

Report title: Destination Management Plan Review

Report to: Overview and Scrutiny Board

Date: 12th August 2026

Lead Cabinet Member: Councillor Jackie Thomas,
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Committee,

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Wards affected: All

1. Summary of Report:

- 1.1 The purpose of the report is to update Councillors on the Destination Management Plan (DMP) review and the refreshed DMP.
- 1.2 To ensure Torbay continues to develop, remain competitive as a destination, and respond to an evolving marketplace, the DMP has been reviewed and refreshed. It focuses on maximising Torbay's tourism growth potential through a collaborative, place-based and business-led approach, bringing together businesses, communities, and partners to enhance the visitor experience while embedding sustainable and inclusive practices, supporting its aim as the UK's premier coastal destination.
- 1.3 The DMP provides a single strategic framework for the development and management of Torbay as both a visitor destination and a place. It sets out a collaborative blueprint to maximise Torbay's tourism potential requiring active stakeholder involvement to deliver a vibrant visitor economy that benefits residents and visitors alike. While the English Riviera remains Torbay's visitor brand, the refreshed DMP adopts a place-based approach aligned with both the Torbay Story and the Corporate and Community Plan. It recognises the visitor economy not as a standalone sector but as a catalyst for wider place-based outcomes, including employment and skills, culture, investment, infrastructure development, and community pride and wellbeing.

2. Recommendations and Proposed Decision:

- 2.1 That the Overview and Scrutiny Board consider the revised Destination Management Plan and make recommendations to Cabinet on where they consider the Plan may be strengthened.

3. Reasons for Recommendations/Proposed Decision:

- 3.1 The DMP will grow Torbay's visitor economy by celebrating its unique heritage, culture and natural environment. It will reinforce Torbay's position as the UK's premier coastal destination, while enhancing the visitor experience and fostering pride in place.
- 3.2 The plan sets out a more collaborative, business-led and place-based approach, underpinned by a clear framework. It recognises the visitor economy as a key economic strength and growth sector, supporting jobs, businesses and inward investment.
- 3.3 It promotes a more sustainable, inclusive and year-round visitor economy, strengthening Torbay's overall place offer and improving resilience for residents, visitors and businesses alike.
- 3.4 The refreshed DMP delivery model strengthens leadership and governance through a place and business-led approach. This includes the creation of the Visitor Economy Cluster (VEC) to align priorities, maximise resources and delivery, and give the visitor economy a stronger voice in decision-making.
- 3.5 The DMP supports the Council's vision of a healthy, happy and prosperous Torbay by driving economic growth, supporting local businesses and jobs, and attracting inward investment. It reinforces tourism as a key economic specialism, enabling growth while placing the community, destination and visitor economy at the heart of a refreshed, evidence-based and collaborative approach to destination management.

4. Background and Context:

- 4.1 A review of the DMP is complete. The purpose of the review is to ensure that the plan remains relevant, responsive to changing market conditions and is fit for the future in its delivery to support a more resilient, productive and sustainable growing visitor economy as the UK's premier coastal destination.
- 4.2 The DMP is a strategic policy framework sitting beneath the Torbay Economic Growth Strategy and is led by the Destination Management Group (DMG). Delivered through a partnership approach, DMG members take collective responsibility for setting direction, co-ordinating activity and driving outcomes across the destination. As part of the DMP review the governance management structure has also been reviewed.
- 4.3 The current DMP has delivered tangible outcomes to strengthen Torbay's year-round visitor economy. This includes the development of Geopark Discovery Experiences, growth in business tourism through Meet English Riviera, the creation of the SUP Hub positioning

Torbay as the UK home of paddleboarding and securing the 2026 SUP World Cup, revitalised events such as Seafood Feast, strengthened cruise tourism, improved event impact reporting, and effective partnership-led business support during the 2024 *Cryptosporidium* outbreak.

