

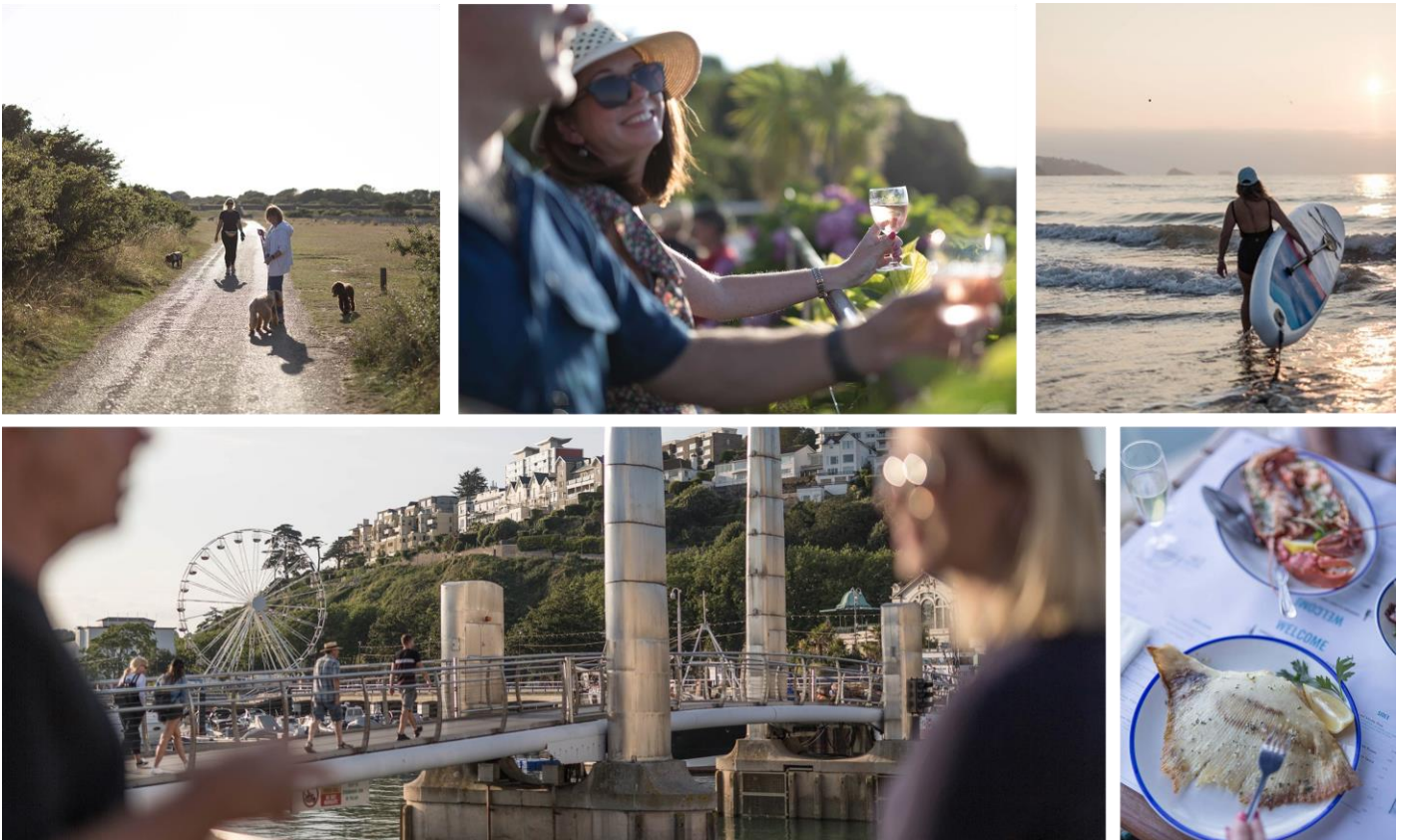


Photo: Collection of images from the Torbay Story

Torbay Destination Management Plan 2026-2036 Draft

Shaping the future of Torbay as a sustainable, vibrant, premier coastal destination.

Experience the beauty, embrace the community, elevate the future.

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1. Introduction

1.1. About the Destination Management Plan (DMP)

The DMP is an invitation to all stakeholders and businesses to work together to strengthen Torbay's visitor economy through collaboration, sustainability, and innovation. It sets out a clear, coordinated approach to achieving this, focusing on sustainable and inclusive growth by improving quality across the visitor economy and supporting businesses and communities to collaborate. Together, this approach can create an inclusive environment that celebrates Torbay's unique heritage and natural beauty, securing its position as the UK's premier coastal destination for generations to come.

The Plan provides a place based framework for Torbay as a destination. It aligns with the Torbay Story and the Council's Corporate and Community Plan, bringing together businesses, partners and stakeholders around a common vision and direction. It recognises the visitor economy as a key sector that supports jobs, businesses, and town centres, while also contributing to wider outcomes such as skills, infrastructure, culture, and community wellbeing.

Tourism plays an important role in shaping how Torbay as a place is experienced by both residents and visitors. The English Riviera will remain the destination brand, providing a strong and consistent identity through which Torbay is promoted.

This Plan sets out long-term priorities to improve quality, support a year-round economy, and attract higher-value visits. It also responds to key challenges, including seasonality, changing visitor expectations, place quality, and workforce pressures.

The DMP is a business-led plan, with delivery shared across businesses and partners. The Council's role is to act as a facilitator, enabler, and convenor, supporting coordinated action rather than leading delivery alone. A structured partnership approach will underpin the Plan, ensuring clear roles, responsibilities, and accountability across stakeholders.

Delivery will be supported through a phased action plan to be co-designed with sector partners, focused on a small number of priority programmes and projects. Progress will be monitored through agreed performance measures, enabling partners to track impact, respond to emerging opportunities and ensure continuous improvement. The DMP will also help to align existing resources and attract further investment into Torbay's visitor economy.

The Plan has been shaped through engagement with stakeholders across the public and private sectors. To make sure the plan is delivered effectively and achieved across the destination, a new

governance structure and framework is needed. Ongoing collaboration will remain central to delivery, supported by regular partnership meetings, targeted workshops, and joint initiatives.

1.2. Vision and Priorities

The DMP aims to support sustainable and inclusive tourism that attracts investment and showcases Torbay as an appealing destination for visitors, residents, and investors.

Vision

To elevate Torbay and the English Riviera into a vibrant, year-round destination that celebrates its unique cultural heritage and stunning natural landscapes, while championing sustainability. We will provide enriching experiences that engage visitors and empower the local industry, fostering a thriving and resilient tourism sector that benefits all.

Priorities

To support the vision's delivery, the DMP sets out seven key priorities:

Priority 1: Driving leadership, governance, and collaboration. Establishing clear roles and responsibilities among all destination stakeholders.

Priority 2: Having a clear narrative – one voice, one vision. Developing a cohesive narrative that brings Torbay's visitor economy together to connect with the aspirations of the Torbay Story, positioning the visitor economy as a key driver.

