

## IDEAS framework

|                              |                                                                                                              |
|------------------------------|--------------------------------------------------------------------------------------------------------------|
| IDEA Name                    | Fossil Fuel Free Resort                                                                                      |
| Department                   | Sustainability                                                                                               |
| Main Objective               | To become the first large UK holiday resort to be fossil fuel free (in year Scope 1 transition to Net Zero). |
| IDEA Category (A, B, C or D) | B                                                                                                            |
| Client                       | Various                                                                                                      |
| Sponsor                      | Marten Lewis                                                                                                 |
| IDEA Manager                 | Declan Lee-Merrion                                                                                           |

## Risk and Impact Assessment

| IDEAs Framework: Risk and Impact Assessment                    |                                                                  |                                                          |                                                             |                                                             |                                 |                           |
|----------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|---------------------------------|---------------------------|
| Assessment Criteria                                            | Scoring                                                          |                                                          |                                                             |                                                             |                                 | Total                     |
|                                                                | 0                                                                | 5                                                        | 10                                                          | 20                                                          |                                 |                           |
| Contributions to Strategic priorities and company core values  | No links to strategic Priorities                                 | Contributes to other work linked to a strategic priority | Direct contribution to strategic priority                   | Direct contribution to more than one strategic priority     |                                 | 20                        |
| Potential impact on Bluestone's Reputation-If project fails    | No risk to Reputation                                            | Short-Term, Limited damage to reputation                 | Widespread, but relatively short term damage                | Significant. Long lasting damage to reputation              |                                 | 20                        |
| Commercial Impact on Bluestone                                 | No significant impact                                            | May require some new business processes and/or retaining | Significant restructure of process and work areas           | Transfer of all staff or outsourcing                        |                                 | 10                        |
| Statutory or Regulatory Context- Planning/Building Regulations | No link to statutory or regulatory requirements                  | Indirect links to statutory or regulatory requirements   | Direct links to statutory or regulatory requirements        | successful achievement of statutory or regulatory           |                                 | 10                        |
| Stakeholders/ partnerships                                     | Internal and within single service area                          | Internal across more than one service area               | Mainly internal but involving one or more external partners | Mainly external                                             |                                 | 10                        |
| Project Cost                                                   | X<£5,000                                                         | £5,000-£20,000                                           | £20,000-£100,000                                            | X>£100,000                                                  |                                 | 5                         |
| Contract complexity                                            | May involve a service level agreement or MoU, no formal contract | Single contract with framework partner                   | New competitive tender for single supplier                  | New competitive tender for multiple suppliers or consortium |                                 | 5                         |
| Timescale                                                      | X< 6 months                                                      | 6-12 months                                              | 12-18 months                                                | X>18 months                                                 |                                 | 5                         |
| Ranges*                                                        | D 0-40                                                           | C 41-80                                                  | B 81-100                                                    | A 101-180                                                   | MoU Memorandum of Understanding | Project Type (A,B,C,D) 85 |

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## Gate 1

### What is your idea?

We are making good progress towards our Net Zero 2040 goal. Doing so has created an opportunity where we are now very close to eliminating fossil fuel use from our mix of purchased energy.

If we were to achieve this, we could credibly claim to be the first large resort in the UK to do so. There is an early mover advantage, and a significant marketing opportunity associated with this milestone with consumers placing increasing value on low carbon products: when booking a holiday 6 in 10 prioritise sustainability as a significant factor (Mintel).

Why “fossil fuel free?” The terminology used to describe carbon reduction is technical, jargon heavy and so has limited power to cut through to our guests. Using the phrase “fossil fuels” makes this subject more accessible to a wider audience.

We will inevitably phase out fossil fuels at some point as part of our commitment to Net Zero. Pushing to do this as soon as possible means we gain more credit as an early adopter. Phasing out fossil fuels later will mean we stand out less as a progressive business, or worst case, concede this space to a competitor.

This business case will outline the necessary steps and associated costs to eliminate fossil fuel burning on-site.

### Scope of Reporting

The areas considered for inclusion are all operations and facilities of the resort, including Black Pool Mill, BPM Farmhouse, Newton Farmhouse, regular onsite contractors such as Autumn Leaves and George Stratford. Valley Court is in scope but has already transferred to biogas. The Grange is in scope but is heated with biomass. Not included are short term contractors (although controls should be applied at the point of selection). Canaston Farmhouse can reasonably be excluded as it is not on resort or owned by Bluestone.

The substances considered within scope are fuels burned as energy sources (Propane, Petrol, Diesel and Kerosene). Excluded are petrochemicals used for other purposes, for example; plastics, solvents and oil based lubricants.

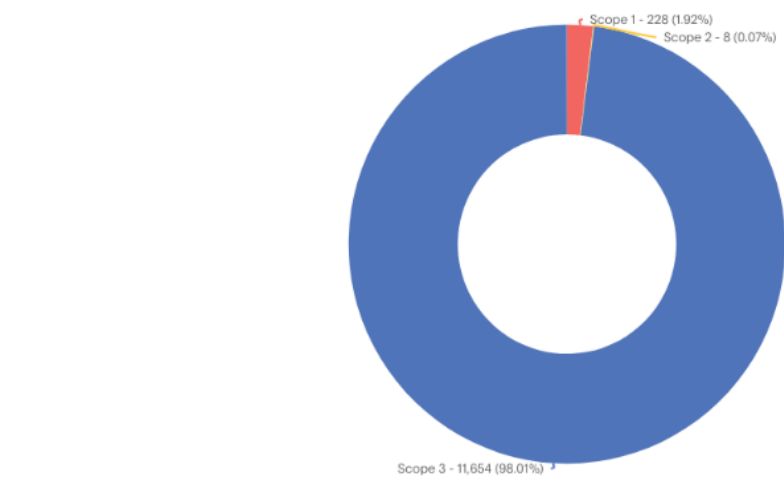
It should be noted that this report has not costed the marketing and PR necessary to realise a competitive advantage from the proposed changes.

