
NORTH AYRSHIRE COUNCIL

06 May 2025

Cabinet

Title: North Ayrshire Visitor Management Plan 2025

Purpose: To seek approval of the updated annual Visitor Management Plan designed to support ongoing actions to manage domestic tourism in North Ayrshire during 2025.

Recommendation: That Cabinet:

- a) Notes the update on progress of the North Ayrshire Visitor Management Plan 2024; and
- b) Approves the North Ayrshire Visitor Management Plan for 2025, provided at Appendix 1.

1. Executive Summary

- 1.1 The annual North Ayrshire Visitor Management Plan provides a strategic approach to managing the impact of tourism within North Ayrshire. The 2025 Plan takes account of the challenges and opportunities to manage the impact of visitors to North Ayrshire, setting out priorities and actions for the coming year and considers issues previously identified in the 2024 Visitor Management Plan.
- 1.2 This report provides an update on the North Ayrshire Visitor Management Plan 2024 and seeks approval for the 2025 Plan provided at Appendix 1. The Plan has been jointly developed with the Tourism Forum which comprises of Elected Members and Council Officers.

2. Background

- 2.1 The visitor economy is an important sector of North Ayrshire's economy. Scottish Growth Sector Statistics show that 5,000 people or 8.6% of those in employment, were employed in tourism within North Ayrshire in 2023, with tourism businesses being 12% of all businesses. The latest Scottish Tourism Economic Impact Modelling (STEAM) data for 2023 is currently being reconfigured. Figures from 2022, as previously reported, show that there were 2.9 million visitor days with an economic impact of £229M, supporting 3,391 full time jobs.
- 2.2 The impact of tourism is not only economic, however, and there are a range of impacts on our communities and our environment, place and infrastructure assets. Optimising North Ayrshire's visitor experience, whilst minimising any adverse impacts of increased visitor flows, will help to support the positive economic impact of tourism and to maximise the environmental and social benefits of visitors.

2.3 North Ayrshire's Visitor Management Plan focuses on local issues and priorities, while being cognisant of the wider tourism sector. In the wider context regarding economic climate and visitor priorities, the Ayrshire and Our Islands Regional Visitor Economy Strategy and Action Plan identifies a regional set of priorities and takes account of the national tourism strategy Scotland Outlook 2030: Responsible Tourism for a Sustainable Future and the National Strategy for Economic Transformation (NSET).

2.4 The 2022 STEAM figures demonstrated a return to almost pre-pandemic visitor levels. This has presented an opportunity to continue to review the provision of visitor services to respond to visitor demands through the Visitor Management Plan in a way that will bring lasting economic benefits, while managing the impact on communities. The purpose of the annual Visitor Management Plan is to:

- Identify actions and interventions collaboratively across Services which enhance the experience of our visitors, which in turn support our tourism businesses and the jobs they sustain for the 2025 peak visitor economy season; and
- Develop plans which are respectful of our communities and the environment and deliver lasting economic benefits to North Ayrshire.

2.5 The objectives of the annual Visitor Management Plan are to optimise our infrastructure and service delivery to ensure these are managed as we work to:

- Promote North Ayrshire as a great place to live, work, study, visit and invest;
- Promote our key assets;
- Minimise any negative impacts visitors have on communities and the environment;
- Encourage sustainable visitor patterns by promoting our tourism assets and potential across all of North Ayrshire, including our inland localities;
- Communicate with our visitors while they are in North Ayrshire;
- Encourage responsible behaviour;
- Identify interventions for seasonal and temporary challenges;
- Create outdoor opportunities;
- Support eco-tourism and sustainable tourism;
- Disperse visitors throughout the area;
- Encourage visitors to stay longer and spend more money in the area; and
- Use events to show off our assets.

2.6 The first Visitor Management Plan in 2022 was instrumental in helping the Council secure £65,000 funding from VisitScotland to produce Strategic Tourism Infrastructure Development Plans for the Mainland and Islands. These Plans were approved by Cabinet in January 2024 and will play a future role in accessing the Rural Tourism Infrastructure Funding (RTIF) and other funding streams.

2.7 In terms of progress to date, a wide range of activities identified in the Visitor Management Plan 2024 have been delivered including:

- Continued improvements to the Ayrshire Coastal Path;
- Completion of the new Largs seawall;
- Design of a new STEM trail for Bourtreehill Park;
- Upgrades to interpretation signage;
- Replacement and upgrades of playpark equipment across North Ayrshire;

- Participation in My Beach, Your Beach and Safer Shores campaigns;
- Enhanced promotional support for North Ayrshire events;
- Hosting Scotland's Marine Tourism Conference in Seamill;
- Continued delivery of the Streetscene Environmental Skills and Training Academy Intermediate Labour Market training scheme; and
- Streetscene operatives working twilight shifts and flexible shift patterns to reflect service demands.