Priority 3: Making data-powered decisions – unlocking insights for success. Establishing clear Key Performance Indicators (KPIs) to monitor tourism performance and visitor satisfaction. Gathering feedback and providing insights that will help tailor services and marketing strategies effectively.

Priority 4: Elevating visitor experience and innovating products. Focusing on product development and year-round events.

Priority 5: Paving the way for sustainability. Implementing eco-friendly initiatives to protect Torbay's natural assets while promoting sustainable tourism practices among local businesses.

Priority 6: Empowering talent - workforce development and training. Investing in skills development and career pathways to raise aspirations, change perceptions of tourism and hospitality careers. Working with education providers and local businesses to deliver

industry-relevant training that will strengthen workforce skills, improve service quality, support business resilience, and enhance the overall visitor experience.

Priority 7: Destination ready - strengthening infrastructure and accessibility. Prioritising investment in the revitalisation of public spaces, natural assets, and town centres and collaborating with local transport providers to improve connections and strengthen Torbay's welcoming, inclusive and accessible environment.

Overall, this DMP presents a comprehensive strategy to enhance Torbay's tourism landscape, focusing on sustainability, community engagement, and economic growth. By leveraging its unique cultural and natural assets, Torbay aims to strengthen its position as the UK's premier coastal destination that provides enriching experiences for visitors while supporting the local community.

Through coordinated action and partnership working, the Plan will address current challenges and respond to new opportunities within the tourism sector. This approach will support a more resilient, year-round visitor economy that delivers long-term benefits for businesses, residents, and partners.

It also 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.

The success of this Plan depends on active participation across Torbay's visitor economy. Businesses, partners, and the community all have a role to play in shaping and delivering this approach, whether through investment, collaboration, innovation, or advocacy. This Plan provides a shared framework for action, but its impact will be achieved through collective effort and commitment across the destination.

2. Current Position

This section sets out the position of Torbay's visitor economy in 2026, drawing on data, trends, and stakeholder insights to inform this Plan and its priorities.

Torbay's visitor economy is a key part of the local economy and identity. It supports jobs, businesses, and town centres, contributes to culture and community pride, and helps make Torbay an attractive place to live, work, visit and invest. It also plays an important role in delivering the Council's wider ambitions for inclusive economic growth, thriving communities and improved place quality.

However, the sector is operating within a changing national and regional context. Visitor behaviour is evolving, costs are rising, and competition between destinations is increasing. While Torbay has strong assets and remains a popular destination, performance is uneven and key challenges remain. This highlights the need for a more coordinated, partnership-led, and outcome-focused approach.

2.1. National and Regional context

Across the UK, tourism continues to make a significant contribution to the economy, generating around £147 billion in 2024 (5% of the national economy¹) and supporting over 2.4 million jobs. This includes roles in hospitality, attractions, transport, and retail.⁸ Domestic tourism remains the largest part of the market, but demand for overnight stays has declined in real terms in recent years, reflecting cost-of-living pressures and increased competition from international destinations.

Within the South West, tourism generated £11.1 billion in economic output in 2024 and supported around 194,000 jobs (8% of the UK's tourism jobs).⁸ The region has a strong reliance on domestic visitors and seasonal demand, with three quarters of overnight spend coming from UK visitors. This creates both opportunities and challenges for destinations such as Torbay, particularly in terms of extending the visitor season and increasing value.

To support regional tourism, the Devon and Partners Local Visitor Economy Partnership (LVEP) is set to provide strong leadership and influence, amplifying the voice of the visitor economy at national, regional, and local levels. By collaborating closely with its partners, the LVEP aims to drive policy change, unlock funding opportunities, and make a compelling case for the growth and further development of the visitor economy within the county.

¹ VisitBritain/VisitEngland (2026) Economic Value of Tourism in the United Kingdom, Published 20 January 2026

For Torbay, this context reinforces the importance of strengthening the year-round offer, increasing visitor value, and maintaining competitiveness within a changing market.

2.2. The Value of Tourism: Torbay's current position

Torbay has a well-established visitor economy, supported by its coastline, heritage, cultural assets, and the English Riviera brand. It remains a popular destination for both overnight and day visitors and continues to make a significant contribution to the local economy.

The Volume and Value of Tourism to Torbay

- GDP Contribution: Torbay recorded total tourism spend of £428.8 million in 2024, representing 4% of the region's tourism GDP.²
- Employment: Torbay recorded 5,624 FTE tourism jobs, accounting for approximately 12% of total employment.²
- Domestic Tourism - Overnight Trips: Torbay received a total of 754,000 domestic overnight trips (3.1 million nights) in 2024, spending £230.8 million. With an average spend per trip of £384 and £83 per night in 2023, Torbay ranked among Devon's stronger performing districts. The average length of stay of 4.6 nights was also well above the county average and notably higher than more urban destinations such as Exeter and Plymouth.²
- Domestic Tourism - Day Visits: In Torbay, there were 2.7-million-day visits, representing 4% of the total for the region, and spending £137.9 million.
- International Tourism: Torbay attracted 79,000 inbound trips (547,000 nights), with a total spend of £47 million.²

However, Torbay's visitor economy has followed a mixed and uneven post-pandemic recovery. Visitor numbers rebounded in 2021 and 2022 but have since weakened, remaining below 2019 levels in 2024, indicating that overall volumes have not yet stabilised.³

Total visitor spending recovered to pre-pandemic levels in 2024, although in real terms spending in 2024 was actually still around 20% below 2019 levels. Full-time employment has not mirrored

² The Economic Impact of the Torbay Visitor Economy 2024 Produced on behalf of the English Riviera BID Company by The South West Research Company Ltd October 2025

the recovery, improving modestly in 2021–2022 before declining again in 2023 and 2024, highlighting persistent structural and labour market challenges.³

Overall, the post-pandemic period points to a visitor economy that is generating stronger revenues from fewer visitors, but with ongoing difficulties in sustaining jobs and rebuilding workforce capacity.³ This highlights a shift towards fewer visitors generating greater value, alongside a need to strengthen quality and long-term resilience. However, the sector is undergoing structural change, with increased competition, cost pressures and shifting visitor expectations.

2.3. Changing market conditions

Visitor behaviour is evolving with several key trends shaping future demand:

- Visitors increasingly seek **authentic, local, and experience-led offers**, particularly linked to culture, heritage and food
- There is growing demand for **outdoor, coastal and wellbeing experiences**, aligning with Torbay's strengths
- Visitors are more **cost-conscious**, often choosing shorter stays and looking for value
- Expectations around **sustainability** are increasing, with demand for low-impact travel and responsible destinations
- **Digital tools** and platforms are increasingly shaping how visitors plan and experience trips
- There is an opportunity to **extend the season**, with increased interest in off-peak travel

At the same time, the sector faces wider pressures including rising costs and economic uncertainty impacting visitors and businesses, and workforce shortages and skills gaps continue to impact service quality. Destinations area also aware of increasing climate risks and environmental pressures and the need to adapt to the rapid changes in technology and data. These factors reinforce the need for a more resilient, flexible, and quality-focused visitor economy.

2.4. Strategic Alignment

This Plan aligns with a range of local strategies that support economic growth, regeneration, culture, transport, and climate action. The full list of strategies is set out in appendix 3.