*Current Situation*

Annually Bluestone consumes £2million+ of purchased energy (inclusive of Scope 2). This comprises a mixture of sources, including fossil fuels which are non-renewable and heavy emitters of greenhouse gases. Bluestone has made a consistent move towards renewables, with the effect that Scope 1 carbon emissions have been reduced by 96% since 2018. In 2023; 228 tonnes C02e were emitted from on-site fossil fuel use. 2024 data is expected to show a further reduction following the replacement of diesel with HVO and ongoing fleet electrification. We are now within feasibility for complete reduction of operational use of fossil fuels.

*2023 Scope 1 Emissions Comprised <1% of Bluestone’s Total Carbon Footprint.*

Scope Breakdown - Market Based



Showing 3 of 3 data points



## Where does the IDEA fit into the 3 year vision? Refer to the 5 pillars

As an environmental initiative this proposal strongly reflects our company purpose and values and will create an excellent opportunity to differentiate on sustainability. Choosing to do the right thing by taking opportunities to rapidly decarbonise aligns with our chosen behaviours; Genuine Care and True Ownership, while achieving this will require us to continue to Grow as a Team. Carbon reduction is a key measurable, part of the 10 year vision and central to the Protect Our Planet pillar.

**Love our People** – 93% of our staff rated sustainability as being important to them. Our staff want to work in a low carbon business.

**Refurb and Reimagine** – This proposal is about reimagining what a low carbon resort looks like and choosing refurbishments which allow us to realise this.

**Digital Evolution** - Electrification of processes will make tracking our carbon footprint simpler. We are exploring options for digitally illustrating the energy consumption of the resort in near real time.

**Protect Our Planet** – The intention of this initiative is to reduce the carbon footprint of resort operations, in doing so to reduce Bluestone's contribution to global warming.

**Make More Guests Happy** – 97% of guests report that sustainability is important to them. 89% would pay more for a sustainable product. Our guests are looking for low carbon holidays.

## What are the desired outcomes and benefits of this project?

The key outcome is to adapt operations so that no fossil fuels are burnt on resort. The key benefit is that becoming a fossil fuel free resort is a statement that staff and guests can easily grasp, as such, it has significant power to project the sustainable image of Bluestone. Doing so will firstly, allow already converted customers to feel virtuous, secondly, signal to sustainability minded customers ([LOHAS](#)) that we are a brand aligned with their values. This will be reinforced by credibly being the first large UK holiday resort to reach this milestone.

## How might this be achieved? What are the main options under consideration?

The areas for consideration are listed below. Solutions were assessed as to their feasibility, practicality and overall sustainability. A primary recommendation and a

secondary alternative are shown in the tables. The rationale for selection is discussed in more detail in the Gate 2 document.

Total capex required is £12,150, excluding costs for Camp Smokey, the Security Vehicle and George Stratton's Quadbike. Further costs could be recouped through the sale of replaced equipment, estimated to be worth £5000.

