to look at the amount of environment conscious products that are now on supermarket shelves. Walk around the cosmetic and toiletry department in any store. See how many products are claiming that they are natural, use extracts and essences of herbs, plants, fruits and minerals, and are non-animal tested. The success of Body Shop, which attracts its customers across the full social economic mix, is there for us all to see.

While at present organic food is only a very small percentage of total food sales; it is however the fastest growing food sector. So by using the environment in any business can only be an added edge over competitors.

Do not forget your employees and future employees, are now more aware of the environmental issues than ever before. So a caring image will give a business an added edge in terms of recruitment and retention.

Projecting a caring and forward looking image, will also gain a business much from its neighbours and local community. Without hesitation I can say that the local community around us in the Lake District became friendlier and used the hotels facilities more than ever before once we had announced our footpath project. Being seen to contributing something back can only be positive for any business.

Footpath Project - How Our Visitor Payback Scheme Worked

Upon checking in to the hotel or self-catering accommodation, clients were issued with our flyer "Investing in the Lakes" along with there room key and key card.

This flyer informed the client about our wish to help care for our environment by raising money to fund conservation work, and as such were seeking their support. To this end we would be adding a one pound voluntary donation to their final account (£1 per room or self-catering unit per stay - irrespective of length of stay). If they did not wish to lend their support to this scheme, clients were informed to simple contact reception or at departure tell

the receptionist who would remove the donation from the final account. Only the odd client wished to have the donation removed from their account.

The reverse of the flyer was used to give clients the opportunity to donate more to the scheme by completing a credit card payment form. During the operation of the Howrahs Path scheme, this was used on eight occasions with £40 being the largest donation received.

As the business operated computer reservations and billing system, the actual account of money raised was straightforward. But the donation did have to be applied to client account manually.

In addition to the flyer in the front hall of the hotel we had a small display and a footpath graph showing the progress being made in raising the £6225.00 needed to complete the footpath refurbishment.

Customers - Perception and Feedback

As stated earlier, by far and away the greatest majority of clients were happy to support the scheme. Many clients made use of the in house customer questionnaire, which was issued to all residents staying in the hotel and self-catering, to comment on the footpath scheme. We received no negative comments at all. People were very positive and in fact complimentary about the company's involvement in the footpath scheme.

Many clients took the opportunity to walk the path and countless conversations were had with staff regarding the project. We often hear the phrase 'feel good factor' used. Well without doubt that was the overwhelming reaction that was conveyed by our clients. The scheme gives them 'ownership', an opportunity to buy in to something tangible and worthwhile.

Employees - Their Reaction

Initially employees were hesitant and concerned what customer's reaction would be. Comments such as "you can't do that" and "it's a cheek" were quite common. Particular concern was stressed by reception staff who, of course, were in the frontline of the scheme.

We therefore briefed them carefully and ensured that they were fully aware of all of the details appertaining to the footpath appeal, its aims and the reason why. It was important to

reassure them that they were not expected to try to convince anyone who did not wish to contribute.

Once the scheme was up and running, staff member's fears and concerns were soon allayed as they heard and saw customers' positive reaction and comments. Rapidly staff members had the feel good factor about the scheme. They felt that something very positive was being achieved and became eager to talk to customers about the progress of the scheme. Again a 'feel good factor' was much in evidence.

Visitor Payback - Conclusion

From an operators perspective I believe that a Visitor Payback scheme to be a positive and valuable tool for enhancing the profile of any company. It motivated employees and customers alike. We used the scheme extensively in our direct mail campaigns, via our thrice-yearly newspaper, to past and present clients. Keeping clients updated on progress was much appreciated and many letters were received congratulating us on our efforts.

The use of Visitor Payback schemes is a much preferable way of raising funds than through a bed tax, which at times has been discussed as a possible method of raising finance. Some locations around the world do of course use the bed tax system, but Visitor Payback allows us to be in control and ensure that the money raised is spent locally and in a way that is sympathetic to the actual needs of the local environment and local community.

