Reporting Period: Sept 2020 – Jan 2021	Sector-Based Support Group: Visitor Economy
	Group Lead: Malcolm Roughead

Group Objective	Guidelines	Milestone RAG Status
Support the economic recovery and renewal of the Tourism sector, with Community Wealth Building at the heart, in response to the profound and unprecedented impact of Covid-19 Pandemic on the economy.	**Milestone completed**	
	On target	
	Minor delays up to one month	
	Delays greater than one month	

Key Milestones/Deliverables (*e.g. establish group membership, communications plan agreed & by whom, strategic resources plan agreed & by whom*)	Due Date	RAG Status
Establish a Visitor Economy Strategic Group – chaired by M Roughead / Private & Public sector members	ongoing	
Carry out Ayrshire Visitor Economy "State of the Nation" Covid19 Industry Research – Impacts and Opportunities	Sept 2020	
Establishment of Destination Development Workstreams – Marketing, Product / Experience, Digital and Covid19 Industry research	Nov 2020	
Develop a Pan-Ayrshire Tourism Action Plan (Short- Medium Term)	Jan 2021	
Build Industry Engagement to establish an Ayrshire Tourism Collaboration	Jan 2021	
Option analysis for a Regional Collaboration approach	March 2021	
Identification of Action Plan Delivery Resources / Funding – Y1 short-term actions	Jan 2021	

Key Actions - update on activity:

1. **Since the last reporting period, what development has taken place in terms of a recovery and renewal plan for the above sector?**

Since the last reporting period the following work has taken place to plan the recovery and renewal of the Ayrshire tourism sector:

Tourism and hospitality businesses in Ayrshire have been supported by various grant and other support by national, regional and local agencies. This support is ongoing as the Covid19 pandemic changes and impacts businesses in the sector. This support has been greatly welcomed by businesses across Ayrshire.

The Visitor Economy Sub-Group acknowledges the work done by national and regional agencies and has responded to a call to action from businesses and the partnership to develop Ayrshire in collaboration with the Public and Private sector as a 21st century tourism destination.

This destination wide approach to recovery and renewal has led to the following actions:

- Industry Research
- Development of Tourism Destination priorities
- Engagement of Industry
- Development of an Ayrshire Tourism Action Plan - recovery & renewal *(see Appendix 1)*
- Option analysis of for a Regional Collaboration approach

Development of Destination Priorities and Action Plan
Destination priorities and a short-medium term action plan has been identified through research and consultation with partners and the industry.

The plan enables Ayrshire's private and public sector partners to deliver short-term actions to support tourism industry recovery from the COVID-19 pandemic and work towards the formation of a regional tourism collaboration and a longer-term strategic action plan to reboot sector growth through a destination development approach.

The action plan will be an evolving document which sets out a commitment to collective action that will benefit sector recovery and its return to sustainable growth and will be reviewed and updated as progress is made and a regional collaboration is formed.

While delivery of activity within these areas will be vital to the success of the approach, a key component for success will be growing industry engagement and participation across the region. It is the ambition of this approach that tourism businesses across all three Ayrshire local authority areas and the islands come together to present a united front in order to recover from the devastating effects of the pandemic on the individual businesses - and support the recovery of the industry across the wider region.

Working in collaboration will significantly strengthen Ayrshire's proposition, embedding the visitor economy as part of the Ayrshire Regional Economic Partnership Vision and integrating with wider Ayrshire Growth Deal priorities, Community Wealth Building, regeneration ambitions and localised priorities and plans.

Tourism has a considerable impact on community wellbeing and inclusion that plays a role in tackling poverty and equality. A commitment to Ayrshire's 'Community Wealth Building' approach will be embedded into the development and planning of tourism in Ayrshire to ensure communities and businesses benefit from tourism directly by encouraging spend locally and supporting local supply chains.

The Ayrshire Tourism Action Plan has been co-produced with industry, partners and led by Scottish Enterprise. The plan has been informed by the findings of the State of the Nation Covid19 Research and business consultation.

The Action Plan will focus on 4 key short-term workstreams. These include:

•   Tourism Collaboration - establishment of a collaborative arrangement to provide direction and help embed the visitor economy in the region's wider place-based aspirations.

•   Marketing - development of a cohesive marketing plan for the entire region which will attract visitors and strengthen the proposition

•   Asset Building - building upon the area's existing assets in the shape of products, services and experiences and identifying ways by which the offering can be further enhanced and strengthened through collaboration and innovation to attract more visitors to the region.