Diagram Showing Recommendations

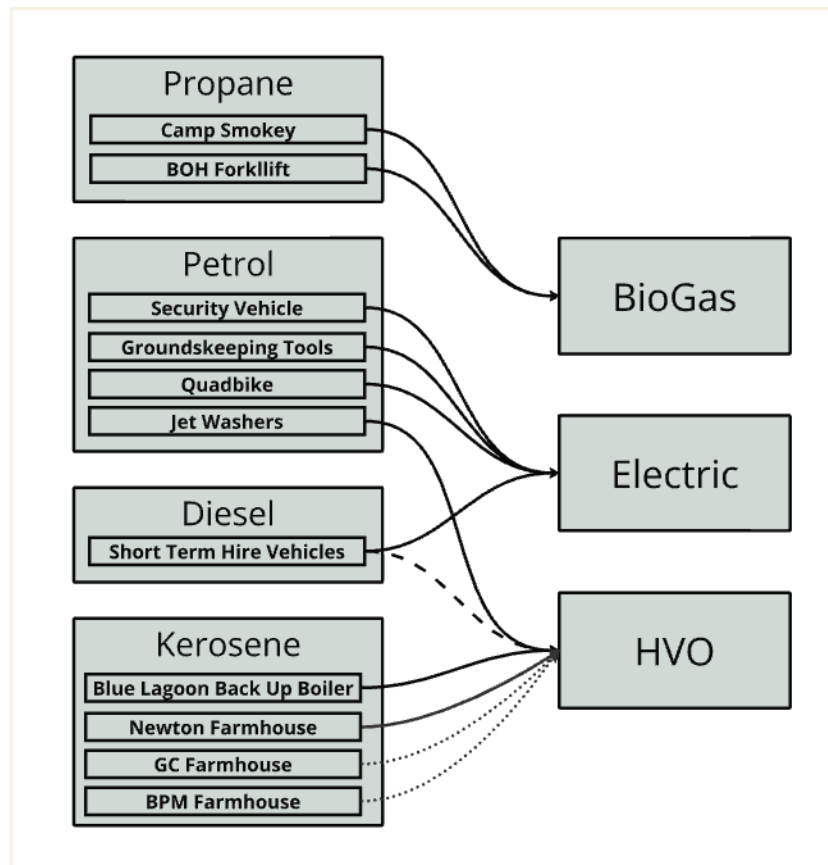


Table Showing Recommended Solutions

|          | Where                       | Option 1                                 | Cost        |
|----------|-----------------------------|------------------------------------------|-------------|
| Propane  | Camp Smokey                 | Full Electrification                     |             |
|          | BOH Forklift                | Biogas                                   | £ 250.00    |
| Petrol   | Security Vehicle            | Electric. Used                           |             |
|          | Groundskeeping tools        | Electric. (Kress partnership)            | £ 2,900.00  |
|          | Jet Washer/Bowser           | HVO. New                                 | £ 5,000.00  |
|          | Quadbike                    | Electric                                 |             |
| Diesel   | Hire Vehicles               | Stipulate only diesel or electric hires. |             |
|          |                             |                                          |             |
| Kerosene | Blue Lagoon back up boilers | Convert to HVO                           | £ 2,000.00  |
|          | Newton Farm House           | Convert to HVO                           | £ 1,000.00  |
|          | BPM Farmhouse               | Convert to HVO                           | £ 1,000.00  |
|          |                             |                                          | £ 12,150.00 |

Table Showing Secondary Options

|          | Where                       | Option 2                                   | Cost        |
|----------|-----------------------------|--------------------------------------------|-------------|
| Propane  | Camp Smokey                 | Propane tanks                              | £ 3,116.00  |
|          |                             | Propane concrete pad and fencing           | Unknown     |
|          | BOH Forklift                | Electric                                   | £ 17,000.00 |
| Petrol   | Security Vehicle            | HVO. Used                                  |             |
|          | Groundskeeping tools        |                                            |             |
|          | Jet Washer/Bowser           | Swap engine for diesel. retain other parts | £ 3,000.00  |
|          | Quadbike                    | Diesel                                     |             |
| Diesel   | Hire Vehicles               | Replace only engine with diesel            | £ 3,000.00  |
|          |                             |                                            |             |
| Kerosene | Blue Lagoon back up boilers | Convert to Gas                             | Unknown     |
|          | Newton Farm House           | Buy HVO boiler (new)                       | £ 5,000.00  |
|          | BPM Farmhouse               | Buy HVO boiler (new)                       | £ 5,000.00  |

## What are the headline risks and opportunities?

### Risks

The headline risk is that one of our main competitors seek to make being fossil fuel free a USP and beat us to this milestone.

There is an ongoing risk that we fail to leverage sustainability as our own USP.

There is a risk of being accused and fined for greenwashing if claims made are not accurate, sufficiently explained, substantiated and adhered to.

### Opportunities

The recent storm damage to Camp Smokey is an opportunity to refurb and reimagine this area as fossil fuel free.

Both our own research and wider market research indicate that there is a strong guest desire for sustainability initiatives. A Mintel survey (see Market Research section in Gate 2) found that 72% of our key target market; parents with children under the age 11, believe that booking a sustainable holiday takes more work than otherwise. This is an excellent opportunity to prove them wrong.

## Are there any dependencies or constraints?

### Dependencies

The solutions outlined are not dependent on each other. They can be resolved in any sequence or simultaneously.

Work at Camp Smokey is dependent on the tree felling work. If Camp Smokey is made operational again prior to felling then a short term fossil fuel free solution is needed. If Camp Smokey is offline until after the felling then a longer term, a more complete solution can be considered.

### Constraints

CAPEX is a constraint.

The peak periods of operations are a constraint. Where work will disrupt resort operations it should be scheduled for off peak periods, as far as possible.

There is a time constraint. There is an early mover advantage to being the first to claim the status of fossil fuel free resort. If we delay too long a competitor will get there first, potential scenarios for this are discussed in Gate 2. There is also a credibility advantage in being seen to arrive at sustainability milestones significantly ahead of our competitors.

### What resources are required?

- CAPEX. £12,150
- Project Management and collaboration from various departments.

## Gate 2

### Decisions Sought

Firstly, a decision is sought on whether to pursue the fossil fuel free narrative. If so, then a decision is required on what timescale to achieve this within. Finally, confirmation is required as to which recommendations are to be implemented.

### Executive Summary

There is an opportunity to remove fossil fuels from the purchased energy mix for resort operations. Doing so will further reduce Bluestone's carbon footprint and credibly allow the claim to be the first large UK resort to achieve this. Market research indicates that this initiative will be welcomed by our target market.

Bluestone is currently in a leading position amongst large holiday resorts in terms of reported Scope 1 emissions and therefore, it is inferred, currently closest to eliminating fossil fuel use. However, it is feasible that Forest Holidays or Center Parcs (CP) might soon reach this milestone for at least one of their sites. Resorts in construction or recently opened are designed to be low carbon, and these sites are plausibly very close to being fossil fuel free. Furthermore, if a change in Scope 1 reporting is announced next year, then CP and Forest may be able to rapidly offset most of their Scope 1 emissions across their entire operation, meaning Bluestone would lose its current advantage.

We will inevitably phase out fossil fuels at some point as part of our commitment to Net Zero. Pushing to do this as soon as possible means we gain more credit as an early adopter. Phasing out later means we stand out less as a progressive business, or worst case, concede this space to a competitor.

The recommendations can be implemented within 6 months however, there are unknowns around Camp Smokey, including both timescale and total cost. This is the most difficult and expensive area of operations in which to resolve fossil fuel use. As it is now damaged and shut, it is effectively fossil fuel free and so the public statement could be made, so long as we commit to refurbish and reopen it as such.