It is also much more acceptable to the consumer and gives to them an ownership that would never be the case with a bed tax. Visitor Payback also is very much in keeping with any coherent Environmental Management System and certainly in accord with the implementation of Agenda 21.

WORKSHOP SUMMARY
SETTING UP AND RUNNING A VISITOR PAYBACK SCHEME – THE
NUTS AND BOLTS OF ADMINISTRATION AND DISTRIBUTION OF
FUNDS

Kirstie Royce

Project Manager, Lake District Tourism and Conservation Partnership

Funding Conservation Through Tourism – Using the Lake District as a Case Study.

“The nuts and bolts of administration – following the route of the £1 coin”

This workshop was intended to be a practical and hands on approach to prompt thinking about the ways in which funds can be distributed effectively.

The group was split into two with each group pictorially showing the contribution along its way from donor to project completion. This method prompted thought and questions from the group, which they were able to solve for themselves. A higher understanding of the limitations on the businesses handling the funds, the accountancy procedure and how The Partnership administers the funds and distributes to the final beneficiary was also gained.

The main lesson learnt was that the contribution that the business collects is not vatable, as it does not form part of their income, they are basically a handling agent for the contributions until collected by The Partnership.

WORKSHOP PAPER
CONNECT TO CONSERVATION - A VISITOR PAY BACK SCHEME FOR
THE SUFFOLK COAST & HEATHS AREA OF OUTSTANDING NATURAL
BEAUTY

Simon Hooton

Suffolk Coast and Heaths Unit

The Suffolk Coast & Heaths were designated as an Area of Outstanding Natural Beauty in 1970. The AONB covers some 403 square kilometres between Lowestoft in the north and the Stour estuary on the Essex border. The area can be reached from London in around two to two and a half hours and is a popular destination for people from the Home Counties, Nottingham, Leicester and as far north as West Yorkshire.

Both landscape and economic activity vary considerably across the area.

North - Lowestoft was once a busy commercial fishing port, the population insufficient to support hundreds of trawlers and process their daily catches. Today a trawler is a rare sight, unemployment is high and the tourism trade is struggling to maintain a hold.

Central - Here the story is very different. Southwold, Dunwich, Aldeburgh, Orford, Woodbridge, Pin Mill etc have become visitor 'honeypots'. There might still be room on the beach, the river walk (100 metres from the car park) may not be overly busy, but car parks and verges are frequently packed with cars and coaches and traffic jams are not infrequent on their entry roads at peak times.

In such places art galleries, gift shops, restaurants etc are the main (summer) employers, relying on the day-tripper and staying visitor to make a living.

South - The two major estuaries of the Orwell and Stour support the three major ports of Felixstowe, Harwich and Ipswich as well as internationally important saltmarshes and mudflats, home to thousands of over-wintering waterfowl and waders. Full of contrast this is a popular sailing area and much praised by walkers and artists alike. Yet there are few facilities for tourists and here the tourism trade is limited.

Following the success of schemes in Europe and the Lake District, the Suffolk Coast & Heaths Unit worked with the East of England Tourist Board to develop a pilot scheme for the AONB. Our aims to raise vital funds for match funding local conservation and access improvements and to fund small community projects, to encourage local business to work in partnership to increase economic success and to improve public awareness of the AONB environment.

In addition we see the scheme as an opportunity to encourage communities within the AONB to become more involved in maintaining their locality for its wildlife. To encourage awareness of local products and services and increase their uptake. To encourage a greater awareness of the diversity of the environment and move people to areas where their visits have a less detrimental impact.

In 2000/1 research was undertaken to assess business and public interest in a visitor payback scheme. Public surveys at Dunwich and Aldeburgh came up with some interesting results

It was felt that there was sufficient support to go ahead and backed by the Countryside Agency, the Countryside Trust, the East of England Tourist Board and the East of England Development Agency the Unit began the development of the CONNECT to Conservation scheme.

