



A Framework for Understanding Effective Destination Management & A Checklist for Action

TMI SUSTAINABILITY WORKING GROUP

About the TMI Sustainability Working Group

The role of the Tourism Management Institute Sustainability Working Group (TMI SWG) is to support the Tourism Management Institute (TMI) to research and develop sustainability policies, resources, activities and communications related to the TMI organisation and the interests of its members. This document represents one of the formal outputs of the group. A framework for UK-based destination managers to develop a holistic overview of destination management process within the UK and a checklist for sustainable action in the future.

Acknowledgement

In preparing this framework document we have been very conscious of the contributions that many people and organisations have made over the years to the development of a comprehensive approach towards sustainable destination management. Of particular note is the 'work' of Josep Hereu Capella of Torroella de Montgri/L'Estartit in Catalonia.

Josep, who sadly died following surgery in June 2025, was a consummate tourism professional and a pioneer of sustainable destination management. Leading by example his work is a testament to the validity of sustainable, regenerative destination management and development as a realistic, dynamic and inclusive approach towards securing a positive future for tourism areas.

Peter had the privilege of working with Josep on two European projects and was grateful for his support during the development of the European Tourism Indicator System. Josep was instrumental in securing L'Estartit a regular place in the Green Destinations Top 100 and, as a keen advocate of sustainable development, became an assessor for Green Destinations awards. His humility, insight, creativeness and dedication are greatly missed.

Contents

Introduction	4
Section 1: The TMI Destination Management Framework	5
Destination Management: An Overview	6
Background to the Framework.....	7
Section 2: Destination Management: Self-assessment.....	8
DMO Self-Assessment Tool	8
Section 3: Exploring the Destination Management Framework	11
Strand A: Organisation & Planning	11
□ Create and agree a vision in association with all stakeholders.....	11
□ Provide leadership.....	11
□ Establish an effective destination management organisation	11
□ Agree targets	12
□ Establish monitoring and evaluation processes	12
□ Produce a strategy and action plan.....	12
□ Manage budgets.....	13
□ Regularly review, amend and adjust plans as needed	13
Strand B: Knowledge & Understanding	14
□ Assess what you have	14
□ Assess what can be developed sustainably to cater effectively for the identified market demand	15
□ Assess distinctive elements, authenticity and inclusiveness	16
□ Identify and evaluate marketing activity and its effectiveness	16
□ Assess your resources	16
□ Identify relevant businesses/organisations and processes.....	16
□ Assess staff resources and capacities of the organisation	16
□ Know who your customers are.....	16
□ Measure and evaluate business performance	17
□ Monitor, review and redevelop	17
Strand C: Monitor & Review	18
□ Establish a clear monitoring process	18
□ Review information regularly.....	18
□ Engage with destination benchmarking and consider subscribing to independent appraisal processes	18
□ Modify plans and actions accordingly	19
□ Monitor tourism business performance	19

□ Continuously evaluate visitor impact and capacity	19
Section 4: Sustainability Resources for Destination Managers.....	20
Sustainability Live Links	20
Project Contributors	22
Peter Lane.....	22
Dr Natalie Semley.....	22
Appendices	23
Appendix 1: EFQM Leadership Model	23
Appendix 2: Agenda 21	23
Appendix 3: TRAP Guidelines	24
Appendix 4: IQM.....	25
Appendix 5: Tourism Value Chain	26
Appendix 6: VICE Model	27
Appendix 7: Agenda for Sustainable Development	27
Appendix 8: ETIS for Sustainable Management at the Destination Level.....	28
Appendix 9: Green Tourism	28
Appendix 10: GSTC Standards.....	29
Appendix 11: GDS-Index	30
Appendix 12: Regenerative Destination Management	30

Introduction

The Tourism Management Institute (TMI) destination management framework is offered as a simple overview and interface for destination managers to help them navigate the key topics surrounding destination management in the years ahead.

The framework is designed to encompass conversations around responsible, sustainable, and regenerative destination management. Whilst not inferred through labels, the content offers an analysis and synthesis of key developments in destination management since the early 1990s (see [appendices](#)) whilst encompassing the 2025 VisitEngland Regenerative Destination Management guidelines and internationally recognised standards for embedding sustainability into the management of destinations (GSTC).

The framework is offered to TMI members to provide:

- A guide for all destination managers regardless of their status (i.e., DMO/LVEP/BID etc.) to help them understand and apply the principles of sustainability.
- A place for destination managers to start their management journey, acknowledge their progress and inspire future directions and actions.

It adopts generic language to ensure that it can be tailored to the user's philological stance (i.e., responsible, regenerative, sustainable). The differences between these terms have been acknowledged, but for the purposes of this framework it is recognised that ultimately all such approaches should be rooted in sustainability. The aim here is to therefore ensure that destinations across the UK are managed effectively for the benefit of all stakeholders, long-term.

It also provides live links to the online [TMI Sustainability Resources](#) allowing members to explore a broad range of practical support information and guidance to help them approach the management process in a comprehensive manner with a view towards securing an appropriate, sustainable and continuously viable future.

The document is presented in four sections:

1. [The TMI Destination Management Framework](#)
2. [A self-assessment checklist](#)
3. [Component details](#)
4. [TMI Resources](#)

Embedded within these sections is the importance of engaging with community members, and broader stakeholder groups. These groups can help shape the vision and future direction of the destination they live within, and welcome visitors through their support for and advocacy over delivering a well-balanced tourism industry. This is covered in-depth within [Section 3](#).

The process is simple – start where you are at by [auditing](#) your organisation and celebrating what you have already achieved. Then, with the use of the [destination management framework](#), move forward – in a direction that suits your strategic aspirations and utilises your existing resources. Each step will demonstrate your commitment towards achieving a well-balanced tourism industry and will enable you and your organisation to demonstrate strong leadership whilst setting and implementing a clear vision and a realistic strategy. It will enable you to engage your community, work in meaningful partnerships, and ensure your projects are delivered successfully, when supported by a continuous process of review, monitoring and revision.