³ Spend data from DMP QR ME Tracker – DMP Review using ONS CPIH inflation index

All strategies emphasise the importance of enhancing the visitor economy through targeted investments, innovative product development, and strong partnerships. These strategies collectively aim to transform Torbay into a vibrant, resilient, and attractive coastal destination that benefits both visitors and the local community. A consistent theme across all strategies is the commitment to sustainability, environmental stewardship, and climate resilience to ensure a high-quality visitor experience. Many highlight the need for collaboration among stakeholders to achieve shared goals and improve the competitiveness of Torbay as a visitor destination.

Strategies stress the importance of community involvement, improving infrastructure, and fostering a sense of place to create a welcoming environment for both residents and visitors. Leveraging Torbay's rich heritage and food culture is seen as vital for attracting diverse audiences and enhancing the overall visitor experience.

Collectively, these strategic initiatives form a comprehensive framework that underscores Torbay's commitment to enhancing its visitor economy while prioritising sustainability, community engagement, and economic growth. By leveraging its unique assets and fostering collaboration among stakeholders, Torbay will firmly position itself as the UK's premier coastal destination that attracts visitors year-round, supports local businesses, and enriches the community.

3. Strengths, Challenges and Opportunities

To understand Torbay's position in 2026, engagement has been carried out with businesses and key stakeholders through one-to-one meetings, workshops, and an online survey. The findings have informed an assessment of strengths, challenges, opportunities, and risks, providing a clear picture of Torbay's current position and future potential. The following sections summarise the key findings from this engagement.

3.1. Strengths, Challenges, Opportunities and Risks

3.1.1. Strengths

Torbay is a well-established UK coastal destination, with around 22,000 bedspaces and a visitor economy that plays an important role in supporting jobs, businesses, and the area's identity. Its key strengths include a high-quality natural environment, with coastline, beaches, the English Riviera UNESCO Global Geopark and the South West Coast Path. Together with a strong cultural and heritage offer, these assets make Torbay an attractive destination for leisure and outdoor activities.

The area also benefits from a recognised tourism identity, a growing programme of events and strong cultural associations, including its connection to Agatha Christie. Accessibility supports visitor access, and recent investment in the public realm is beginning to improve perceptions and create positive momentum.

These strengths provide a solid foundation for future growth. There is an opportunity to build on them by linking the visitor economy more closely with wider priorities such as regeneration, skills, health and wellbeing, and town centre improvement, while ensuring environmental assets are protected.

3.1.2. Challenges

Despite these strengths, they do not always result in a consistent, high-quality visitor experience. Tourism in Torbay remains highly seasonal, which creates fluctuations in demand and pressures on local infrastructure.

There are also ongoing concerns about the condition and visitor perception of town centres, including issues with maintenance and the quality of the retail offer. Investment in infrastructure and attractions has not kept pace with expectations in some areas.

The sector faces workforce challenges, including skills gaps and recruitment difficulties, which can affect service quality. In addition, perceptions of antisocial behaviour and wider place quality issues can influence how the destination is viewed by visitors and investors.

There is also a lack of clarity around Torbay's overall positioning, target audiences, and messaging, which highlights the need for a stronger and more consistent place narrative.

3.1.3. Opportunities

There are clear opportunities to strengthen Torbay's visitor economy through a more joined-up and year-round approach. These include developing higher-value experiences, extending the visitor season and increasing overall visitor spend.

Opportunities also exist to continue investing in regeneration and public realm improvements, expand the events programme, and make better use of Torbay's cultural and heritage assets, including the English Riviera UNESCO Global Geopark and Agatha Christie brand. These can help create a more distinctive and marketable offer.

There is potential to grow business tourism, support workforce development, and provide stronger support for local businesses. Improving transport and connectivity, including walking, cycling and public transport, will also support a more sustainable visitor economy.

More broadly, greater collaboration across organisations will be critical to deliver these opportunities effectively.

3.1.4. Risks

The risks that may affect the performance of the visitor economy include continued seasonality, economic uncertainty, and rising costs, all of which may affect business resilience.

Torbay also faces strong competition from other UK coastal destinations. Perceptions of the area may continue to affect visitor and investor confidence if not addressed.

There are longer-term risks linked to workforce sustainability, environmental pressures, and the need to grow tourism in a way that is sustainable and balanced with community needs.

In addition, improving the use of data and performance monitoring will be important to support better decision-making and maintain confidence among partners.

3.2. Visitor and stakeholder feedback

Feedback from businesses and visitors provides consistent messages about Torbay's strengths and areas for improvement.

Visitors consistently praise Torbay's natural environment, coastline, attractions, and hospitality. The range of activities, value for money and welcoming atmosphere are also seen as positive, making Torbay an attractive destination for both first-time and returning visitors.

At the same time, feedback also identifies concerns about the condition and appearance of town centres, cleanliness, the range of shops and visitor facilities, signage, and transport connectivity. Visitors also note the limited availability of activities outside the main season.

Overall, this shows that while Torbay has strong core assets, these are not always matched by consistent quality across the whole visitor experience.

3.3. Core Challenge and Response

Torbay has a strong foundation as a visitor destination, but the main challenge is delivery.

Evidence and stakeholder feedback show that activity is often fragmented, with unclear roles and responsibilities and limited coordination between organisations.

The DMP addresses this by focusing on a more coordinated and practical approach. This includes prioritising a smaller number of high-impact actions, setting clear ownership and accountability, strengthening partnership working, and improving how progress is monitored.

It also emphasises the need for a clear and consistent place narrative, and for the visitor economy to support wider local priorities, including community wellbeing and quality of life.

3.4. Direction and Strategic Response

The evidence points to a clear direction for the future of Torbay's visitor economy. Success will depend on improving the quality and consistency of the visitor experience, supporting a more balanced year-round and higher-value offer, and strengthening the link between the visitor economy and overall place quality.

It will also require a clearer and more consistent destination narrative, alongside action to address workforce and skills challenges. In addition, there is a need to embed sustainability and accessibility across the visitor offer, and to improve the use of data and insight to support decision-making. Delivering this will require stronger coordination, clearer leadership and more effective partnership working across the sector. Without this, the challenges are likely to continue and limit future growth.

This Plan responds by setting out a clear, long-term framework for a more sustainable, resilient, and inclusive visitor economy. It aligns with the ambitions of the Council's Community and Corporate Plan and wider strategies for economic growth, regeneration, culture, transport, and climate.

This evidence highlights the need for a more coordinated, delivery-focused approach to managing the visitor economy. The following section sets out the priorities and delivery model that will guide this approach.

4. Priorities, Actions & Implementations

This section sets out how the priorities in this Plan will be delivered, including the approach, governance, roles, and responsibilities, and how partners will work together to achieve the outcomes set out in the DMP.

For partners and businesses, this Plan provides a clear route to engagement and delivery. It sets out where collaboration is needed, how activity will be coordinated, and how organisations can contribute within their own roles. This includes participating in action groups, aligning activity with agreed priorities, and supporting the shared ambition for Torbay as a destination.