Getting local companies to back the scheme and encouraging the public to participate were the two most obvious obstacles. The fact that we had no website presence other than through the County Council gave us the impetus to develop a website in conjunction with the CONNECT scheme.

www.suffolkcoastandheaths.org is a website aimed at the public, local community groups, visitors, students, partners and parish councils and of course CONNECT businesses. Such a wide remit has its problems and it was therefore decided to break the site down into individual, interconnecting areas. There are in fact three addresses for the site www.suffolkcoastandheaths.org, www.suffolk-connect.org and www.stourandorwell.org containing visitor and community areas, the CONNECT business site and partnership areas as well as an extensive library, aimed at students, teachers and community groups.

CONNECT members have a prominent presence on the site being featured in a number of areas e.g. where to stay, what to do, local produce, the gazetteer, out and about, maps. They are offered a link to their website or details of their contact address. All this costs them nothing other than a willingness to promote the CONNECT scheme to their customers.

CONNECT members have access to a private area containing information on joining the scheme, latest news and information, special offers and opportunities for co-operative working. It is hoped that the site will evolve further as the membership grows.

The CONNECT scheme was developed in conjunction with several local businesses who joined a working group along with local tourism officers and partnership organisations, an advertising consultant, business advisor and - most importantly - an IT expert.

Promotion

New members are asked to sign a Members Agreement. This agreement is largely based on the Agreement produced by the Lake District but it was decided that we would not (in the first year at least) implement a membership charge.

New members receive a CONNECT charter for display on the wall of their office or within self-catering accommodation to explain to customers/visitors where their money is going.

Promotional leaflets were produced for businesses and visitors. Businesses have a detachable insert with information about the first year's projects funded by the money raised through the scheme. The intention is to update this insert annually to include results of the previous year's initiative and information about future initiatives.

Promotional badges and donation boxes have also been produced and are being used by several CONNECT members in their promotion of the scheme.

Press releases and a launch in September were used to increase business and public awareness.

Promotion continues through the media, work on and the completion of projects being of particular interest to the local press and radio. Regular newsletter will be used to supplement website information (although it is hoped that eventually businesses will be persuaded to

check website updates regularly). Businesses are also assisting in promotion to their customers, sending out leaflets and promoting new projects.

An Annual Seminar and Dinner will be launched this year. Hosted by our Patron business (Adnams, local brewers and hoteliers), there will be an afternoon seminar for CONNECT businesses and potential members. Workshops will include information on the CONNECT scheme and outside speakers will provide information on tourism business promotion and joint working amongst CONNECT members.

Partner organisations (25 working together as the AONB Partnership) are encouraged to promote the scheme at every opportunity and it is hoped that they will do much more in the future.

Plans are going ahead to expand the website to include a Towns and Villages Gazetteer. This will include information about the villages in the area and their environmental links, footpaths, cycle routes, public transport links, picnic sites, historic buildings, visitor centres etc, from each there will be a link to relevant CONNECT businesses and local producers. The intention is to encourage tourists to visit less frequented areas such as the heaths as an alternative to spending all their time at the most popular sites.

We are also hoping to promote the website and thus the CONNECT scheme via a static version of the website via tourism kiosks, both in TICs and in venues frequented by large numbers of visitors.

WORKSHOP PAPER
USING VISITOR PAYBACK SCHEMES AS A STEPPING STONE
TOWARDS SUSTAINABLE TOURISM

Ken Carter

Coast and Countryside Manager, South Hams District Council

Becky Collier

Island 2000 Trust

Introduction

South Hams, South Devon is one of the 41 AONBs in the country covering 130 square miles. Its spectacular coastline lies between the city of Plymouth and the tourist resort of Torbay in Devon. Its landscape is one dominated by five distinct coastal estuaries including the River Dart and Salcombe, both of which have towns with maritime traditions including sailing. Mixed farming agriculture now takes second place to the tourism industry as the main economic sector. A total of four and a half million visitor nights generates £120m turnover with £41m remaining as income to the district.