- 4.4 The DMP review comes at a pivotal time for stabilising and growing Torbay's visitor economy. With significant place development and investment, it's time to reflect on the current DMP and its approach to ensure the plan will support the destination to develop, unlock new opportunities and remain competitive in an evolving marketplace.
- 4.5 Torbay's future success will depend not only on its ability to showcase its unique assets, but also on the strength of its foundations. The Torbay Story provides a narrative that celebrates the area's rich cultural heritage, locally distinctive food and drink, the South West Coast Path and internationally recognised Agatha Christie and the English Riviera UNESCO Global Geopark status offer powerful tools for storytelling and attracting new audiences to support year-round tourism.
- 4.6 The refreshed DMP proposes a shift towards a more business-led place-based approach, where businesses play a stronger role in shaping, leading and delivering activity within the priorities. This approach recognises that businesses are best placed to develop sector-specific initiatives, build and shape the destination narrative, and respond quickly to market opportunities. The DMP provides the strategic framework within which delivery can thrive, with Torbay Council playing a key enabling role by supporting, coordinating and feeding into delivery where appropriate, while also strengthening the collective voice of the sector at a strategic level.
- 4.7 Torbay Council plays a vital role in delivering the DMP, providing public services and those place-shaping 'brilliant basics' such as parking, public realm improvements, tackling antisocial behaviour, enabling events, cultural programming, and providing business support. Working collaboratively with place partners, these services are essential to enhancing the visitor experience, driving footfall, and helping local businesses thrive. By embracing these place-based strengths and focusing on quality, inclusion, and innovation, Torbay can continue to evolve as a vibrant, resilient, and premier coastal destination that benefits both residents and visitors.
- 4.8 Whilst Torbay Council is not solely responsible for delivering the DMP, the review recommends the need for a dedicated resource to manage and co-ordinate partnership working and to oversee the effective delivery of the priorities and actions, ensuring the plan's successful implementation and long-term impact.

5. Alternative Options Considered:

- 5.1 Continue with the existing DMP, but this is no longer fit for purpose and out of date.
- 5.2 Adopt the refreshed DMP as set out in Appendix 1 to the submitted report.

6. Contribution to Council Priorities:

- 6.1 The refreshed Destination Management Plan (DMP) 2026–2036 supports the Council's Corporate and Community Plan by helping to grow Torbay's economy, create jobs, attract investment and strengthen local communities. Aligned with the Torbay Story and the Economic Growth Strategy, the DMP recognises the visitor economy as an important contributor to Torbay's long-term prosperity and wellbeing.
- 6.2 The DMP takes a place-based approach, recognising that a successful visitor destination benefits both residents and visitors. It supports the development of high-quality public spaces, cultural and leisure opportunities, community safety and sustainable growth, helping to create a place where people want to live, work, invest and visit.
- 6.3 The Plan also promotes partnership working across the public, private and voluntary sectors, ensuring that activity and investment are aligned around shared priorities. While delivery of the DMP is a shared responsibility, it provides a framework that helps the Council support its wider priorities for economic growth, place development, sustainability and community pride.

7. Consultation and Engagement:

- 7.1 Various engagement activities have been undertaken during the development of the DMP review including Destination Management Group and key stakeholder deep dives, online business and stakeholder survey, one-to-one interviews and group sessions. These activities enabled wide-ranging input, in-depth discussion of priorities, vision development and identification of stakeholders interested in supporting the ongoing delivery and development of the action plan.
- 7.2 Engagement findings have informed the refreshed DMP, demonstrating strong support for changes to management and governance, and a more business-led approach. Feedback has shaped the Plan by strengthening its focus on sustainability, year-round tourism, and shared ownership. As a result, the DMP better reflects local priorities, has strong business and stakeholder buy-in, and provides a more robust foundation for effective delivery and long-term impact.
- 7.3 As a policy framework document, the DMP is currently going through public consultation, 22 July-2 September 2026

8. Implications:

Financial Implications:

- 8.1 The DMP is a partnership framework to support place and develop Torbay's visitor economy and isn't solely for the council to deliver.
- 8.2 The recommendation of a dedicated resource to oversee DMP implementation should be considered alongside existing Economic Development priorities, budgets and staffing

resources, reflecting the current approach to service review and efficiency improvements. This approach aligns with the Economic Growth Strategy, where dedicated leads have been established to support other key growth sectors.

- 8.3 The DMP priority most relevant to the Council is Priority 7: 'Destination Ready – Strengthening Infrastructure and Accessibility', which relates to public services, the public realm, town centres, and transport. The Plan proposes developing the action plan with relevant leads and key stakeholders, aligning it with existing service planning. This is likely to involve refining current plans or engaging tourism partners, rather than requiring additional resources or creating significant financial implications.

