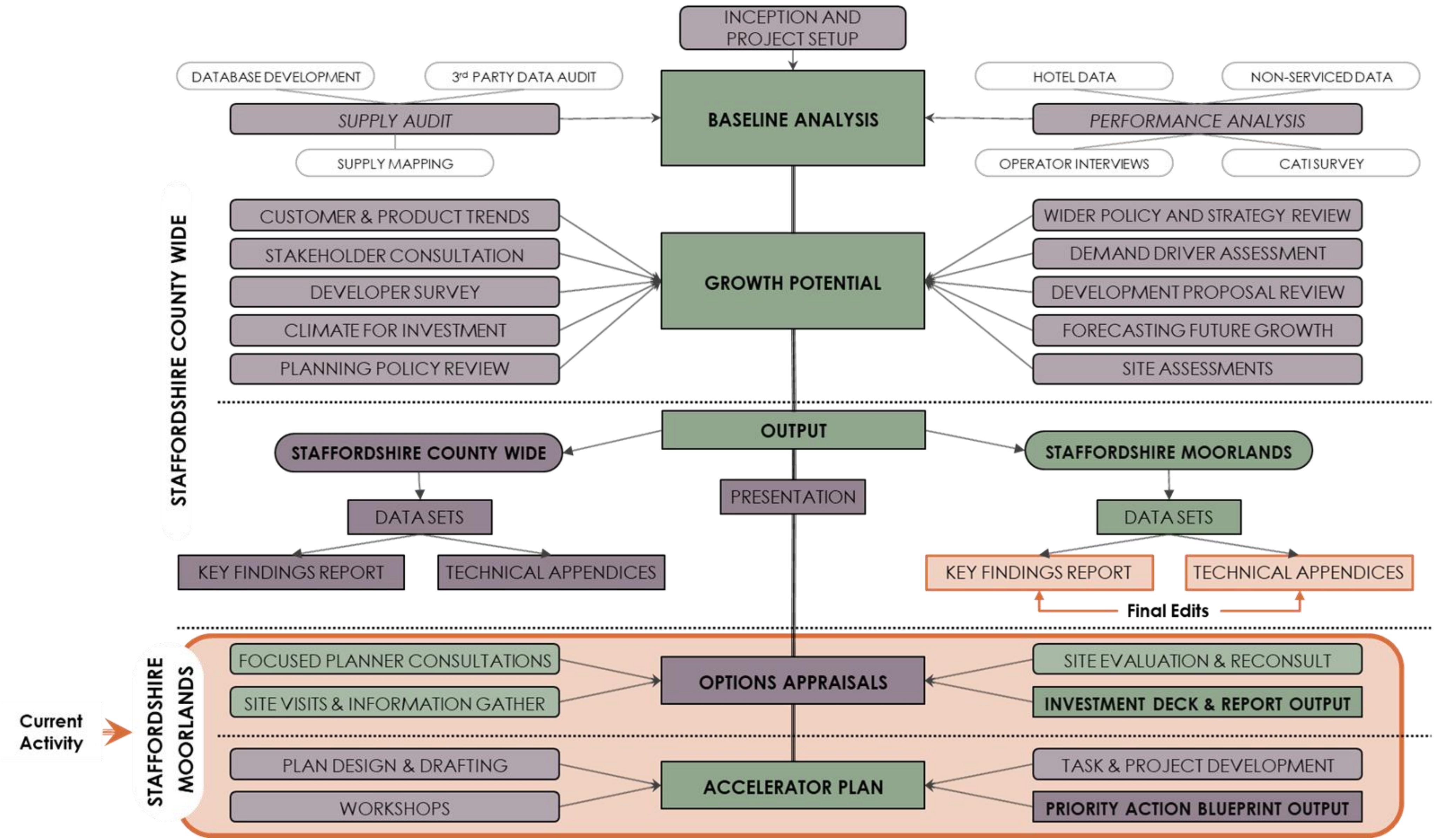



STAFFORDSHIRE MOORLANDS HOTEL & VISITOR ACCOMMODATION DEVELOPMENT ACCELERATOR STUDY 2025

EXECUTIVE SUMMARY

1. STUDY PURPOSE & METHOD

- Staffordshire Moorlands District Council with Staffordshire County Council have jointly commissioned Hotel Solutions to deliver a hotel and visitor accommodation study and acceleration plan to enhance and grow the visitor accommodation offer across the Staffordshire & Stoke LVEP area, but with a particular focus on Staffordshire Moorlands. The commission aims to identify the needs, barriers and actions required to bring forward accommodation development that can aid the sustainable growth of the visitor economy, encourage more overnight stays, increased visitor spending and enhanced economic benefits.
- The study involves three phases or work: phase 1 for all Staffordshire, and phases 2 and 3 for Staffordshire Moorlands only. **This report is the stage 1 output for Staffordshire Moorlands**, which sits alongside the county-wide report. The study phases, work modules and outputs are summarised in the flowchart below.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2. HEADLINE RESEARCH FINDINGS

2.1 SUPPLY

- Accommodation in Staffordshire Moorlands (which includes the Peak Park component of Staffordshire Moorlands) comprises a total of 463 visitor accommodation establishments with a total of 3,383 letting rooms/units, providing an estimated 12,495 bedspaces. This includes 56 serviced establishments with 1,204 bedrooms and 407 non-serviced establishments with 2,179 units, rooms and pitches. The columns that are highlighted in grey refer to the category (establishments, rooms and bedspaces) as a percentage of the overall district total.

Table 1
OVERALL BREAKDOWN OF STAFFORDSHIRE MOORLANDS SUPPLY

TYPE	STAFFORDSHIRE. MOORLANDS					
	ESTABLISHMENTS	% OF DISTRICT	ROOMS / UNITS	% OF DISTRICT	BED SPACES	% OF DISTRICT
Hotels	6	1%	193	6%	386	3%
Resorts & Venues	10	2%	820	24%	1640	13%
Pubs & Inns	13	3%	80	2%	160	1%
Guest Houses/ B&Bs	27	6%	111	3%	222	2%