There is a risk of being cited and fined for greenwashing if claims made are not accurate, explained, substantiated and adhered to. To prevent this from happening, it is recommended that alongside external PR statements, an internal policy statement is made to ensure that the intent of the initiative is understood and actioned across the business.

## Vision

*“Bluestone is widely regarded as the low carbon holiday resort. Discerning consumers searching for sustainable holidays choose us over other providers. Commitment to sustainability is communicated effectively across all channels and is apparent through tangible experiences on resort. Sustainability metrics are publicly available and interpreted for non-technical stakeholders. Guests understand and value our carbon reduction efforts.”*

## Options

Table Showing Recommended Solutions

|          | Where                       | Option 1                                 | Cost        |
|----------|-----------------------------|------------------------------------------|-------------|
| Propane  | Camp Smokey                 | Full Electrification                     |             |
|          | BOH Forklift                | Biogas                                   | £ 250.00    |
| Petrol   | Security Vehicle            | Electric. Used                           |             |
|          | Groundskeeping tools        | Electric. (Kress partnership)            | £ 2,900.00  |
|          | Jet Washer/Bowser           | HVO. New                                 | £ 5,000.00  |
|          | Quadbike                    | Electric                                 |             |
| Diesel   | Hire Vehicles               | Stipulate only diesel or electric hires. |             |
|          |                             |                                          |             |
| Kerosene | Blue Lagoon back up boilers | Convert to HVO                           | £ 2,000.00  |
|          | Newton Farm House           | Convert to HVO                           | £ 1,000.00  |
|          | BPM Farmhouse               | Convert to HVO                           | £ 1,000.00  |
|          |                             |                                          | £ 12,150.00 |

Table Showing Secondary Options

|          | Where                       | Option 2                                   | Cost        |
|----------|-----------------------------|--------------------------------------------|-------------|
| Propane  | Camp Smokey                 | Propane tanks                              | £ 3,116.00  |
|          |                             | Propane concrete pad and fencing           | Unknown     |
|          | BOH Forklift                | Electric                                   | £ 17,000.00 |
| Petrol   | Security Vehicle            | HVO. Used                                  |             |
|          | Groundskeeping tools        |                                            |             |
|          | Jet Washer/Bowser           | Swap engine for diesel. retain other parts | £ 3,000.00  |
|          | Quadbike                    | Diesel                                     |             |
| Diesel   | Hire Vehicles               | Replace only engine with diesel            | £ 3,000.00  |
|          |                             |                                            |             |
| Kerosene | Blue Lagoon back up boilers | Convert to Gas                             | Unknown     |
|          | Newton Farm House           | Buy HVO boiler (new)                       | £ 5,000.00  |
|          | BPM Farmhouse               | Buy HVO boiler (new)                       | £ 5,000.00  |

## Discussion of Available Options

### Propane

#### *Camp Smokey Option 1*

Camp Smokey has been run on bottled propane. Following the storm damage, it is now recommended that the opportunity is taken to convert it to full electrification for reopening post felling. Outline costs are given here however, these have not been included in the capex total, it is assumed these will sit within the wider refurb project.

Camp Smokey was operating at the limit of its electrical capacity. Havenkey have quoted £14,254 for the work necessary to increase it. Estimate for a 25m<sup>2</sup> kitchen space fit out at £1500 per m<sup>2</sup> is £37,500. There would be further costs for burying the cable although this would be done at the same time as burying the foul riser in the same location.

In terms of on costs; approximately 24,000 kwh of grid electricity is £5760. If one third of that is met by solar, cost likely to reduce to approximately £3840.

#### *Camp Smokey Option 2*

A second option for Smokey is bulk bio LPG tanks. Calor have checked vehicular access to Camp Smokey and see no particular difficulty, but recommend two tanks rather than one because it will reduce frequency of deliveries. They have quoted £2484 for base fabrication, £225 for pipework and £407 install costs, so a total of £3116.

Siting two gas tanks at Camp Smokey will require planning permission. Gas storage regulations state that these tanks must be fenced off with a 3m space around them and 1m gap between them, this would require a flat 81m<sup>2</sup> space. This requirement will make this solution difficult to implement without considerable groundworks.

In terms of on-costs, we pay 75.6p/litre for BioLPG so running costs would be lower than propane and installation would take about five years to pay for itself.

#### *Fork Lift Option 1*

Propane is also used to power the fork lift truck (FLT) at Stores. Calor have suggested re-instating a bulk tank at Back of House and providing refillable 18kg cylinders, into which BioLPG can be decanted. Cost of tank installation is £250.

### *Fork Lift Option 2*

To replace the current FLT (which is ten years old) with an electric one, costs £17,000. From an embodied emissions perspective it would be better to continue using the existing FLT for as long as possible. At the end of its life replacing with electric would then be the most sustainable option.

## **Petrol**

### *Security Vehicle Option 1*

The main regular use of petrol is in the Mitsubishi Outlander hybrid used by Security. This has not been included in the capex total because it is accounted for in the fleet budget. It is estimated that a replacement vehicle – which does not need to be 4x4 – could be had for £6000.

### *Security Vehicle Option 2*

A used diesel replacement to run on HVO would cost around £5000.

### *Gardening Equipment Option 1*

We also use petrol in our gardening equipment. Kress - a German manufacturer of electric groundskeeping tools and charging systems – have agreed to provide £8k worth of charging equipment if we spend £2900 on the tools we need. Only condition is that we would need to co-operate with a testimonial video and photography. A client brief has been prepared seeking the funding for this arrangement.