2.8 The process of preparing the 2025 Plan included a review of the actions identified in the 2024 Visitor Management Plan, identifying future actions and assessing those against known issues and priorities. The Elected Member/Officer Tourism Forum has been engaged in the process, to assist with the development of the Plan.

2.9 The proposed 2025 Visitor Management Plan for North Ayrshire is provided at Appendix 1. This outlines the priorities and proposals to facilitate and support an increased level of tourism and visitors to North Ayrshire. It focusses on key areas relating to:

- Public Transport, Roads and Parking
- Public Toilets
- Playparks and Public Areas
- Marine Tourism
- Communication, Education and Engagement
- Litter Management
- Events and Festivals
- Partner Engagement and Activities

2.10 Key impacts identified within the 2025 Plan relate to litter, parking, and public toilet provision. Some prominent issues continue in relation to 'hotspots,' such as motorhome usage in certain locations. Area specific interventions, such as parking bay line marking, have been put in place, with work underway to review the provision of motorhome facilities across North Ayrshire as a whole. The key priorities for 2025 include:

- The continued coordination of visitor management activities;
- Using our Strategic Tourism Infrastructure Development Plans to support funding applications for tourism-related projects;
- Considering how our visitor management activities can reflect regional and national visitor economy strategies;
- Quarterly meetings of the Tourism Forum to support visitor economy activity;
- Development of a proposal for motorhome parking across North Ayrshire;
- Supporting Visitor Pit Stop community projects across our islands;
- Enhancing the promotion of events taking place in North Ayrshire;
- Delivery of the pilot 5G infrastructure project at Irvine Harbourside; and
- Delivery of the Coastal Hub play park at Irvine Harbourside, funded by the Ayrshire Growth Deal, as part of the Great Harbour project and Tourism Programme.

2.11 Since the last Visitor Management Plan update, the Visitor Levy (Scotland) Act now gives Local Authorities the discretionary power to introduce a percentage levy on the accommodation part of overnight stays, in order to help raise funds to support tourism

and visitor management. An initial consultation relating to the levy was included in the recent Budget Consultation. The Visitor Management Plan will play a significant role in evaluating the potential of a levy scheme. The potential for the development of a Visitor Levy will be considered through a future Cabinet report.

3. Proposals

3.1 That Cabinet:

- a) Notes the update on progress of the North Ayrshire Visitor Management Plan 2024; and
- b) Approves the North Ayrshire Visitor Management Plan for 2025, provided at Appendix 1.

4. Implications/Socio-economic Duty

Financial

4.1 The financial resource required to implement the Visitor Management Plan is met from a range of existing budgets and external funding. No additional budget pressures have been created from the Plan and the Plan will be used to support external funding applications.

Human Resources

4.2 None

Legal

4.3 None

Equality/Socio-economic

4.4 The implementation of the Visitor Management Plan will have generally positive equality and social impacts.

Climate Change and Carbon

4.5 The Visitor Management Plan aligns with the priorities of the Sustainable North Ayrshire Strategy. The proposals identified within the Plan will have a positive impact on environmental resources.

Key Priorities

4.6 The implementation of the Visitor Management Plan will support the delivery of Council Plan priorities and strategic aims. It will contribute to the key activities to ensure our places and spaces where we work and visit are well maintained and accessible and developing and promoting active travel infrastructure.

Community Wealth Building

4.7 The proposals in the Visitor Management Plan support the delivery of the Council's Community Wealth Building strategy. A Community Wealth Building approach will be

adopted to the implementation of the Plan to ensure that it contributes across the pillars.

5. Consultation

- 5.1 The Visitor Management Plan 2025 has been developed and informed by engagement with the member/officer Tourism Forum Regular updates on activity and progress of key actions will be supported and promoted through the Council's Corporate Communications Team.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **Marnie Ritchie, Interim Senior Manager, Growth and Investment**, on MS Teams or via email marnieritchie@north-ayrshire.gov.uk.

Background Papers

North Ayrshire Visitor Management Plan 2024



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Visitor Management Plan 2025

DISCOVER NORTH AYRSHIRE

Experience stunning Scottish coastlines and island life,
unique traditions and celebrated landmarks.
All in one place.

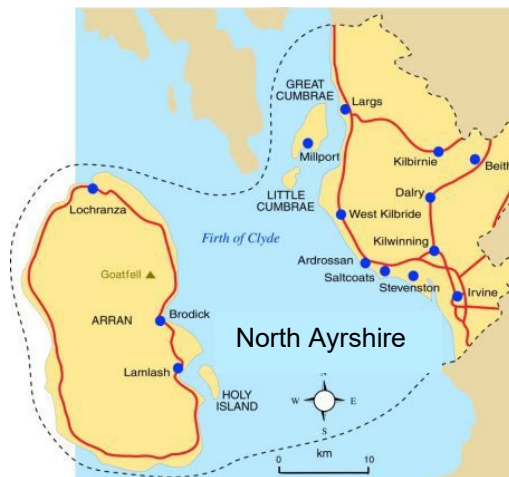
1. Introduction

North Ayrshire includes the coastal towns and villages of Largs, Fairlie, West Kilbride, Seamill, Ardrossan, Saltcoats, Stevenston and Irvine, the inland towns of Kilbirnie, Beith, Dalry and Kilwinning and the islands of Great Cumbrae, Little Cumbrae and Arran. Visitors are an important part of North Ayrshire's economy. In 2022, there were 2.9m visitor days with an economic impact of £229m, supporting 3,391 full time jobs¹.