Understanding Your 'Customer'

The South Hams Business and Visitor Survey 1998 addressed the market profile/visitor characteristics of the tourism industry. 93% came from UK and of the 83% walking coast and countryside was the top activity of visitors. 53% of visitors from professional/management occupations with split of 72% working and 24% retired. 86% felt holiday good value and 99% intended to return. Perception/awareness of the area place high regard to its landscape/environmental qualities. The vast majority (97%) of businesses feel that underpinning the marketing of the area with environmental green policies is advantageous.

AONB Planned Approach

The AONB Management Plan Action Programme 1997-2002 led to the development of initiatives to aid activities supporting tourism such as the Coast Path Hopper Bus. Then from March 2000-September 2001, the Green Tourism Business Scheme was introduced as a pilot with EU and Countryside Agency funding. Aimed to examine projects that delivered benefits to the local community, businesses and visitors while maintaining the quality of the environment.

What is Sustainable Tourism?

Sustainable tourism or green tourism should address the following:

- visitor satisfaction
- industry profitability
- community acceptance and benefit
- environmental awareness and enhancement

Within the South Hams we have tried to provide an initiative that offers ways of achieving these key aspects for tourism.

The Green Tourism Business Scheme

Key Aims

- distribution of the Green Audit kit
- establishment of a Green Accreditation Scheme for businesses
- green training events
- business support
- development of payback initiatives

The Scottish Tourist Board had in 1998 developed accreditation criteria by which accommodation businesses could measure their environmental performance. Consultant from Scotland was asked to expand this to apply the criteria to other sectors of the tourism industry, e.g. restaurants and cafes. The measures examined were in line with the existing Green Audit Kit, e.g. Energy, Water, Purchasing, Customer Experience, Marketing and Management etc. These were tested with 19 pilot businesses in order that a set of guidelines could be produced for an award scheme. (Note: businesses could score for involvement in visitor payback within the customer experience measure)

The Accreditation Scheme tested the guidelines and business awards were given for gold, silver or bronze depending on the score arising from an audit for which the businesses involved paid a fee of £100. The initial visit to the pilot businesses when testing the criteria measures enabled a business report and action plan to be identified. If all the actions were implemented, then cost savings of up to £56,000 could be achieved over a two-year period. The businesses were assessed and five gold, seven silver and one bronze award were presented.

Tangible Benefits

The Scheme offered tangible benefits in terms of performance management through cost savings and marketing opportunities with considerable publicity (TV and press). Award plaques are displayed to acknowledge achievements to visitors and local residents.

Businesses get involved to reduce costs and improve business management, contribute towards environmental protection (Payback) and to keep up with consumer expectations. They can identify with the Strategic Objective of the Local Authority, South Hams District Council, to become UK's acknowledged green tourism destination by 2005. A number are adjusting their marketing and see green tourism as a long-term niche.

Development of the Payback Initiative

This involved the setting up of a Business Working Group from the pilot businesses. These businesses visited Exmoor National Park to examine methods being introduced and come back to establish their own approach that could benefit visitors, local residents and gain business support. Green Lanes were seen as characteristic of the South Devon landscape and often fell outside of the Highway network so were under-funded. A campaign entitled 'On The Right Tracks' was started and fund raising methods tested. Examples of improvement projects that tackled erosion, conserved Devon hedgebanks. Improved stiles and gates and developed links between public rights of way were integrated. Limited promotion of the campaign only as methods were tested with pilot businesses.

A total of £5,495 has been collected. One Company alone raised over £3,000 by enabling a 5p contribution from every cup of tea and ice-cream flake purchased - achieved through discussion with suppliers. This voluntary opt-out scheme was the most successful. Some of those funds have been used to do work on a Green Lane near to farm accommodation in Ugborough village. Here residents from the Parish Path Project plus British Trust for Conservation Volunteers volunteers have improved a Green Lane surface - thus local residents and visitors are seen to benefit with local business involvement.