• Digital - fully exploiting the opportunities arising through digital development to showcase Ayrshire as an ambitious, forward thinking region which embraces the opportunities presented by data and leading technologies. (See appendix 1: draft Ayrshire tourism Action Plan)

Ayrshire Tourism Vision and Strategy

The development of a new vision and strategy for Ayrshire tourism is crucial. Ayrshire's tourism sector wants to increase the region's tourism ambitions and visibility to engage with new and emerging visitor markets. Ultimately leading to increased visitor expenditure, job creation and economic benefits for Ayrshire.

To position Ayrshire in an ever-changing tourism marketplace and to benefit from its strong natural and built heritage assets Ayrshire needs a new vision and ambition to see and sell itself differently. A short-term working group will investigate and scope the development of a vision and strategy.

Ayrshire Tourism Collaboration
Research and consultation have identified that a destination development approach through collaboration would be the most effective vehicle for the recovery and the renewal of Ayrshire's tourism sector.

Businesses have tasked themselves with bringing other businesses and organisations from across the region together to empower the sector to recover and renew itself through destination development.

A collaborative industry-led approach has been scoped through 2 workshops that identified considerable opportunities by working together to deliver a new vision and plan for Ayrshire. Covid19 has accelerated what is happening in the sector, swiftly changing tourism trends and their implications. Ayrshire as a destination is inspired to develop into an integrated, collaborative destination that shares its tourism vision across communities and businesses.

An option appraisal will be undertaken to assess the best-fit of a destination collaborative approach. A short working group will undertake the appraisal and present an options paper by March 2021. This paper will set out options for governance structure, roles, responsibilities and resourcing.

Industry Research:
Research has provided evidence for tourism destination planning that prioritises industry and community needs. Industry has identified new ways for Ayrshire Tourism to develop. Roles have been identified that set out a collaborative approach to delivering sustainable actions for recovery and renewal.

The State of the Nation – Covid19 Research was commissioned with Business Pointer through telephone interviews and online research in East, North and South Ayrshire in late September and early October 2020. The research aimed to evaluate the impact of Covid19 on tourism and hospitality businesses to ascertain how operators have responded to the pandemic; to gather views on how the destination could recalibrate post Covid19 and to address the potential role for Pan-Ayrshire destination marketing and how the area could organise and structure itself to assist recovery.

Profile of Respondents:
There were 49 participants in the research, located as follows:

- East Ayrshire   9
- North Ayrshire   26
- South Ayrshire   11
- 3 operators have a presence in more than one district
- Total 49 responses.

Pre pandemic, 38 participants who responded to the research had a combined turnover in 2019 of £74.4m, with annual turnovers varying from small thousands to several millions of pounds. 2,664 people were employed by 39 operators (who answered this question), with 231 part time employees in 17 respondents' businesses. 19 accommodation establishments had 1,729 beds between them.

Respondents were from a wide range of tourism and hospitality segments – accommodation, country estates, outdoor activities, riding centres, adventure play, restaurants, cafes, marinas, food production, music venues, attractions, historic houses, volunteer groups and tourism service providers or suppliers, as well as local tourist organisations and operators of information points.

The Impact of Covid19:
The overall impact of the Covid19 pandemic on businesses invariably ranged from reduced number of clients/ customers and/or visitation, reduced turnover, reduced profitability and business losses. Some described it as "devastating", "dramatic" or "catastrophic".

Everyone implemented social distancing and health measures, reflecting the concern of business owners and managers for staff and customers. Changes to regulations were often difficult to discern; investment had been made to implement these changes and for some, the uncertainty of the spread of the virus and the future of the business operation was deeply concerning and stressful. Several operators described their activity this summer as being "firefighting", to keep the business afloat, safeguard staff and customers and rebook lost business into 2021.

There are some positives with many operators quickly adapting to circumstances and some 32 respondents thinking or making longer term changes in their business offer to adapt to the market and changed trading conditions. Examples of adaptations are:

- Variation in the food offer – e.g. outside space or takeaways
- Concentration on self-catering where this was part of the business offer
- Rebooking business into 2021
- Carrying out maintenance where this would not have happened in season
- Redefinition of accommodation packages and extra marketing effort
- Stronger digital marketing - social media, web sites and more customer connectivity
- Commitment to digitising services i.e. concierge, bookings, information and systems management
- Changed staff working patterns
- Some more fundamental restructuring of a small number of operators' businesses may require help and support to make them happen e.g. virtual events, building investments.