Visitor spend in North Ayrshire continues to rise, though our visitor economy businesses are reporting less profit due to rising costs.

The arrival of the new Glen Sannox ferry servicing Arran has been a positive development in early 2025. The completion of the flood breakwater on Great Cumbrae in 2024 has led to a significant increase in boats looking to visit Millport. Plans for new tourism and visitor infrastructure are being developed through the Ayrshire Growth Deal (AGD) Tourism Programme, with proposals for new marine infrastructure on Arran and Cumbrae and the regeneration of Irvine Harbourside and Beach Park. At a wider international level, we await the official outcome of Arran's bid to become a UNESCO Geopark, which will be announced in April this year.

Managing available resources in a co-ordinated and prioritised fashion is key to maintaining visitor destinations. This Plan sets out our objectives, the challenges we are responding to, actions taken in 2024, alongside our ongoing actions and opportunities for 2025. These actions are focused on what can be developed and/or delivered during 2025 with an immediate impact, whilst acknowledging our longer-term ambitions for the area which will continue to require longer term planning, development and investment.



¹ Source: STEAM data 2022

2. Purpose of the Visitor Management Plan

The Visitor Management Plan captures actions across a calendar year and its purpose is to:

- identify actions and interventions collaboratively across Services which enhance the experience of our visitors, which in turn support our tourism businesses and the jobs they sustain for the 2025 peak visitor economy season; and
- develop plans which are respectful of our communities and the environment and deliver lasting economic benefits to North Ayrshire.

The 2022 Visitor Management Plan was key in supporting the Council to secure VisitScotland funding to produce Strategic Tourism Infrastructure Development Plans for the mainland and islands. These Tourism Infrastructure Development Plans are now in place and will be crucial to help unlock future rounds of the Rural Tourism Infrastructure Fund (RTIF) and other funding streams over the next five years. The RTIF was closed to applications during 2024 however a new round of funding has been announced for 2025.

The Ayrshire and Our Islands Regional Visitor Economy Strategy identifies a regional set of priorities and considers the national tourism strategy 'Scotland Outlook 2030: Responsible Tourism for a Sustainable Future' and the 'National Strategy for Economic Transformation (NSET)'. Combined, these strategies give a wider context to the economic climate and visitor priorities, and the Visitor Management Plan focuses on local issues and priorities, while being cognisant of the national and regional context.

In addition, North Ayrshire Council leads on the delivery of the Ayrshire Growth Deal (AGD) Tourism Programme which will see significant investment in the provision of marine transit facilities at Cumbrae and Arran and £14m invested in the regeneration of Irvine's Harbourside area through the Great Harbour programme.

3. Objectives

Our objectives are to optimise our infrastructure and service delivery to ensure these are managed as we work to:

- Promote North Ayrshire as a great place to live, work, study, visit and invest;
- Promote our key assets;
- Minimise any negative impacts visitors have on communities and the environment;
- Encourage sustainable visitor patterns by promoting our tourism assets and potential across all of North Ayrshire, including our inland localities;
- Communicate with our visitors while they are in North Ayrshire;
- Encourage responsible behaviour;
- Identify interventions for seasonal and temporary challenges;
- Create outdoor opportunities;
- Support eco-tourism and sustainable tourism;

- Disperse visitors throughout the area;
- Encourage visitors to stay longer and spend more money in the area; and
- Use events to showcase our assets.

4. Challenges of 2020-24

There was an overall change in behaviour due to the pandemic, which continued to impact in 2024. Outdoor activities and the spaces we have to offer continue to appeal to visitors and residents. In particular, popular destinations continue to experience strong demand for parking, motorhome accommodation, public conveniences and challenges in relation to littering, waste, antisocial behaviour, wild camping and queuing for ferries at peak times.

Visitors

In 2024 we continued to see a steady stream of visitors from our domestic market. National and local visitors who have discovered what North Ayrshire has to offer are continuing to make return visits. Some overseas visitors have returned, although international visitors are still not at pre-pandemic levels. In terms of assessing the positive impact and benefits of visitors, measuring visitor days and spend is more valuable than measuring success by visitor numbers/volume. Longer visitor stays mean less impact on the environment caused by travel, greater spend, and less impact on communities caused by short-term visits.

