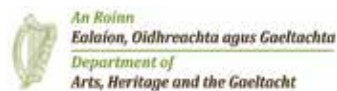


## Good Practice Guide

# The role of tourism enterprises



Thank you to the GeoparkLIFE funding partners



# Contents

Introduction	<b>2</b>
Working with tourism enterprises	<b>3</b>
Structure – The Burren Ecotourism Network	<b>5</b>
Standards – The Geopark Code of Practice for Sustainable Tourism	<b>6</b>
Marketing – The Burren & Cliffs of Moher Geopark Destination Marketing Strategy	<b>8</b>
<b>Guidelines for working with tourism enterprises</b>	<b>10</b>
Guideline 1: Make it together	<b>12</b>
Guideline 2: Make it real	<b>14</b>
Guideline 3: Make it possible	<b>16</b>
Guideline 4: Make it pay...environmentally	<b>18</b>
Guideline 5: Make it pay...economically	<b>20</b>
Guideline 6: Make it last	<b>22</b>
Overview of the Code of Practice for Sustainable Tourism Toolkit	<b>24</b>



# GEOPARKLIFE TOURISM FOR CONSERVATION

## The role of tourism enterprises Good practice guides

**The tourism enterprise is the interface between the visitor and the landscape. The tourism operator interprets and mediates the landscape for visitors, and is also a powerful agent of influence over visitor behaviour.**

Supporting tourism enterprises to become more environmentally-friendly and to incorporate sustainable management practices in their tourism operations can lead to the creation of a mutually respectful and beneficial partnership: the tourism activity can be carefully managed in a way that is complementary to the environment while the environment can be actively conserved in a way that supports and sustains the tourism industry.

Policy relating to tourism enterprises may aim to strengthen their use of natural resources, resource efficiency, use of renewable energy, energy efficiency, waste reduction, reducing the carbon footprint. Policy may also aim to enhance

understanding and interpretation of the natural resource and how this is communicated to visitors. Equally, promoting active conservation by tourism enterprises may in turn inspire positive behaviour in visitors and staff members.

Tourism is an economic activity. An effective tourism and conservation policy will support economic as well as environmental objectives. A critical mass of tourism enterprises that are both environmentally and economically sustainable plays an important role in maintaining thriving communities in areas of high nature value.

## Working with tourism enterprises

GeoparkLIFE collaborated with tourism enterprises so that they could collectively incorporate sustainable Management practices in their tourism operations. There was three pillars to this approach:

# 1

**STRUCTURE:**  
The Burren Ecotourism  
Network

# 2

**STANDARDS:**  
The Geopark Code of  
Practice for Sustainable  
Tourism

# 3

**MARKETING:**  
Destination Strategy



# STRUCTURE

## The Burren Ecotourism Network



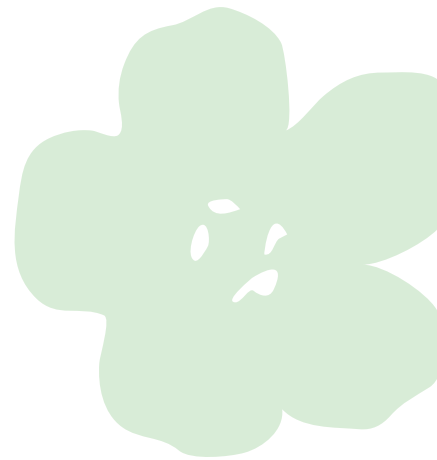
GeoparkLIFE partnered with the Burren Ecotourism Network (B.E.N.). B.E.N. is a membership organisation that connects tourism enterprises in the region and enables them to work together to deliver economic, social and environmental benefits for themselves and the community. Commitment to sustainable tourism standards is a minimum requirement for membership. B.E.N. has grown from a membership of 18 in 2011 to over 60 in 2017, due to its partnership with the GeoparkLIFE programme and the developmental support that GeoparkLIFE could deliver.

**100 tourism enterprises in the region have participated at various levels in the programme over a four year period.**

Membership of B.E.N. is voluntary – tourism enterprises willingly opt in to an organisation that is embedded in a sustainable ethos. In joining, they commit to attaining ever higher levels of sustainable tourism practice over time.