- The range of turnover lost because of the pandemic varies from small thousands of pounds to several million; the total lost to 29 operators who answered this question was almost £23m, an average of almost £800,000 each.
- Just over 1,300 staff were furloughed by the 34 operators who gave us this information (although 6 of them did not furlough their staff).
- Most operators had brought staff back from furlough at the time of research.
- The bad news is that 11 respondents reported that as many as 300 staff roles MIGHT be made redundant, subject to how the pandemic progresses.
- A handful of new jobs – less than 10 - have been created by operators who have adapted and had to fill new posts to trade.
- Respondents found the process of applying for financial support straightforward although some were frustrated by their lack of eligibility for certain support (e.g. rates relief).
- Operators were sometimes candid about how much they received, but some were either reluctant to tell us, or couldn't recall in detail in interview, what their actual figures had been. Our calculations suggest that AT LEAST £2.335m was generated in grants and loans to those that gave us information.
- Several respondents praised their banks, suppliers and HMRC for their flexibility and support and some local authority departments were also singled out for praise.

Views on the Future:
When asked for views on how long their business and their own personal circumstances will be impacted with COVID19 and whether they were optimistic or pessimistic, most respondents were guarded, suggesting that the progress in the pandemic, social distancing and other health regulations, consumer attitudes and the application of any vaccine would all impact future prospects.

When asked if operators could recover in 2021, the responses, from those who responded, were:

- Yes – 5 operators (15%)
- No – 8 (25%)
- Not sure – 19 (60%)

The Destination:
The second half of the research was about respondents' views of the destination, how the destination could work together and their willingness to be involved in planning for the destination.

We asked what could be done in and across Ayrshire to improve destination competitiveness or appeal for visitors. 42 respondents (or 89%) contributed their views. There was a very wide cross section of considered responses. The most frequently cited improvements are:

- More events (once social distancing allows)
- Focus on destination marketing
- Capitalise on the area's key tourism assets such as food & drink - maximising on the Scottish/Ayrshire produce
- Local infrastructure (roads, parking)
- Address seasonality
- Financial support going forward/ grants for specific purposes (e.g. PPE etc.)

Delivery Structure for the Future of Ayrshire Destination Development:
Nearly all respondents thought a collaborative structure / partnership or DMO for all of Ayrshire was desirable:

- Many thought that a collaboration / partnership needed to be a public private partnership, with a small number suggesting that it be private sector led and the private sector must contribute financially
- It must be collaborative and work collectively
- It needs public partners, strong leadership and not micromanagement
- The priorities and focus of local areas (e.g. Coig, Biosphere, VisitArran, local communities etc), must be considered and that the Collaboration should help them achieve their local objectives
- Smaller operators must be listened to and encouraged to be involved

Research Conclusions:
The willing participation of operators in the research and discussion with them has been key to understanding the impact of Covid19 and how businesses have responded and adapted. Whilst we can document participants' optimism or pessimism for the future, it is harder to gauge the level of stress so many operators are under in managing their businesses, keeping staff and customers safe and trying to keep their businesses afloat.

However, we shouldn't underestimate the resilience of very many of our respondents: without exception, everyone has implemented social distancing and responded to health regulations. Very many have very quickly introduced adaptations to their service offer, the way they manage and schedule staff tasks, communicate with customers and plan for the future in a new, post Covid19 world.

There were lots of views fed into the research about the destination, future priorities for investment and what a Collaboration could achieve, as well as who and how many might support future planning and workstreams. Regarding the Collaboration, many respondents thought that the image or perception of Ayrshire was dated, and that destination marketing should be a very high priority, with a collaborative effort being an important step to resolving this issue and supporting Covid19 recovery.

Research - Outcomes:
This research has offered evidence from industry and made recommendations on the way forward and decisions required.
Those who have contributed to the research all indicated their willingness to work together and support a Collaboration for Ayrshire. Businesses wanted to contribute to decision making and planning for post Covid19 recovery and to work with Public Sector partners to make progress in recovering and renewing Ayrshire tourism.