Total Serviced	**56**	**13%**	**1,204**	**35%**	**2,408**	**19%**
Shared/Private Rooms	22	4%	22	1%	44	0%
Self-Catering & Glamping	327	70%	750	22%	1,500	12%
Camping, Touring & Motorhomes	41	9%	1,213	36%	7,278	58%
Holiday Parks	4	1%	135	4%	675	6%
Group Accom.	13	3%	59	2%	590	5%
Total Non-Serviced	**407**	**87%**	**2,179**	**65%**	**10,087**	**81%**
TOTAL DISTRICT	**463**	100%	**3,383**	100%	**12,495**	100%
% OF STAFFORDSHIRE	***25%***		***26%***		***39%***	

- Non-serviced provides the majority of the accommodation with 87% of establishments and 65% of the total rooms/units/pitches. Serviced accommodation provides the balance of 13% of the establishments and 35% of the rooms/units/pitches. In terms of overall bedspace capacity by type

Camping, Touring and Motorhome provide the most bedspaces, accounting for a total of 58% of bedspaces across the district. Resorts and Venues provide 13% of the bedspaces and Self-Catering and Glamping provides 12% of the bedspaces. These three categories contribute 83% of the bedspaces in Staffordshire Moorlands.

- Staffordshire Moorlands accounts for the largest concentration of accommodation across Staffordshire with 25% of establishments and 26% of letting units and rooms demonstrating its importance to the county's tourist accommodation supply.
- Much of the change in serviced accommodation in Staffordshire Moorlands reflects changes in the categorisation of properties rather than any significant change in supply-for example this report identifies Resorts and specialist venues separately (and also includes the Enchanted village supply of accommodation at Alton Towers - not previously listed).
- This results in limited actual change in Serviced accommodation stock although Guest Houses and B&Bs have reduced in numbers, a factor seen elsewhere in the UK partly reflecting the volatility of these smaller lifestyle businesses.
- In non-serviced accommodation the use of AirDNA data is also a change in methodology from previous studies, resulting in a significant uplift in the number of non-serviced self-catering, accommodation identified.