Section 1: The TMI Destination Management Framework

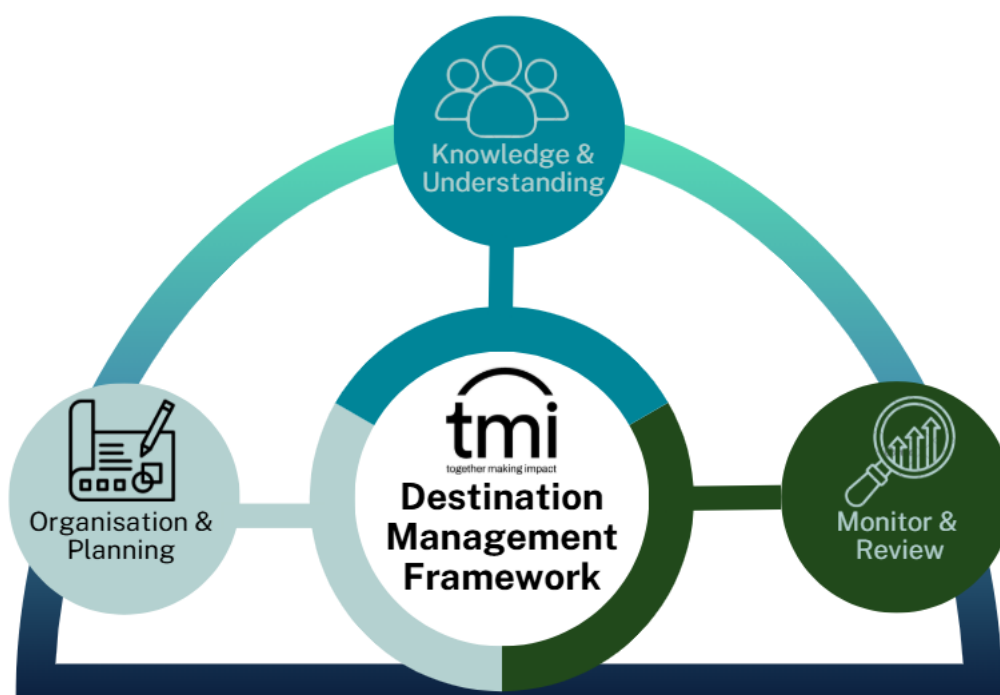


Diagram 1: The TMI Destination Management Framework

Strand A: Organisation & Planning	Strand B: Knowledge & Understanding	Strand C: Monitor & Review
• Create and agree a vision in association with all stakeholders • Provide leadership • Establish an effective partnership organisation • Agree targets • Establish monitoring and evaluation processes • Produce a strategy and action plan • Manage budgets • Regularly review, amend and adjust plans as needed	• Assess what you have • Assess what can be developed sustainably to cater effectively for the identified market demand • Assess distinctive elements, authenticity and inclusion • Identify and evaluate marketing activities and its effectiveness • Assess your resources • Identify relevant business/organisations and processes • Assess staff resources and capacities • Know who your customers are • Measure and evaluate business performance • Monitor, review and redevelop	• Establish a clear monitoring process • Review information regularly • Engage with destination benchmarking and consider subscribing to independent appraisal processes • Modify plans and actions accordingly • Monitor business performance • Continuously evaluate visitor impact and capacity

Destination Management: An Overview

Destination management is a collective and holistic process, based upon the idea of running, organising and sustaining a vibrant community and a robust visitor economy. It is about managing components of a destination to create success in the visitor experience, over a medium to long-term horizon. The challenge comes when managing the needs of visitors, residents and businesses within the destination whilst delivering tourism that works in service to the environment. Destination management is often described as the *glue* that holds together the interdependent, co-existing partners, which collectively makes the destination superior to the sum of its individual, independent parts. It is from this perspective that the framework has been designed.

Subsequently, the synthesised listing of key fundamental components respects the principles of the main processes identified, and these have been grouped together under three generic headings:

- **Strand A: Organisation & Planning**
- **Strand B: Knowledge & understanding**
- **Strand C: Monitor & Review**

Working through the components under each heading is key to developing a comprehensive, integrated and efficient approach towards destination management and the identification of actions that need to be followed by the public and private sector. This needs to form part of a more structured approach that includes:

1. Reading background material about destination management processes.
2. Being clear about the reasons for wanting to improve performance within your organisation and the destination.
3. Carrying out a self-assessment of your operations to identify progress to date alongside remaining gaps in knowledge and skills.
4. Determining what action is needed to fill the gaps and celebrate successes to date.
5. Using the [TMI Sustainability Resources](#) to support more effective delivery of tourism services.
6. Sharing stories about your experiences for improvement to others, including TMI members and Higher Education partners to help inform and inspire future action elsewhere.

Background to the Framework

The core principles of the destination management framework are based on 'An introductory Guide and Toolkit for Sustainable Destination Management' produced by the Tourism Site Network project in 2006. The guide itself developed and adapted processes from a range of existing models through from Agenda 21¹ to the VICE² model. Since that time a variety of new processes have been developed globally and locally, and these are referenced in the [Appendices](#).



All of these guidelines and processes outlined within the framework are based on a comprehensive, collaborative approach towards destination management and include several common elements and components that should be addressed to help secure a viable future; one that is economically, socially and environmentally justified. Many of them also recognise the fact that not all destinations are in a position to follow the suggested guidelines, completely, as each destination is likely to be at a different stage of development. They all include a range of key fundamental components that shape and define a comprehensive and sustainable approach towards destination management, and they also provide useful reference points for practitioners to gain a broader understanding of the principles applied.

This new framework references and builds on the components identified by the Tourism Site Network project (2006) to ensure that it is applicable and relevant for 2026 and beyond. Then, as new points of reference emerge (e.g., the September 2026 EU legislation Empowering Consumers for the Green Transition Directive), their impact upon the framework will be assessed (e.g., certification schemes will need to be accredited by a national accreditation body based in the EU). If required, the document will then be updated to keep the framework open for review and assisting destination managers to deliver well-balanced tourism in an ever-changing climate.

¹ Agenda 21 from the United Nations (1992)

² VICE (Visitor, Industry, Community, Environment) Model developed by the New Forest District Council (2021)

Section 2: Destination Management: Self-assessment

Sometimes it is difficult to know where to start, or to truly determine how effectively and efficiently you are operating. For that reason, a simple self-assessment toolkit has been developed, to help you determine where you are, and highlight a range of options for where you may go next. The self-assessment tool is intended to provide you with a way to determine where gaps exist currently in your economic, social and environmental sustainability of destination management operations and processes. The questions posed map directly over to the destination management framework and the destination management methodology applied throughout this guide. By completing the self-assessment and scoring your current approach, you will be able to determine the extent of your commitment to the efficient and effective principles of destination management. If you would prefer an online version, one is available here on Microsoft Forms: [Destination management - A self-assessment tool – Fill in form](#)

DMO Self-Assessment Tool

	Yes	Some what	No
Strand A: Organisation & Planning			
Does the tourism activity in the destination have clear and strong leadership?	☐	☐	☐
Is there an organisational / political commitment to tourism in the destination?	☐	☐	☐
Are all stakeholders actively involved in the destination management process?	☐	☐	☐
Is the community actively involved in the destination management process?	☐	☐	☐
Is there an effective tourism partnership/organisation/forum in place?	☐	☐	☐
Is there a clear vision for the destination that is widely accepted by all stakeholders and the community?	☐	☐	☐
Is there a clearly defined action plan covering economic, social and environmental sustainability in place?	☐	☐	☐
Was the action plan produced through consultation with and the engagement of all stakeholders and the community?	☐	☐	☐
Was the action plan drawn up to reflect the principles of sustainability (i.e., UN Sustainable Development Goals)?	☐	☐	☐
Does the action plan have clear and realistic targets covering environmental, social and economic issues?	☐	☐	☐
Have the targets been agreed by all the relevant stakeholders?	☐	☐	☐
Does the action plan relate to wider sub-regional, regional and national targets and action plans for tourism?	☐	☐	☐
Are financial/budget issues and targets included in the action plan?	☐	☐	☐
Does the plan process include a well-defined monitoring and evaluation process that covers the key economic environmental and social aspects?	☐	☐	☐
Is there a clear funding mechanism in place to support destination management?	☐	☐	☐
Does the plan cover policy and regulations regarding new tourism developments?	☐	☐	☐
Strand A Score/16:			