Communities/Residents

Geographic pandemic restrictions which forced residents to remain in their local authority areas led to many North Ayrshire residents discovering assets on their own doorsteps, taking to our outdoor spaces, parks, beaches, and attractions. This change in behaviour continued throughout 2024, which is a positive outcome for wellbeing and mental health, though this has also led to an ongoing increased demand on our visitor infrastructure, services, local communities and facilities. Some of our spaces have also unfortunately experienced an increase in antisocial behaviour caused by a limited number of individuals.

Businesses

Staff recruitment and retention remains a challenge for visitor economy businesses, which makes it difficult to meet the demand posed by high volumes of visitors during peak times. Our island businesses continue to face challenges due to the availability of staff accommodation. Additionally, the substantial rise in the cost of doing business (food, energy costs, short-term let licensing, staff, transport and building supplies, etc.) has continued to put pressure on businesses and impacted growth and development. Ferry cancellations and a reduced fleet also had an impact on island visits and income generation for island businesses in 2024, however with new ferries coming into service and the prospect of a more resilient service, it is hoped that visitors will start to book with increased confidence.

The requirement for short-term-lets licensing has had an impact on the market. The extra costs and uncertainty have led to some landlords leaving the market, with a consequent reduction in available holiday accommodation. Results of research in the short-term let community on Arran have however indicated that not as many owners have left the market as first feared, but the additional burden on those businesses has reduced their profitability, meaning we may see more owners exiting the market. The availability of such accommodation will require to be monitored on a year on year basis to fully assess the long term impact of the licensing regulations.

North Ayrshire Council

The increase in use of our spaces by both residents and visitors since 2020 has put an additional burden on Council services and this looks set to continue in 2025. The Tourism Forum comprised of officers and local Elected Members which meets quarterly regularly discusses and consider visitor economy activity.

5. Actions taken in 2024

A wide range of activities identified in our Visitor Management Plan 2024 were delivered, including:

- Continued improvements to the Ayrshire Coastal Path;
- Completion of the new Largs sea wall;
- Design of a new STEM trail for Bourtreehill Park;
- Upgrades to interpretation signage;
- Replacement and upgrades of playpark equipment across North Ayrshire;
- Participation in My Beach, Your Beach and Safer Shores campaigns;
- Enhanced promotional support for North Ayrshire events;
- Hosting Scotland's Marine Tourism Conference in Seamill;
- Continued delivery of the Streetscene Environmental Skills and Training Academy Intermediate Labour Market training scheme; and
- Streetscene operatives working twilight shifts and flexible shift patterns to reflect demand.

6. Priorities for 2025

Our priorities for 2025 build on the achievements of the 2024 Visitor Management Plan and aim to keep these under review, to ensure we optimise the visitor experience and wider economic benefit of tourism, recognising the benefit it can bring to businesses and communities. Key actions include:

- An update of the Visitor Management Plan to continue to coordinate visitor management activities across the Council and communicate these;
- Using our Strategic Tourism Infrastructure Development Plans to support funding applications for tourism-related projects;

- Considering how our visitor management activities can reflect regional and national visitor economy strategies;
- Quarterly meetings of the Tourism Forum to support visitor economy activity;
- Development of a proposal for motorhome parking across North Ayrshire;
- Supporting Visitor Pit Stop community projects across our islands;
- Enhancing the promotion of events taking place in North Ayrshire;
- Delivery of the pilot UK Government funded 5G infrastructure project at Irvine Harbourside; and
- Delivery of the Coastal Hub play park at Irvine Harbourside, funded by the Ayrshire Growth Deal as part of the Great Harbour project and Tourism Programme.

7. 2025 Actions summary

We have reviewed our Visitor Management Plan 2024 and updated it to reflect our priorities for 2025. Additionally, this includes some scoping of interventions that can be implemented in future years, recognising that these will assist the Council in taking advantage of external funding and the capability of partners to deliver services to improve the visitor experience, to leverage a greater impact in future years and develop a longer-term strategy. Projects and actions are listed in the table below and have been themed as follows:

- Public Transport, Roads and Parking;
- Public Toilets;
- Playparks and Public Areas;
- Marine Tourism;
- Communication, Education and Engagement;
- Litter Management;
- Events and Festivals; and
- Partner Engagement and Activities.

While not all interventions can be broken down to a quantum of spend, this plan continues to deliver the £1.5m of action to visitor and place management actions started in 2022. This excludes the development of capital projects under the Ayrshire Growth Deal.