They commit to working together and to contributing considerable time and energy to implementing B.E.N. programmes. They commit to involving themselves and their businesses in active conservation projects within the region. In return, they benefit from a professional destination marketing strategy, environmental and business training, and networking opportunities.

Feedback from the enterprises also shows that other less tangible, 'softer' benefits provide strong motivations for involvement: connection with each other, reducing their isolation as small enterprises, a framework for collaborating with like-minded people, a channel for contributing to the conservation of the landscape, a share in a strong voice which can engage with policy makers on matters that affect the destination.





# STANDARDS

## The Geopark Code of Practice for Sustainable Tourism

At the outset, GeoparkLIFE had an objective to encourage the adoption of ecotourism and eco-accommodation labels by tourism providers. In practice, this resulted in an early programme that channelled a wide number of tourism enterprises of different scale and activity towards a range of independent eco labels (some Irish, some international). This led to a multiple and fragmented use of available training and facilitation resources, and did not necessarily engender the objective of developing a destination focus. It also proved difficult to measure GeoparkLIFE's overarching objective of improving the environmental performance of SMEs in the region.

GeoparkLIFE therefore pioneered a Geopark Code of Practice for Sustainable Tourism, suitable for the network of tourism operators working together in the region.

The Code of Practice provides a number of benefits that could not be delivered by offering a choice of ecolabels:

- It applies to all type of tourism operator, irrespective of activity or scale.
- It provides a common understanding across enterprises of the role they play in sustainable tourism practice in the Geopark.
- It explains clearly the actions that tourism operators must undertake to achieve a standard.
- It is relevant to the place where they work and where they host visitors.
- It actively encourages all tourism enterprises in the region to get involved.
- It is designed to allow them start the journey towards sustainability (it does not require excellence in sustainable tourism management from the outset).
- It maps a path to progress to higher levels of sustainable tourism management.
- It allows training and facilitation supports to be targeted with efficiency.





# Geopark Code of Practice for Sustainable Tourism

By adopting the Code of Practice for Sustainable Tourism, we commit to a process of continuous improvement in sustainable tourism practice.  
We observe the following principles and practices:

## Working Together

We collaborate with all stakeholders to collectively develop the Geopark as a sustainable tourism destination.

## A Cared-for Landscape

We actively participate in conserving our natural and cultural heritage.

## A Well-understood Heritage

We offer quality information and interpretation to communicate our stories and the unique character of our Geopark to guests.

## Vibrant Communities

We work to ensure that tourism makes a positive social contribution so that it benefits our community as well as our guests. We aim to make our services available to the widest possible audience.

## Strengthened Livelihoods

We contribute to the local economy by maintaining and supporting local employment, by sourcing services and produce locally wherever possible, and by engaging with other businesses in promoting our Geopark as a sustainable tourism destination.

## Sustainable Environmental Management

We are guided by our Environmental Policy and we work to an Environmental Action Plan, which includes actions and targets for improvement that are reviewed annually. We have effective systems for monitoring and adequately managing our waste, water, wastewater, energy, travel impact and purchases.