Strand B: Knowledge & Understanding			
Knowing the destination			
Is there a clear vision for the destination that has been prepared in association with all stakeholders and the community and that is widely accepted by them?	☐	☐	☐
Has a full inventory been carried out of the destination's tangible and intangible cultural heritage attributes?	☐	☐	☐
Is up to date economic information available about the destination?	☐	☐	☐
Is the physical and economic information made clear to stakeholders/businesses?	☐	☐	☐
Is the political organisational process widely known?	☐	☐	☐
Is the way in which tourism services (and those that have an impact on tourism) are administered clear and regularly shared with stakeholders, businesses and the community?	☐	☐	☐
Are standardised templates used for visitor, business and community surveys?	☐	☐	☐
Is up to date social information about the destination collected and shared?	☐	☐	☐
Is comparative performance with other similar destinations or competitors measured on a regular basis?	☐	☐	☐
Is a more organised/formal process of destination benchmarking carried out regularly?	☐	☐	☐
Is data/information shared with stakeholders and businesses?	☐	☐	☐
Are you involved in any sustainability accreditation processes? (e.g. Green Destinations or GDS)	☐	☐	☐
Score/12:			
Knowing your business			
Are you clear about the financial resources available within your destination to support and deliver sustainable destination management?	☐	☐	☐
Are you clear about the physical capacity of the destination in terms of carrying capacity, accommodation stock, utility supplies?	☐	☐	☐
Do you have mechanisms in place for using income from tourism to support the conservation and protection of cultural and natural assets?	☐	☐	☐
Do you have full up to date records of all accommodation providers?	☐	☐	☐
Do you know the quality of all serviced and non-serviced accommodation?	☐	☐	☐
Are you clear about the decision-making processes in place that are used to manage the destination?	☐	☐	☐
Are you clear about the numbers and competencies of the staff engaged in providing tourism services?	☐	☐	☐
Are non-direct tourism service providers clear about their roles and responsibilities in ensuring that their activities have a positive impact on the delivery of wider tourism objectives?	☐	☐	☐
Are the results of your activities measured and assessed, either locally or through an external evaluation process? (e.g. Green Destinations or the GDS index).	☐	☐	☐
Score/9:			
Stand B Score/21:			

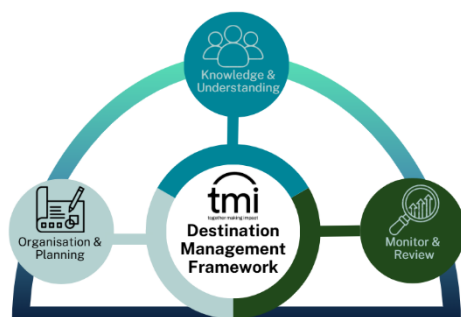
Strand C: Monitor & Review			
Has a clear monitoring process been included in the overall planning of the destination?	☐	☐	☐
Is the information reviewed at least annually?	☐	☐	☐
Are action plans reviewed and modified regularly as the result of monitoring information received?	☐	☐	☐
Are the plans reviewed at least annually?	☐	☐	☐
Is business performance regularly monitored using data collection and surveys?	☐	☐	☐
Are visitor impact and capacity regularly measured to inform decision making?	☐	☐	☐
Is the community's response to visitor activity regularly evaluated?	☐	☐	☐
Strand C Score/7:			
OVERALL SCORE/44:			
GOAL: <i>A target of 34/44 yes answers would indicate a strong commitment to the efficient and effective principles of destination management.</i>	34+		

You may also choose to view Visit England's [Destination Self-Assessment](#) Tool, from which the TMI Self-Assessment was built upon – for uniformity, as opposed to replication.

Section 3: Exploring the Destination Management Framework

Listed below are the key fundamental components that make up the TMI destination management framework. Whilst the starting point is to be determined through your own audit and reflection for action, the framework is explored one strand at a time and for each component an overview is provided alongside live links to the [TMI Sustainability Resources](#).

The links shared in the '[Sustainability Resources for Destination Managers](#)' are offered to help guide you towards 'what you can do now' to make a positive impact, locally.



The three strands are:

- [Strand A: Organisation & Planning](#)
- [Strand B: Knowledge & Understanding](#)
- [Strand C: Monitor & Review](#)

Strand A: Organisation & Planning

Good organisation and planning are fundamental elements of the management process requiring vision, leadership, collaborative effort and widespread engagement as identified more fully below through the 8 individual and intersecting components. When working and planning together, tourism can become a force for good, and the potential of tourism can be unlocked locally.

□ Create and agree a vision in association with all stakeholders

- Decide what you want to achieve as a destination following continuous engagement and consultation with local stakeholders and the local community, analyse the results and set out a clear vision for the destination.
- Review issues associated with seasonality and dispersal within the action plan (i.e., to address intensity and concentration of visitation at specific times of the year).
- Share the vision as widely as possible and secure commitment and support to it by the community and by all those involved in delivering tourism services or providing facilities/attractions for visitors.

□ Provide leadership

- Ensure that tourism services and activities are clearly and dynamically organised with strong leadership in place.
- Ensure team members have the required knowledge or training in sustainable tourism.

□ Establish an effective destination management organisation

- Review the effectiveness of any existing organisational structure.
- Establish, maintain or engage with an effective tourism forum/partnership.
- Ensure that the forum/partnership is supported across all elements of the tourism sector.
- Ensure that the forum/partnership is fully engaged in the process with real power to shape and influence the marketing management and development of the destination.

□ Agree targets

- Agree targets and outcomes to be included in the action plan.

□ Establish monitoring and evaluation processes

- Establish a monitoring and evaluation process for the plan and for the performance of the destination.
- Agree performance measures and or indicators to be used in assessing the destinations relative performance.
- Regularly review and adjust the action plan to reflect changing needs and priorities.

□ Produce a strategy and action plan

- Produce, through partnership and consultation, a destination management and action plan for tourism within the destination.
- Ensure that the action plan clearly addresses the environmental, economic and social needs and aspirations of the destination.
- Ensure that the action plan takes account of sustainability principles.
- Ensure that the action plan links to other relevant projects, programmes and plans.
- Ensure that the action plan complements activities in adjacent areas and reflects sub regional, regional and, if relevant, national priorities.
- Communicate the action plan to all key partners, stakeholders and the community identifying their respective responsibilities within the delivery process.
- The action plan needs to include details of the action, who is responsible for it, how it should be done, how much it will cost, when it should be carried out, and the expected results and impacts.
- Publish a document setting out the destination strategy and action plan.

VISIT BIRMINGHAM AND THE WEST MIDLANDS

A pathway to a sustainable destination



**VISIT
BIRMINGHAM
& WEST MIDLANDS**

Whilst working through the responses to their GDS-I assessment questions, it emerged that Visit Birmingham and West Midlands were missing critical answers with regards to their sustainability policy and their supplier's sustainability policy. Furthermore, several of their destinations didn't have the right contacts in industry to answer the GDS-I questions to the full extent. This created obstacles that could be easily overcome by other planning to apply.

Learning from their experience, Visit Birmingham and West Midlands would encourage organisations to start build relationships with key contacts first - to ensure plans can be reviewed and managed more effectively prior to application.

Building relationships with key stakeholders will ensure conversations and strategies towards achieving sustainability are transparent, thus permitting a more unified direction towards the medium to long term goals of each organisation. [Click here](#) to access the full TMI Good Practice Story.

□ Manage budgets

- Clearly identify the budgets and funding streams available for all aspects of tourism management and development, including current and future funding sources.
- Clarify budget responsibilities.
- Continuously monitor and review all relevant financial activity.
- Be aware of the implications of pursuing other funding sources (i.e., competing demands for scarce resources and potentially reduced flexibility).

□ Regularly review, amend and adjust plans as needed

- Ensure action plans are reviewed on a regular basis to confirm the organisation is on track, and the plans remain fit for purpose.
- Clearly identify where plans can be adjusted to reflect the operating environment of the organisation.
- Implement change when the medium to long term direction of the organisation shifts.
- Apply for certification where relevant.

