

Measuring Tourism Locally

Guidance Note Four: Tourism Benchmarking and Performance Indicators

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Office for National Statistics

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Measuring Tourism Locally

Guidance Note Four: Tourism Benchmarking and Performance Indicators

Sean White, Tourism Intelligence Unit

1. Introduction

This is the fourth guidance note produced as part of a series by the Tourism Intelligence Unit at ONS. The aim of these notes is to provide a consistent framework for those within the tourism sector to measure and collect data on various facets of tourism activity. In particular the guidance notes are aimed at those tourism officials operating at the sub-regional and local scales within the UK. The guidance notes produced to date are:

Guidance Note 1: Definitions of Tourism

Guidance Note 2: Local Economic Impact Modelling Approaches

Guidance Note 3: Undertaking Visitor Surveys

Guidance Note 4: Tourism Benchmarking and Performance Indicators

Guidance Note 5: Measuring the Supply Side of Tourism

This guidance note relates to the important activity of tourism benchmarking and performance measures. It is crucial that this framework is adopted by users when undertaking data collection or analysis relating to tourism benchmarking and performance measures, at the local level.

A key aim of these guidance notes is to assist in putting in place a consistent set of data relating to the tourism sector at the local authority level. In this sense the guidance seeks to develop a consistent 'bottom up' approach to data collection across the various aspects of tourism that the guidance covers, in this case and performance indicators. Adopting this approach would ensure more comparability across areas which will be useful for planning purposes. It would also make feasible a more consistent approach to local economic impact of tourism analysis to be undertaken if local authorities are collecting tourism data following a consistent framework.

It is important that this guidance is seen in combination with the Partners for England Place Making Charter. The Charter promotes continuous quality improvement and provides a core set of principles (integrate; inform; innovate; invest and improve) to be championed by stakeholders in a destination - recognising that places are unique. By signing up an organisation is agreeing to champion excellent destination management in their area and identify where delivery responsibilities lie.

In summary the key aims of “Place making – a Charter for Destination Management” are:

- Awareness – to influence prioritisation by national and regional bodies, local authorities and businesses
- Clarity – roles and responsibilities of key players
- Focus – on destination management and place-shaping
- Partnership – encourage and foster collaboration in a fragmented sector
- Improvement - drive continuous quality improvement

The guidance notes produced here can contribute to this drive towards quality improvement and given the move towards localism these guidance notes on measuring tourism locally are particularly timely.

In this guidance note the focus is on benchmarking which is defined as the process of comparing the cost, cycle time, productivity, or quality of a specific process or method to another that is widely considered to be an industry standard or best practice. A further definition is provided by benchmarking pioneers Rank Xerox,

Benchmarking is “the continuing process of measuring products, services and practices against the toughest competition or those...recognised as leaders”

Essentially, benchmarking provides a snapshot of the performance of your business and helps you understand where you are in relation to a particular standard. Under-performance may require attention and action on the one hand, but, on the other hand, areas where an organisation excels can be highlighted and used as a platform for new product development or promotion and examples of best practice can be focused upon

In the Tourism sector benchmarking involves the collection of key or core performance data in a standardised format agreed with other destinations that then enables a direct comparison to be made of overall performance within a specific section or grouping. According to guidance produced by the Southern Tourist Board in 1999, destination benchmarking encompasses the following related objectives:

- To collect and analyse data via the visitor survey route, on a series of indicators, focusing primarily on customer satisfaction
- To monitor the performance of the destination from the visitor’s perspective over time
- To enable direct comparison of performance with other similar destinations
- To identify areas of strength and weakness in the destination product
- To shape action and improve product performance by learning from identified best practice (STB, 1999).

2. The Need for Guidance

Ensuring the comparability of data is fundamental to successful benchmarking. For this reason this guidance note refers to existing methodologies that have been built up over the years by various actors. The key element of this is the visitor survey and templates already exist which are referred

to here. It is important that destinations adhere to the methodology prescribed here in undertaking benchmarking exercises so that they produce data that allows for the crucial comparability.

This guidance note has a further aim of providing practical help on the survey method for both data collection and analysis, for destinations and other local tourism organisations to follow. Preceding this treatment of the methodological steps to follow, the guidance traces the development of tourism benchmarking practices in the UK and Europe which is important in providing a context and reference for the remainder of the guidance.