Table 2
STAFFORDSHIRE MOORLANDS CHANGES IN ACCOMMODATION SUPPLY 2019-2024

	2019		2024	
CATEGORY	**ESTABS[1].**	**ROOMS**	**ESTABS.**	**ROOMS**
Serviced	63	965	56	1204
		Change	**-7**	**+239**
Non Serviced	122	513	407	2,179
		Change	**+285**	**+1,665**
		Overall ***change***	**+278**	**+1,904**

- Serviced accommodation is dominated by resorts and venues – notably but not exclusively Alton Towers – including some properties of character and individuality. The main change to the supply has been the opening of the Tawny deconstructed hotel that has considerable profile and has added real diversity to the offer. Quality ratings based on customer feedback are high. The area also has a good quality pub accommodation offer including

[1] Establishments

some stand outs like the Three Horseshoes with spa. The B&B/guest house offer has flexed given the natural churn in these lifestyle businesses, and includes some farm-based experiences.

- Non-serviced accommodation is dominated by houses and 2 bedroom units. Supply has increased by over 230% since 2019, across all sizes, but growth in one and two bedroom listings stands out against the county's broader shift toward larger properties. This hints at local demand drivers such as outdoor and active tourism appealing to couples and smaller parties or supply-side factors and property availability limitations in the larger listings. Staffordshire Moorlands' self-catering supply is also climbing in quality but retains a broader affordability than the county, reflecting its dual appeal as a premium rural destination and accessible outdoors base. The growth in upper quality accommodation is notable but there has been growth in both luxury and budget listings hinting at a two-tier market, luxury for discretionary spenders, budget for practical stays in a location that can accommodate both.

2.2 DEMAND & PERFORMANCE

- In terms of serviced accommodation, hotels have exceeded pre-pandemic levels of trading, with occupancies 2024 at 75%, ADRs[2] at £82 and RevPARs[3] at £62 compared to 78%, £63 and £50 in 2019. Occupancies exceed 70% in 11 out of 12 months indicating an element of denied demand for most of the year. Staffordshire Moorlands hotels perform well against county averages.

Table 3
STAFFORDSHIRE MOORLANDS HOTEL PERFORMANCE 2019-2024

Year	Occupancy %	Achieved Daily Rate £	Revenue Per Available Room £
2019	78%	£63	£50
2020	40%	£57	£23
2021	54%	£78	£42
2022	71%	£82	£58
2023	77%	£80	£62
2024	75%	£82	£62

- Pubs and B&Bs more typically perform a c. 60% with more seasonality, narrower distribution networks and lifestyle preference impacting performance.

- In terms of non-serviced accommodation, Staffordshire Moorlands has emerged as the county's standout performer, with nights booked increasing by nearly 45,000 (220%) to 65,158 and revenue per listing growing 37% to £39,768 - the highest in Staffordshire by over £11,000. While occupancy dipped

[2] Average Daily Rate - calculated by dividing total room revenue by rooms sold to provide an average realised room rental per day
[3] Revenue per Available Room - calculated by dividing total room revenue by total rooms available whether occupied or not

slightly by 3.8 percentage points, this was more than offset by a robust 43% ADR increase to £204.69[4]. The district maintains Staffordshire's highest rates while keeping stay duration stable at 3.1 nights, suggesting strong demand for its premium offerings. However, the minor occupancy declines warrant strategies to continue to drive demand along with careful inventory management.

