

**South Ayrshire Council**

**Report by Executive Director - Economy Neighbourhood and Environment to  
Leadership Panel of 19th January 2016**

---

**Subject: Ayrshire and Arran Tourism – Future Delivery of the Ayrshire and  
Arran Tourism Strategy**

---

**1. Purpose**

1.1 The purpose of this report is to seek Leadership Panel approval of the recommendations agreed by Ayrshire Shared Services Joint Committee on 11<sup>th</sup> December 2015 relating to the proposed new approach for the delivery of pan Ayrshire tourism strategy, and to advise members on the budget and service implications for the Council.

**2. Recommendation**

**2.1 It is recommended that the Panel:**

- **Agrees the recommendations of the Ayrshire Shared Services Joint Committee of 11 December 2011 as detailed in [Appendix 1](#):**
- **Agrees the proposed approach to the delivery of tourism services across Ayrshire and Arran, including the new funding arrangements; the development and delivery of local action plans aligned to the existing regional strategy; the continued development of pan Ayrshire projects where considered most appropriate, including marketing and branding activity as detailed in Appendix 1**
- **Agrees that officers of this Council as lead authority will work with colleagues in East and North Ayrshire to conclude and implement discussions with staff, Trade Unions and the tourism industry on these proposals;**
- **Agrees 31st March 2016 as the commencement date for the remodelled service and TUPE transfer, and the termination date of the current temporary fixed term contracts**
- **Agrees the proposed funding and staffing arrangements for this Council as set out in paragraphs 5.1 and 5.3 of this report.**

### **3. Background**

- 3.1 The Ayrshire and Arran Tourism Team was set up in 2012 for a three year period to facilitate the delivery of tourism activities which would directly contribute to the objectives of the strategy and would complement input and advice from the local tourism industry. This period was extended by one year to 31 March 2016 to allow for a planned service review of progress and a redesign of the service to be completed.
- 3.2 Following this review and subsequent discussions, Ayrshire Shared Services Joint Committee of 11 December 2015 agreed the following recommendations which are also set out in the attached report (appendix one) in relation to proposals for the future operation of the pan Ayrshire Tourism Service:
- Agrees the proposed approach to the delivery of tourism services across Ayrshire and Arran, including the new funding arrangements; the development and delivery of local action plans aligned to the existing regional strategy; the continued development of pan Ayrshire projects where considered most appropriate, including marketing and branding activity as detailed in Appendix 1
  - Remits to officers in South Ayrshire Council as lead authority to work with colleagues in East and North Ayrshire to conclude and implement discussions with staff, Trade Unions and the tourism industry on these proposals;
  - Agrees 31st March 2016 as the commencement date for the remodelled service and TUPE transfer, and the termination date of the current temporary fixed term contracts

### **4. Proposals**

- 4.1 The proposals for the future operation of the service and delivery of the strategy are based on a full service review having taken place in consultation with industry partners, and detailed discussions between the three Local Authorities on how to most effectively deliver the Ayrshire and Arran Tourism Strategy. They are designed to build on and strengthen the work carried out to date through the following actions:
- Align the existing Ayrshire and Arran Tourism Strategy to the national strategy, and ensure language is consistent throughout and demonstrating the contribution of the local strategy to that national context;
  - Devise delivery plans at local authority level which address local needs and ambitions whilst also contributing to the regional and national strategic context;
  - Re-establish links and structures between tourism and individual wider local authority activity;
  - Re-establish individual and joint local authority links with Visit Scotland underpinned by a service level agreement;
  - Consider the role of the Ayrshire Tourism Leadership Group along with the local authority tourism industry representatives and establish a more strategic agenda which will enable the tourism sector in Ayrshire and Arran to contribute to national priorities and initiatives as well as drive forward the local offerings;
  - Engage with a wider range of industry stakeholders and representatives;
  - Focus pan Ayrshire tourism activity to key areas for development, namely
    - Joint marketing and promotion to complement efforts at a more local level;

- A pan Ayrshire response to specific Scottish Government tourism initiatives such as 2018 Year of Young People;
- Continuing to market the Ayrshire and Arran brand at strategic entry points to the area and at national events such as Expo; and
- A pan Ayrshire approach to signage.

4.2 The proposed new approach to delivery is set out in appendix one to this report. In South Ayrshire this provides the opportunity to:

- Develop a more strongly co-ordinated approach to tourism, events, economic development and sport and culture
- Direct funding towards tourism activity that will directly benefit the local area and economy
- Work with North and East Ayrshire and Visit Scotland to develop a new and more comprehensive approach to marketing and branding across Ayrshire and Arran
- Build on the industry relationships already in place with a view to supporting a more autonomous grouping of partners which will be able to deliver on national priorities and have access to alternative funding sources.

4.3 South Ayrshire Council will remain the lead authority in the delivery of pan Ayrshire tourism activity. Subject to concluding discussions outlined in paragraph 3.2 of this report, one level 10 Tourism Development Officer will be employed directly by South Ayrshire Council, and both North and East Ayrshire Councils will employ one level 10 Tourism Development Officer each.

## **5. Resource Implications**

### **5.1 *Financial***

The current budget for Pan Ayrshire Tourism totals £496,650, including a pan Ayrshire payment of £166,650 to VisitScotland for marketing activity and the provision of Tourist Information Centres in Ayr and on Arran. The South Ayrshire contribution to this budget is £205,750.

Under the new proposals South Ayrshire would continue to contribute £69,100 to pan-Ayrshire marketing activity (subject to review of activity and satisfactory agreements being established with Visit Scotland). The remaining £136,650 would be the budget retained by South Ayrshire to fund the Tourism Development Officer post at a total cost of £46,200 per annum, leaving a budget of £94,650 for tourism related activity as appropriate.