3. Tourism Benchmarking in the UK

England's regional tourist boards developed a national benchmarking scheme to enable visitor destinations to measure and compare their performance against similar destinations in the country. The benchmarking research measures opinions and levels of satisfaction, gathered through face-to-face interviews. Findings are then compared to results for similar destinations elsewhere in the country, to 'benchmark' the visitor experience. The aim is to identify potential problems, as well as areas of good practice and service delivery, and by monitoring these over time, to ensure continuous improvement.

The survey covers more than 20 aspects of a visit, including accommodation, shops, eating and drinking venues, tourist information, parking, signage and public toilets. The results of the interviews are collated, and input into a central system allowing comparisons to be made with other destinations nationwide. The results can highlight areas of good practice and emphasise where improvement is needed. The participating destination can then focus upon those aspects on which it is under-performing, and those which are of greatest importance to visitors. By participating in the scheme on a regular basis (every three years for example) the destination can monitor its performance over time, as well as in comparison to other towns.

Destination benchmarking results used in this context can be employed as follows:

- as evidence for financial support both internally and externally
- to provide a focus for clear, intelligence-led decision-making
- to support Best Value reviews
- to generate positive PR coverage in areas of good performance
- to respond to customer complaints/areas of dissatisfaction
- as a basis for corporate action plans
- to inform tourism strategies

In England the establishment of the National Tourism Best Value Group in 2001 was, at its simplest, an attempt to standardise baseline data collection processes for all local authorities.

In addition to self assessment benchmarking processes, Tourism South East and DP:UK offer a specific process that can be bought in to provide destination and TIC benchmarking.

Destination benchmarking consists of administering and analysing a standardised set of visitor survey information for comparison directly with the scores from other destinations.

They are very useful for providing a definitive baseline or starting point but regular reviews, using the same process, are essential to monitor change and improvement. If the full benchmarking process is carried out every three to five years then, as identified earlier in relation to visitor surveys, interim data can be collected as a check using less expensive techniques.

3.1 Tourism Benchmarking undertaken by DP:UK

Destination Performance UK is the membership organisation for local authority tourism services committed to the principles of performance management and best practice. It was formed from the Tourism Best Value Group in 1999.

A key element of DP:UK's work is to facilitate performance management and assessment through the annual Baseline Statement, a comprehensive research survey undertaken by the Research Department at the regional board, Tourism South East.

Performance monitoring and benchmarking of DP:UK members is captured through means of the Baseline Statement, formulated through an annual questionnaire completed by DP:UK members, which captures data about the tourism resources, activities and performance of member authorities and reproduces it in table form by category group. This enables members of DP:UK to compare their tourism operation with similar destinations. The questionnaire includes information on a range of performance indicators based around satisfaction indicators, economic indicators, sustainability indicators, and organisational indicators. These performance indicators are shown in Boxes 1-4 and are a useful set of indicators to refer to in terms of assessing tourism performance at the local level.

Box 1 Satisfaction Indicators

- % of visitors who rate the overall visitor experience as good or excellent
- % of customers who consider the overall impression of the TIC service to be good or excellent
- % of stakeholders who consider the general promotion of the destination to be good
- % of stakeholders who consider the tourist information service to be good or excellent
- % of stakeholders who consider the destination website overall to be good or excellent
- % of users who consider the destination website overall to be good or excellent

Box 2 Economic Indicators

- Number of day visitors [or trips] (+ % increase/decrease)

Box 2 Economic Indicators

- Number of overnight visitors [or trips] (+ % increase/decrease)
- Value of staying visitor spend (+ % increase/decrease)
- Value of day visitor spend (+ % increase/decrease)
- Staying visitor spend per head (+ % increase/decrease)
- Day visitor spend per head (+ % increase/decrease) Net Local Authority spend on tourism per staying visitor
- Net Local Authority spend on tourism per day visitor
- Net LA spend on tourism per head of population
- Net cost per user of stand-alone TIC (through-the-door, phone, email)
- Number of unique weekly visitors to the main destination website
- Number of bookings generated by the local Destination Management System
- % of DMS bookings made online
- Value of bookings generated by the local Destination Management System
- Value of the online bookings
- Return on investment for marketing campaigns (as a ratio)
- Annual average % bed space and bedroom occupancy of accommodation
- No of FTE tourism related jobs