Table 4
STAFFORDSHIRE MOORLANDS SELF-CATERING PERFORMANCE 2019-2023

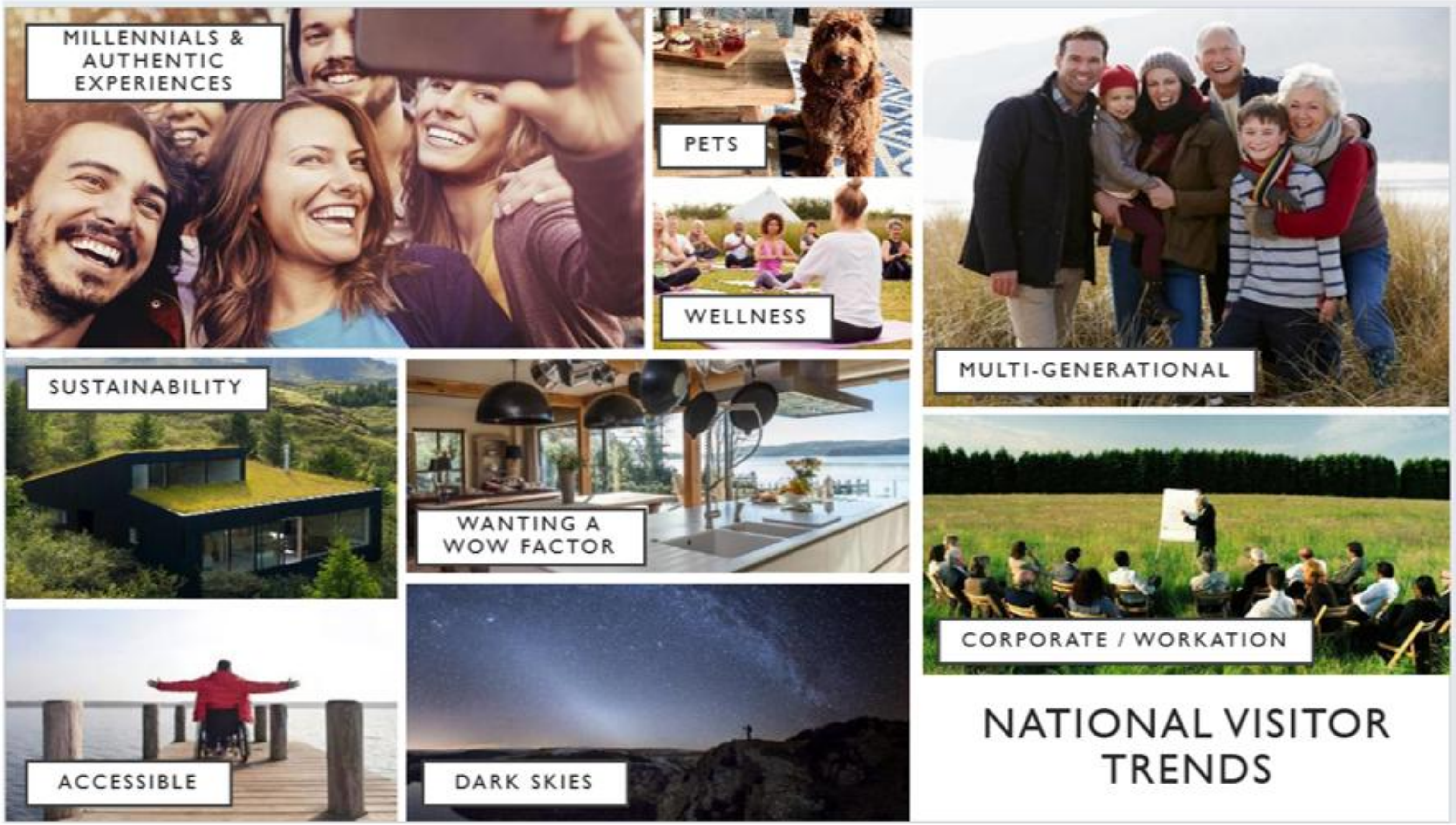
Staffordshire Moorlands Performance by Size (per Listing)										
Size	Occ%		Reserved Nights		ADR.		Annual Revenue		ALoS[5]	
	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
1 bedroom	63%	60%	188	183	£95	£120	£20,037	£23,232	3.1	2.8
2 bedrooms	74%	66%	213	206	£90	£150	£20,886	£32,139	3.7	3.3
3 bedrooms	70%	61%	196	179	£109	£202	£23,334	£37,794	3.3	3.2
4 bedrooms	66%	72%	216	226	£209	£378	£45,449	£91,005	3.6	3.2
5 bedrooms	44%	54%	121	166	£638	£654	£73,705	£116,291	3	2.7
6+ bedrooms	47%	58%	156	185	£697	£803	£112,176	£154,963	2.7	2.8
Studio	70%	53%	240	149	£62	£210	£14,550	£36,309	2.5	2.8
Staffordshire Moorlands Performance by Type (per Listing)										
Type	Occ%		Reserved Nights		ADR.		Annual Revenue		ALoS	
	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
Apartment	57%	57%	127	177	£73	£115	£14,631	£21,136	3.1	2.9
Glamping	52%	47%	180	142	£95	£115	£17,086	£17,554	2.2	2.2
House	70%	67%	216	203	£139	£209	£30,764	£44,711	3.4	3.2
Unique	61%	50%	184	159	£321	£444	£63,374	£76,152	2.8	2.6
Staffordshire Moorlands Performance by Quality (per Listing)										
Quality	Occ%		Reserved Nights		ADR.		Annual Revenue		ALoS	
	2019	2023	2019	2023	2019	2023	2019	2023	2019	2023
Budget	74%	64%	229	189	£76	£89	£18,144	£17,786	3.2	3.1
Economy	64%	60%	193	185	£81	£104	£16,435	£20,171	3.1	3
Luxury	74%	67%	217	209	£186	£347	£44,185	£76,743	3.6	3.2
Midscale	65%	64%	181	197	£134	£142	£27,683	£29,411	3.2	3.1
Upscale	60%	57%	182	173	£223	£262	£43,673	£47,724	3.3	3