As you work through these individual and intersecting components, you are likely to discover your own good practice. We encourage you to celebrate your successes on a continually basis, and to share good practice case studies with the TMI Sustainability Working Group (SWG).

TORROELLA DE MONTGRÍ-L'ESTARTIT *Sustainable Regeneration of Seaside Resorts*

Torroella de Montgrí-L'Estartit, is a typical resort in the Costa Brava, and was one of the first destinations in Spain to receive European tour operators in the mid-50s. Over the last 30 years it has been working to adapt to changes in the preferences of the main tourist markets in Europe. In this case, distinctiveness comes from the landscape, from heritage and from the local arts and culture scene which has been active and lively for many years.

With the aim of revitalising the destination, local authorities started to implement a new strategy to address changes in the tourist model. The purpose was to continue promoting Torroella de Montgrí-L'Estartit as part of the broader "Costa Brava" brand and to make efforts at the local level to reinforce the distinctiveness of the destination.

The importance here is to produce a strategy through consultation and to ensure action plans address the aspirations of the destination, today. [Click here](#) to access the full TMI Good Practice Story.



Strand B: Knowledge & Understanding

Gaining detailed knowledge and understanding of all aspects of the destination is essential in helping to know how it functions and to identify problems and opportunities. Preparation of a destination profile or baseline statement is an integral part of that process. Regularly reviewing the information gathered by continuing to collect relevant data is key to help identify emerging issues, evaluate the effectiveness of service delivery, to assess visitor impact and satisfaction and business trends and to provide a sound basis for organisation and planning.

Strand B covers two elements:

1. Knowing your destination.
2. Knowing your organisation.

The information collected should enable you to create a baseline of key information and intelligence.

You can expand your knowledge of the destination by exploring it:

- Geographically and physically
- Culturally and socially
- Economically and politically
- Administratively

Gaining this understanding will allow you to compare the destination's performance with other destinations. From an organisational perspective this is important, but you will also need to gain insight about the following items too, if you are to truly know your organisation:

- What resources are available to use.
- Which processes are followed for business operation and management.
- Who your people and staff are.
- Where your customers come from and how much they are likely to spend, and how satisfied they are with facilities and services.
- The impact of your actions and the impact of visitors economically, socially and environmentally.

The 10 components listed here will help you to identify problems and opportunities for operation, growth, and building resilience into both the destination and your organisation.

☐ Assess what you have

- Undertake an inventory of the area's tourism product.
- Establish and distil the headline economic factors (i.e., volume, expenditure, employment, investment and spread of economic benefit in the destination).
- Establish a clear view of the political, social, environmental and economic factors that help shape the destination.
- Understand how tourism activities fit into the overall economy of the area.
- Gain a clear understanding of the visitor market (i.e. where your visitors come from, type of transport used to travel to and around your destination, where they stay, what their expectations are).
- Assess levels of customer satisfaction (i.e., by carrying out visitor surveys, social listening, and destination benchmarking).
- Monitor visitor numbers and impacts (i.e., economically, environmentally, socially and culturally).
- Evaluate the community's response to tourism activity in their area and their expectations for the future (i.e., by hosting listening posts and community activities).

□ Assess what can be developed sustainably to cater effectively for the identified market demand

- Identify gaps in quality provision and develop measures to overcome them.
- Ensure that the needs of individuals, communities and visitors are central to all activities.
- Know your audience and develop facilities and services aimed at exceeding visitor's expectations.
- Ensure that all activities and plans are economically, socially, and environmentally viable in the long term.
- Assess the carrying capacity of the destinations features and assets.
- Manage visitor flow where necessary by providing pre-trip information, clear signposting, access management and creation of interpretive strategies.
- Make sure that residents, businesses and visitors are clear about the environmental issues that relate to the destination and how these might impact on management options.
- Establish a programme of information, education and training on tourism provided for both residents and business providers.
- Develop positive management policies to deal with potential conflicts between stakeholders.
- Plan effectively and inclusively for all types of visitors.

THANET COUNTY COUNCIL

Green Tourism Toolkit



In line with the worldwide concern around the environment and global warming, Thanet District Council wanted to understand where they stood as a destination and how they could support local businesses to become more sustainable. In the longer term they wanted to showcase the Isle of Thanet as a responsible tourism destination. However, having never fully addressed these issues before they were unaware of what local stakeholders were currently doing and what local businesses required to help them drive sustainability initiatives forward, or even just to begin their journey.

Consequently, they engaged with local tourism businesses through an online survey. This helped them to better understand what each business was doing in terms of sustainable development, what issues they were facing and the type of training they required. Assessing what can be developed sustainably is crucial, as it can provide pre-trip information for visitors, and creation of interpretive strategies. For the full TMI Good Practice Story, [click here](#).

□ Assess distinctive elements, authenticity and inclusiveness

- Identify the destinations key assets and features and determine those that are distinctive and set the area apart from other similar destinations.
- List cultural assets and indicate their vulnerability over the short-medium term.
- Focus on what is different and see these assets and features as a means of supporting and enhancing the qualities which make the place special for local people.
- Co-create authentic stories with people from the place to enhance local pride in these assets.
- Draw up management plans to deal with locally distinctive features in terms of promotion, protection, interpretation, enhancement and management to ensure authenticity and inclusivity are prioritised.
- Consistently apply and support others to uphold accessibility standards in facilities.
- Devise mechanisms for using income from tourism to support the conservation and protection of cultural and natural assets.

□ Identify and evaluate marketing activity and its effectiveness

- Assess the market demand for the destination.
- Carry out market segmentation research.
- Assess and continually monitor visitor trends.
- Identify and evaluate current marketing activity and its effectiveness.
- Use the research to inform and modify marketing methods and approaches.
- Assess the full range of marketing opportunities.

□ Assess your resources

- Determine what you have to work with physically, financially and in terms of staff and budgets.
- Determine staff skills levels and identify training gaps.
- Clarify the operational framework in terms of statutory responsibilities and emerging initiatives.

□ Identify relevant businesses/organisations and processes

- Business processes need to be clarified and assessed against the tourism value chain to determine their effectiveness.
- Behind the scenes organisational processes also need to be examined (e.g. supply chains, performance management and business development).
- Clarify your approach to monitoring energy consumption, water consumption, and purchasing, within your organisation.

□ Assess staff resources and capacities of the organisation

- Assess staff training needs and identify gaps.
- Prepare workforce development plans which are reviewed regularly.

□ Know who your customers are

- Know who your customers are, where they come from, how they get there, and why they are there.
- Assess customer satisfaction levels on a regular basis.
- Identify quality gaps.
- Draw up proposals to deal with any gaps identified.

□ Measure and evaluate business performance

- Monitor business performance on a regular basis.
- Agree performance indicators.
- Consider sharing performance data to benchmark with other destinations.
- Collect trend data.
- Use data gathered to influence future planning.

□ Monitor, review and redevelop

- Develop a monitoring and review mechanism to assist in the review and redefining of planned objectives on a regular basis.
- Monitor visitor numbers and evaluate their impact on the economic, social, environmental and cultural wellbeing of the area.

As you work through these individual and intersecting components, you are likely to discover your own good practice. We encourage you to celebrate your successes on a continually basis, and to share good practice case studies with the TMI Sustainability Working Group (SWG).

THE NEW FOREST

e-bike holidays

National Forest e-bike Holidays, provide gentle, self-guided electric bike and walking holidays, in and around the National Forest. A personalised service is offered to guests seeking an easy walking or cycling holiday, away from the crowds, staying in high quality accommodation with high levels of customer service, including daily luggage transfers.