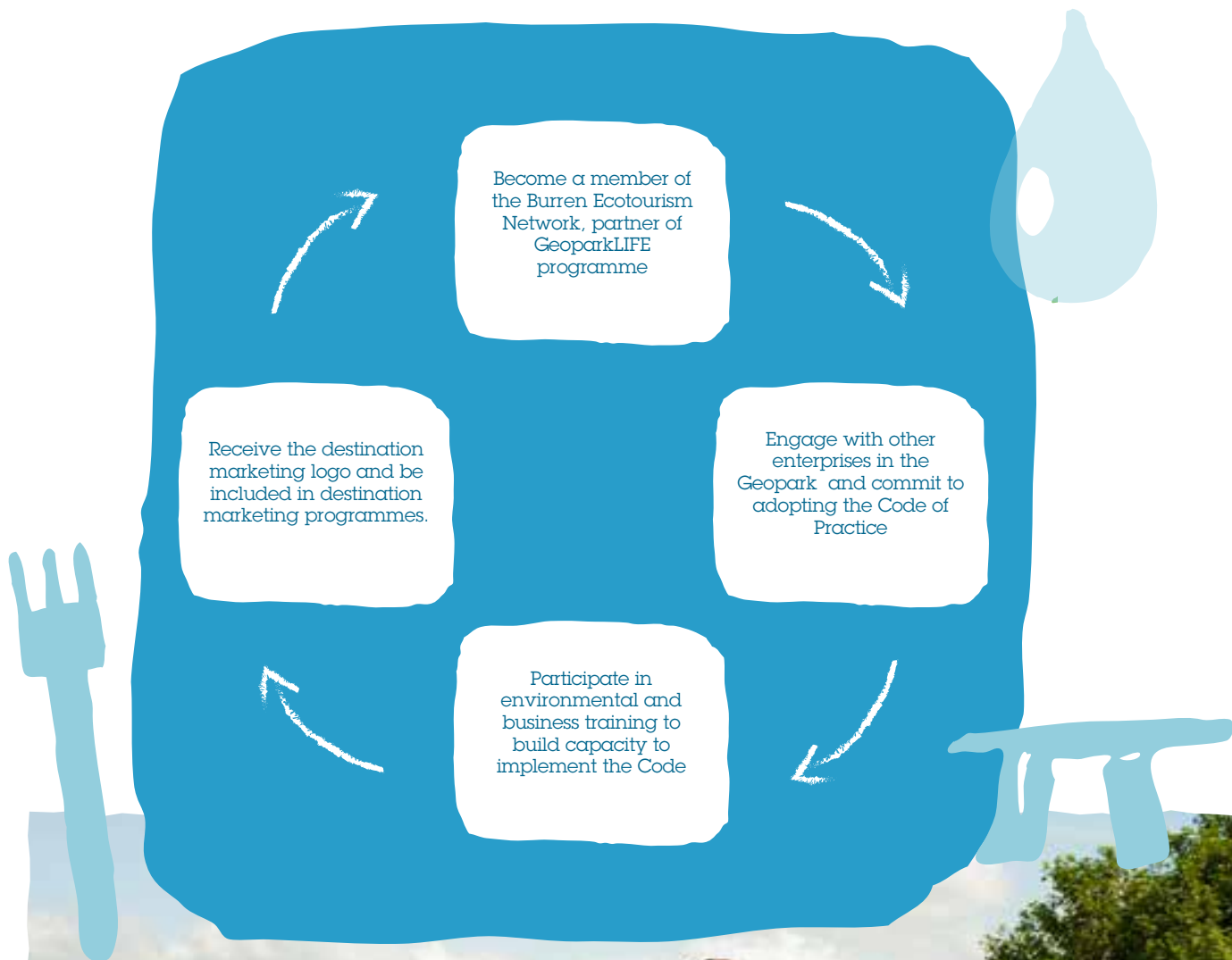
# MARKETING

## The Burren & Cliffs of Moher Geopark Destination Marketing Strategy

Tourism enterprises are economic entities. GeoparkLIFE recognised that tourism enterprises who participated in GeoparkLIFE would have to engage voluntarily in a change of business practices and would often have to invest considerable resources to bring about this change. From the outset, GeoparkLIFE created and led a strong destination marketing strategy, believing that a destination brand (the Burren & Cliffs of Moher UNESCO Global Geopark) rooted in sustainable practice could be a differentiator in the marketplace. This provided a critical economic incentive for investing in sustainable tourism practices. By taking the sustainable environmental management practices of the enterprises and translating them into a competitive destination brand, it married the environmental and economic dimensions of a sustainable tourism approach.

Moreover, GeoparkLIFE recognised that all tourism is quintessentially about visitors. The destination marketing strategy therefore opted to speak to visitors in their own language. It learned to foreground the emotional experience sought by visitors the world over. It acknowledged that sustainable tourism destinations need to deliver everything that traditional tourism hotspots deliver – excellent accommodation, food, activity and heritage experiences. It understood that there are no concessions on quality because the tourism enterprises operate sustainably. The marketing strategy is designed to compete against leading tourism destinations, sustainable or otherwise. It seeks to compete 'head-to-head' with traditional/mainstream destinations.