Box 3 Sustainability Indicators

- Existence of an agreed and monitored sustainable tourism and action plan
- % of residents indicating that they are satisfied with the local impact of tourism
- Number of bed spaces per 1000 population
- Ratio of number of visitors in one year to local population
- Ratio of number of visitors in each quarter to local population
- % of visitors arriving by means of train, coach or bus
- % of tourism enterprises (accommodation, attractions, activities) participating in quality accreditation schemes
- % of tourism enterprises (accommodation, attractions, activities) participating in green tourism accreditation schemes
- % of tourism enterprises (accommodation, attractions, activities) with a recognised environmental certification
- % of tourism enterprises (accommodation, attractions, activities) that have commissioned an

Box 3 Sustainability Indicators

accessibility audit from an accredited assessor with a view to enhancing provision for disabled visitors

- FTE Tourism related jobs as a percentage of total local FTE jobs

Box 4 Organisational Indicator

- % of local businesses that belong to a local tourism association/partnership

Baseline Statements are produced outlining the results of the responses to the questionnaires in various categories of local authority (categories of cities, coastal, rural and county authorities)

4. Tourism Benchmarking in Europe

Benchmarking also has a much broader application. Across Europe destination groupings and networks have been seeking the 'holy grail' of the perfect set of sustainable performance indicators to be used for Europe-wide benchmarking. Without co-ordination a plethora of different processes have been emerging. In addition the apparent need to be exhaustive and visibly rigorous has led to the creation of endless sets of potential indicators that do not pass the acid tests of simplicity, collectability, comparability and reliance. There is much to be learnt from fellow practitioners across Europe and there are benefits to be gained from the ability to share information with a much broader range of destinations. (DP:UK, 2008)

It is hoped that adoption of the TSG report by the European Commission and the Commissions commitment to increasing the sustainability and competitiveness of European tourism will lead to improvements in the reporting mechanisms for tourism performance and increasing use of comparable indicators for benchmarking. (DP:UK, 2008)

5. Government initiatives in relation to Local Authority Service delivery

Since the mid 1980s central government has been striving to make local government more accountable for its actions and expenditure. An evaluation of the effectiveness of individual authorities in delivering their services was seen as an essential prerequisite in being able to assess value for money. The Best Value initiative was created to translate government rhetoric into action making it a statutory requirement for all authorities to measure performance and review all of their services. The starting point was an authority-wide Best Value Performance Plan that had to be drawn up each year. This had to include current and expected performance against a series of statutory indicators set by the Audit Commission together with a range of local indicators that an authority considers best demonstrates their effectiveness at service delivery. In the complete range of statutory Best Value indicators nothing was included specifically for tourism services.

The Best Value regime was changed around 2002 into Comprehensive Performance Assessment (CAA) whereby the whole performance of an Authority was evaluated through a self completed appraisal. The number of national, statutory performance indicators remained unchanged. CPA itself has now also changed with the performance focus now being around Comprehensive Area Agreements and a reduced set of less than 200 national performance indicators.

Performance plans are still an integral part of the process, as is a clear demonstration that service delivery is set within a robust and comprehensive strategic framework, that performance and customer satisfaction are regularly monitored and that actions are reviewed. The use of comparative data and evidence of iterative benchmarking is an integral part of that process. Authorities need to be able to demonstrate clearly that they can set their performance in the context of other similar destinations making comparative benchmarking an essential part of the management process.

Advice from IDeA and the Audit Commission is that whilst the nature of the process has changed the expectation that authorities will be engaged in effective and robust performance management has most definitely not. The emphasis has move considerably towards self assessment and self improvement and whilst there are still no specific tourism indicators in the national set suggestions have been provided through the single improvement tool for cultural services to support Local Area Agreements. Many authorities now include a tourism indicator in Local Area Agreements, usually based on a measure of tourism's local value.

6. Tourist Information Centre benchmarking

One specific area where the benchmarking process can be of value is in assessing the activities of Tourist Information Centres through a benchmarking survey. This can be seen as a useful example of the benchmarking process in operation. To provide a definitive baseline, a professionally carried out TIC benchmarking survey is a useful exercise, If the surveys are carried out every three to five years. Some indicative questions to be used are presented here (sourced from DP:UK guidance notes).

Box 5 Tourist Information Centre Satisfaction Survey

Introduction: At (insert TIC name) Tourist Information Centre we are continuously monitoring our services to bring you the highest standards and we would value your comments. Please would you spend a few minutes completing this questionnaire to help us?