Low mileage (and carbon) routes allow guests to travel “slow” and explore lesser-known sights as well as larger attractions, stopping at local shops, pubs and cafes along the way. Routes designed to tell the story of the National Forest leave guests impressed by a destination they may previously have sped past on the motorway, amazed at the diversity of the scenery and inspired by how quickly an industrial landscape can be transformed.

This puts sustainability, alongside quality, is at the heart of the business – having assessed the resources available and identifying relevant activities for businesses and visitors, alike. To read the full TMI Good Practice Story, [click here](#).



Strand C: Monitor & Review

Destination management is not a static one-off process. The impact of actions and plans needs to be continuously reviewed and monitored to ensure that they remain relevant to changing markets, changing demands, partnership organisation requirements and visitor impacts.

The 6 components listed here are designed to help you to identify clear and manageable metrics to evaluate your organisation's practice and performance. Each component requires you to continually monitor and review the impact of your decision-making process, whilst also being open to modifying your plans and actions as you evolve over time.

□ Establish a clear monitoring process

- Determine the criteria to be monitored and the frequency of review (i.e. at least on an annual basis).
- Establish responsibilities for collecting and collating monitoring data.
- Consider working with other organisations/adjacent authorities to share costs and responsibilities of the monitoring process.
- Monitor visitor numbers and impacts.
- Review visitor satisfaction with the destination's facilities, local businesses and services regularly.
- Continuously evaluate visitor capacity.
- Carry out regular business performance and sustainability surveys.
- Continually assess visitor satisfaction levels with local businesses.
- Collect data that can be used comparatively to assess relative performance by using recognised key indicators and standardised surveys.

□ Review information regularly

- Agree the frequency of monitoring with relevant stakeholders (i.e. tourism businesses and attractions).
- Share the information with all those involved in/ affected by tourism activity.
- Review external information on a regular basis as part of the planned monitoring, review and amendment process (i.e. marketing data, changes in legislation and other policy influences).

□ Engage with destination benchmarking and consider subscribing to independent appraisal processes

- Engage in benchmarking with comparable destinations.
- Consider subscribing to external evaluation processes (e.g. Green Destinations and the GDS Index).
- Record the number and percentage of businesses certified against European Union compliant tourism sustainability standards, and consider targets for future, wider outreach.
- Be guided by internationally recognised destination performance indicators (i.e., as presented by GSTC) to create indicators, and measures of compliance.

□ **Modify plans and actions accordingly**

- Establish a clear cycle of plan, review and, where relevant, modification.
- Ensure key partners are aware of and included in the review process.
- Communicate any changes clearly to key stakeholders.

□ **Monitor tourism business performance**

- Assess business activity through knowledge of occupancy levels, income, customer satisfaction and engagement with sustainability initiatives.
- Carry out regular surveys using standardised formats.
- Compare relative performance with other destinations.

□ **Continuously evaluate visitor impact and capacity**

- Carry out regular comprehensive visitor surveys using standardised survey formats.
- Monitor visitor numbers and secure customer usage data from key activities, attractions and events.
- Evaluate the community's response to visitor activity (i.e., through public participation in destination planning/management).
- Monitor car parking and all other transport data.

As you work through these individual and intersecting components, you are likely to discover your own good practice. We encourage you to celebrate your successes on a continually basis, and to share good practice case studies with the TMI Sustainability Working Group (SWG).

VISIT BRISTOL

GDS-Index

The city of Bristol and its stakeholders work with sustainability at the core of what they do. However, there they did not have a means of measuring with the use of a robust framework or proving in a transparent way the good work they were doing. Additionally, they didn't have the means to set goals for further improvement and incentivise local businesses to follow suit.

To address this issue, alongside other destinations, they lobbied VisitEngland to support them with funding to enrol in the GDS-Index. Once funding was secured, Visit Bristol were able to undertake several initiatives relating to sustainable development and allowed them to measure and benchmark themselves against similar destinations. To read the full TMI Good Practice Story, [click here](#).



Section 4: Sustainability Resources for Destination Managers

The table below provide live links to the [TMI Sustainability Resources](#) allowing destination managers to explore a broad range of practical support information and guidance to help them approach the management process in a comprehensive manner with a view towards securing an appropriate, sustainable and continuously viable future.

Sustainability Live Links

Key component	TMI sustainability resource
Strand A: Organisation & Planning	
☐ Create and agree a vision	☐ VisitBritain - A guide to Destination Management Planning ☐ Travel Forward - Making tourism planning more inclusive ☐ VisitEngland - Principles for developing destination management plans
☐ Provide leadership	☐ Destination Courses - Tourism Management Institute
☐ Establish an effective destination management organisation	☐ VisitBritain – DMO Review
☐ Agree targets	☐ VisitBritain - Agreeing the plan together ☐ The European Tourism Indicator System
☐ Establish monitoring and evaluation processes	☐ The European Tourism Indicator System ☐ GSTC – Destination Standard
☐ Produce a strategy and action plan	☐ VisitBritain – Developing a destination management plan or tourism growth plan
☐ Manage budgets	☐ UK Government – Overnight Visitor Levy ☐ UK Government - Rural England Prosperity Fund: prospectus updates for 2025 to 2026
☐ Regularly review, amend and adjust plans as needed	☐ VisitBritain - Setting direction ☐ VisitBritain – State of the Nation
☐ Assess what you have	☐ NBTC - Knowledge base for destinations ☐ VisitBritain – Research Insights ☐ Global Tourism Solutions - Steam Model
☐ Assess what can be developed sustainably to cater effectively for the identified market demand	☐ GSTC – Destination Standard ☐ Business Scheme: Green Tourism ☐ ETC – Responsible Travel Behaviours
☐ Assess distinctive elements, authenticity and inclusiveness	☐ VisitBritain - accessible and inclusive tourism toolkit ☐ Historic England – Heritage and Place Branding
☐ Identify and evaluate marketing activity and its effectiveness	☐ Marketing Resources - Acorn Tourism Consulting ☐ Keep it Real - VisitBritain
☐ Assess your resources	☐ VisitEngland- business advice hub ☐ VisitBritain – Resources for destination partners

☐ Identify relevant businesses/organisations and processes	☐ Business Wales - Sustainability resources for businesses ☐ VisitBritain – England advice hub ☐ VisitScotland – Business support hub
☐ Assess staff resources and capacities	☐ Staffing - Hints & Tips Tourism NI
☐ Know who your customers are	☐ VisitBritain – Research Insights
☐ Measure and evaluate business performance	☐ Good Travel Seal ☐ UK Hospitality – Benchmarking Insights
☐ Monitor, review and redevelop	☐ VisitBritain – Sustainability resources to support businesses ☐ Acorn Tourism Consulting Ltd. – Sustainable destination development resources ☐ Global Tourism Solutions – Steam Model
Strand C: Monitor & Review	
☐ Establish a clear monitoring process	☐ ETIS – Toolkit for sustainable destination management ☐ The European Tourism Indicator System ☐ GSTC – Destination Standard ☐ Visit Scotland – Tourism Observatory
☐ Review information regularly	☐ VisitBritain – Research Insights ☐ VisitBritain – State of the Nation
☐ Engage with destination benchmarking and consider subscribing to independent appraisal processes	☐ Business Certification ☐ Destination Certification ☐ GSTC – Destination Standard
☐ Modify plans and actions accordingly	☐ Visit Scotland - Responsible tourism resources for businesses ☐ VisitBritain - Setting direction
☐ Monitor business performance	☐ Global Tourism Solutions – Steam Model
☐ Continuously evaluate visitor impact and capacity	☐ Visit Scotland – Tourism Observatory ☐ ETIS – Toolkit for sustainable destination management