The relationship between the three pillars in the GeoparkLIFE programme and the path for the tourism enterprise is illustrated below:



**The experiences of the GeoparkLIFE programme have taught many lessons. These lessons are encapsulated into the following guidelines, which will hopefully be of use to other destinations, agencies and organisations interested in adapting the models produced under GeoparkLIFE.**

## Guidelines for working with tourism enterprises

**1** Make it together

**2** Make it real

**3** Make it possible

**4** Make it pay...  
environmentally

**5** Make it pay...  
economically

**6** Make it Last





# GUIDELINE 1:

## Make it together

**A collective approach, incorporating agencies, enterprises and communities, is required if a sustainable destination is to be delivered.**

At tourism enterprise level, working with a formal Network, rather than with a series of individual operators, provides a number of important benefits. Firstly, it provides a structure for engagement between destination managers and tourism operators. Secondly, it is a platform for discussion and co-operation, which can create a sense of common purpose and



a shared vision for the future. Tourism enterprises, often very small in scale, can build a voice with which to engage collectively with agencies and policy makers – a third important benefit. Finally, a more compelling destination story and visitor experience can be delivered. Individual and fragmented efforts can seem like insignificant drops in the expansive tourism ocean. Collective step-changes in practice and behaviour can deliver true impact.

#### Features of a strong tourism network:

- There is a sense of higher purpose.
- There is strong leadership and administration.
- Objectives are clearly defined, communicated and reported on.
- Benefits to the destination take precedence over benefits to individual enterprises.
- Benefits to enterprises are defined and consistent.
- Responsibilities of enterprises are also defined and consistent.
- A culture of sharing, collaboration and referrals is cultivated.
- There is an annual calendar of training, networking and promotional events, scheduled in the low season.

#### For destination managers wishing to establish a tourism network, here are some questions to consider:

- Who owns the Network?
- How is the network managed and structured?
- Who provides leadership within the Network?
- What are the membership and eligibility criteria?
- Are there different levels of membership? What are the benefits at each level?
- How are members expected to contribute to the Network?
- How will enterprises be encouraged to join the Network?
- Who will encourage them?
- How will activities be co-ordinated and by whom?
- How will Network activities be funded?

# Do

- Develop an inspiring vision for a sustainable destination.
- Secure professional facilitation and co-ordination services.
- Invite the views of as many local tourism enterprises as possible.
- Allow time for people to ask questions understand and be inspired.
- Allow time for relationships and trust to build between tourism enterprises.
- Set realistic objectives for progress that can be clearly measured and reported on.
- Enable tourism enterprises to feel real ownership of the Network and its activities.
- Create opportunities for tourism enterprises and policy-leaders to meet and collaborate.



# GUIDELINE 2

## Make it real

**Sustainable tourism must be meaningful and relevant. If tourism enterprises are to willingly and enthusiastically embrace sustainable tourism practices, it is important to localise the standards, tailor them to the destination and develop practical step by step actions that can be implemented within reasonable timeframes.**

tourism into layman's language, into clear action statements that did not compromise the principles but that could lead to greater engagement and understanding amongst tourism enterprises. It also applied them directly to the places, events and resources of the Geopark, and clearly reflects and implements the Mission of the Geopark. The result is the Geopark Code of Practice for Sustainable Tourism, comprising 6 overarching principles and up to 62 individual performance measures.


For more details;  
<http://www.burrengeopark.ie/geopark-life/guides-and-toolkits/>

GeoparkLIFE reviewed European and global best practice recommendations in terms of sustainable tourism standards. It then translated the key principles of sustainable





The table below gives an example of how European standards can be made more meaningful to tourism enterprises on the ground:

European Tourism Indicator System Measure	Version 1 Geopark Code 2014	Version 2 Geopark Code 'Principle & Action List' 2017
<p>D.7.1.1. Percentage of local enterprises in the tourism sector actively supporting protection, conservation, and management of local biodiversity and landscapes</p> 	<p>The tourism provider can demonstrate current and ongoing contribution towards the conservation of the Geopark region.</p>	<p>We actively participate in conserving our natural and cultural heritage. Here's how:</p> <ol style="list-style-type: none"> <li>1. Arrange for somebody in your business to complete Leave No Trace training every 5 years.</li> <li>2. Display the Leave No Trace principles on your website and promotional material.</li> <li>3. Ensure a representative of your business participates in at least 2 of the 3 BEN active conservation events this year.</li> <li>4. Integrate promotion of Leave No Trace principles into your outdoor experience</li> <li>5. Audit your outdoor experience to ensure maximum adherence to Leave No Trace principles. Remedy discrepancies</li> </ol>



Localised standards serve as a gateway into the sustainability process and enable enterprises to commence the sustainability journey. Once engaged at this level, destination managers can work with the network of businesses to encourage collective progression

to increasingly higher levels of environmental management. By allowing **an accessible entry point** that is relevant to the local area, widespread adoption of environmentally sustainable practices in the destination can be facilitated.

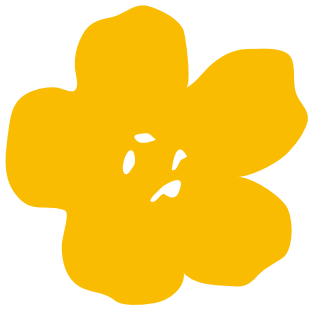
# Do

## When localising standards, do

- Take account of recommended standards defined by global, European and national standards bodies. Local is not less!
- Use direct and active language, write in the first person and formulate action statements.
- Speak about your destination specifically, rather than destinations in general.
- Make the entry point accessible but demanding
- Provide information on local events and resources that will help the tourism enterprise carry out the action.







# GUIDELINE 3

## Make it possible

**The actions required by the European Tourism Indicator System or certification bodies can seem perfectly achievable.**

Yet, what seems simple in theory or on paper can often be daunting, confusing and elusive in reality. GeoparkLIFE asked “What stops tourism enterprises from practising sustainable tourism?” It uncovered a number of truths and also a number of assumptions:

### General truths

- The majority of tourism enterprises are small, owner-managed businesses with great demands on time and resources.
- Tourism enterprises are mostly run by people who are emotionally driven, not commercially driven.
- Enterprises have high levels of integrity with regard to the landscape and heritage resource.
- Even at high levels of commitment and engagement, implementing

sustainable tourism business models is challenging.

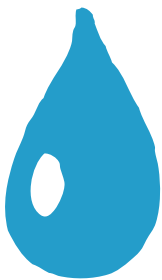
- The volume of measures prescribed by sustainable tourism standards is overwhelming for the average enterprise.

### Common assumptions by policy makers

- Tourism enterprises are motivated by profit above all else.
- Tourism enterprises do not engage in sustainable tourism practices because it is not profitable to do so.

### Common assumptions by tourism enterprises

- Sustainable tourism costs money to implement.
- I'm opening myself up to extra regulations by getting involved in sustainable tourism!



In addition to the above, tourism enterprises experience some fear and trepidation around engaging in sustainable tourism. There is a fear that they simply don't and won't be able to understand it. There are few real-life, great examples that they can relate to. There is an initial human resource and monetary costs to engaging with the programme and these resources are generally very limited in SMEs. Even to make one change in an enterprise takes considerable investment and sustainable tourism standards ask for multiple changes. There is a fear of presenting themselves as something they're not, of being accused of greenwashing.

With these learnings, GeoparkLIFE sought to design a training and enterprise support programme guided by the question: "How do we make it possible for an average tourism SME to adopt and implement the Code of Practice?" Training and facilitation were the key ingredients.

Based on the Code of Practice Framework, an effective training model would comprise 4 distinct modules:



# Do

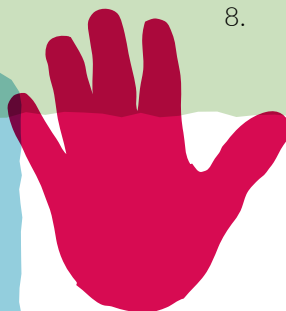
1. Assume low levels of knowledge and high levels of integrity.
2. Align each training support with a destination objective; be focused and results-driven.
3. Periodically follow up with participants regarding leveraging the training in their businesses.
4. Hold training on location in participant venues.
5. Ensure participants meet a mix of policy makers and practitioners.
6. Brief speakers and trainers to ensure their message is tailored to the destination and the audience knowledge level; encourage two-way learning.
7. Utilise the expertise of participants and enable peer sharing of good practice and learnings.
8. Confine classroom workshops to half-day durations.