1 About you

A local resident in (destination)

A resident in the (county or region)

A day visitor from outside (destination,
county or region)

1.1 Please state where you have travelled from today _____

Are you here on holiday

Or short break

If so, in which town or village are you staying? _____

1.2 How long are you staying? (nights)

Are you here for a (tick the relevant response)

Conference

Festival

Group visit

Business

Special event

1.3 Are you visiting

Friends

Relatives

1.4 Are you

At Work in (destination)

Studying in (destination)

Box 5 Tourist Information Centre Satisfaction Survey

2. Please rate the following aspects of your visit to the TIC:

(Please circle the most appropriate number for each)

1=Excellent, 2=Good, 3=Satisfactory, 4=Poor, 5=Very Poor

- Speed of service 1 2 3 4 5
- Quality of customer service 1 2 3 4 5
- Range of information 1 2 3 4 5
- Range of service available 1 2 3 4 5
- Range of goods available 1 2 3 4 5
- Quality of goods available 1 2 3 4 5
- Ease of entry 1 2 3 4 5
- Circulation in the TIC 1 2 3 4 5
- Easy to find TIC 1 2 3 4 5
- Layout of the TIC 1 2 3 4 5
- Overall impression 1 2 3 4 5

2.1 Did you receive the information or service you required?

Yes _ No _

If no, have you been referred to someone else who might be able to help with your enquiry?

Yes _ No _

3. Did you make use of the services provided or purchase any goods from the TIC?

(tick all that apply)

- Accommodation enquiry
- Accommodation booking
- UK holiday information
- Transport information
- Coach tickets/tours
- Maps/guidebooks
- Information on leisure pursuits (walking, cycling, etc)
- Cycle packs
- Guided walks

Box 5 Tourist Information Centre Satisfaction Survey

Local directional information
Local services information
Local attraction information
Local attraction tickets
Local events information
Local events tickets
Theatre tickets
General information
Purchase of souvenirs or gifts
Postcards and stamps
Books and magazines
Other services (please state)

4. Following your visit today, do you have any comments or suggestions for improvements to this TIC or its services (open ended)?

5. How often do you use the TIC?

Daily
Weekly
Once a month
2 – 3 times a year
Rarely

6. What is your age group?

Under 16
16 – 24
25 – 44
45 – 64
65+

7. Are you:

Male _ Female _

Box 5 Tourist Information Centre Satisfaction Survey

8. Please describe your ethnic origin:

White British

White Other

Mixed

Black or Black British

Chinese

Asian or Asian British

Other Ethnic Group

6. A Matrix of Tourism Indicators

We now consider the indicators that tourism professionals may find useful when collecting information on the tourism sector within their local areas to aid in the performance monitoring process. The guidance takes the form of four tables of information pertaining to four key themes which are in themselves further disaggregated to include some detail on the various spatial levels at which data can be collected. Some information on sources of data or the utility of measures is provided at the various spatial scales where appropriate.

The four themes are as follows:

- A. Economic**
- B. Satisfaction**
- C. Environmental**
- D. Community and Social**

The table provides further detail in terms of the indicators that are seen as key performance measures which are highlighted in italics in the tables.