[4] Inflation not accounted for
[5] Average length of stay (nights)

3. GROWTH POTENTIAL

3.1 MARKET & PRODUCT TRENDS

- Many of the **market trends** impacting customer behaviour and choice chime with the themes coming out of the strategy and policy work being undertaken by Staffordshire Moorlands Council and its partners and can help guide future accommodation development options and target markets. They provide real opportunities for the sector to secure its future and attract new markets by adapting their product and innovating.



- The review of hotel and visitor accommodation **product development trends** has demonstrated the significant levels of innovation and change that is on-going across the hotel and visitor accommodation sector – in rural and urban locations. These locations potentially represent Staffordshire Moorlands' competitive set, and the sort of innovations being seen in hotel and visitor accommodation product development are setting a new bar in the market and amongst customer expectations as well as helping re-shape and define destinations alongside wider product development activity. They should also provide inspiration to existing accommodation operators and those in the wider development market interested in bringing new hotel and visitor accommodation forward here.

3.2 DESTINATION ASPIRATION & GROWTH DRIVERS

- In terms of destination aspiration, some of the **key themes** emerging from Staffordshire Moorlands' policy and strategy documents are summarised in the word cube to the right – themes that the delivery of new hotel and visitor accommodation can help reflect and deliver.

- There are a number of **key drivers to demand** around economic development, the delivery of major infrastructure schemes, leisure market growth especially around events and attractions, the pulling power of the area's significant resort attractions, the further development of local businesses, plus the development of hubs and green infrastructure for walking, cycling and the development of the active outdoors market. All will feed into the potential for a wide range of new and innovative visitor accommodation development to deliver increased capacity for peak periods, broaden market appeal, and help boost staying visits as well as dwell time and associated visitor spend.

3.3 THE PLANNING FRAMEWORK

- In terms of the **National Planning Policy framework**, the NPPF says relatively little about tourism development. Whilst hotels are recognised primarily as a town centre use, NPPF does reference rural tourism and the benefits it can bring to rural economies. This includes recognition that certain types of development in rural areas may have specific locational needs, including sites to meet business needs in rural areas that may be beyond settlement boundaries and in locations not well-served by public transport. In other changes to the National Planning Policy Framework, the introduction and review of a new category of land in the Green Belt called 'Grey Belt'(being land in the opinion of the Local Planning Authority that does not meet a number of the purposes of Green Belt and therefore in certain circumstances development is not inappropriate) could open up some opportunities for visitor accommodation development in the countryside, and the proposed introduction of a new use class for short term lets plus a registration process should help tighten up regulation around the sector.

- At a **local level**, there are a number of planning barriers, notably Green Belt, flooding and National Park designations, all restricting development or requiring mitigation to deliver schemes. Beyond these, development in the countryside remains a challenge, especially for anything of scale and requiring new build; there may also be additional barriers where locations are deemed remote or not easily accessible. For example adopted **Polices E 4 Tourism and Cultural Development and Policy SS 11 Churnet Valley Strategy** effectively direct new rural tourist attractions and accommodations to within existing tourist corridors/close to existing established facilities.

- In the Peak Park area of the Staffordshire Moorlands there is a blanket restriction on holiday lodges and other new permanent holiday accommodation owing to more restrictive adopted planning policies within the Peak Park planning authority, linked to the statutory purposes of national parks under the 1995 Environment Act. The issue of local resistance to large scale visitor accommodation developments has also proved a challenge to scheme promoters. The Local Plan review process presents opportunities to consider how the Local Plans for both Staffordshire Moorlands planning area, and the Peak Park can more closely align to the identified market potential, to more actively engage tourism and economic development professionals in commenting on and helping steer hotel and visitor accommodation proposals, to introduce policies protecting visitor accommodation from loss, and to ensure area policies and masterplans fully reflect the potential for visitor accommodation development. However the appropriateness of doing so in both cases would require consideration of national policy, and any locally commissioned evidence by both planning authorities, and proposed new policies would need to be deemed acceptable by planning inspector at local examination.