Project Contributors

Peter Lane

Peter trained as an Urban and Regional Planner, where much of his career in Local Government was devoted to regeneration issues relating to housing, abandoned industrial areas and individual resorts. During that time, jointly with Maureen McAllister, Peter established Destination Performance UK, a self-help organisation designed to assist destination managers measure, understand and then build on their performance. He also developed and managed two European Resort Regeneration Pilot Projects which explored sustainable destination management processes. Post Local Government, Peter was selected as a member of the newly created European Commission's Tourism Sustainability Group and subsequently became an expert advisor to the European Tourism Indicator System initiative. He has also been a member of VisitEngland's Tourism Intelligence Partnership, a contributor to VisitEngland and TMI's Destination Management Handbook, Chair of British Destinations and a member of VisitEngland's Destination Research Group. His interest in the processes of sustainable destination management continues with his involvement in TMI's Sustainability Working Group.

Dr Natalie Semley

Natalie is an Associate Professor in Tourism and Destination Management at Falmouth University. Her scholarly work primarily focuses on the delivery of effective destination management and the application of regenerative tourism within the UK. Her research is diverse, pertaining to the hot topics of destination managers. Most recently she has undertaken consultancy research to establish visitors' perception of sustainable tourism, led knowledge exchange projects to determine the impact of technology on destination-based storytelling, and solidified her long-term cross-sectoral partnerships through a range of academic and action research projects. It is through these industry engagements that Natalie continues to deliver value for practitioners and academics at the destination level.

Appendices

Appendix 1: EFQM Leadership Model

The European Foundation for Quality Management (EFQM) Business Excellence Model was developed to provide a common business and performance management framework or model for all types of enterprises. By clearly defining the key components of business activities individuals and organisations are able, through self-evaluation, to assess their level of organisational competence.

The leadership model is based on three self-evaluation stages:

1. **Strategy**
2. **Practical measures for delivery**
3. **Results**

Nine key factors are identified as part of the process including Leadership, People Management, Policy and Strategy, Resources, Processes, People Satisfaction, Customer Satisfaction, Impact on Society and Business Results.

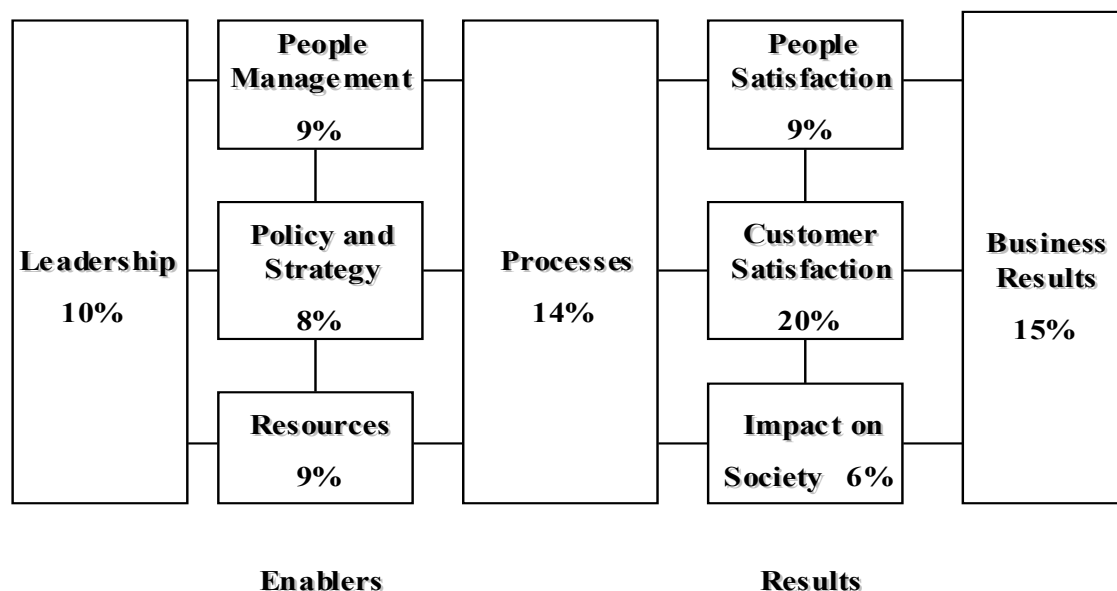


Diagram 2: EFQM Business Excellence Model

Source: www.efqm.org (1992)

Appendix 2: Agenda 21

Agenda 21 was a comprehensive plan of action to be taken globally, nationally and locally by organisations associated with the United Nations (UN 1992). Since being produced, awareness of Local Agenda 21 raised expectations that individual authorities would need to produce their own Local Agenda 21 strategies. These strategies were intended to be comprehensive in nature, encompassing all the activities within a particular community, including both public and private sector organisations.

In 1995 ICLEI (The International Council for Local Environmental Initiatives) produced a European Local Agenda 21 Planning Guide. It identified 10 key actions to follow in producing a Local Agenda 21 Environmental Action Plan

1. Agree Philosophy

2. Identify Problems and Causes
3. Form Objectives
4. Prioritise Problems
5. Identify Options for Action
6. Set Targets
7. Create Programmes to Address Targets
8. Finalise into Action Plan
9. Implement and Monitor
10. Evaluate and Feedback

Appendix 3: TRAP Guidelines

TRAP (Tourism and Resort Action Plan) Guidelines were produced as part of a European Partnership project (1995) that was established to provide a model that could help destination managers secure a better understanding of the issues affecting their area and plan for their management and development in a more comprehensive, sensitive and sustainable manner.

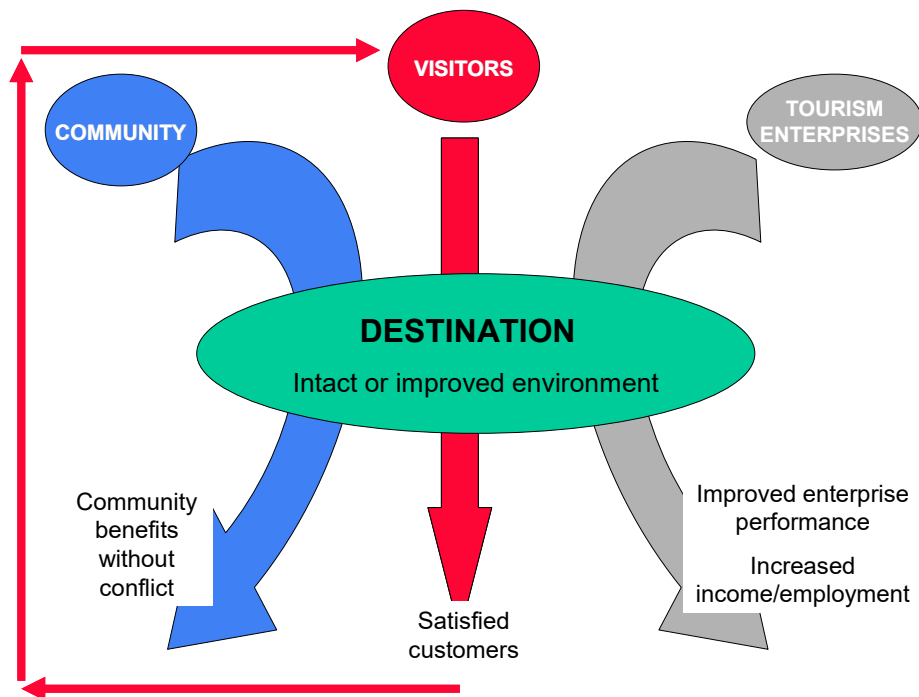
It was recognised that preparation of a plan was only a part of the management process but is an important first step. Of equal significance was the plan making process itself as it provides opportunities to engage other stakeholders in a meaningful debate focussing attention on key and emerging issues. The plan process was tested in eight resort areas and was finally refined into an eight-stage methodology with several sub sections, including:

Stage 1: Realisation/Creating a Vision	• Realising that action needs to be taken to deal with specific problems • Establish dialogue with the host community • Looking at the current resort vision • Adjusting the current vision or creating a new one to relate to new and emerging circumstances
Stage 2: Political Ownership and Commitment	• Stimulate political debate • Establish a political consensus • Secure political commitment
Stage 3: Creating a better understanding	• Carry out visitor surveys • Establish a database • Carry out an environmental audit • Analyse existing plans • Establish a process for obtaining community and service providers views and to involve them in the process
Stage 4: Ideas Generation and Data Interpretation	• Carry out SWOT analysis • Secure ideas from community groups and organisations • Feed data analysis into the consultation process
Stage 5: Identify the key issues	• Establish the key issues and seek agreement to them by the consultation groups
Stage 6: Policy Formulation	• Relate Key Issues to policy options • Test policy options against broader issues e.g. environmental impact, community needs, finance available, partnership opportunities, sub regional/regional issues.
Stage 7: Specific Actions	• Define detailed actions, identify body responsible for implementation • Set target date deadlines • Obtain full agreement to the plan content
Stage 8: Plan Monitoring	• Establish monitoring timetable and determine data to be collected for monitoring purposes • Continue to collect and analyse the relevant data on at least an annual basis • Carry out annual visitor surveys • Establish sources of non-visitor information

Appendix 4: IQM

The IQM (Integrated Quality Management) approach (2000) was developed in response to the need to improve overall quality within destinations and in recognition of the fact that planning for visitors ought to be carried out in a comprehensive way. It was described as “an approach to managing a tourism destination which focuses on a continuous process of improving visitor satisfaction, while seeking to improve the local economy, the environment and the quality of life of the local community” (European Commission 2000).

It was viewed as an approach that enabled tourism destinations to focus on meeting and exceeding visitor expectations whilst improving the quality of life for residents, culturally, socially, economically and environmentally. The following diagram illustrates the how the IQM approach can be applied to destinations:



The principles of IQM consider the whole of a destination's tourism system. A process that relied heavily on community involvement and participation and encouraged integrated dialogue to develop between visitors and tourism stakeholders and interest groups, which in turn drove sustainable development initiatives.

When the European Commission set out to look at how IQM could be applied to destinations it commissioned three separate studies to cover rural, coastal and urban situations. The inference being that separate approaches would need to be adopted for each type of destination. In practice the process framework should be the same for each to ensure a consistency of approach across all destination types, to allow for comparison and benchmarking and the sharing of best practice. For rural areas, the 15 principles were:

1. **Integration** – putting quality at the heart of all the tourism functions
2. **Authenticity** – presenting the rural heritage in a real way so as not to devalue its quality.
3. **Distinctiveness** – bringing out the special, distinctive features and flavours of the destination.
4. **Market Realism** – making a realistic assessment of the area's potential in the marketplace.

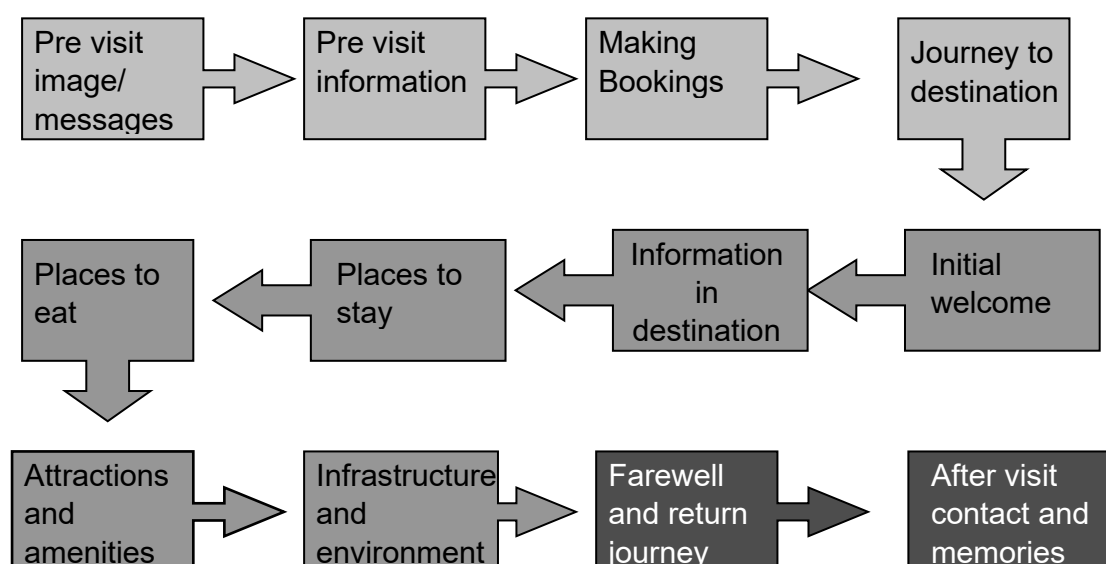
5. **Sustainability** – managing the impact of tourism on fragile sites and small communities.
6. **Consumer orientation** – understanding the visitor's needs.
7. **Inclusiveness** – making the area accessible for all visitors.
8. **Attention to detail** – taking care of all the issues
9. **Rationalisation** – supporting those initiatives and products that can deliver
10. **Partnership** – working together and involving all organisations and community groups in delivering quality.
11. **Interdependence** - attending to the role of tourism in the destination.
12. **Time** – setting realistic targets for year-on-year achievable progress.
13. **Commitment** - promoting and spreading enthusiasm
14. **Accurate communication** – providing visitors with accurate information to help match expectations to reality.
15. **Monitoring** – monitoring and evaluating impacts on the visitor, enterprises, the environment and the local community.

The IQM reports for Urban and Coastal areas were prepared by a different consultant and the approach adopted for each is virtually identical. It is based on five key components:

1. Having a clear **vision** in place, backed by a leader capable of rallying and influencing all the partners.
2. Developing a **strategy** and appropriate policies agreed by the partners.
3. **Implementation** of the measures proposed by all the relevant agencies.
4. Regularly **monitoring** the results using appropriate indicators
5. **Analysing** the results and modifying actions if required.

Appendix 5: Tourism Value Chain

The Tourism Value Chain/Visitor journey, as shown below, has been in use for a number of years and relates to individual elements that are easy to comprehend. By helping businesses and organisations to visualise the complete visitor journey to their destination it should enable them to identify where on that chain they have an involvement and/or an impact.



Appendix 6: VICE Model

The VICE model was developed by the New Forest District Council (2001) in the UK and was based on the concept that a destinations visitor activity consists of an interaction between the four groups of stakeholder interests that make up society: Visitors, Industry, Community and Environment.