### *Quadbike*

Contractor George Stratford uses petrol in his quad bike, in a chainsaw and a log splitter. The present plan is for George to use the chainsaw and batteries we get from Kress. He has also been informed that while, currently, he pays for his own petrol, if he were to invest in an electric or HVO-compliant quad, Bluestone would pay for his fuel. George is waiting on quotes for an electric quad, he has invested in an electric splitter.

### *Pressure Washers Option 1*

Enviro own and use 2x petrol-powered jet washer/bowsers. A replacement to run on HVO would be around £5000. The two current washers could be sold for £2000 each.

### *Pressure Washers Option 2*

It may be possible to replace the motor while retaining the chassis, pump and bowser. An estimate is that the parts and labour would cost £3000 each.

## Diesel

Because of the gradual electrification of our vehicle fleet and the April switch to HVO, we buy considerably less diesel than we did. In Jan-Oct 2023, we bought 23,994 litres equating to 60.2 tonnes of CO<sup>2</sup>e. In the same period this year, we bought 8,522 litres, equating to 21.4 tCO<sup>2</sup>e.

The challenge with diesel is hire vehicles. While manufacturers are generally fine with HVO in their engines, hire and warranty companies are not so keen. Days have said they will only allow us to put HVO in vehicles on long-term hire (ie, at least three years). After some initial uncertainty, Enterprise have now said we can put HVO in vehicles we hire for any duration, but it is our responsibility to check that the manufacturer has okayed it for use in the relevant vehicle. Wherever feasible hiring an electric vehicle is the best option, although it is recognised that there are challenges with availability, suitability (no vans available) and cost.

## Kerosene

Kerosene is used in the back-up boilers at Blue Lagoon, the boiler at Newton Farmhouse at Black Pool Mill Farmhouse.

### *Farmhouse Boilers Option 1*

Cost to convert the existing boilers at Newton and BPM farmhouses to HVO is £2000 for parts and labour.

In 2023, Newton Farmhouse used 1711 litres of kerosene at a cost of £1420. At current prices, 1711 litres of kerosene would cost £1180 while the equivalent quantity of HVO would cost £1985 – a difference of £805.

In 2023, BPM Farmhouse used 3608 litres of kerosene at a cost of £3000. At current prices, 3608 litres of kerosene would cost £2490 while the equivalent quantity of HVO would cost £4185 – a difference of £1695.

### *Farmhouse Boilers Option 2*

Replacement with a HVO ready boiler would be around £5000. Electric heating for Newton would be £15,500. Air Source Heat Pump would be £18,000. If swapping to heat pump it would only be efficient if the building U value were improved however, the asbestos roof material would further increase the complication and cost to do so.

### *Blue Lagoon Back Up Boilers Option 1*

The BL back ups can be converted to HVO for £2000 including parts and labour.

In 2023, the BL boilers used approximately 8000 litres of kerosene, costing around £7980. Prices of both kerosene and HVO fluctuate but at current prices, 8000 litres of kerosene would cost £5520 while the same quantity of HVO would cost £9280 – a difference of £3760.

In 2023, GC Farmhouse used 1332 litres of kerosene at an approximate cost of £1105. At current prices, 1332 litres of kerosene would cost £919 while the same quantity of HVO would cost £1545 – a difference of £626.

### *Blue Lagoon Back Up Boilers Option 2*

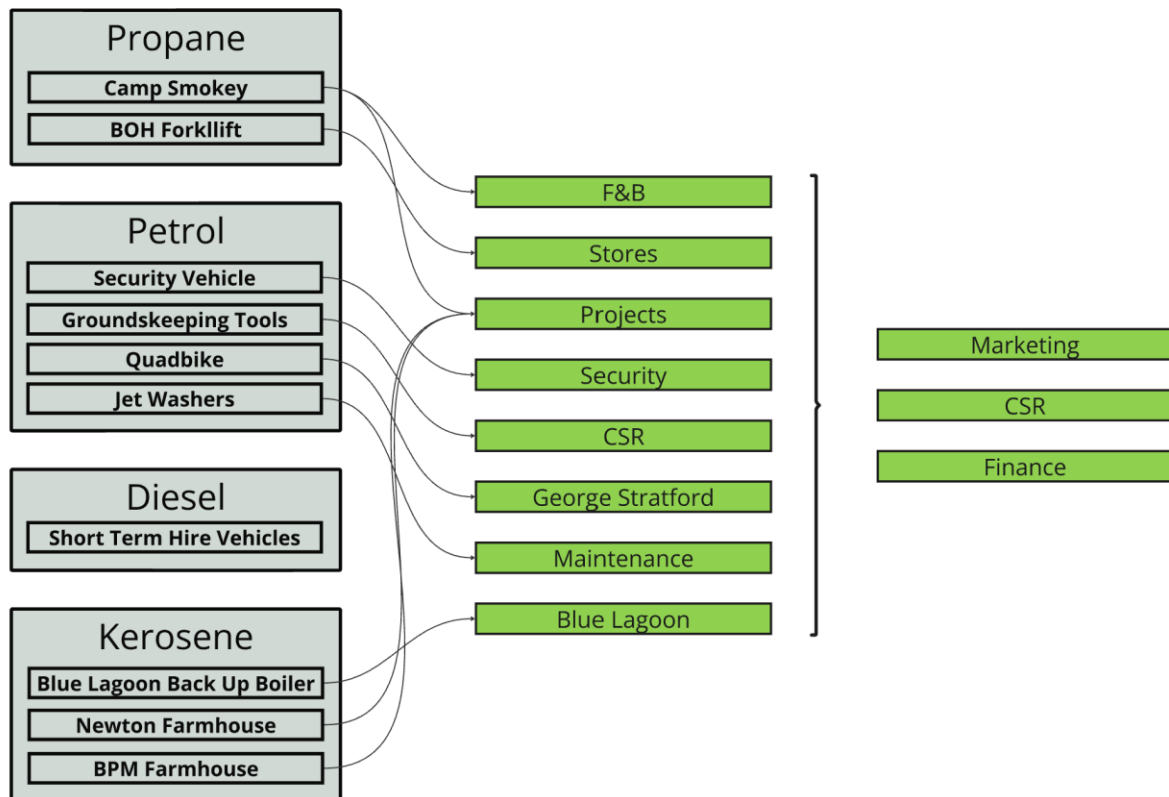
Gas is an option for back up boilers. This has not been explored or costed at this time. There are also preferable renewable solutions such as geothermal heating and ground source heating. Currently these are assessed as prohibitively expensive although they should be considered as a future energy solution for pool heating.