4. THE INVESTMENT LANDSCAPE

4.1 THE CLIMATE FOR INVESTMENT

- The **climate for investment** in the hotel and visitor accommodation sector is a challenging one. The sector is under pressure from rising construction costs, increased operating costs reducing margins, and the availability and cost of finance. There has been a renewed focus on existing assets as a result, to convert and re-brand. But there remains interest from landowners, developers and operators, recognising the value these developments can bring, subject to unlocking delivery.

4.2 HOTEL & VISITOR ACCOMMODATION DEVELOPMENT PROPOSALS

- **Proposals for hotels and other forms of visitor accommodation** in Staffordshire Moorlands coming through the planning system and development/investment networks demonstrate an appetite for additional accommodation development in response to identified market potential. According to SMDC data there were 119 hotel and visitor accommodation development proposals coming through the Staffordshire Moorlands planning system (excluding the Peak Park area) between 2019 and 2024, by far the largest number across the Staffordshire districts. The strongest interest was in self-catering accommodation followed by lodges and cabins. Typically applications were for small numbers of lodges, cabins, pods or units converted from barns and other structures: arguably in many cases schemes could be addressing or considering the expectations of the abovementioned planning policies. The records also included 15 applications to exit from visitor accommodation use, typically B&Bs to permanent residential use but also holiday lets to permanent residential, in some cases multiple units. The applications also included some schemes of scale – notably The Tawny deconstructed hotel, which is now open, and Moneystone Park holiday lodge park.

4.3 SOFT MARKET TESTING

- **Testing developer and operator** interest in Staffordshire Moorlands and Staffordshire is a good way to gain a live perspective on the area as an investment location for hotels and other forms of visitor accommodation and is a measure of market potential as well as a means to warm up interest for follow up post-study. 40 national and international developers/operators were approached – some of whom were represented in Staffordshire/Staffordshire

Moorlands but most of whom were not - and responses were received from 30. Of these, 22 were interested in being represented in the area – 8 hotel brand owners and 14 non-serviced offerings. Several were interested in multiple locations across Staffordshire.

- The majority of the interest expressed in Staffordshire would include potential interest in Staffordshire Moorlands, the exception being for larger and more up-scale branded hotels, that require towns ideally of 100,000+ population and a critical mass of corporates and infrastructure as well as a well-developed hotel market to support and de-risk their business models. Nonetheless, there was interest in hotels at a range of levels from destination hotels and spas through to economy brands, and interest in both conversion/acquisition of existing hotels as well as new build. Non-serviced accommodation interest included caravan and camping operators, holiday lodge park developers, glamping offers and a range of innovative, design-led cabin and pod developers, including strong sustainability features. Their interest was primarily in rural locations with Staffordshire Moorlands having strong fit to their requirements. Key barriers to investment were the availability of funding, and the need for a supportive local planning framework, particularly for developments requiring a location outside the urban/built up area.

4.4 SITE ASSESSMENTS

- The high level **site assessments** identified a number of sites with the capacity to deliver schemes of scale and the sort of critical mass that could have a transformational impact on Staffordshire Moorlands' visitor economy sector, and all the benefits this can bring. Some of these have planning, and a number have faced planning challenges. In the countryside, especially in sensitive landscapes and designated areas, tourism schemes will need to demonstrate compliance with adopted tourism policies (in both the Staffordshire Moorlands and Peak Park area), which may include restrictions that will require a more holistic approach to bringing sites for hotel and visitor accommodation development forward, including masterplanning and evidence of needs and benefits to create opportunities to permit appropriate development for the greater good. There are also some strong sites that have the potential to play a role in town/market town regeneration, their development as tourism hubs for the surrounding area, and to improve town centre vitality including to the evening economy. Council owned sites offer the opportunity for Councils to control the end use, to play a part in the development if desired, and in some cases to deliver quick wins where 'light touch' offerings such as motorhome aires are a suitable use. Interest in adding accommodation to existing tourism related sites - accommodation at wedding venues, onto pubs, at attractions, at country parks - provides an opportunity to piggy back current infrastructure and services and help underpin the viability of these businesses.
- The analysis concluded that **Staffordshire Moorlands has some of the strongest opportunity sites in the wider study area and should be seeking to maximise the potential that these present for wider destination benefit**. This will be the focus on Stages 2 and 3 to follow.