2024 Actions Update		2025 Actions
Litter Management (Streetscene)		
Training and additional resources		
Streetscene Training Scheme	The ILM (Streetscene Environmental Skills and Training Academy - Intermediate Labour Market Initiative) moved into its 3 rd year from April 2024 and is funded to 31 March 2025.	Exploration of funding opportunities by NAC's Employability Team to extend the programme to include two six-month cohorts in 2025/26, which will support an additional 10 trainees.
Operational Flexibility		
Twilight Shifts	Despite ongoing financial challenges, the Streetscene service continued to flex resources to specific areas of high demand for services, particularly in coastal locations. NAC's LEAMS (Local Environmental Audit and Management System) street cleanliness score continues to improve to a score of 90.10% for 2024/25.	Provision of a continued flexible working approach by Streetscene to operational duties during periods of high footfall, in line with available budget.
Other Activities		
Volunteer Support	Streetscene continued to provide equipment and support working with community volunteer groups to minimise litter and build capacity. A particular example was the collection and disposal of throw away vapes. Recent engagement has also enabled the adoption of planters in Millport, West Kilbride, Largs and Irvine. Larger projects such as orchard planting have also been supported in Stevenston and Irvine.	Continued work by Streetscene with community groups and volunteers to deliver bespoke initiatives for each Locality. Continued engagement of Streetscene with the Friends of Lochshore, as they work towards the introduction of multiple biodiversity initiatives.
Public Transport, Roads and Parking		
Ferries	Largs marshalling works complete. Proposed improvements, including queuing and marshalling area for Cumbrae will be delivered by CMAL.	Continuation of the proposed improvements including queuing and marshalling area for Cumbrae will be progressed and delivered by CMAL as part of their slipway replacement plans.

Buses	Delivery of an ongoing programme of bus infrastructure works informed by the Local Transport and Active Travel Strategy (LTATS) has been limited due to the pausing of SPT's Capital Programme to works funded under Transport Scotland's Community Bus Fund.	Delivery of a programme of works to improve bus stops and access to bus stops subject to external funding from either SPT or Transport Scotland's Community Bus Fund. Funding permitting, proposals will potentially include the installation of Real Time Passenger Information (RTPI) signs in the Garnock Valley and North Coast.
Largs Town Centre Parking	A new parking monitoring system is in place at Largs seafront car park.	Continued monitoring of parking, informed by the new parking monitoring system in place at Largs seafront car park.
Active Travel	Funding applications were submitted to secure funding and implement identified active travel and outdoor access improvements and projects across North Ayrshire.	Delivery of the LTATS (Local Transport and Active Travel Strategy) Actions. Active Travel Infrastructure proposals for 2025 to be developed informed by the level of funding received. Projects will potentially include the continuation or commencement of: <ul style="list-style-type: none"> • Cumbrae Active Travel Study • B714 Active Travel links at Dalry & Saltcoats • Brodick to Corrie Active Travel Route • Barassie to Gailes Feasibility Study • Kilwinning to Castlepark Active Travel Route • B714 Active Travel Route
Transport Implementation	Funding applications were submitted to secure funding and implement identified public transport and transport improvements and projects across North Ayrshire, however SPT's Capital Programme was paused in 2024/25.	Submission of Capital bids to Strathclyde Partnership for Transport (SPT) for the following and subject to funding, implementation of the successful projects for: <ul style="list-style-type: none"> • Real Time Passenger Information Signs in North Coast and Garnock Valley • A841 Brodick to Lochranza Bus Route Improvements

		<ul style="list-style-type: none"> • Ardrossan Harbour Interchange • Bus Corridor Improvements • Cumbrae Ferry Bus Stop / Queuing Facilities • Irvine Station Interchange Improvements
Islands Connectivity Implementation	Funding applications were prepared to implement the recommendations of the Islands Connectivity Project including Islands Infrastructure Fund and Place Based Investment Programme allocations, however the latter funding source was paused in 2024/25.	<p>Subject to funding, implementation of the following recommendations from the Islands Connectivity Study Action Plan:</p> <ul style="list-style-type: none"> • Electric bike infrastructure • Cycle stands and cycle storage • Pedestrian improvements • Active travel route audits
Ayrshire Coastal Path development	Elected Member engagement and public consultation took place on the concept designs for Largs, with technical design to follow. Proposals for Largs Promenade are paused due to a lack of support. Fairlie Coastal Path was completed in Nov 2024. Largs seawall project is now complete.	Continue to work with Sustrans to progress work to provide a coherent, off-road where possible, active travel route from Ardrossan to the NAC border with Inverclyde.
Ardrossan Low Carbon Hub implementation / Ayrshire Coastal Path Development	<p>Completion of North Crescent Coastal Path Phase 1 – installation of benches and cycleway markings</p> <p>Delivery of North Crescent Coastal Path Phase 2 (subject to funding)</p> <p>Delivery of Ardrossan Coastal Quarter path (subject to funding)</p>	Completion of the North Crescent Coastal Path Phase 2 and Ardrossan Coastal Quarter path.
Levelling Up Fund – Active Travel Route Projects	<p>Continued development of projects for active travel routes in Irvine, funded by the Government’s Levelling Up Fund.</p> <ul style="list-style-type: none"> • Heatherhouse Road • Long Drive • Riverside Way • Barassie to Gailes Roundabout 	<p>Progress proposals for the creation of the following active travel routes, following confirmation of LUF funding:</p> <ul style="list-style-type: none"> • Heatherhouse Road (Part) • Long Drive • Riverside Way