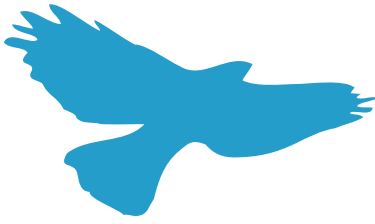
## TOP TIP

Provide training that helps meet collective objectives and strengthens the group rather than the individual

## TOP TIP

The best learning takes place 'on location' rather than in a classroom environment e.g. when immersed in the landscape, taking part in each other's visitor experiences and observing sustainable tourism practices on-site.





# GUIDELINE 4

## Make it pay... environmentally

**In areas of high nature value, the landscape and heritage tends to be the key points of attraction for visitors. These are the primary reason that visitors travel to the destination and are what most distinguishes one destination from another. The landscape and heritage delivers for the tourism industry. It fuels the tourism engine.**

The tourism industry is then faced with the difficult challenge of responsibly using the resource so that it delivers commercial return right now and also maintains its potential to do so into the future. How can the industry contribute to the conservation of the natural asset while it simultaneously leverages it for economic and social return?

The Geopark Code of Practice for Sustainable Tourism incorporates tangible measures and actions that tourism enterprises can take that mitigate their impact on the landscape and heritage and that enable visitors to behave responsibly in the landscape.

### **1. Sustainable Environmental Management Framework**

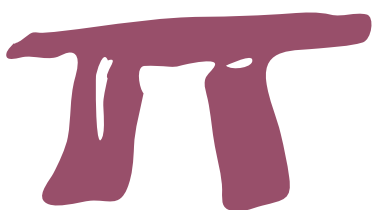
There are 5 cornerstones to the Environmental Management Plan framework for the tourism enterprise:

1. Developing an Environmental Policy
2. Creating an annual Environmental Action Plan
3. Establishing baselines of current performance
4. Identifying benchmarks for appropriate performance
5. Setting targets for future performance.

These are the essential cornerstones of a sustainable tourism approach at the micro level of the enterprise. These are the minimum requirements.

### **2. A focus on how resources are used: a case where one size does not fit all**

The Geopark Code of Practice tailors the measures to the type of tourism operator. Enterprises with a building or premises tend to bear responsibility for monitoring and managing their waste, water and energy, thereby reducing their business' carbon impact. This is less relevant for enterprises that provide an outdoor experience, delivered exclusively in the landscape. For these enterprises whose core business resource is the landscape itself, responsibilities in the area of visitor



interpretation and visitor management in the landscape are much greater. With a captive audience, there is a wonderful opportunity to communicate the natural, cultural and built heritage of the Geopark and also model appropriate behaviour for visitors. The Leave No Trace ethic provides a framework for experience delivery and visitor management.

### 3. Active conservation: a case where one size can fit all

GeoparkLIFE learned that being actively involved in conservation could mean vastly different things to different businesses. It also learned that a collective approach to conservation activism paid greater dividends to the landscape than did an individualised approach. Through the GeoparkLIFE/BEN partnership, tourism enterprises in the region now have the opportunity to participate in destination conservation initiatives that provide a direct pay back environmentally.

We do not really 'manage' visitors. We cannot 'compel' those who visit us to do anything. What we can do is motivate, encourage and inspire them. We can lead by example and ensure that sustainable tourism standards are an integrated and become a seamless part of being in and experiencing the destination.

# Do

- Insist that all tourism enterprises develop an Environmental Action Plan that includes targets for improvement.
- Invest in environmental management training that provides practical tools and templates to the enterprises.
- Invest in training that equips enterprises with the skills and resources needed to deliver meaningful, high quality interpretation to visitors.
- Focus on practical application of principles.
- Create destination conservation programmes and encourage/require collaboration and participation.
- Celebrate and communicate incremental improvements.
- Measure and monitor resource management figures within the destination.