Delivery will be based on a coordinated, partnership-led model, with the Council acting as a facilitator and enabling collaboration across the destination. A structured approach to governance, delivery planning and performance monitoring will support implementation.

A set of example actions and delivery opportunities has been developed through stakeholder engagement and is included in the supporting appendices. These actions provide practical guidance on how each priority can be delivered and will inform the development of detailed delivery plans. They will be refined and progressed through collaborative partnership working and the Visitor Economy Cluster as part of the implementation phase.

4.1. Strategic Priorities

The DMP is structured around seven priorities, which provide the framework for delivery.

Priority 1: Driving leadership, governance, and collaboration

This priority focuses on strengthening how the visitor economy is coordinated and delivered across Torbay. It aims to improve governance, clarify roles and responsibilities, and ensure that activity across partners is aligned and working towards shared outcomes.

Priority 2: Having a clear narrative – one voice, one vision

This priority focuses on developing a clear and consistent identity for Torbay as a destination. It aims to strengthen how the visitor economy is positioned and communicated, ensuring alignment with the Torbay Story and improving overall perception.

Priority 3: Making data-powered decisions – unlocking insights for success

This priority focuses on improving how data and insight are used to support decision-making and performance management. It aims to strengthen understanding of visitor behaviour, market trends, and destination performance.

Priority 4: Elevating visitor experience and innovating products

This priority focuses on enhancing the overall visitor experience and strengthening the quality and distinctiveness of the destination offer. It aims to support innovation and develop a more diverse, experience-led, and year-round product.

Priority 5: Paving the way for sustainability

This priority focuses on ensuring that the visitor economy develops in a way that is environmentally responsible and inclusive. It supports long-term sustainability while protecting Torbay's natural and cultural assets.

Priority 6: Empowering talent: workforce development and training

This priority focuses on strengthening the workforce and supporting businesses to improve quality and resilience. It aims to ensure that Torbay can deliver high-quality visitor experiences and adapt to changing market conditions.

Priority 7: Destination ready: strengthening infrastructure and accessibility

This priority focuses on ensuring that Torbay has the infrastructure, connectivity and accessibility needed to support a high-quality visitor experience. It aims to improve the overall functionality and attractiveness of the destination.

4.2. Delivery Approach

Delivery of the DMP will be coordinated through a strengthened partnership approach centred on the Visitor Economy Cluster (VEC). The VEC will bring together key partners, businesses, and stakeholders to support collaborative working, shared decision-making, and coordinated delivery across the destination.

The VEC will act as the main forum for setting priorities, reviewing progress, and addressing key issues. Supporting priority action groups will focus on specific themes, enabling delivery of the DMP at a practical level and encouraging wider participation from businesses and stakeholders.

Roles and responsibilities will be clearly defined, with partners contributing through agreed actions and areas of influence. Progress will be monitored regularly to ensure accountability and alignment with the Plan's objectives.

The Council will act as an enabler, supporting delivery by aligning activity across services, facilitating partnership working, and helping to secure investment and resources. This approach represents a shift towards a more proactive, coordinated, and accountable model, with shared responsibility across partners.

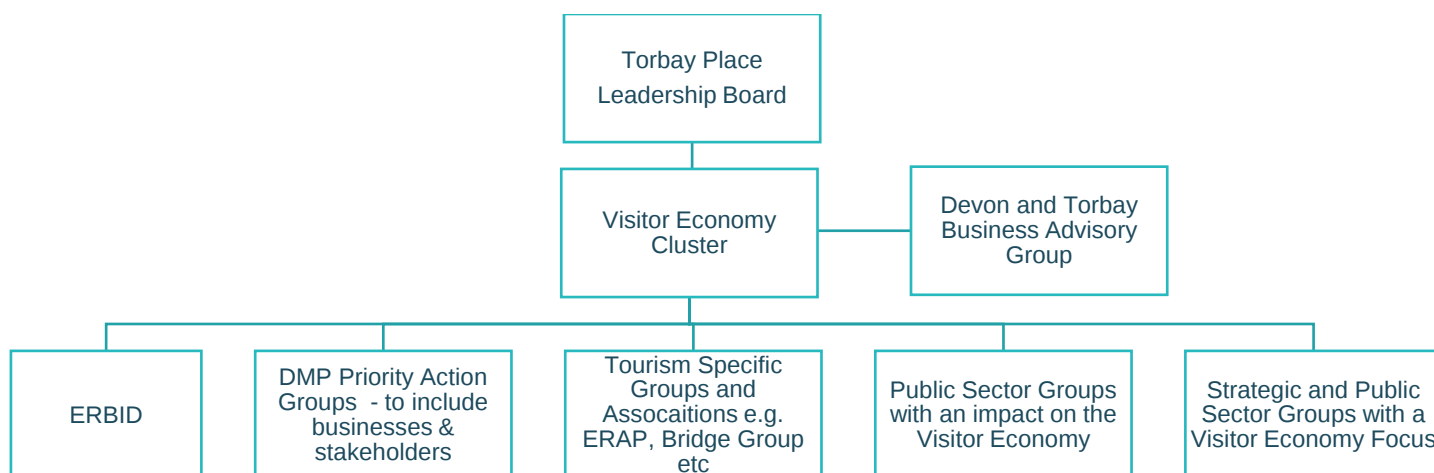


Figure 1: Model to show the delivery approach and partner roles with regards to the VEC.

Delivery of the Plan will be phased over its lifetime, with a focus on short, medium, and long-term actions. Early priorities will focus on strengthening coordination, governance and quick-win improvements, while longer-term delivery will support investment, infrastructure, and transformational change. This phased approach will ensure steady progress while allowing flexibility to respond to changing conditions and opportunities.

4.3. High-Level Actions

At this level, the framework focuses on enabling and guiding delivery rather than setting out detailed or prescriptive actions. Delivery will be supported by aligning Council activity, investment, and strategies with visitor economy priorities, alongside fostering strong collaboration across partners. This includes enabling initiatives that improve destination quality, support sustainability, strengthen the workforce, and encourage year-round activity.

The actions and recommendations set out below and within the appendices provide a practical illustration of how the seven priorities within the DMP can be delivered. They have been informed

by a review of current activity and shaped through engagement with businesses, stakeholders, and partners via workshops, consultations, and one-to-one discussions.

These actions are not intended to be fixed or exhaustive. Instead, they represent examples to guide delivery and will inform the development of more detailed plans for each priority area. These plans will be led by partnership groups and supported by the Visitor Economy Cluster (VEC).

As delivery progresses, there will be ongoing opportunities for businesses and partners to contribute ideas, align existing activity, and identify new areas for collaboration. Delivering the priorities will require sustained partnership working, clear leadership, and appropriate resourcing. The Council will play an enabling role, but delivery will be shared across the wider destination.