	<ul style="list-style-type: none"> Strategic Investment Route (River Irvine paths) The Barassie to Gailes Active Travel Route has been removed from the LUF proposals as it could not be completed within the required timescales. It is however being progressed using alternative funding. 	<ul style="list-style-type: none"> Strategic Investment Route (River Irvine paths)
Options to improve access to Stevenston Beach.	New Action following a request to improve access to the beach from the community café and car park and implementation of the works subject to funding.	Submission of an application to the Coastal Change Adaptation Fund to improve access to Stevenston Beach.
Promoting Responsible Motorhome visitations	Short-term low-cost interventions have been undertaken to mark out motorhome spaces.	Submission of an application the RTIF design grant for more extensive provision and implementation subject to funding.
Public Toilets		
Existing facilities and future funding		
Island Pit Stops	Re-purposing and improving existing public toilets to provide better facilities, supporting increased dwell time and spend on the islands. Works are being delivered by community groups. Community groups are well progressed with their projects, planning permissions broadly in place and spend on projects is steady.	Continued provision of support to local groups to progress the upgraded toilet facilities with a forecast completion in Summer 2025.
Reinstatement	Reinstatement/replacement of the Melbourne Park public toilets in Saltcoats which were fire-damaged in late 2021.	Consideration of the Community Asset Transfer (CAT) request received for this site via the Council's CAT procedure.
Review of assets	Facilities Management are undertaking a review of North Ayrshire Public toilet facilities. In 2024 this review was ongoing. A consultation with community groups in Saltcoats and Largs was underway to assess the interest from these groups in taking over the running or ownership of the sites.	The Braes site to remain open in 25/26 and may form a next phase for the group seeking a Community Asset Transfer for Melbourne Park (above). Gallowgate to remain open. Broomfields and The Pencil to remain open in 25/26 while testing whether Largs Car Park Fund can deliver sufficient income to sustain them.

		Mackerston and Aubery Park to remain closed and alternative uses explored.
Playparks, Public Areas and Visitor Interventions		
Upgrade and renew playparks		
Playparks	Replacement and upgrade of playpark equipment across North Ayrshire. Phases 1,2, 3 and 4 are complete. Phase 5 (final phase) is to be in budget year 25/26. and progressing into the last period of works.	Progress of the final funding award from the Scottish Government in April 2025 and implementation of plans to upgrade various locations across North Ayrshire. Continued collaboration between Streetscene and Housing to support the delivery of an enhanced play facility in Bourtreehill, with conceptual drawings submitted for public consultation.
Coastal Hub Play Park, Irvine	As part of the Ayrshire Growth Deal investment at Irvine Harbourside and subject to approval of the Full Business Case, works should be on site by October 2024 to create improved play facilities at Irvine Beach Park for completion by June 2025.	Construction of the Coastal Hub as Phase 1 of the Ayrshire Growth Deal Great Harbour project in Irvine, investing £4.5M in the Beach Park and Harbourside area.
Benches, picnic tables, planters and bins		
Benches Picnic tables Bins Planters	A programme of replacement assets was completed in 2023 and 2024 with benches, wheelchair accessible picnic benches, new bins at coastal locations installed to provide facilities for visitors to enjoy promenade areas and beaches. Options were explored for planters in some areas with perennials. Capital budgets for improved seating and waste disposal are now substantially utilised. New and additional accessible seating has been added to high amenity areas, in particular coastal locations and parks to encourage and enable visitors. Larger capacity gull and rodent proof waste bins have been added in high footfall areas to reduce street litter.	Continued provision of support to groups to adopt a planting bed in an area they would like to see improved.

	Streetscene, in partnership with the volunteering/local community groups have completed a schedule of perennial planting in most areas.	
Visitor and cultural interventions		
Visitor Levy Evaluation	A cross-service working group is evaluating the implications of a potential visitor levy scheme.	Undertake pre-consultation with stakeholders including residents, visitors and businesses, and an options appraisal to fully explore the potential for a Visitor Levy scheme, including the costs and potential income and how this may benefit the visitor economy.
Heritage Trails	Heritage website now launched and fully operational. Funding secured to carry out a feasibility study into the creation of an outdoor museum and heritage trail in Largs which has been completed.	Investigate funding sources to implement the completed feasibility study and create the trail. Further community consultation will be undertaken if funding is secured.
STEM Trails	The Eglinton Trail is now officially launched and development work has commenced on Bourtreehill Park Woodland and Cumbrae.	Installation of the Bourtreehill Park Woodland trail in March 2025. Investigate and implement a Cumbrae trail, subject to resources.
Eglinton Park	Progress includes: <ul style="list-style-type: none"> • Upgrade of the all-ability play area. • Exploring options for a covered picnic area. • Investigating the creation of a dog park as a new attraction, informed by initial market testing and design. • Work with partners to develop events programme. • Increased number of events facilitated including Bounce Station (Inflatable fun fair and the annual Christian Travellers Convention). 	<ul style="list-style-type: none"> • Commence the creation of a new undercover shelter to improve facilities during inclement weather. • Further progress the creation of the Dog Park • Installation of improved directional signage. • Completion of the creation of the Covid memorial in Spring 2025, including planting.