# GUIDELINE 5

## Make it pay... economically

### **Becoming more efficient in resource management will pay economic dividends to tourism enterprises with premises.**

Recognising that tourism enterprises must engage voluntarily in a change of business practices and must often invest considerable resources to bring about this change, **a strong marketing strategy provides a further essential economic incentive** for engagement with a sustainable destination management strategy.

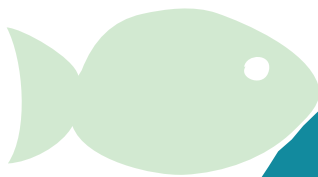
While a destination management organisation can develop and even co-ordinate the marketing strategy, it is the tourism enterprises themselves that must embody the brand promise on a day to day basis. It is therefore essential to partner with the tourism enterprises in the conception and execution of the marketing strategy.

### **Characteristics of the ideal visitor for regions of high nature value:**

- Travelling independently (FIT)
- Environmentally aware
- Culturally curious, Great escapers?
- Relatively high disposable income
- Appreciation of landscape and heritage value
- Prefer to dwell in a destination rather than pass through

### **What should the marketing strategy objectives for high nature value destinations be?**

The obvious objective, and the most common one in the tourism industry in general, is to grow the number of visitors to the destination. From a numbers



Core objective  
of the Burren & Cliffs of Moher  
Geopark marketing strategy:  
**“Stay a little longer”**  
To increase the average length of  
stay and the average daily spend of  
visitors to the destination.



perspective, the Burren & Cliffs of Moher Geopark is one of the most visited regions in Ireland, with over 1.5 million people visiting one site, the Cliffs of Moher Visitor Experience, in 2017. Despite the high volume and apparent tourism success, numbers-driven tourism has drawbacks. A large percentage of the visitors are day trippers or even just one hour stopovers. They have significant transport impacts on narrow rural roads and small villages but little overall economic or social benefit to the destination.

For the Geopark, the most appropriate objective is to attract the type of visitor that will stay longer and spend more. Such a visitor learns more about the place and its people and is more likely to return and/or recommend the area to others. Because of the longer stay, they spend more on essential services such as food and accommodation. They are not motivated by the lowest price, but by a high value, unique experience. This experience is best delivered by micro enterprises, those that enable the visitor experience the landscape, the people and the culture in a personalised and memorable way.

Destinations of high nature value cannot afford, from an environmental and social perspective, to compete on price. A low price, high volume strategy sacrifices the environmental and social pillars to the economic imperative. A high value, low volume strategy is the one most likely to maintain a balance between the social, economic and environmental pillars.



## Do

- Adopt a 'Destination First' philosophy - be guided by the best options for the destination and not the individual enterprise or individual agency
- Create a destination brand;
- Tell the destination story in a way that is compelling to visitors, not ourselves;
- Establish a formal referrals marketing framework for network members
- Structure networking opportunities for tourism enterprises
- Develop a social media strategy for networks, one that maximises their collective social networks for the benefit of the destination
- Develop and promote visitor experiences at the destination level, rather than the individual enterprise level.



# GUIDELINE 6

## Make it last

**The GeoparkLIFE programme of work with tourism enterprises has yielded significant results.**

Environmental, economic and social benefits were realised that were made possible by the collective and collaborative approach adopted throughout the programme.

Significant impacts were recorded: improvements in resource management within tourism enterprises, the creation

of award-winning visitor experiences, innovations in conservation activism, a strong network of enterprises eager to support and promote each other, a vehicle for policy implementation and policy testing.

While the model is effective, substantial financial resources and people skills are necessary to establish it and to ensure that it endures over the long term. Considering again the three pillars of the GeoparkLIFE Tourism Enterprises programme, the table below gives an overview of the resources required to make the model last.