Results and Way Forward

We have tested the Green Accreditation Award Scheme and intend to roll this out to at least 45 new businesses over the next three and a half years. The Payback Initiative needs to become a fundamental aspect of business thinking with campaign promotion increasing the awareness amongst visitors and residents. It is unlikely that the Payback Scheme would

survive on its own without the Business Accreditation as this aspect provides tangible benefits, not just a feel good factor.

The Green Audit Kit will be used to encourage new businesses to adjust their management approach prior to following the Accreditation Scheme guidelines and entries for the Award. Two new measures will be developed for tourism-related transport and marina businesses.

The Accreditation Scheme is now acknowledged by ETC as the method to be adopted nationally. Consideration is needed on how this will be developed regionally and nationally and the level and type of business support this will require. Funding has been obtained from EU Objective 2 and other partners including Countryside Agency, Devon County Council, South West Rural Development Agency, South West Tourism, East of England Tourist Board and Dartmoor National Park to extend the scheme. This will enable the scheme to be developed and rolled out over the next three and a half years.

A bid to Heritage Lottery is being developed that would enable Payback funds to be multiplied and matched by partners to deliver a £1.5 million programme of Green Lane and other AONB Countryside Community projects.

The Payback fund could develop to become administered as an Independent Trust or through Existing Local Trust with business involvement.

Business training and support will be developed by a new Project Officer from April 2002. This to include annual conference to exchange best practices. Use of Green Business club and website will be promoted and encouraged within the industry.

Marketing will be targeted further with greater emphasis upon benefits of a 'green destination'.

Conclusion

Payback can provide an important vehicle to bring businesses closer to the community and enable environmental benefits to be achieved. The 'On The Right Tracks' Payback Initiative fits well within the Green Tourism Business Scheme where wider benefits can be seen by the tourism industry. Experience to date has shown some reluctance to develop certain payback methods. However, this is countered by good visitor response to schemes such as the

voluntary 'opt-out' approach. The next phase of this initiative will build upon pilot business experiences, promoting the 'On The Right Tracks' campaign throughout the district and expand the business accreditation aspect of the scheme.

CLOSING REMARKS

Sean Prendergast

Chief Ranger, Peak District National Park

A number of the themes from the morning session were repeated in the feed back from the workshop sessions and the plenary session provided an excellent opportunity to re-visit them and examine them more fully. It also served as an opportunity for participants to link these experiences to examples in their own areas of work and draw conclusions and possible solutions.

ANNEX 1. VISITOR PAYBACK SCHEMES PROGRAMME

9.45	Registration
10.15	Welcome and Introduction <i>Chairs: John Thompson and Sean Prendergast, Association of National Park Authorities</i>
10.30	What is a Visitor Payback Scheme? <i>Neil Warren, East of England Tourist Board</i>
10.50	What Motivates Visitors and What Value do They Place on a Visitor Payback Scheme <i>John Swarbrook, Sheffield Hallam University</i>
11.10	How to Create and Sustain a Successful Visitor Payback Scheme <i>Kirstie Royce, Lake District Tourism and Conservation Partnership</i>
11.30	Visitor Payback - An Effective Fundraiser? <i>Becky Collier, Island 2000 Trust</i>
11.50	How to Involve Businesses in Visitor Payback Schemes <i>Ian Aston, Lake District Tourism and Conservation Partnership</i>
12.10	Question and Answer Session - <i>All speakers from the morning session</i>
12.30	Lunch
13.30	Workshop sessions - choose one from four
15.00	Report back on key issues arising from workshops and discuss
15.30	Question and answer session
16.00	Close