Priority 1: Driving leadership, governance, and collaboration

- Bring experienced local business leaders and diverse stakeholders together to form a Visitor Economy Cluster. This new cluster will advocate for change and co-ordinate stakeholder efforts in tourism development; it will also provide guidance and oversight for the DMP.
- Use the DMP as a practical framework to align tourism initiatives with regeneration and planning efforts, ensuring clarity on all organisation's contributions.
- Identify dedicated staffing and resources within Torbay Council to support implementation of the DMP and facilitate collaboration among partners.
- Create clear tools and guidance to help businesses engage with the DMP and delivery including actionable steps linked to each priority.
- Partner with key stakeholders, including the Devon and Cornwall Police and local housing providers, to align on community safety and homelessness initiatives.
- Actively engage local businesses in the DMP through joint events and collaborative marketing initiatives. Improve communication among stakeholders regarding ongoing delivery, projects, available support, and collaborative marketing efforts.
- Inspire a culture of innovation among Torbay businesses and tourism operators to adopt new approaches and enhance the visitor experience.
- Investigate the feasibility of a distinct Retail BID to secure funding for enhancing the local offer and services.

Priority 2: Clear narrative – one voice, one vision

- Better connect the visitor economy and its importance within the Torbay Story to reflect its importance as a key driver.
- Use Torbay's USPs and identity as a destination filled with history, creativity, culture, and community spirit and underpinned this with a narrative around quality authentic experiences, community values, and aspirations.
- Create a proactive communications strategy aimed at countering negative and promoting positive stories about Torbay (whilst acknowledging and addressing negative feedback).
- Use successful initiatives that highlight community strengths and success stories from local businesses and community initiatives to build a positive narrative around Torbay.
- Target outreach programmes to connect with younger demographics to gather insights about their perceptions of Torbay.

Priority 3: Data-powered decisions – unlocking insights for success

- Leverage available datasets to gather insights on visitor demographics and interests to guide targeted marketing and product development.
- Create protocols for data sharing among stakeholders to ensure transparency and effectiveness.
- Design consultation approaches that are sensitive to the current pressures faced by local businesses, such as virtual meetings, surveys, or small focus groups that respect their time constraints. Streamline the process of conducting surveys to prevent businesses being overwhelmed and to ensure higher response rates.
- Define and agree key performance indicators (KPIs) to measure the success of tourism initiatives and marketing efforts.
- Use data analytics to create detailed visitor profiles that identify key demographics, interests, and spending patterns, enabling more targeted marketing efforts, and gather insights from visitors and stakeholders about their experiences and suggestions for improvement
- Perform comprehensive assessments of major events to determine their economic impact on the local economy. This should include visitor numbers, spending patterns, and feedback from local businesses.

Priority 4: Elevating visitor experience and innovating products

- Encourage a mindset shift among stakeholders from traditional tourism models to innovative, value-driven approaches that prioritise quality experiences over quantity.
- Encourage businesses to innovate and adapt their tourism offer to meet changing market demands and visitor preferences. Organise networking events or 'product innovation labs' for local businesses to connect and collaborate on tourism initiatives and ideas.
- Create unique, themed experiences centred around Torbay's cultural, active, outdoor, and natural attractions: the English Riviera UNESCO Global Geopark, and Agatha Christie as the flagship brand, (like Shakespeare's position in Stratford-upon-Avon's marketing and branding).
- Diversify the visitor base, particularly developing strategies, and products to attract a younger audience and maximise the Visiting Friends and Relatives (VFR) market.
- Develop a strategy for co-ordinating events across Torbay to ensure a vibrant atmosphere and avoid scheduling conflicts; and increase the variety and frequency of events throughout the year.
- Create tangible visitor products and experiences which businesses can easily get on board with including local food/drink offers, events and digital tools.
- Develop a comprehensive strategy and sustainable model to grow business tourism that includes clear goals, responsibilities, and expected outcomes.
- Create experiences that are inclusive, accessible and appealing to children, young people and families, alongside ensuring that the visitor offer reflects the needs of a diverse range of users throughout the year.

Priority 5: Paving the way for sustainability

- Encourage local businesses to adopt sustainable tourism practices and community engagement initiatives such as improving resource efficiency, local sourcing and encouraging visitors to use public transport, walk or cycle.
- Ensure that attractions and public areas are fully accessible to all visitors.
- Ensure the DMP governance includes measures to oversee the integration of environmental protection measures into tourism development and develop sustainable travel initiatives.

- Promote local produce, cuisine and craft, strengthening local supply chains and collaborative links between the visitor economy and local producers and suppliers.

Priority 6: Empowering talent: workforce development and training

- Actively work to change the perception of careers in tourism and hospitality as low-skilled or seasonal jobs and to inspire the next generation into choosing the sector as an informed career choice.
- Use current and future skills funding to develop courses and training for the sector, building upon previous courses and experience (such as the use of modular training); and include Work Experience, Apprenticeships, Adult Skills Fund or Skills Bootcamps.
- Encourage businesses to attend events such as career days at schools to showcase opportunities in the visitor economy.
- Encourage greater involvement from Torbay businesses in tourism initiatives and workforce development. Establish mentorship programmes that connect experienced professionals with young people entering the tourism workforce. Involve young people in the planning and implementation of workforce development initiatives.
- Focus on quality assurance measures and implement training programmes to improve service levels and product knowledge and develop initiatives to support local tourism and hospitality businesses with enhancing their offer and visibility.
- Develop business support that provide resources, training, or financial assistance to help local businesses adapt to changing market conditions and enhance their offer.

Priority 7: Destination ready: strengthening infrastructure and accessibility

- Establish ongoing assessments of the DMP and approach to support the visitor economy in adapting to changing demands.
- Invest in infrastructure upgrades, such as updated and improved signage, to enhance visitor experiences and community satisfaction and safety, and focus on enhancing the visual appeal, functionality and accessibility of entry points to Torbay.
- Ensure that additional public and private funding opportunities to sustain regeneration efforts beyond initial public funding phases remain high on the agenda. Particularly programmes for medium-sized and larger investors to develop mixed-use properties and hotels.

- Collaborate with local transport providers to strengthen services, including evening services and better connections to attractions, will enhance accessibility for visitors.
- Ensure that public spaces, transport and infrastructure are safe, inclusive and accessible for children and young people, supporting a destination that works well for residents as well as visitors.
- Continue to invest in the improvement and maintenance of public spaces, including natural assets and town centres to enhance the overall visitor experience ensuring these spaces are inclusive and accessible for all. Address the condition and infrastructure of existing bedspaces and visitor facilities.
- Position planning, heritage, and regeneration as enablers of sustainable growth, supporting delivery, and ensuring development that reinforces Torbay's identity, while protecting its distinctive townscapes, seafront character, and historic and natural assets.
- Promote sustainable transport options by encouraging walking, cycling and public transport as primary ways to explore Torbay, supported by a joined-up, user-friendly, and accessible network that includes safe cycling routes, e-bike hubs, improved connectivity across the Bay, and enhanced direct links to key attractions and destinations.
- Integrate tourism with town centre development plans with homelessness initiatives where it impacts on the visitor economy. This could include visible policing and community safety, proactive place-making to improve public spaces. However, it is understood that social services and community organisations are working to address the root causes of homelessness and substance abuse.