	<ul style="list-style-type: none"> • Improved directional signage, car parking arrangements & interpretation in the courtyard area. • The Park was successfully utilised as a filming location in summer 2024, to help attract visitors, and learning gained for future requests, • Consultation with stakeholders to design an undercover shelter. • Installation of 24 new benches across the main walking routes supporting accessibility, BBQ Disposal units and creation of a video. • Washroom area created. • Larger capacity bins have been installed at key locations to cope with demand. • Upgrade of the website and implementation of the improvements as suggested in the Visit Scotland assessment of January 2023. 	<ul style="list-style-type: none"> • Implementation of further improvements in and around the park, informed by resources. • Continued work with partners to develop a programme of events the park including farmers markets, art exhibitions and craft fairs. • Continued promotion of the Park as a filming location to assist with attracting visitors post filming and airing.
Arran Geopark	Collaborate with staff at Arran Geopark and Island Plan - Community Working Group to engage with the local cultural and heritage groups to influence the areas of spend associated with the award from Scottish Government and deliver outputs for the engagement.	Support and assist Arran Geopark as it progresses into a new phase of development and the UNESCO status.
Interpretation	Interpretation boards have been completed and installed at Ardrossan Castle and Parish Church and six boards across Stevenston. A heritage interpretation board has also been prepared for Haylie Brae Neolithic tomb. Interpretation has been developed for the new path at the Ardrossan Coastal Quarter.	<ul style="list-style-type: none"> • Installation of a heritage interpretation board for Haylie Brae Neolithic tomb. • Installation of the final heritage interpretation board in Stevenston and commence preparation of an interpretation board for Stanecastle Keep.

	<p>Funding has been secured to install interpretation along the riverside path connecting Kilwinning Abbey and Eglinton Castle.</p> <p>Work is underway with the local community to create interpretation at the site of the original Parish Church of Ardrossan.</p> <p>Drone footage has been taken of the covid memorial at Eglinton Country Park.</p>	<ul style="list-style-type: none"> • Creation and installation of the interpreted walkway from Kilwinning Abbey Tower and Eglinton Castle. • Creation of a new viewing point with interpretation at Stevenston Beach as part of the new access provision. • Installation of interpretation at St Brides Chapel in Arran.
Lighting and interpretation	New interpretation was installed at Kilwinning Abbey Tower in 2024.	Commence work on the conservation of the Kilwinning Abbey Tower.
Marine Tourism		
Moorings, transit marinas and step-ashore facilities		
Moorings	<p>A payment system was investigated looking at charging visitors to use NAC visitor moorings at Arran and Cumbrae and a business case for cost recovery was concluded. The business case recommended that charging be further explored in line with the development of the Ayrshire Growth Deal Marine Tourism Programme projects, where 3rd party operators will be sought to operate and manage the new marina facilities and moorings. This will be considered further as part of the project operating models, leasing arrangements and discussions with future operators.</p>	Further exploration of the recommendations and development of a model informed by the progress of the Ayrshire Growth Deal Marine Tourism project.
Marine Transit facilities	<p>The Ayrshire Growth Deal Marine Tourism Programme has progressed the development of marine infrastructure proposed projects at Arran and Cumbrae. Development work is progressing with communities and stakeholders and the preparation of UK Green Book Business Cases as required by the</p>	Continued development work with communities and stakeholders to inform the preparation of UK Green Book Business Cases as required by the AGD to secure investment. Seek approval of the Programme Business Case (now approved) and subsequent Outline Business