Confirmed costs as of 31/03/25

|                 | Where                        | Option 1                                                    | Project Cost (CX) | Notes                     |
|-----------------|------------------------------|-------------------------------------------------------------|-------------------|---------------------------|
| <b>Propane</b>  | Camp Smokey                  | Full Electrification                                        | 0                 | CS Budget                 |
|                 | BoH Forklift                 | Buy cannisters on mass balance (new arrangement with Calor) | 0                 | Opex                      |
|                 |                              |                                                             |                   |                           |
| <b>Petrol</b>   | Security Vehicle (Outlander) | HVO / Elec AC to procure                                    | 8390              | AC confirmed budget is ok |
|                 | Ground Keeping Tools         | Saws, hedge cutters, battery packs etc                      | 0                 | Alt Budget                |
|                 | HVO Jet Washer (facilities)  | New generator and hose req only                             | 2950              | Confirmed cost/ April     |
|                 | GS Quad Bike                 | GS agreed to swap to elec                                   | 0                 |                           |
|                 |                              |                                                             |                   |                           |
| <b>Deisel</b>   | Hire Vehicles                | Stipulate only HVO or elec                                  | 0                 | SOP In Place              |
|                 |                              |                                                             |                   |                           |
| <b>Kerosene</b> | BL Back Up Boilers           | HVO                                                         | 1900              | August                    |

|  |                 |     |       |                  |
|--|-----------------|-----|-------|------------------|
|  | Newton Farm     | HVO | 850   | May - August     |
|  | Black Pool Farm | HVO | 850   | May - August     |
|  |                 |     | 14940 |                  |
|  |                 |     | 14940 | Capex Allocation |

## Stakeholder Analysis



Stakeholders in this project have been identified as illustrated above. An initial consultation and requirements gathering process has been undertaken, this has allowed outline costs and timescales to be estimated.

The strategy going forwards will be to agree timescales and delivery outcomes with each stakeholder.

## Market Research

When booking a holiday 6 in 10 prioritise sustainability as a significant factor with this trend being more pronounced among younger generations and city dwellers (Mintel).

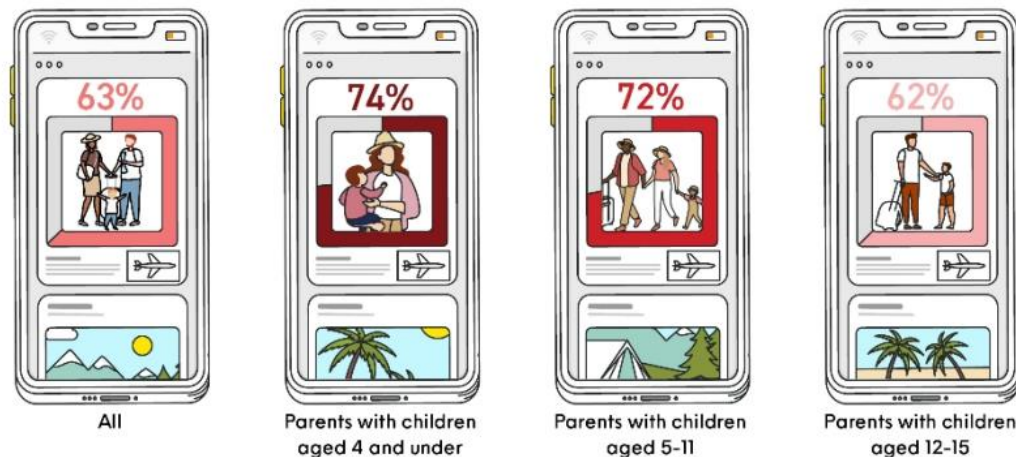
From our own survey we know that making a fossil free commitment would be popular with our guests; 97% say that sustainability is important to them, and 89% would pay more for a sustainable product.

Of our target market, the majority feel that booking a sustainable holiday takes more effort (Mintel, see below). This is an excellent opportunity to prove them wrong.

## Parents with young children are more inclined to express concerns when organising sustainable holidays

**UK: consumers agreeing with the statement 'I think it requires more effort to book a sustainable holiday than a conventional holiday', by age of children in household, % of respondents, 2024**

Parents with young children are likely to be more apprehensive about taking a holiday in general. This can be attributed to the responsibilities of caring for young ones, logistics of travelling with children, and the need to maintain routines. When adding sustainability considerations into the mix, parents with young children are likely to feel more overwhelmed. Brands should assist parents with young children to ensure the process for booking sustainable holidays is as accessible and straightforward as possible.



Base: 1,843 internet users aged 16+ who have been on holiday in the last three years or are planning to go on holiday in the next three years | Source: Kantar Profiles/Mintel, April 2024

### *Low Carbon Case Studies from the Hospitality Sector*

There is one small UK resort/campsite which has beaten us to being able to claim to be the first fossil fuel free resort: [Glamping and Camping | The Quiet Site | Ullswater | Lake District](#).