4.4. Outcomes and Measures

The DMP is expected to deliver a number of long-term outcomes aligned with Torbay's Community and Corporate Plan. These include a stronger and more resilient visitor economy, improved quality of place and visitor experience, increased year-round activity, higher-value visitor spend, and stronger connections with wider priorities such as regeneration, transport, culture, and skills. It also includes understanding and improving the experiences of children and young people within Torbay's visitor economy and the wider place, as part of a broader focus on inclusion, accessibility and community wellbeing.

Progress will be measured through a defined set of indicators covering key areas such as visitor numbers and value, visitor satisfaction, destination quality, sustainability, workforce development,

and business engagement. These indicators will support regular monitoring, reporting and continuous improvement.

Performance will be reviewed through the delivery framework, with updates provided through partnership structures including the Visitor Economy Cluster and wider governance groups. An annual report will summarise progress, achievements, and areas for improvement.

Full details of indicators, targets and reporting arrangements are set out in the supporting appendices.

4.4.1. Strategic Goals

Delivering the objectives of the DMP will require coordinated action across a range of organisations, businesses, and stakeholders. The following strategic goals set out the key areas of focus to support delivery:

- **Foster collaboration among stakeholders** by creating a more coordinated and joined-up approach to tourism planning and delivery.
- **Increase local business participation** in visitor economy initiatives and partnerships over the lifetime of the Plan.
- **Strengthen community involvement** to support greater local engagement, understanding and shared benefits.
- **Grow business tourism activity**, particularly during shoulder and off-peak periods.
- **Promote environmental awareness** by encouraging responsible visitor behaviour and sustainable practices.

4.4.2. Strategic Growth Indicators

The following indicators will be used to monitor progress over the lifetime of the Plan:

1. Visitor Growth Indicators

- Increase in total value of staying visitors (annual and monthly figures reported in real terms)
- Length of Stay – in days (working against the current baseline)⁴

⁴ The average length of stay provides a useful indication of the types of visitors coming to Torbay; e.g., shorter stays suggest more short breaks, longer stays reflect traditional holiday markets, helping to guide product development.

2. Visitor Satisfaction Survey Indicators

- Improve the *Overall Impression* score to 4.5 over the Plan period.
- Improve visitor perception of *the cleanliness of the streets* to 4.25 over the Plan period ⁵
- Net Promoter Score (NPS): to evaluate how likely visitors are to recommend Torbay to others. *Move baseline to 70 over the period of the Plan (Staying Visitors)*

3. Sustainability Indicators

- Consider sign up to the GDS Index or find an alternative, to track progress against a range of measures and against peer group. (Tracks the broader progression against a range of sustainability measures that will be relevant for Torbay and enables benchmarking against similar destinations)

4. Business Community Engagement Indicators

- Local business participation: Measure the percentage of local businesses engaged in tourism initiatives and partnerships, aiming for increased participation over time⁶.
- Recognising the economic value of events to Torbay, aim to identify, scope, and assess a range of potential events that can be agreed by the VEC and taken forward from Year 2 of the Plan

5. Infrastructure and Accessibility Indicators

- The VEC to publish an annual review of the progress that Torbay is making to deliver improvement to the destination and drive growth in its visitor economy.
- Increase the satisfaction of quality of public transport services to reach 4.5

6. Cultural and Heritage Engagement Indicators

- From year 2, ensure that all major events ⁷are tracked in terms of participation and economic impact. Encourage the strategically important visitor attractions to track visitor numbers, act collectively to drive up service quality and add further value to the overall offer.

⁵ These are perception driven based on visitor feedback from the Annual Visitor Survey.

⁶ To be agreed by the VEC and priority groups.

⁷ List to be agreed by the VEC.

7. Economic Impact Indicators

- Calculate the current value of Business Tourism to Torbay and aim to grow it above the Devon trend growth rate during the Plan period.

8. Strategic Alignment Indicators

- Measure the number of stakeholders involved in DMP initiatives and aim for a year-on-year increase in participation over the Plan period.

9. Training and Workforce Development Indicators

- Track the number of tourism and hospitality related training and development programmes available for the regional workforce aiming for an increase over the Plan period.

Appendix 1: Evidence Base and Context

This appendix and accompanying Torbay Destination Management Plan Review Evidence Base, provides the supporting evidence base for the DMP. It brings together local visitor economy data, place-based insight, stakeholder engagement, and wider national and regional trends that inform the priorities and approach set out in the main document.

It is intended to support the framework and should be read alongside the main document, rather than as part of the core policy text.

National value of Tourism

Across the UK, tourism continues to make a significant contribution to economic activity and employment with a GDP contribution in 2024 of £147 billion (5% of the national economy⁸). The tourism industry supported over 2.4 million jobs in the UK in 2024, making it one of the largest employment sectors.⁸

In 2024, 4.6 million visitors came to the UK from abroad, spending £32.5 billion in local economies.⁸ In comparison, there were 1.2 billion domestic visits, comprised of 108 million overnight stays and 1-billion-day trips, spending £89 billion in the UK economy.⁸ Domestic Tourism (domestic overnight stays and day trips) is responsible for over half of total tourism spending in the UK. However, domestic overnight spend has been falling in recent years.

Since 2022, domestic overnight spending has fallen 9% in real terms (after inflation) to reach £33 billion in 2024. This decline reflects a weakening in demand for overnight travel within the UK, potentially driven by cost-of-living pressures, and increased competition from international destinations. Despite this drop, overnight stays still represent 20% of total tourism expenditure in the UK.⁸

Value of Tourism for the South West

Tourism GDP for the South West region totalled £11.1bn in 2024. The number of jobs supported by tourism in the South West was 194,000, 8% of the UK's tourism jobs.⁸

The South West received 2.4 million international visits in 2024 (5.5% of UK share), generating £1.5 billion in spend.⁹ In terms of domestic tourism, the South West recorded 15.4 million

⁸ VisitBritain/VisitEngland (2026) Economic Value of Tourism in the United Kingdom, Published 20 January 2026

⁹ Office for National Statistics (2024) International Passenger Survey

overnight trips (13% of the UK share), spending £4.5 million. Three quarters of all overnight tourism spend in the South West came from domestic visitors in 2024, compared to one quarter for London. Over 90-million-day visits were recorded in the South West, representing 10% UK share of day visits and 9% of spend.¹⁰

Key Visitor Economy Facts for Devon (2024)

- £2.6 billion annual visitor spend
- Supporting over 47,138 jobs (35,661 FTEs), 8% of total employment
- 21.3 million staying visitor nights (international and domestic)
- 22.5-million-day visits annually, generating £1.1 billion in spend.¹¹

The Devon and Partners Local Visitor Economy Partnership (LVEP) is set to provide strong leadership and influence, amplifying the voice of the visitor economy at national, regional, and local levels. By collaborating closely with its partners, the LVEP aims to drive policy change, unlock funding opportunities, and make a compelling case for the growth and further development of the visitor economy within the county.