Informed by the research an industry collaboration has been stimulated with a call to action from businesses to work together. This work has been supported and facilitated to identify an Industry-Led Tourism Group that will work with Public Sector partners to develop a Pan-Ayrshire Tourism Action Plan that can be delivered collaboratively and focuses on marketing Ayrshire, building digital skills, adoption and innovation that strengthen and creates new Ayrshire products and experiences.

2. **Since the last reporting period, what quantitative and qualitative information has the group identified, collated & interpreted with regard to the impact of Covid-19 on the sector?**

Since the last reporting period research has been carried out by Business Pointer. The Ayrshire Tourism "State of the Nation" Covid19 qualitative research undertook hour-long interviews with a range of tourism businesses from across Ayrshire. The research has identified

the impacts of Covid19 on the sector, how businesses have responded / how and if businesses have diversified, what opportunities if any presented themselves from the crisis and highlighted the key issues businesses identified that Ayrshire partners / industry needed to address for sector recovery, renewal and growth. The research findings have informed the early development of Visitor Economy Sub-Group Workstreams and the development of an Ayrshire short-medium term action plan.

Businesses particularly highlighted the importance of working together and the need to form an all Ayrshire industry collaborationthat works with public sector partners to deliver an agreed action plan.

3. Since the last reporting period, what support has been provided to the sector in terms of a response to the pandemic?

The Visitor Economy Sub-Group recognise the financial support provided to businesses by national, regional and local partners. At this time information on the levels of support for Ayrshire are not available and work is required to disaggregate figures from wider national reporting.

Since the last reporting period there has been a re-grouping of Ayrshire tourism businesses and Public sector partners. Business from across Ayrshire have been contacted by VisitScotland, East, South and North Ayrshire Council, representation from industry through organisations such as The Coig, Girvan TIC etc to take part in research, to participate in industry engagement and industry-led workshops.

Information on tourism grant and support programmes has been disseminated widely by VS, Local Authority tourism teams and partners to businesses eligible for Covid19 tourism support programmes. Partners at The Coig, VisitArran, ABBA, Girvan TIC etc have also supported communications in partnership with Public Sector partners by using their social-digital media platforms and their membership reach to disseminate information and inform businesses.

This combined effort to communicate with businesses has grown with individual businesses contacting others in their networks to participate in the proposed collaboration and come together to support each other. This re-grouping and support has provided a platform for industry to be heard and to proactively participate in renewing and recovering Ayrshire's tourism sector. Listening to businesses has been an instrumental part of this journey.

A response to Covid19 has been made with joint-marketing initiatives to provide the right information and aspiration to visitors as restrictions change. The 3 Ayrshire Councils and VisitScotland delivered an Expedia campaign highlighting visitor attractions, accommodation provision and showcasing destinations. The Coig delivered "You're Invited" and Keep it Local campaign. These campaigns have enabled businesses to attract visitors while complying with restrictions and guidelines and has supported local people to enjoy their area.

4. Since the last reporting period, what actions have been identified and/or implemented to support recovery and renewal within the sector, including financial implications of measures proposed?

Since the last reporting period a business case has been made to the Scottish Government to direct funding towards developing the Ayrshire destination and supporting business and partners to work collaboratively. A case for £135,000 of funding has been made for the following:

Regional Economic Partnership - Ayrshire Tourism Destination Development

Support industry and partner engagement and collaboration:
- Support the Pan-Ayrshire regional tourism development work under the auspices of the Ayrshire Regional Economic Strategy
- Commission specialist primary research on the formal identification, development planning and outline strategy for a regional destination plan
- Develop closer links / integration of Ayrshire Regional Economic Strategy and Regional Tourism Strategy & AGD initiatives
- Complete a Destination & Places Audit, competitive assessment & gap analysis defining the position of Ayrshire's tourism marketplace
- Critically, work Pan-Ayrshire and with key stakeholders (VS/SE) to create a collaborative approach to Destination Development.