	AGD to secure investment. Approval of the Programme Business Case and subsequent Outline Business Cases for Cumbrae and Arran is expected during 2025, which will enable the development of Full Business Cases.	Cases for Cumbrae and Arran, which will enable the development of Full Business Cases.
Communication, Education and Engagement		
Communication, campaigns and enforcement activities		
Targeted Campaigns	Targeted information was provided to visitors and communities through print, PR, website and social media (#LoveNorth Ayrshire)	Provision of targeted information to visitors and communities through print, PR, website and social media (#LoveNorth Ayrshire)
Discover North Ayrshire Brochure	A physical Discover North Ayrshire Brochure was produced in 2024 and distributed across key attractions/areas in Scotland. The content from the brochure also informed the Tourism pages on the Council's new website	Continue to produce and distribute the Discover North Ayrshire brochure in 2025.
My Beach Your Beach and Keep Scotland Beautiful	Participation in educational campaigns and promotion of messaging	Continued participation in educational campaigns and promotion of messaging
Safer Shores	Participation in education and enforcement activities.	Continued participation in education and enforcement activities.
Multi-Agency co-operation	Multi-agency co-operation to gather intelligence on unofficial events (e.g. beach parties, car cruises), with interventions to mitigate effects from litter, noise and anti-social behaviour.	Continued multi-agency co-operation to gather intelligence on unofficial events with interventions to mitigate effects from litter, noise and anti-social behaviour.
Ayrshire Smiles	Promotion of 'Ayrshire Smiles' customer-service training website in conjunction with South and East Ayrshire Councils.	Continued promotion of 'Ayrshire Smiles' customer-service training website in conjunction with South and East Ayrshire Councils.
5G Event Space project	Continue to develop a robust solution for connectivity for large events in North Ayrshire, working with partners in East and South Ayrshire Councils.	Continued development of a robust solution for connectivity for large events in North Ayrshire, working with partners in East and South Ayrshire Councils.

Events and Festivals		
Events and Festivals, cultural activities		
Making Waves Festival	Scottish Maritime Museum planning a Summer Market event 2024. Work is underway to consider a 'Making Waves' festival for 2025.	Commence work on the event space at the Beach Park to deliver event infrastructure alongside the playpark at the Coastal Hub. Develop proposals for consideration of Making Waves 2026.
Community Event Support	Software was purchased to assist groups with planning and costing up events. Training will be delivered to groups in its use. The temporary post of Community Events Officer will come to an end in March 2024. Needs and options to be looked at within the available financial envelope.	Provide support to community led events through the extended temporary post of Community Events Officer.
Events and Activities	Delivery of new events and activities at Harbour Arts Centre, North Ayrshire Heritage Centre, Museum of the Cumbraes, Irvine Townhouse. Continued support of exhibition programmes across the cultural venues with a mix of local artistic talent alongside hosting touring exhibitions, building on the huge success of the Titanic Exhibition as we programme the Heritage Centre and Museum of the Cumbraes.	Continued provision of support for exhibition programmes across the cultural venues with a mix of local artistic talent alongside hosting touring exhibitions, building on the huge success of the Titanic Exhibition as we programme the Heritage Centre and Museum of the Cumbraes. 2025 will also include a focus on the 80 th Anniversary of VE Day.
Event Calendar	An events listing has been compiled and uploaded to the CPP website, linked from the main Council website and will be used in social media promotion of local events. This is searchable by date and location and links through to the event organisers own pages for further information. Going forward, a dedicated events calendar will be developed for the new Council website.	Further development of the events listing content and events calendar and their use by Communications to promote local events to build our audience and increase attendance, economic impact and community participation.

Scotland's Marine Tourism Conference	North Ayrshire hosted Scotland's Marine Tourism Conference which is part of the national Scottish Tourism Month Programme and aimed at those with an interest in the marine tourism sector, whether in skills, supply chain, marketing or development. This aligns with our AGD Marine Tourism projects.	Hosted Scotland's Marine Tourism Conference on 5 March 2025 which successfully took place in Seamill.
Partner Engagement/Activities		
Regional Partnership	Ayrshire and Our Islands Visitor Economy Strategy in place since 2023.	<p>An action plan is being developed for 25/26. This includes:</p> <ul style="list-style-type: none"> • Participating in a 'Visit Ayrshire and Arran' stand at VS Connect, which is VisitScotland's Travel Trade expo. • Developing a Destination Ayrshire and Arran regional website landing page. • Developing pan-Ayrshire trails and activities around themes of Culture and Heritage, Robert Burns, Outdoor Adventure, Food and Drink, Golf & Events. • A regional tourism conference as part of Ayrshire Business Week.

8. Visitor Management Plan Ambitions

This plan focuses on identifying early interventions and highlighting developments which are underway. Larger investments and longer-term projects require appropriate planning, consultation, review and implementation and by necessity must form part of a longer-term strategy. The North Ayrshire Council Strategic Tourism Infrastructure Development Plans cover our longer-term ambitions.

This Visitor Management Plan is a working document, reviewed periodically and revised annually.

There are several strategic themes that require ongoing review and action and to be informed by infrastructure capacity assessment. In addition to the delivery of the actions in the Plan, the following priority areas will be reflected on, in terms of identifying issues, potential action and resourcing implications: -

- Reflecting on strategic priorities identified through the Ayrshire Regional Economic Strategy and the Ayrshire and our Islands Visitor Economy Strategy.
- Reflecting on local strategic priorities, including those informed by the Ayrshire Growth Deal and the Council's Marine Tourism Programme.
- Implementation of identified solutions to support motorhomes.
- Proactively identifying potential funding sources from external funders to support future activities.