It was then the job of the destination manager to make sense of their own specific set of local VICE circumstances and through an array of collective partnerships create a destination management plan which:

- Welcomes, involves, and satisfies **Visitors**.
- Achieves a profitable and prosperous **Industry**.
- Engages and benefits host **Communities**.
- Protects and enhances the local **Environment**.

The VICE equation could also be applied as a simple check against the future viability of any tourism decision. How will this issue/decision affect the visitor? What are the implications for industry? What is the impact on the community and what is the environmental effect? If you cannot find a positive answer to all four questions, the proposition is likely to be unsustainable.

Appendix 7: Agenda for Sustainable Development

“The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go together with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.” (UN 2025).

UNWTO is leading the implementation of the 2030 agenda in the field of tourism having developed ‘The Tourism for SDGs (T4SDG)’ platform. Offering research, education, and training, events, initiatives, policy papers, company CSR and stories all in one space.



Source: <https://www.untourism.int/tourism4sdgs>

Appendix 8: ETIS for Sustainable Management at the Destination Level

The ETIS (European Tourism Indicator System) was developed by the European Commission (2013; 2016) with the aim of providing tourism stakeholders with an easy and useful toolkit that would contribute to improving the sustainable management of destinations. Its adoption, by destinations, would help stakeholders to measure and monitor their sustainability management processes and enable them to share and benchmark their progress and performance in the future.

The toolkit included a set of 43 core indicators intended to provide the basis for that process. The basic principle of the indicator system was that destination responsibility, ownership and decision making is a shared and collaborate activity. The toolkit also included a seven-step guide to implementing of the ETIS system:

- **Step 1:** Raise awareness
- **Step 2:** Create a destination profile
- **Step 3:** Form a stakeholder working group
- **Step 4:** Establish roles and responsibilities
- **Step 5:** Collect and record data
- **Step 6:** Analyse results
- **Step 7:** Enable ongoing and continuous improvement

Appendix 9: Green Tourism

Green Tourism (2025) provides 'expert advice and manageable actions for tourism and hospitality businesses to achieve sustainability certification' which translates into clear and practical actions. 'From improving biodiversity, eliminating single-use items and supporting your local community, to embracing the circular economy, embedding Environmental, Social & Governance (ESG) solutions and implementing measures to reduce your carbon footprint'.

The certification scheme is designed for a range of service providers, including:

- Accommodation providers
- Attractions and experiences
- Restaurants, pubs, cafes and caterers

- Conference, meetings and event venues
- Tours and transport operators
- Retail
- Corporate offices

Under each of the 15 goals they have identified relevant criteria and business actions. To achieve certification, businesses need to provide evidence of actions taken to achieve either a Gold (80%+), Silver (65%+), or Bronze (40%+) award. These cover a range of goals, including people goals, place goals and planet goals and shown below:



Source: <https://www.green-tourism.com/certifications/green-tourism-certification/>

Appendix 10: GSTC Standards

The GSTC Standards (known previously as GSTC Criteria) serve as the global standards for sustainability in travel and tourism. The Standards are used for education and awareness-raising, policy-making for businesses and government agencies and other organization types, measurement and evaluation, and as a basis for certification. The Standards are the result of a global effort to develop a common language about sustainability in tourism, and are arranged in four pillars, and explored through more detailed objectives:

1. Section A: Sustainable management.
 - a. Management structure and framework.
 - b. Stakeholder engagement.
 - c. Managing pressure and change.
2. Socio-economic sustainability.
 - a. Delivering local economic benefits.
 - b. Social wellbeing and impacts.
3. Cultural sustainability.
 - a. Protecting cultural heritage.
 - b. Visiting cultural sites.
4. Environmental sustainability.
 - a. Conservation of natural heritage.
 - b. Resource management.

c. Management of waste and emissions.

It is important to note that the GSTC Standards are offered as ‘the minimum, not the maximum, which businesses, governments, and destinations should achieve to approach social, environmental, cultural, and economic sustainability’ (GSTC 2025), and are designed to be adapted, locally by destinations.

Appendix 11: GDS-Index

The GDS-Index is designed for organisations that wish to drive impact at the destination level. Focusing primarily on cityscapes, the GDS-Index has over the past few years become a trusted performance improvement programme, designed to assess the progress of a destination’s regenerative journey. The index measures and benchmarks 76 criteria, whilst also supporting and encouraging a review of tourism operations and supply chain management as a destination’s performance is seen as an ecosystem and not as a scorecard (Melenez-Roman & Appiah 2026).

The overall score for a destination is broken down into four categories: environmental (including policies and infrastructure), social (including safety, inclusivity, and health and wellbeing), supplier (including supply chain management), and destination management organisation (including level of maturity of DMO and accuracy of reporting).

Each year the ranking of global destinations is unveiled, and the top line data is made publicly available for benchmarking purposes. The data can then be filtered by city size, by category, region and the percentage of change overtime. This allows destinations to view and compare their performance scores at different levels, as well as a more detailed analysis of their sustainability efforts. For current rankings and results, see: <https://www.gds.earth/index/ranking-and-results/>

If a DMO chooses to join the GDS-I, then they are committing to a new phase of their sustainability journey – both financially, and literally, as it is only through the process of collecting data and uploading insights and evidence to the online management system that the benchmarking can be undertaken, scored, and the path towards achieving a more sustainable destination identified. However, once commitment is pledged, there is ongoing feedback and support available to the DMO from a range of experienced advisors.

Appendix 12: Regenerative Destination Management

During 2025, VisitEngland published a “Guide to Regenerative Destination Management” for LVEPS in England. The resource is designed to enhance the positive impact of tourism for destinations and paves the way for a more sustainable future. Guided in design and principle by the GDS-Movement, there are 7 phases outlined within the guide, for destination managers to follow, from making a commitment, to designing and implementing actions before telling the destinations story to inspire action and foster change within the industry.



Source: VisitEngland (2025)

The full 7 phases are:

1. **Commit:** Begin your journey by securing a strong commitment.
2. **Assess:** Conduct a baseline assessment to understand the current state of sustainability within your destination.
3. **Engage:** Build relationships and encourage collaboration by engaging employees, local businesses and those involved in, or impacted by, tourism activities.
4. **Come together:** Organise forums and workshops to co-create a shared vision and agree actionable goals for the destination.
5. **Implement:** Put the agreed plans into action.
6. **Measure and report:** Be data-led and measure progress to understand the impact of your strategies.
7. **Tell the story:** Communicate your journey and successes to inspire action and build trust.



VisitEngland have also produced [the Regenerative Tourism Guide](#) for tourism businesses. This guide takes businesses step by step, through their regenerative journey, and provides businesses with background information on sustainability issues, practical tips and helpful worksheets to get organised.

The PLANT model (Prepare, Learn, Act, Nurture, Transform) seeks to drive positive transformation for people and places, and this is tackled through four core pathways: people (communities and visitors), place (climate change, nature and responsible resource use), partnerships (governance and collaboration), and growth (quality jobs, training and innovation).

Source: <https://www.visitbritain.org/business-advice/regenerative-tourism>

The guide is designed to highlight that tourism can have a positive impact and can leave a place better than it was before and includes bite-size learning that leads towards the creation of an action plan for change. More explicitly, the VisitEngland site hosts various toolkits and resources for tourism businesses to review, reflect on and questions to nudge their thinking, as part of the process. For example, a responsible purchasing checklist is offered to ensure the business needs the item, and gives due thought to who made it, what it is made of, and where it came from etc. A full copy can be found here: <https://www.visitbritain.org/business-advice/regenerative-tourism/regenerative-tourism-guide>