Core Information required	National	Regional	Sub – Regional (DMO)	Local Authority level (or business level)
A. Economic				
<i>A.1 Number of staying visitors (Domestic and InBound)</i>	This should be a national responsibility and is currently collected as such through UKTS and IPS.	Regional figures provided – some concerns with data quality at this level. Visitor surveys have a role to play in some regions in augmenting the data	Seen as desirable to have this data at sub-regional level – particularly in that it feeds into analysis of tourism's economic impact	Seen as desirable to have this data at sub-regional level – particularly in that it feeds into analysis of tourism's economic impact. We refer here to the fact that the national data is essential for local economic modelling and that this can be verified by periodic locally based visitor surveys.
<i>A.2 Expenditure of staying visitors (Domestic and Inbound)</i>	This is desired and should include different categories of expenditure. Only total expenditure reported as yet on UKTS and IPS	Regional breakdown would also be required.	Data at the sub-regional level would be advantageous especially for profiling visitor spend and to feed into modelling approaches to provide data at the local level	At the local level there would be difficulties in providing robust estimates without very large (useable) sample return but again would be useful to feed into modelling and marketing activity.
<i>A.3 Number of day visitors (Domestic and Inbound)</i>	This is data that has not been collected at the national level for some time. The last survey was the English Leisure Visits Survey in 2005. Before that there was a Day Visits survey in 2002. Work is progressing on undertaking a new survey within Great Britain in 2011.	Regional breakdowns would be essential for any future survey of same day visits	This data is desired at the sub-regional level – again feeding into modelling approaches at this and the local level	As for local level – again might be difficult to provide accurate estimates at the local level from nationally-based surveys
<i>A.4 Expenditure of day visitors (Domestic and Inbound)</i>	This is data that has not been collected at the national level for some time. The last survey was the English Leisure Visits Survey in 2005. Before that there was a Day Visits survey in 2002. Work is progressing on undertaking a new survey of day visits in Great Britain.	Regional breakdowns would be essential for any future survey of same day visits	This data is desired at the sub-regional level – again feeding into modelling approaches at this level.	As for local level – again might be difficult to provide accurate estimates at the local level from nationally-based surveys. Can be checked by carrying out local visitor surveys periodically
<i>A.5 Occupancy levels serviced</i>	Essential at this level for Eurostat returns. Collected through the England Occupancy Survey and similar surveys in the devolved administrations	Regional level data also required – can be provided through the EOS	Sub-regional data is a requirement of the new EU regulation (NUTS 2) level from 2012 onwards	Locally occupancy data is essential for local economic impact modelling. Seasonality is an important issue that needs to be assessed. It is important that there is access to data collected by external providers in the market
<i>A.6 Occupancy levels unserved</i>	Un-served occupancy levels are more difficult to assess at this level but this is an important element of the	Again important at the regional level	As with all occupancy data it should be derived at the local/sub-regional level and feed into regional/national totals	As with all occupancy data it should be derived at the local/sub-regional level and feed into regional/national totals

Core Information required	National	Regional	Sub – Regional (DMO)	Local Authority level (or business level)
	accommodation sector			
A.7 No of bed spaces available in total and as a ratio of beds per head of residential population	An important indicator – derived from the occupancy data	Potentially an important indicator – derived from the occupancy data	Potentially an important indicator – derived from the occupancy data	Potentially an important indicator – derived from the occupancy data. A measure of vitality and the relative scale of the local tourism sector
A.8 No. of jobs in tourism (fte)	Crucial in our understanding of the sector – need to incorporate some estimate of seasonality. This indicator feeds down to the regional and local levels. Sources for this information include the Labour Force Survey from ONS			Essential local data – sometimes derived from the volume and value models
A.9 Turnover of Tourism Industries	Not seen as important as employment or GVA but still a useful indicator of the vitality of the sector (particularly over time)			
A.10 GVA of Tourism Industries	Clearly of crucial importance nationally, and particularly regionally as a measure of the performance of the sector			
A.11 Tourism Satellite Account (TSA) measure of Tourism Derived GVA	Important nationally as it gives us a realistic view of the tourism sector reconciling the demand and supply elements of tourism.	Would be advantageous at the regional level but requires regional IO tables but can be modelled within the TSA framework.	Can inform decision making and analysis at the sub-regional level	-
A.12 Forecasted view of Tourism's economic impact (using TSA as benchmark)	TSAs tend to be periodically updated but can rely on forecasting techniques to provide up-to-date figures of tourism's economic value (DCMS do this now based on the 2004 TSA)	Again could feed into the regional level	-	-
A.13 A Measure/ monitor of On-line booking activity				A.13 to A.21 can perhaps be seen as aspirational indicators. Ones that would be advantageous to have but are not seen as essential at this stage, particularly at the local/sub regional levels
A.14 No of tourism businesses				
A.15 No of new businesses				
A.16 No of exit businesses				
A.17 Accommodation businesses				
A.18 Non/ Serviced accommodation. By category				
A.19 No. rooms available				
A.20 No. rooms occupied				