Develop a digital proposition to more strongly position Ayrshire attractions and raise the profile of Ayrshire increasing awareness of the diversity and range of the tourism offer. Linked to national strategy and VS objectives

- Work with VS and industry partners to identify digital propositions and requirements for industry competitiveness
- Identify current industry capabilities of online bookability. Analyse strengths and gaps for development
- Identify and pilot an innovative digital destination approach
- Identify interventions to position Ayrshire as a destination, raise its profile and become more discoverable.
- Commission and develop a digital pan-Ayrshire Tourism tool-kit to highlight the 'Best of Ayrshire' aligned with VS & Ayrshire partners
- Bring expertise in design, work and facilitate business and community engagement/communication. Undertake consultation. Identify capacity and priorities to support local investment.
- Commission a specialist facilitator to design and support engagement
- Report priorities and capacity to support investment workstreams

Destination Development – Place based tourism strategy and plan that aligns and develops Ayrshire's Tourism Products and Experiences
- To identify the key products that drive visits to the region
- Assess the competitiveness of those products, considering customer perceptions, product profile, accessibility, and gaps
- Develop recommendations with focus on investment, product range, competitiveness, sustainability and profile.
- Develop opportunities where focussed tourism product development can maximise wider regional economic development
- Work with SE and Ayrshire partners to focus promotion on key destinations and product

Other actions have included the development of a business group and facilitated workshops:
Businesses and partners from across Ayrshire have come together to develop options for a collaborative / joint-working structure to deliver an Ayrshire Tourism Action Plan. Businesses have indicated that this action will enable the sector and their companies to survive and allow the destination to recover and renew itself.

Finally, it has not been possible to collate timely information on the level of Covid19 grant support and funding provided to Ayrshire tourism and hospitality businesses from national, regional and local agencies. Currently there is no one source of information. This sub-Group has identified the need to develop a data analytics function for the region that is able to extrapolate data and inform decision making, policy, business cases etc.

5. **Since the last reporting period, what collaborative work has taken place with the other sector-based recovery and renewal groups to ensure a joined-up approach?**

Food & Drink: Ayrshire is well placed to develop a stronger food tourism offer. Further cross-working with the Food & Drink Group will continue as the longer-term tourism plan develops, recognising the close nature that Food and Drink plays within the wider tourism sector.

Skills & Training: – see digital workstream. Further work needs to take place to develop cross-working activities.

It has been identified that a better mechanism to facilitate better collaboration needs to be developed to support cross-working and joined-up developments.

6. **What engagement has taken place since the last reporting period with local businesses and the wider community, and what support has been realised from this?**

The State of the Nation tourism research undertook hour-long in-depth interviews with businesses from across Ayrshire. This engagement has informed the development of a proposed formal collaborative industry-led group and action plan. The research highlighted priority workstreams for development ie marketing, digital, product / experience.

As part of the industry call to action for collaboration, businesses and groups from across Ayrshire are coming together to participate and engage in the development of the destination and sector.

Two workshops were held and facilitated by Terry Stevens with c30 businesses participating. It was agreed to pursue a greater level of business engagement and to start the journey towards collaboration, to look at best practice and identify strategic options.

Using social-digital media from partners at the Coig etc, businesses and the community are engaging with each other and supporting Ayrshire's tourism ambitions. "You are Invited" and "Stay local" campaigns by the Coig have increased community / resident participation in the destination and garnered civic pride and an increased sense of wellbeing from Ayrshire's tourism assets.

7. **Since the last reporting period, what work has been identified or undertaken that has linkage with / impact on the Ayrshire Growth Deal?**

Marine Tourism is a key area that will benefit considerably from the AGD Marine Tourism Project. These include opportunities brought forwards from the Great Harbour destination project at Irvine, including the Maritime Mile and the new developments at the Scottish National Maritime Museum. The expansion of Ardrossan marina and new step-ashore facilities for Arran and Cumbrae offer growth opportunities for the sailing and watersports and marine education sectors.   The AGD opportunities will be explored further in the new tourism Action Plan product / experience activities. A programme board will be established to further consider opportunities relative to Marine Tourism.

This will enable businesses to maximise collaborative opportunities offered by Marine Tourism by attracting more visitors and building on the strengths of Ayrshire as a coastal destination and using the sector to lever promotional and related activities.

8. **What work has been identified or undertaken since the last reporting period that has an impact on climate change?**

The research identified that Green / Sustainable tourism and practices are vital for development across Ayrshire's tourism development activities. "Greening Ayrshire" will have a considerable impact on climate change in the region and support emerging trends in consumer behaviour and expectations.

9. What work has been identified or undertaken since the last reporting period that has an impact on skills and training within the sector?

Research indicated the importance of digital to the tourism sector and the need for businesses to increase their uptake of digital skills, adoption and innovation. A digital plan is in development with early deliverables to support businesses underway. Longer-term digital innovation and improvement for Ayrshire will be developed as part of the Action Plan. (see 10. for Digital work)

10. What work has been identified or undertaken since the last reporting period that has an impact on digital infrastructure within the sector?