Legal Implications:

- 8.4 There are no legal implications with this proposal.

Corporate Parenting/Children and Young People:

- 8.5 This approach aligns with Torbay's ambition to become a Child Friendly place, recognising the importance of ensuring children and young people feel safe, included and valued within the destination. It also reflects the role of the visitor economy in supporting wider outcomes, including community wellbeing, aspiration, and opportunities for future generations.

Contributions to tackling climate change or achieving carbon neutrality:

- 8.6 The refreshed DMP is aligned to strategy and activity including the Torbay Climate Partnership, A Greener Way for Our Bay, the English Riviera UNESCO Global Geopark and the assets of our blue and green space within Torbay.
- 8.7 The Plan supports Torbay's sustainability ambitions with sustainability as a key priority, offering the opportunity to think about the approach and actions which will help support Torbay's visitor economy towards becoming more sustainable, environmentally and economically resilient.

Social Value Considerations:

- 8.8 Not applicable.

Procurement Implications:

- 8.9 The DMP Review followed a three-quote procurement process inviting local and regional suppliers to submit proposals, aligning to Torbay's commitment to Community Wealth Building. Following this process, Tomorrow's Tourism was appointed to deliver the review and refresh the Destination Management Plan (DMP).
- 8.10 The DMP links to thriving economy in particular the ambition to be the UK's premier coastal destination.

Other Implications:

- 8.11 Not applicable.

9. Equalities Impact Assessment:

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	18% of Torbay residents are aged under 18 years old. 55% of Torbay residents are aged between 18 to 64 years old. 27% of Torbay residents are aged 65 and older.	The refreshed DMP takes an inclusive, place-based approach that supports people of all ages by improving access to employment, skills, services and high-quality places, contributing to Torbay's long-term economic and social wellbeing.	Not applicable	
Carers	- At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these carers provided 50 hours or more of care.	The refreshed DMP takes an inclusive, place-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. By focusing on priorities such as workforce development, business collaboration and improving accessibility, the plan looks to support people from across different backgrounds.	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Care experienced	As of January 2026, there were 277 former care experienced young people aged 18-24 in Torbay.	The refreshed DMP takes an inclusive, place-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. By focusing on priorities such as workforce development, business collaboration and improving accessibility, the plan looks to support people from across different backgrounds.	Not applicable	
Disability	In the 2021 Census, 23.9% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.	The refreshed DMP takes an inclusive, place-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. One of the key priorities is on accessibility and inclusion, ensuring that the plan supports people across different ages, abilities and backgrounds, while contributing to improved health, inclusion and long-term economic resilience.	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth.	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.	Not applicable	
Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.	Not applicable	
Pregnancy and maternity	Between 2013 and 2024, the rate of live births (as a proportion of females	The refreshed DMP takes an inclusive, placed-based approach that supports	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
	aged 15 to 44) has been slightly but significantly higher in Torbay (average of 56.0 per 1,000) than the Southwest (53.4) and broadly in line with England (56.3). For the period 2022 to 2024, rates in Torbay (44.6) have been significantly below England (50.0).	the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.		
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as the following: 1.6% as Asian, Asian British or Asian Welsh 0.3% as Black, Black British, Black Welsh, Caribbean or African 1.5% as being of Mixed or Multiple ethnic groups 96.1% as White	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
	• 0.4% described their ethnicity another way. • Black, Asian and minoritised ethnic communities are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.			
Religion and belief	The 2021 Census showed that the residents in Torbay identify their religion and/or belief as the following; • 48.5% are Christian • 0.4% are Buddhist • 0.2% are Hindu • 0.6% are Muslim • Less than 0.1% are Sikh • 0.1% are Jewish • 0.7% have another religion • 43.2% have no religion • 6.3% did not answer	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Sex	• 51.3% of Torbay's population are female. • 48.7% of Torbay's population are male.		Not applicable	
Sexual orientation	In the 2021 Census, residents described their sexuality as follows; • 89% as Straight or Heterosexual • 1.7% as Gay or Lesbian • 1.1% as Bisexual • 0.1% as Pansexual • 0.1% described their sexuality another way • 7.4% of people didn't answer the question	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to support inclusive economic growth for all.	Not applicable	
Armed Forces Community	• In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. • In Torbay, 5.9% of the population have	The refreshed DMP takes an inclusive, placed-based approach that supports the visitor economy and Torbay's wider social and economic wellbeing. The DMP focuses on a variety of priorities including workforce and skills development, business collaboration, accessibility, and sustainability to	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
	previously served in the UK armed forces.	support inclusive economic growth for all.		
<i>Additional considerations:</i>				
Socio-economic impacts (Including impacts on child poverty and deprivation)	Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025.	The refreshed DMP takes an inclusive, place-based approach that supports both the visitor economy and Torbay's wider social and economic wellbeing. By focusing on workforce development, business collaboration and improved accessibility, the Plan helps create fairer access to employment, skills, services and opportunities, supporting people across different ages, abilities, backgrounds and socio-economic circumstances, while positively contributing to long-term economic resilience.	Not applicable	Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025.
Public Health impacts (Including impacts on the general health of the population of Torbay)	For the five-year period 2020 to 2024, data shows there is a 6-year life expectancy gap between	Providing increased employment opportunities can take households from 'workless' to working. This can provide	Not applicable	For the five-year period 2020 to 2024, data shows