Workshop sessions**Involving Businesses as Collectors, Sponsors and Ambassadors****Duncan Wise, Exmoor National Park**Ian Aston, Lake District Tourism and Conservation Partnership***Setting Up and Running a Visitor Payback Scheme - the nuts and bolts of administration and distribution of funds***Kirstie Royce, Lake District Tourism and Conservation Partnership***Engaging With Visitors***Liz Ardill, Suffolk Coast and Heath***Using Visitor Payback Schemes as a Stepping Stone for Sustainable Tourism Initiatives***Ken Carter, South Hams District Council**Becky Collier, Island 2000 Trust*

* Paper not submitted

ANNEX 2. SPEAKER AND WORKSHOP LEADER BIOGRAPHIES**Ian J Aston***Lake District Tourism and Conservation Partnership*

Ian spent the first ten years of his career with Swallow Hotel Ltd working as an Assistant and Deputy Manger in the group's hotels in the North of England. In the late seventies he moved to Hertfordshire to work for the Commission for the New Towns as Marketing Manager and Deputy Hotel Manager of the Homestead Court Hotel Welwyn Garden City.

In 1982 Ian was in Brighton taking a Trust House Forte hotel in to private ownership for a group of businessmen. October 1985 Ian was appointed Managing Director of a newly formed company, which had just purchased the Derwentwater Hotel in Keswick.

During the next fifteen years Ian developed the hotel and expanded in to self-catering. His environmental awareness gained the hotel worldwide exposure and in 1995 the International Hotels Association recognised Ian's contribution by naming him their " Green Hotelier of the Year".

Winner also of a British Tourist Authority "Off Peak" marketing award, and in 2000 he was named as "Employer of the Year" by the Hotel and Catering International Management Association.

Ian has been a Director of the Lake District Tourism and Conservation Partnership for the last four years. He has now started his own consultancy business 'InnGreen' serving the hotel and leisure industry for marketing and environmental awareness.

Ken Carter*Coast and Countryside Manager, South Hams District Council*

BSc Rural Resource Management - has over 20 years experience of Countryside Management. Following graduation at Seale-Hayne College (Plymouth University) undertook research for Countryside Commission into Countryside Recreation and Landscape Character in Urban Fringe (East London) and worked upon the Havering Countryside Management Experiment before moving to Wales to work for Brecon Beacons Natural Park, supervising the Conservation Management Team. Was Head Ranger of 600 ha. Country Park in Gwent for five years developing visitor facilities before moving to South Devon to establish the Heritage Coast Service.

Ken employed by South Hams District Council in 1989 to establish a new Environment Service which placed considerable priority upon Community Development and Involvement in environmental projects. He co-ordinated the production of the South Devon AONB Management Plan 1997-2002, this plan is currently under review. This led to the establishment of a Coast and Countryside Service for the area in 1997. Recent actions from the AONB Plan have led to establishment of Sustainable Tourism and AONB Management Projects attracting substantial External funds, including EU and HLF.

ANNEX 2. SPEAKER AND WORKSHOP LEADER BIOGRAPHIES

Ken leads a team of 20 Countryside Staff involved in protecting and enhancing the landscape of the South Hams, encouraging its enjoyment and understanding of the local environment by visitors and residents. A number of partnership initiatives aim to provide sustainable development, bring benefits to the environment, economy and welfare of the community.

Becky Collier

Island 2000 Trust

Becky works for the Island 2000 Trust, an independent charity dedicated to enhancing the landscape and economy of the Isle of Wight. The Trust evolved from the Isle of Wight AONB Project and runs a variety of projects including sustainable tourism, public art, habitat improvement and encouraging the development of Island produce. Becky's favourite project is Gift to Nature, the Isle of Wight's very own visitor payback scheme, which was born in spring 2000.