¹⁰ VisitBritain/VisitEngland (2024) Great Britain Tourism Survey (GB Day Visitor Annual Report 2024)

¹¹ The Economic Impact of the Torbay Visitor Economy 2024. Produced on behalf of the English Riviera BID Company by The South West Research Company Ltd, October 2025

Appendix 2: Trends in the Evolving Landscape of Tourism

The tourism landscape in England is undergoing significant change, underscoring the importance of adaptability and sustainability in responding to the evolving preferences of visitors. Visitors are increasingly seeking authentic local experiences, outdoor and wellness activities, and value-driven holidays, while also showing greater awareness of environmental impact. Coastal destinations like Torbay are well-positioned to capitalise on these trends by offering unique, experience-rich stays that cater to both domestic and international visitors.¹²

- **Authentic and Local Experiences:** Visitors increasingly want to experience ‘places like a local,’ seeking connection with local culture, people and everyday life, not just iconic sites; a trend that can help destinations like Torbay showcase local food, fishing heritage, coastal walks, and small-town life. Younger visitors especially prioritise travel and unique experiences over material spending, which supports investment in curated experiences, local culture, and adventure activities.
- **Health and Well-being Tourism:** Day visits that incorporate wellness experiences have shown a continuous upward trend from 2022 to 2024. In fact, these visits reported the highest average spend per person, reaching £124 in 2024 compared to £52 for a typical day visit. This correlation illustrates the growing interest in experiences that promote physical and mental well-being, further influencing travel choices. The short-stay rental market is also closely tied to this trend, offering accommodation that cater to those seeking relaxation and rejuvenation during their travels.
- **Active and Outdoor Travel:** Following a boost (Covid-19 legacy), walking, cycling, and nature-based holidays remain popular. Interest in camping, caravanning and especially glamping remains high as a budget-friendly and ‘close-to-nature’ holiday style.
- **Cost-Conscious Travel:** Many UK visitors are planning to spend less on holidays and look for value offerings (e.g., package deals, combined accommodation, and activities) due to inflation and continued cost-of-living pressures, an issue which is increasing rather than diminishing.

¹² Sources for Trends section: VisitBritain; Mintel

- **Sustainability:** Eco-conscious planning (e.g. choosing lower impact activities and transport) and scepticism about green washing means destinations with genuine sustainable practices (e.g., electric charging, conservation) will resonate with a growing segment of visitors.
- **Artificial Intelligence:** AI and digital tools for travel planning is increasingly popular, particularly among younger visitors aged 25-34 who are highly engaged with AI-based recommendations. There is a growing demand for customised itineraries and flexible booking options, allowing visitors to tailor their experiences to their preferences.
- **Seasonal Travel Shifts:** There's emphasis on promoting travel outside peak summer months when crowds are thinner and prices softer, useful for coastal destinations with shoulder-season appeal.
- **Domestic Demand and Staycations:** UK residents continue to take domestic holidays, partly due to cost pressures, convenience, and global impacts. Coastal and countryside areas benefit strongly from this trend.
- **Inbound Market Growth:** International visits and spending in the UK are forecast to grow. Growth among key markets (especially the US and parts of Europe) suggests opportunity for coastal destinations appealing to long-haul and regional visitors.

The National Challenge

Recent global economic and political uncertainty continues to affect visitor confidence and spending. Changes to international travel regulations, visa requirements and trade agreements, alongside ongoing currency fluctuations, risk increasing costs for overseas visitors. At the same time, rising inflation and the cost-of-living crisis have reduced domestic disposable income, contributing to shorter stays, increased price sensitivity and fluctuating visitor spend across the year.

National policy changes are placing additional pressure on tourism businesses. Increases to employer National Insurance Contributions and the National Minimum Wage from April 2025 have had a disproportionate impact on sectors such as hotels, restaurants, and bars, which rely heavily on entry-level and seasonal staff. Common mitigation measures include reducing investment, limiting staffing levels or increasing prices to customers, all of which can affect service quality and business viability.

Pressures linked to seasonality, particularly during school holidays and major events mean effective visitor flow management, promotion of off-peak travel and dispersal to lesser-visited areas are increasingly important to protect the visitor experience and resident wellbeing.

Environmental sustainability remains a critical consideration. Climate change is already affecting seasonality, with warmer temperatures potentially extending the traditional summer season, while also increasing the risk of extreme weather events that disrupt outdoor activities and coastal environments. Continued collaboration between stakeholders is therefore essential to minimise impacts on natural assets, marine environment, and local communities, while supporting a transition to more sustainable tourism practices.

Finally, as technology evolves, the tourism sector must continue to embrace digital transformation. Improving online booking and information systems, using data analytics to better understand visitor behaviour, and expanding contactless and digital services will help businesses remain competitive, enhance the visitor experience and support more targeted, sustainable destination management.

Appendix 3: Strategic Alignment

This framework supports the Council's wider place-shaping role by aligning the visitor economy with broader priorities for economic growth, regeneration, culture, transport, climate response, and community wellbeing. It recognises the visitor economy not as a standalone sector, but as a key driver of place, supporting investment, skills, town centres, and quality of life.

Across national, regional, and local strategies, there is a consistent emphasis on the importance of a strong and coordinated visitor economy. These strategies highlight the need for sustainable and inclusive growth, improved infrastructure, high-quality visitor experiences, and stronger collaboration between partners. There is also a clear focus on maximising the value of heritage, culture, and natural assets, alongside developing a coherent place narrative that strengthens Torbay's identity and appeal.

The DMP aligns with a range of key strategies and policy frameworks that together provide a joined-up approach to place and destination management:

- **Community and Corporate Plan (2023–2043):** Supports place quality, inclusive growth, stronger communities, and long-term resilience.
- **Economic Growth Strategy (2022–2030):** Positions the visitor economy as a key driver of prosperity, investment, skills, and business growth.
- **Torbay Story:** Provides a unified place narrative and identity to support marketing, engagement, and investment.
- **English Riviera Destination Management Plan (2022–2030):** Establishes foundations for higher-value, year-round tourism and informs the refreshed approach.
- **ERBID Business Plan (2022–2027):** Supports destination marketing, product development and partnership working across the visitor economy.
- **Torbay Inclusion Strategy (2025–30):** Embeds equality, diversity, and inclusion across Council activity, supporting accessible places, services, and opportunities for all residents and visitors.

The DMP also aligns with a range of thematic strategies which strengthen the visitor offer and support wider place outcomes:

- **Culture, heritage, and events strategies:** Enhance the cultural offer, heritage assets and year-round events, supporting visitor experience and local identity.
- **Torbay Food Strategy (2025–2030):** Strengthens the local food offer as a key part of the visitor experience and local economy.
- **Geopark Management Plan (2023–2033):** Protects and promotes Torbay’s natural assets and global status as a UNESCO Global Geopark.
- **Outdoor Events Strategy (2021–2027):** Supports the development of a high-quality events programme to extend the visitor season.

In addition, the framework aligns with key spatial and environmental policies:

- **Local Plan:** Provides the statutory framework for land use, supporting tourism development, regeneration, and investment, including Core Tourism Investment Areas.
- **Climate and environmental strategies:** Support sustainable tourism, carbon reduction, and the protection of natural assets, including through initiatives such as *A Greener Way for Our Bay*.
- **Transport and accessibility priorities:** Support improved connectivity, active travel, and access to enhance both visitor and resident experience.