An interesting example is IHG who are using an intelligent strategy of pursuing carbon reduction across their entire portfolio, while placing a marketing/PR emphasis on a relatively small number of fossil fuel free [Low Carbon Pioneers](#) hotels.

Various [ski resorts](#) have successfully decarbonised operations.

### *Competition Analysis*

Using the Which survey list and publicly available Streamlined Energy and Carbon Reporting (SECR) information, the UK holiday resorts sector was ranked according to their reported scope 1 Emissions.

Information was not available for the following: Haven (Bard Midco), Hoseasons (Awaze), Waterside, Warner Leisure (Bard Midco), Park Holidays (Sun Communities), Away Resorts, Largo, Silverlakes (Habitat First Group).

With the assumption that the largest contributor to Scope 1 emissions is fossil fuel use, Bluestone is the closest resort to being fossil fuel free, with Potters also coming close.

As many of the companies on this list are reporting as groups rather than single sites further analysis is required to compare Bluestone on a like for like basis, see below.

### *Ranked table showing Scope 1 Emissions for Uk Holiday Resorts*

| Resort       | Scope 1 tCO2e |
|--------------|---------------|
| Bluestone    | 228.40        |
| Potters      | 897.00        |
| Forest       | 1,599.90      |
| Hobourne     | 2,534.00      |
| John Fowler  | 3,007.00      |
| Parkdean     | 26,763.00     |
| Butlins      | 38,025.00     |
| Center Parcs | 38,891.00     |

### *Emissions Intensity Comparison*

Comparison between business' can be made by converting emissions into relative intensity. Of this list, Center Parcs and Forest Holidays (reported as part of Priestholm Topco Ltd) are the most similar to Bluestone and could be considered the closest competitors. The business' each report emissions in different ways and across differing 52-week periods. To enable comparison the following methods were used.

1. Scope 1 emissions divided by the number of sites (5 for CP and 12 for Forest, with the newest 13<sup>th</sup> site not included in the reporting period)

2. Number of accommodation units against Scope 1 emissions
3. Total (Scope 1, 2,) emissions divided per number of sites
4. Total (Scope 1, 2) emissions per sleeper night. This was not reported by Forest
5. Total (Scope 1, 2) emissions per FTE staff. This was not available for CP

#### *Comparison of Emission Intensity*

|                     | Scope 1 per site<br>tCO2e | Scope 1 per unit<br>tCO2e | Total Footprint<br>per site tCO2e | Total Footprint<br>per SN | Total Footprint<br>per FTE |
|---------------------|---------------------------|---------------------------|-----------------------------------|---------------------------|----------------------------|
| <b>Bluestone</b>    | 228.4                     | 0.54                      | 1950.10                           | 1.2                       | 0.49                       |
| <b>Center Parcs</b> | 7778                      | 9.46                      | 7900.80                           | 5.4                       | -                          |
| <b>Forest</b>       | 133.3                     | 2.30                      | 355.60                            | -                         | 6.9                        |

1. Forest has the lowest emissions per site. This is a very rough calculation, but it indicates the possibility that some of their sites may have comparable or lower Scope 1 emissions than Bluestone.
2. Per lodge accommodation unit, Bluestone has by far the lowest intensity.
3. Total (Scope 1, 2) emissions per number of sites. Forest scores well here, having the largest number of sites.
4. Total (Scope 1, 2) emissions per sleeper night, Bluestone has a lower intensity than CP, while information for Forest was not available.
5. Total (Scope 1, 2) per FTE. Bluestone is significantly lower than Forest. Information for CP was not available.

The findings reveal that when comparing for intensity and considering their multiple sites CP and Forest are closer to Bluestone than if only Scope 1 emissions are compared. In two of five measures Forest has lower emissions intensity than Bluestone.

These findings are likely to be skewed by high and low emitters which are averaged out in the wider range of sites. It should be noted that new and planned resorts from both companies are likely to be low carbon by design and may already be very close to being fossil fuel free. It is likely that as a milestone towards Net Zero both CP and Forest will follow the IHG strategy outlined above and develop at least one low carbon flagship site.

#### *Possible Changes to Emissions Reporting Protocol in 2025*

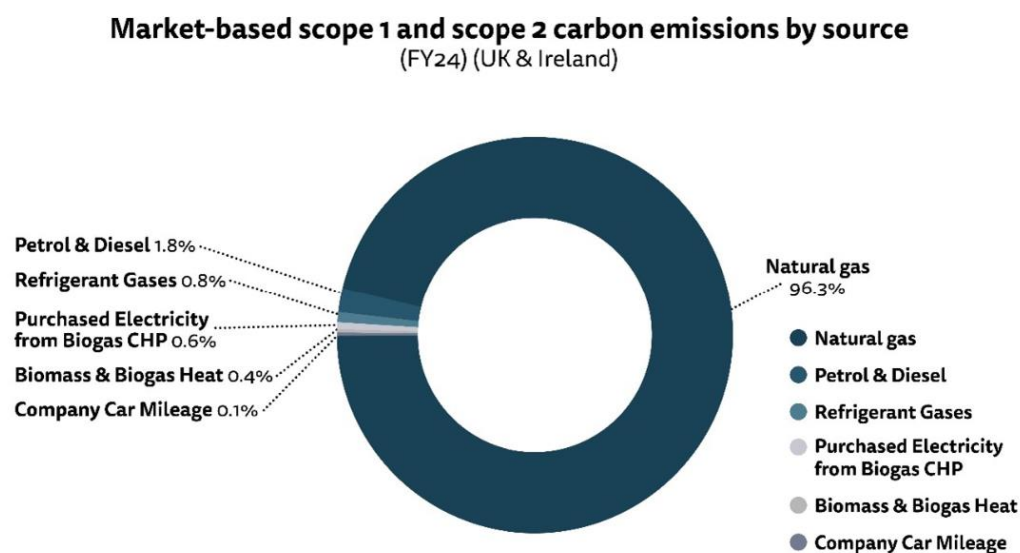
The body responsible for setting carbon accounting standards, the Green House Gas (GHG) protocol are currently reviewing whether a biogas certificate scheme for offsetting Scope 1 can be implemented, this would have negligible effect at Bluestone, but a dramatic positive benefit to our competitors; Center Parcs and Forest Holidays. The