Becky's background is in countryside and landscape and she has worked for various organisations including Hereford and Worcester County Council, English Nature and Karagwe Development Association, Tanzania. It is only since coming to the Isle of Wight, an island where one in three jobs is tourism related, that Becky has been involved in tourism projects. She now believes she has finally found her niche after years of pretending to know about flowers! She has just completed a part time masters degree in Ecotourism at the University of Portsmouth

Sean Prendergast

Chief Ranger, Peak District National Park

Sean heads up the ranger service in the Peak District National Park where he manages a full-time staff of 40 and a part-time staff of 180. He has also been involved in a number of joint working projects and has been working with other agencies on the delivery and infrastructure of targeted initiatives aimed at maximising visitor experience while minimising impact

Kirstie Royce

Project Manager, Lake District Tourism & Conservation Partnership

Kirstie has spent the last three years working for The Partnership and has helped to forge strong links with the tourism industry in the Lake District in "fundraising for conservation" via visitor payback schemes.

Prior to working with The Partnership Kirstie worked for English Heritage and Oxfam in marketing and campaigns departments respectively. She has also spent many a year working in the tourism industry, working for tour companies in the Yukon Territory, Canadian Rockies and Swiss and French Alps.

ANNEX 2. SPEAKER AND WORKSHOP LEADER BIOGRAPHIES**John Swarbrooke***Principal Lecturer in Tourism Management, Sheffield Hallam University
Professeur Visitant, Institut Management Hotelier International, Paris*

Author of five books including 'Sustainable Tourism Management' and 'Consumer Behaviour in Tourism'. Author of more than 30 papers, book chapters and articles in recent years, including 12 commissioned articles for 'Insights' the marketing intelligence journal of the English Tourism Council Consultant to Sustainable Rural Tourism and Eco-tourism projects in Greece, Indonesia, Palestine and Russia.

Tourism advisor to the Government of the Autonomous Republic of Sakha-Yakutia, Russian Federation. Invited Keynote speaker at major international conferences in Athens, Bandung, Benidorm, Bethlehem, Funchal, Innsbruck, Istanbul, Jakarta, Kavala, Lesvos, Madrid, Marseilles, Moscow, Palma de Mallorca, Thessalonika, and Yakutsk.

Ten years working experience in the tourism industry at management level.

John Thompson*Assistant National Park Officer, Head of Recreation, Peak District National Park*

John heads up the recreation division of the Peak District National Park, which includes Area Management, Loschill Hall and the Ranger Service. He has had a long and varied career pioneering many of the joint working partnerships which operate successfully throughout the park. He is heavily involved in the concept and delivery of visitor payback in a number of new and innovative projects.

Neil Warren*Planning Officer, East Of England Tourist Board*

In his five years with the organisation Neil has taken on responsibility for the Board's involvement in policy and strategy work, including drafting the 10 year regional tourism strategy. He has also helped to initiate a number of sustainable tourism initiatives aimed at both businesses and destination areas. These initiatives include a pilot green accreditation scheme, a training package for SMEs, a green action of the year initiative and support in establishing visitor payback. As part of the latter Neil conducted a study of existing schemes in addition to local visitor surveys. He also has a particular interest in tourism in the developing world and has been closely involved in work on ethical tourism carried out by the relief and development organisation, Tearfund.

ANNEX 2. SPEAKER AND WORKSHOP LEADER BIOGRAPHIES

Duncan Wise

Team Leader, Visitor Services, Northumberland National Park Authority

Duncan Wise is currently Team Leader, Visitor Services with Northumberland National Park Authority. He is responsible for the management of National Park Visitor Centres, Information Points, merchandising, marketing and sustainable tourism and transport development.

From 1997 - 2000, he was Project Officer for the Exmoor Path Partnership, a sustainable tourism and conservation project that developed visitor payback and pioneered erosion control and path improvement techniques in Exmoor National Park.

From 1990 - 1997, he worked for the Isle of Wight Council's Countryside Department as Interpretation Ranger, and later on as Countryside Information Officer, responsible for environmental education programmes, outdoor events, PR/media and publications.

Previous to that he was a studio assistant in an advertising company, Voluntary Field Officer with the British Trust for Conservation Volunteers, a fishmonger and farm labourer. He holds a BA Degree in Environmental Studies from the University of Wales and is married to Justine with two lovely girls, Nesta and Francesca.