### **5.2 *Legal***

External legal advice was provided in relation to appendix one to this report.

### **5.3 *Human Resources***

The existing Ayrshire and Arran Tourism Team comprises

- 1 x level 16 Tourism Manager
- 3 x level 10 Tourism Development Officers
- 1 x seconded officer
- 1 x level 6 admin officer

With the exception of the seconded officer, all staff are on temporary fixed term contracts due to end 31 March 2016 or earlier when the current project and/or funding cease.

Legal advice obtained is that it is likely that Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to the Tourism Development Officers. Whilst one Tourism Development Officer post will remain in South Ayrshire Council, there will be two separate TUPE transfers - one Tourism Development Officer post will transfer under TUPE to each of the other two authorities – East Ayrshire Council and North Ayrshire Council. Each of the relevant Tourism Development Officers will have the right to transfer to East Ayrshire and North Ayrshire Council.

The seconded officer (Volunteer Co-ordinator) will return to his/her substantive post within South Ayrshire Council.

With the Ayrshire and Arran Tourism Team project and funding ending in its current form, there is no longer a management role or administrative role required to manage and support the team. There is no function of management or administrative support of the Team that is transferring to any entity. Therefore TUPE does not apply to either the Tourism Manager post or the Administrative post. Every effort will be made to identify suitable alternative employment for both of these post-holders through redeployment lists in all three Councils although ultimately redundancy may apply. Costs will be met through the existing joint tourism budgets.

## **6. Risk**

### **A. Risk Implications of adopting the recommendations.**

- There are a number of risks associated with this proposed redesign of tourism support in Ayrshire particularly in terms of perception of a loss of industry engagement. It is proposed to agree a joint communications strategy which seeks to deliver a consistent message about any proposed changes which will clearly set out the benefits of the new approach.

### **B. Risk Implications of rejecting the recommendations.**

- Rejecting the recommendations could result in not being able to maintain a pan Ayrshire approach to tourism.

## **7. Equalities**

The proposals in this report have been assessed through the Equalities Impact Assessment Scoping process, and there are no significant positive or negative equality impacts of agreeing the recommendations, therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as Appendix 2.

## **8. Sustainable Development Implications**

- 8.1 This Report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **9. Options Appraisal**

- 9.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **10. Link to Council Plan**

- 10.1 The proposals in this report link to the Council Plan strategic objective 'we will work to maximise the potential of our local economy'.

## **11. Results of Consultation**

Consultation has taken place with Councillor Bill Grant, Portfolio Holder for Economic Development, Tourism & Leisure who is satisfied with the content of this report

The recommendations of this report were agreed by Ayrshire Shared Services Joint Committee on 11 December 2015.

## 12. Next steps for decision tracking purposes

If the recommendations above are approved by Members, the Head of Enterprise, Development and Leisure will ensure that the following steps are taken within the following timescales and with progress reported to Leadership Panel in the "Council and Leadership Panel Decision Log" at each of its meetings until such times as the steps are completed:

<b><i>Steps to be taken</i></b>	<b><i>By what date</i></b>	<b><i>Managed by</i></b>
Implementation of TUPE arrangements and new process for delivery of the Ayrshire and Arran Tourism Strategy	1 April 2016	Head of Enterprise Development and Leisure

**List of Appendices:**    **Appendix One – Report to Ayrshire Shared Services Joint Committee - Ayrshire and Arran tourism – future delivery of the Ayrshire and Arran tourism strategy**

**Appendix Two – Equalities Scoping Assessment**

**Background Papers:**    [https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/Leadership%20Panel/140212%20ag3%20\(2\)%20\(i\).pdf](https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2012/Leadership%20Panel/140212%20ag3%20(2)%20(i).pdf)

**Person to Contact**        **Jill Cronin, Head of Enterprise Development and Leisure**

**Date:** 6th January 2016

## South Ayrshire Council Equalities Scoping Template

### 1. Policy details

Policy Title Future Delivery of the Ayrshire and Arran Tourism Strategy	Lead Officer Jill Cronin
--	-----------------------------

### 2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community, Groups of People or Themes	Negative Impacts	Positive impacts
The whole community of South Ayrshire		x
People from different racial groups, ethnic or national origin.		
Women and/or men (boys and girls)		
People with disabilities		
People from particular age groups for example Older people, children and young people		
Lesbian, gay, bisexual and heterosexual people		
People who are proposing to undergo, are undergoing or have undergone a process to change sex		
Pregnant women and new mothers		
People who are married or in a civil partnership		
People who share a particular religion or belief		
Thematic Groups: Health, Human Rights, Rurality and Deprivation.		

### 3. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes	Level of Negative and/or Positive Impact (high, medium or low)
Eliminate discrimination and harassment faced by particular communities or groups	Low impact
Promote equality of opportunity between particular communities or groups	Low impact
Foster good relations between particular communities or groups	Low impact
Promote positive attitudes towards different communities or groups	Low impact
Increase participation of particular communities or groups in public life	Low impact
Improve the health and wellbeing of particular communities or groups	Low impact
Promote the human rights of particular communities or groups	Low impact
Tackle deprivation faced by particular communities or groups	Low impact

### 4. Summary Assessment

Is a full Equality Impact Assessment required?	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
--	------------------------------	--

(A full EIA must be carried out on all high and medium impact policies)	
<b>Rationale for decision:</b> <b>This is a strategy which will provide better services for the whole community regardless of any protected characteristics.</b>	
Signed : .....Jill Cronin.....Head of Service	
Date: 8 <sup>th</sup> January 2016	Copy to <a href="mailto:equalities@south-ayrshire.gov.uk">equalities@south-ayrshire.gov.uk</a>