Research indicated the importance of digital to the tourism sector and highlighted issues with digital infrastructure in Ayrshire that negatively impacted sector and business performance and the visitor experience. Connectivity and information management were highlighted for further investigation and development.

The following early actions have been identified for businesses through the Visitor Economy Sub-Group workstreams:

Traveltech for Tourism
The group is continuing conversation with Traveltech around setting up a pilot workshop for local Ayrshire businesses around developing tech solutions and use of data. It's proposed that we will running a session in January 2021 given the immediate priorities for businesses due to the latest Covid restriction announcements. The group is also working with VisitScotland to map out appropriate businesses to approach within the Ayrshire industry.

Business Gateway
£20m additional funding has been provided to Business Gateway to deliver a programme of digital support to Scottish businesses. Tourism is identified as a priority sector and VisitScotland is strengthening existing relationships with Business Gateway to align thinking at a national level. VisitScotland 'Digital Reviews' carried out by local Industry Relationship Managers will be linked to the pathway of business support. In Ayrshire a new lead role for Business Gateway activity is set to be appointed shortly with a range of digital support sessions currently on offer. https://www.bgateway.com/local-offices/ayrshire/events

VisitScotland analytics
Reports are being produced that provide information on web reports (ie key search terms, web-page visits etc) and social listening activity for Ayrshire & Arran that provide information for businesses to make decisions and adapt their digital offer.

11. What work has been identified or undertaken since the last reporting period that has an impact on business support for the sector?

Feedback through research noted the positive support provided by the Councils' business teams throughout the pandemic. However, at the time of the research (September / October 2020) some tourism businesses (i.e, B&B) noted gaps in grant provision. Ongoing Covid19 restrictions and new support from national and regional agencies have addressed many of these issues.

Fiscal and financial support is a priority for businesses.

12. What work has been identified or undertaken since the last reporting period that has linkage with / impact on Community Wealth Building?

Engagement with community groups has been undertaken as part of the research and development tourism work. The development of a tourism collaboration being the first CWB outcome. The 5 pillars of CWB will continue to evolve and be developed in line with the Tourism Action Plan and will be key to work moving forward.

CWB is an integral element of the tourism sector supporting business, communities, residents and the destination itself. The holistic nature of tourism involves the wellbeing of the people and the environment that places CWB at the heart of Tourism Action Planning. This will include the inclusion of communities in the visitor experience, buying and supplying local, supporting local employment and working inclusively and fairly.

Further engagement with the Ayrshire CWB team is planned.

What issues have been identified since the last reporting period?	What mitigating actions have been taken/considered to overcome these issues?
Ongoing Covid19 measures – impacting planning and movement of people. Uncertainty of restrictions.	Scenario planning Strength of purpose to focus on destination. Need to have resilient and effective Ayrshire regional tourism collaboration that is industry led with national, regional and local partners. Focus on medium- and longer-term strategic plans that look beyond the impact of Covid19 to develop opportunities for the destination in the longer term.

What actions/support/resources/decisions are required by the Executive Oversight Group or the Ayrshire Economic Partnership Board?

The Ayrshire Visitor Economy Sub-Group require the following from the Executive Oversight Group, that they agree to:

- support the State of the Nation Research findings and the industry's requirements as identified from the research.

- support the development of an Ayrshire public and private sector Tourism Collaboration.

- Support an Ayrshire Tourism Action Plan that enables the delivery of the short-term actions and thereafter supports the development of a medium-longer-term plan for Ayrshire to be developed by an Ayrshire Tourism Collaboration.

- Support the business case made to the Scottish Government for funding support to deliver a new Ayrshire Tourism Collaboration and Action Plan including the delivery of early actions as identified by the Visitor Economy Sub-Group workstreams.

- Investigate the options to develop an Ayrshire Tourism Collaboration to deliver regional recovery, renewal and growth of and to deliver the Ayrshire Tourism Action Plan.

- Investigate the options for the organisational structure of a new Ayrshire Tourism Collaboration, identifying public and private sector roles, resources and responsibilities.

- Identify a mechanism to enable the Regional Partnership work groups to collaborate and understand strategic linkages. Develop a data analytics function for the use Regional Work Groups and partner organisations to provide data supporting collaborative activities, decision making etc