ANNEX 3. SPEAKER AND DELEGATE ATTENDANCE LIST				
Mr	Ashton	Andrew	Co-ordinator	Staffordshire County Council
	Aston	Ian	Director	Lake District Tourism and Conservation Partnership
Miss	Blair	Ruth	Higher Scientific Officer	Environment and Heritage Service NI
Mr	Borthwick	Neil	Senior Quality Advisor	Visit Scotland
Miss	Brown	Caroline	Economist	DCMS
Mr	Bunney	Michael	Manager	Festival of the Countryside
Mr	Carter	Ken		South Hams District Council
Ms	Cassell	Sue	Head of Countryside and Environment	YHA (England and Wales)
Miss	Coates	Victoria	Environmental Quality Mark Project Officer	Peak District National Park Authority
Mrs	Collier	Becky	Project Development Manager	Island 2000 Trust
Ms	Dales	Bridget	Recreation and Access Officer	Scottish Natural Heritage
	Davies	Liz	Network Manager	Countryside Recreation Network
Dr	Denman	Richard	Director	The Tourism Company
Mrs	Earnshaw	Amanda	Senior Countryside Officer	Countryside Agency (North East Region)
Mr	Featherstone	Neil	Assistant AONB Officer	Norfolk Coast Partnership
Mr	Friesner	David	Principal Officer (Enterprise and Tourism)	Leicestershire County Council
Miss	Godfrey	Samantha	Regional Recreation and Marketing Officer	Environment Agency
Mrs	Gosman	Debbie	Countryside Officer	Countryside Agency
Mr	Greenwood	David	Project Manager	Surrey Integrated Access Demonstration Project
Mrs	Harris	Bernie	Project Officer	English Nature
	Harrison	Sally	Rural Development Service	DEFRA
	Heywood	Christine	Network Assistant	Countryside Recreation Network
Mr	Hooton	Simon		Suffolk Coast and Heath Project
Mr	Jeffries	Paul	Policy Manager	English Tourism Council
Mr	Johnson	Mark		East of England Tourist Board
	Jones	Hayley		National Forest
Mr	Lane	Bernard	Director, Rural Tourism Unit	University of Bristol
Mr	Manning	David	Countryside Business Officer	Worcestershire County Council
Mr	Markham	David	Transport and Recreation Adviser	English Nature
Mr	Marshall	Malcolm	Funding Officer	Derebyshire County Council
Dr	Martin	Suzanne	Project Leader - Social Forestry Programme	Forestry Commission
Ms	Milner	Sophie	Countryside Manager	The National Trust
Miss	Page	Helen	Area Recreation Officer	Environment Agency
Ms	Perry	Susan	Economic and Tourism Development Officer	North Norfolk District Council
Mr	Prendergast	Sean	Chief Ranger	Association of National Park Authorities
Mr	Price	Michael	Senior Policy Analyst	Wales Tourist Board
Ms	Pursglove	Rhonda	External Funding Officer	Peak District National Park Authority
Ms	Rivett	Mags	Marketing Manager	YHA (England and Wales)
Mr	Rothnie	Bruce	Recreation Manager	Forestry Commission
	Royce	Kirstie		Lake District Tourism and Conservation Partnership
Ms	Royle	Joanna	Head of Strategic Marketing	Yorkshire Tourist Board
Mr	Sargent	Justin		Countryside Agency

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Mr	Swarbrook	John	Principal Lecturer in Tourism and Management	Sheffield Hallam University
Mr	Thompson	John	Head of Recreation	Association of National Park Authorities
Mr	Thurkettle	Vincent	Operations Manager, East England	Forestry Commission
Mr	Walden-Smith	Michael	Tourism	London Borough of Enfield
Mr	Warren	Neil	Planning Officer	East of England Tourist Board
Mr	Wise	Duncan	Team Leader, Visitor Services	Northumberland National Park Authority