Key Pillar	Resources Required
Structure: A sustainable tourism network	Network Facilitator/Co-ordinator Training Professional Fees (accounting, legal, insurance) Volunteer contribution and participation (for network management and sub-group management and activities)
Standards: A localised Code of Practice for Sustainable Tourism	System Administrator Training & Mentoring Supports Independent Evaluator Services <i>(required on a project basis during a defined timeframe of no longer than 2 months per cycle)</i>
Marketing: A Destination Marketing Strategy	Marketing Executive/Brand Manager Marketing Collateral Participation at tourism trade and consumer promotion events, as well as networking events. Business participation Ongoing marketing activity

**Other key ingredients essential to the long-term sustainability of this model include:**

- Strong leadership to provide direction, inspiration and motivation;
- Effective strategic management of people and activities;
- Willing and enthusiastic participation of tourism enterprise owners and managers;
- Clarity and certainty in the areas of strategy and resources;
- A commercial approach to achieving financial sustainability.

# Do

- Secure multi-stakeholder commitment to the long-term resourcing of the project:
- Have a Destination Business Plan in place from that outset that assures implementation of a long-term destination marketing strategy and the management of a localised Code of Practice System;
- Have a Network Business Plan in place from the outset that seeks to establish a self-sustaining network built on a social enterprise model;
- Identify the minimum personnel costs needed to manage and co-ordinate the project;
- Seek a shared contribution to these minimum costs that sees enterprises contribute through network membership fees and time contribution, that are then matched by funds, supports and time contributions of other beneficiaries such as the tourism authority or local authority;
- Commercialise the network activities and generate revenue through sponsorship, advertising, donations, strategic partnerships and fundraising;
- Embed a rolling 5 year business planning process that involves tourism enterprises and key agency personnel in a strategic partnership for the destination.





# Overview of the Code of Practice for Sustainable Tourism Toolkit

**The Code of Practice for Sustainable Tourism toolkit is contained in an online system that can be adapted to the needs of different destinations.**

The Code comprises **6 core principles**. Each principle is broken down into a number of performance measures i.e. actions a business can take in order to implement this principle. While enterprises are not required to implement all performance measures from the outset, they are encouraged to work towards them all over time.

The Code contains a number of **Essential Measures** which all enterprises must implement as evidence of a minimum level of engagement with the Code.

All performance measures can be determined by the destination managers and tailored to the specific needs of their territory. They are framed within the elements of effective sustainable tourism practice defined by GSTC and ETIS.

To ensure ease of understanding and engagement, this table of measures is re-written in layman's language as a series of actions that an enterprise can take in order to comply with the Code. A simple Self Assessment Checklist enables the enterprise to scan the list of actions, readily understand what is being asked of them and assess their current performance against the Code.

Once a Self Assessment has been completed, the system will generate a To Do List, tailored to the individual enterprise. The To Do List comprises all actions (measures) which the enterprise is not currently implementing. It will also point the enterprise towards resources that will enable it to implement these enterprises e.g. guidelines, templates, case studies, reference material.

In order to demonstrate adoption of the Code of Practice, a tourism enterprise must compile and document evidence of implementation. This is the process used by all certifying bodies and so introduces a discipline of filing and reporting that will stand the enterprise in good stead as they progress on their journey to sustainability.

The Code of Practice online system is self-guided and enables a tourism operator to upload and document evidence for each action (measure). The tourism enterprise also enters details of their business profile, activity, number of visitors per month from which a good overview of tourism activity within the region can be obtained. In addition, any tourism enterprise with a premises enters their monthly consumption/generation data of key resources: waste, water and energy. This allows for benchmarking and targeting of performance improvement. Based on the answers and evidence submitted, the system generates an indicative score and overall performance band rating.

The final submission is then desk-reviewed on the system by an



independent evaluator who provides qualitative feedback to the enterprise and assesses whether the evidence provided is sufficient to support the score.

On-site verification visits of a representative random sample of the tourism enterprises in the Network are recommended. The purpose of the visits is to verify that the evidence submitted and claims made in the Code of Practice submission are reflected in the delivery of the visitor experience. The objective is to establish the integrity and credibility of the system as a standard for sustainable tourism practice in the region.



## **Acknowledgements:**

**Heartfelt thanks to the agencies, businesses, groups and individuals that gave of their valuable time, experiences and vision.**





**[burrengeopark.ie](http://burrengeopark.ie)**

**BURREN AND  
CLIFFS OF MOHER**

**GEO**  
**PARK**

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