change would allow companies to buy renewable gas certificates to offset their emissions arising from mains gas, and to report these in the dual market/location format used for purchased energy at Scope 2. GHG Protocol have been reviewing this change since 2023, it is plausible that it will be implemented. The timescale for publication is at some point in 2025. See for example; [Interim Update on Accounting for Biomethane Certificates | GHG Protocol](#).

Center Parcs and Forest Holidays Scope 1 emissions are respectively 96.3% and 87% from burning natural gas. If the discussed change comes into effect these businesses would be able to offset most of their on-site emissions. This would rapidly narrow the gap and place them in a similar position to where Bluestone is now.

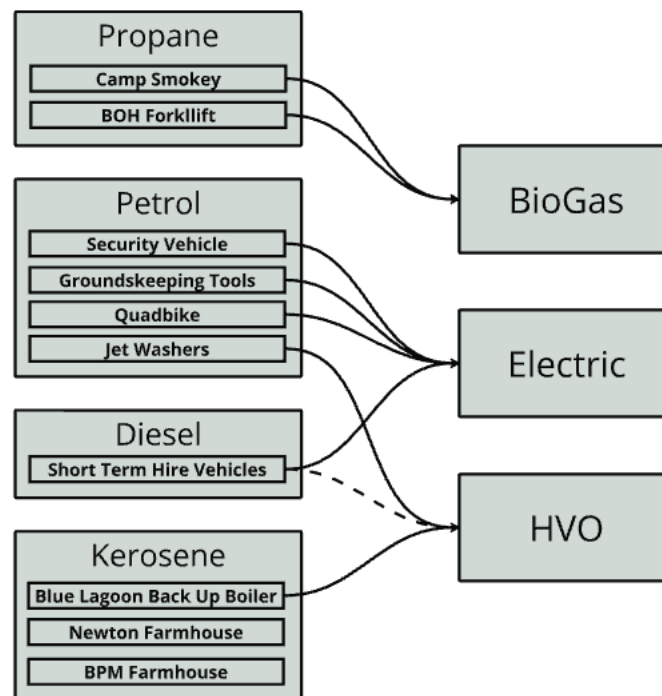
A reasonable objection could be made that the actual gas burnt on site is fossil gas, which the company is paying to offset. It should be highlighted that Bluestone is in effect making the same claim, albeit for a much smaller amount of non mains gas.

*Pie Chart Showing Center Parcs Combined Scope 1 and 2 Emissions Market Based Reporting 2024*



## Option Summary

### Diagram Showing Recommendations



### Why this and why now?

We will inevitably phase out fossil fuel use as part of our commitment to Net Zero. Pushing to do this as soon as possible means we will gain credit as an early adopter. Phasing out fossil fuels later will mean we stand out less as a progressive business, or worst case, concede this space to a competitor.

### Scope and Outputs

The areas considered for inclusion are all operations and facilities of the resort, including Black Pool Mill, BPM Farmhouse, Newton Farmhouse and The Grange, regular onsite contractors such as Autumn Leaves and George Stratford. Not included within scope are short term contractors, (although controls should be applied at the point of selection). Canaston Farmhouse can reasonably be excluded as it is not on resort or owned by Bluestone.

The substances considered within scope are fuels burned as energy sources (Propane, Petrol, Diesel and Kerosene). Excluded are petrochemicals used for other purposes for example; plastics, solvents and oil based lubricants.

It should be noted that this report has not costed the marketing or PR necessary to realise competitive advantage from the proposed change.

## Schedule

It is recommended that the work is completed within the first half of 2025. This will allow time for the message to be incorporated into marketing campaigns ahead of summer peak.

## Resource and Readiness

The largest and most complex aspect of this project is Camp Smokey. Following the storm damage, if a decision were taken for Smokey to remain closed until after the felling, then to reopen as a low carbon restaurant, the statement publicising Bluestone as a fossil fuel free resort could be enacted sooner. If felling is further postponed and Smokey is reopened in the interim period, operating on propane as before, the claim would be stalled.

## Return on Investment and Appraisal Summary

It is difficult to estimate what the ROI will be, however, considering that the capex required is a relatively small sum compared against the strong sustainability preference indicated by our guest survey, there seems to be a significant opportunity. It should be noted that this report has not costed the marketing/PR required to capitalise on the change.

## Funding

CAPEX

## Benefits

Implementing this change will make a reduction to Bluestone's carbon footprint. The key benefit is that a fossil fuel free resort is a statement that staff and guests can easily grasp, as such it has significant power to project the sustainable image of Bluestone. Doing so will firstly allow current guests to feel virtuous and secondly, signal to sustainability

minded customers ([LOHAS](#)) that we are a brand aligned with their values. This will be reinforced by credibly being the first large UK holiday resort to reach this milestone.