Core Information required	National	Regional	Sub – Regional (DMO)	Local Authority level (or business level)
A.21 Room occupancy %				
A.24 Average room rate				This is regarded as a potentially useful indicator at this level that can usefully feed into marketing activity, for example. Possibly in conjunction with data on yield.
A.27 <i>Staying with Family and Friends (SFR)</i>	This is measured in national surveys (e.g. UKTS and IPS)		Useful at sub-regional and local levels as input into local economic modelling approaches	Forms part of the data provided through the volume and value economic models
A.28 No. of visitors at attractions	For A.28-A.31 there is data collected nationally through the Survey of Visits to Visitor Attractions and England Attractions Monitor.		At the sub-regional and local levels the crucial elements are turnover and spend and this data has particular utility in feeding into local economic impact modelling approaches.	At the sub-regional and local levels the crucial elements are turnover and spend and this data has particular utility in feeding into local economic impact modelling approaches.
A.29 Total sales revenue (attractions)				
A.30 Av ticket price (Attractions)				
A.31 Av total visitor spend (attractions)				
A.32 Monitoring of the economic impact of Events				Various methodologies are being developed often for particular events held at sub-regional or local levels (often led by the academic sector). It is clear that a common methodology needs to be developed on the impact of events that can feed into analysis at the local/sub-regional level. Work is underway to prepare a new guidance note on events in the TIU
A.33 farm businesses (with tourism activity)				This may be an important area but unclear as to where data could be collected.
A.34 Business tourism (MICE). Meetings, Incentives, Conferences, Exhibitions. (day visitors and overnight).	Business tourism as purpose of trip picked up in national surveys (need more consistent data on the impact on day-visitor data/expenditure)	There are particular surveys in place to measure conference activity e.g. British Conference Venues Survey (BACD)		Business tourism in general needs to be more fully understood at the local level through survey data (local surveys) to understand impact on the tourism economy and satisfaction with the tourism service provided

Core Information required	National	Regional	Sub – Regional DMO	Local Authority level (or business level)
B. Satisfaction				
B.1 % of businesses in quality schemes (by category) including changes over time				Provides some indication of likely levels of satisfaction but not seen as an essential indicator at this stage
B.2 Destination satisfaction of visitor.			Obtainable from visitor surveys. Provides important information for promotional activities. Surveys need to use the same criteria for satisfaction as destination benchmarking initiatives	Obtainable from visitor surveys. Provides important information for promotional activities. Surveys need to use the same criteria for satisfaction as destination benchmarking initiatives
<i>B.3 Benchmarking</i>			Sub-regional benchmarking and local authority benchmarking seen as essential in monitoring levels of satisfaction. Can cover many aspects relating to 'place' e.g. signage, streets, car parks, crime etc.	Sub-regional benchmarking and local authority benchmarking seen as essential in monitoring levels of satisfaction. Can cover many aspects relating to 'place' e.g. signage, streets, car parks, crime etc.
<i>B.4 TIC activity</i>				Clear role to play in collecting information feeding into promotional activity and providing a basis for benchmarking/comparison
<i>B.5 Place and Promotion</i>				Information about 'place' and how this feeds into promotion are seen as the two key elements of the satisfaction category

Core Information required	National	Regional	Sub – Regional DMO	Local Authority level (or business level)
C. Environmental				
C.1 Environmental impact of tourism measures				Environmental Impact Appraisals of new tourism developments. Environmental Impact studies of tourism related events
C.2 Business measures (How energy and waste costs (or take up of ICT) relate to sales (business efficiency)			Could be important at sub-regional and local level in future	Could be important at sub-regional and local level in future
C.3 Carbon footprint of tourism	Work has been initiated in ONS in measuring the carbon footprint of tourism by combining Tourism Satellite Accounts and Environmental Accounts	Some work being undertaken at regional level to measure this (e.g. South West)		
C.4 Eurostat sustainable tourism indicators (51 in total)	Important at the national level and some indicators available at lower spatial scales			
C.5 Green Schemes e.g. Green Start and Green Tourism			Perhaps the clearest way of measuring the impact of environmental issues at the local level (uptake and appraisal of success)	

Core Information required	National	Regional	Sub – Regional DMO	Local Authority level (or business level)
D. Community and Social				
D.1 Local jobs in tourism				ONS Labour force Survey could be used to give some measures of this indicator
<i>D.2 Resident satisfaction with the way that tourism is handled locally. What links should there be to Local Area Agreements and Multi Area Agreements</i>				Citizens Panel Questions could be used to provide some input into such a measure at the local level.
D.3 Skills development, local people				
D.4 Sustainability Indicators	Nationally there are sustainability indicators that could be applied to the tourism sector at various levels (depending on the availability or robustness of data at local levels	The TIU at ONS is currently developing a methodology for examining tourism sustainability indicators at the regional level		