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
	males who live in Torbay's least and most deprived areas and, a 3-year gap for females.	additional income for families to support a healthier lifestyle. The plan also looks to support the wider place area, improving Torbay's attractiveness as a place to live, work and invest, which could increase civic pride and wellbeing.		there is a 6-year life expectancy gap between males who live in Torbay's least and most deprived areas and, a 3-year gap for females.
Human Rights impacts		The refreshed DMP takes an inclusive, place-based approach that supports both the visitor economy and Torbay's wider social and economic wellbeing. By focusing on workforce development, business collaboration and improved accessibility, the Plan helps create fairer access to employment, skills, services and opportunities, supporting people across different ages, abilities, backgrounds and socio-economic circumstances, while contributing to	Not applicable	

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
		improved health, inclusion and long-term economic resilience.		
Child Friendly (Children's Rights Impact Assessment (CRIA) considerations): <i>Summarise the CRIA considerations for this proposal, including which groups of children and young people may be affected (e.g., care experienced children/young people, care leavers, children with SEND), how their rights and best interests have been considered, and any engagement undertaken with children/young people and/or their representatives. Set out any mitigations to address identified adverse impacts and how these will be monitored.</i>		The refreshed DMP takes an inclusive, place-based approach that supports both the visitor economy and Torbay's wider social and economic wellbeing. Through focusing on improving infrastructure, inclusive place-making and a focus on quality visitor experiences, the DMP supports Torbay as a place that is welcoming and accessible for children and families.	Not applicable	

10. Cumulative Council Impact:

- 10.1 None identified. Priorities and suggested recommendations described within the DMP should have a positive cross-council impact allowing for a joined-up approach for delivery.

11. Cumulative Community Impact:

- 11.1 None identified that impacts should be positive.

12. Monitoring and Evaluation:

- 12.1 The delivery of the Destination Management Plan (DMP) will be overseen by the Visitor Economy Cluster (VEC), with overall responsibility for monitoring progress sitting with the Chair of the VEC. Regular updates on the implementation of the Plan and its outcomes will also be reported to the Torbay Place Leadership Board, ensuring ongoing strategic oversight and alignment with wider place-based priorities.
- 12.2 A set of overarching key performance indicators (KPIs) has already been identified and included within the refreshed DMP to measure progress against its vision and strategic objectives. In addition, the subgroups responsible for leading the delivery of each priority area will agree more detailed measures and actions relevant to their workstreams. This approach will provide a clear framework for monitoring performance, tracking outcomes and ensuring accountability, while allowing delivery activity to respond to emerging opportunities and challenges over the lifetime of the Plan.

Appendices:

Appendix 1: Torbay Destination Management Plan

Appendix 2: Torbay Destination Management Plan Baseline Report (evidence base)

Background Documents:

- English Riviera Destination Management Plan (2022-30) - [English Riviera Destination Management Plan - Torbay Council](#)
- Torbay Economic Growth Strategy (2022-30) - [Economic Growth Strategy - Torbay Council](#)
- Economic Strategy Evidence Base - [Economic Strategy Evidence Base - Torbay Council](#)

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