Collectively, these strategies emphasise the need for strong partnership working and shared ownership, investment in infrastructure, public realm, and destination quality with a focus on sustainability, resilience, and climate responsibility. They highlight the need for improved data, insight and performance monitoring with a clear and consistent place narrative that unites the destination and the sector.

Overall, this alignment ensures that the Destination Management Plan is fully integrated with wider Council priorities and partner activity. It provides a coordinated framework to maximise the contribution of the visitor economy to Torbay’s long-term economic, social, and environmental ambitions, supporting its position as a high-quality, year-round coastal destination.

Appendix 4: Delivery, Governance and Monitoring Framework

The Destination Management Plan (DMP) is supported by a delivery and governance approach that translates the strategic framework into coordinated action. Delivery will be underpinned by a live action plan, clear partnership arrangements, and a structured approach to monitoring and reporting progress.

The detailed delivery plan will sit beneath the framework and will be maintained as a live document. It will translate the DMP's priorities into specific actions, identifying lead organisations, timescales, and review arrangements. The Plan is based on seven core priorities, which together aim to transform Torbay's visitor economy into a high-quality, year-round, and sustainable offer.

These priorities focus on strengthening leadership and collaboration, developing a clear and consistent place narrative, improving the use of data and insight, enhancing visitor experience and product development, embedding sustainability, supporting workforce development, and improving infrastructure and accessibility. Example actions have been developed through stakeholder engagement and will be refined through partnership working as part of the delivery process.

Delivery of the DMP will be based on a shared ownership model. While Torbay Council will provide strategic leadership and act as a facilitator and enabler, delivery will be led collectively by businesses, partners and stakeholders working within their own roles and areas of influence. This approach reflects the need for a more coordinated and collaborative model, ensuring that responsibilities are clear and that activity across the destination is aligned.

A key part of this approach is the establishment of the **Visitor Economy Cluster (VEC)**, a business-led partnership bringing together representative stakeholders across the visitor economy. The VEC will oversee the delivery of the DMP, coordinate activity, share insight and provide a unified voice for the sector. The Chair of the VEC will represent the visitor economy within wider governance structures, including the Place Leadership Board and the Devon and Torbay Business Advisory Group, ensuring alignment with broader economic and place-based priorities.

To support delivery, a series of **priority action groups** will be established, each focused on one of the DMP's key priorities. These groups will bring together businesses, stakeholders and delivery partners to co-design and implement actions. This approach will encourage collective ownership, improve coordination, and ensure that delivery is responsive to changing needs and opportunities.

The DMP will begin its delivery phase with an action planning session, bringing together key stakeholders and businesses to agree priorities, actions, and responsibilities. From this, a structured programme of delivery will be developed, supported by regular communication, engagement and partnership working across the destination.

Performance monitoring will be an integral part of the framework. Progress will be measured through a set of proportionate indicators linked to the DMP's objectives, including visitor activity and value, destination quality, business engagement, sustainability, and workforce development. These measures will be reviewed through the delivery plan and updated as required to reflect changing priorities.

Regular monitoring and reporting will support oversight and accountability. Action groups will meet periodically to review progress, address challenges, and update delivery activity. An annual report will be produced summarising achievements, challenges, and outcomes across each priority area. This will be reported through governance structures, including the Place Leadership Board, to ensure transparency, alignment and continued strategic oversight.

Overall, this delivery, governance and monitoring framework provides a structured and collaborative approach to implementing the DMP. It ensures that the strategic ambitions of the Plan are supported by clear actions, strong partnerships, and effective performance management, enabling Torbay to deliver a more coordinated, resilient, and high-quality visitor economy.

Appendix 5: Engagement and Consultation Summary

Engagement with businesses, stakeholders and partners was carried out to inform the development of this framework. This included one-to-one discussions, workshops, and an online survey, alongside feedback gathered from businesses on visitor experiences.

This engagement provided valuable insight into how the visitor economy is experienced in practice and identified key themes relating to perception, delivery, and future priorities.

Overall, feedback reinforced the importance of the visitor economy to Torbay, particularly in supporting local businesses, jobs, and the wider identity of the area. Businesses and stakeholders highlighted strong levels of pride in Torbay's natural environment, cultural assets, and tourism offer. However, engagement also identified a clear gap between these strengths and how they are consistently experienced or perceived.

Visitor feedback gathered through businesses and surveys highlighted a number of recurring themes. Positive feedback consistently focused on Torbay's coastline, scenery, attractions, and welcoming hospitality, with many visitors valuing the range of activities, affordability, and overall environment.

However, feedback also identified challenges in relation to the quality and consistency of the visitor experience. Key issues raised included:

- The condition and appearance of town centres and public spaces
- Perceptions of cleanliness and maintenance
- Concerns around antisocial behaviour and safety
- Limitations in retail, dining and wider visitor offer
- A need for improved signage, information, and transport
- A lack of year-round and family-friendly activities

From a business and stakeholder perspective, engagement highlighted a number of structural and delivery challenges. These included:

- A perception of fragmented governance and unclear leadership

- Limited coordination across organisations and initiatives
- Duplication of activity across multiple groups and plans
- A lack of clarity on roles, responsibilities, and ownership
- Challenges in accessing support, funding, and resources

Stakeholders consistently identified that the main barrier to progress was not a lack of ideas or opportunity, but the need for a more coordinated and effective approach to delivery.

The engagement process also identified a strong appetite for change. Businesses and partners supported a more collaborative, business-led model, with clearer leadership, improved communication, and a stronger shared vision for the destination. There was particular support for:

- A more coordinated approach to events and marketing
- Greater investment in place quality and visitor experience
- Strengthened use of data and insight
- Improved support for skills and workforce development
- A clearer and more consistent destination narrative

These findings have directly informed the approach set out in the DMP, including the focus on partnership working, clearer governance structures, and a more proactive, delivery-led model.

Appendix 6: Glossary and Definitions

For the purpose of this framework, the following terms are used in a broad and practical way.

- **Visitor economy:** The wider economic and social impacts linked to visitors, including tourism, hospitality, culture, and leisure.
- **Destination quality:** The overall quality of the place and visitor experience, including public spaces, services, accessibility, and perception of the area.
- **Year-round economy:** Activity that supports visitor demand across the whole year, reducing reliance on peak seasons.
- **Sustainable and inclusive growth:** Growth that protects assets, benefits communities and minimises negative environmental and social impacts.
- **Destination Management Plan (DMP):** A strategic framework setting out the vision, priorities, and delivery approach for Torbay as a destination and place.
- **Place-based approach:** A joined-up approach that considers economic, social, environmental, and cultural factors together.
- **Visitor Economy Cluster (VEC):** A business-led partnership coordinating delivery and collaboration across the visitor economy.
- **Visitor experience:** The overall quality of a visitor's journey, including attractions, services, infrastructure, and customer service.
- **Public realm:** Publicly accessible spaces such as streets, seafronts and town centres that shape the visitor experience.
- **Key Performance Indicators (KPIs):** Measures used to track progress, including visitor satisfaction, value, and engagement.