5. THE OPPORTUNITY

5.1 STRATEGY & RATIONALE

- The underpinning **rationale** for a hotel and visitor accommodation strategy and acceleration plan addresses Why? Who for? What type? Where? And how? Following which this document sets out the strategic actions needed to make this happen on the ground.

Why?

- To grow the visitor economy sustainably – more visitors, staying longer, spending more – requires more overnight accommodation given capacity issues at peak periods, and the need for new accommodation products to attract new markets.
- At the same time, the strategy needs to help to deliver wider priorities and outcomes – diversifying the rural economy, supporting regeneration of the area's market towns, relieving pressure on the National Park where tourism development is channelled into adjacent areas such as Staffordshire Moorlands, supporting year round visitation and providing opportunities for active Council engagement in the development process.

What?

- The research has identified market potential for a wide range of hotel and visitor accommodation products, both in terms of expanding and re-positioning existing assets and sites, and new-build development. The opportunities are presented as a number of thematic programmes with wide application across Staffordshire which could form the basis of future funding bids. The 7 Programmes are summarised below, with particular priorities for Staffordshire Moorlands highlighted.

	STAFFORDSHIRE HOTEL & VISITOR ACCOMMODATION PROGRAMMES	STAFFORDSHIRE MOORLANDS PRIORITY HOTEL & VISITOR ACCOMMODATION PROGRAMMES
Programme 1	**A regeneration-led town centre and active hub hotel and pub development programme.** Applicable to urban and rural settings and at a range of scales. Can support the delivery of numerous town/key site masterplans. Help underpin town centre/hub vitality and the growth of the evening economy. Sites identified in several of these plans, often as part of mixed use schemes and some with Council influence/ownership.	**A clear priority for Staffordshire Moorlands** Market town hub development is a central theme of various strategies and plans and provided for in the Local Plan. Masterplans for market towns have in some cases identified potential hotel and visitor accommodation development sites. Could include sites and mixed use development schemes in Council control and influence and opportunities for joint venture/participation if desired. Other work to bring sites forward and re-use existing buildings could deliver hotel/ accommodation development opportunities. Developer/operator interest identified in soft market testing work.
Programme 2	**A Top 5 'make a difference' visitor accommodation schemes capable of delivering a critical mass of visitor volumes and value.** There are a number of sites capable of accommodating schemes of scale, though issues around deliverability. Serviced and non-serviced accommodation potential – destination hotels, holiday lodge parks, camping and caravan sites with associated lodges and glamping. Planning challenges and opportunities.	**A clear priority for Staffordshire Moorlands.** The district has 2 sites with planning for holiday lodge developments of scale – Moneystone Park and Anzio Camp - that have faced delivery issues. Opportunity to work with them to unblock delivery issues, influence schemes to the best possible design outcomes, and potentially introduce partners as needed. Strong interest from holiday lodge developers and operators depending on business models of site owners.
Programme 3	**An eco-tourism and rural diversification small scale accommodation project programme.** Potential for this to be a continuum/stretch of the National Forest STAG programme. A lot of interest via the planning system for small numbers of rural accommodation units – and an opportunity to influence this to boost green credentials, sustainable design, product distinctiveness and innovation.	**A clear priority for Staffordshire Moorlands.** Given the predominantly rural nature of the district, this programme could be of significant benefit to a large number of small scale projects requiring more hands-on business support to get them through the planning and development process and over the line.

Programme 4	**Maximising the opportunities presented by 'resortification'.** Building on the hook of the jewel/s in the crown, and their pulling power. The addition of a range of hotel and visitor accommodation offers to attractions. Potential to add accommodation to other strong attractions and piggy back their infrastructure, at the same time making them more sustainable. This could also apply to other facilities diversifying such as wedding venues and golf courses. The masterplanning process could provide local Councils and tourism teams with opportunities to input and steer schemes to optimise accommodation outputs.	**A clear priority for Staffordshire Moorlands.** Alton Towers is such a significant attraction and magnet for visitors to the area on which many other businesses depend for their visitor flows and spend. They have already capitalised on – indeed set the standard for – attractions adding accommodation to create resort assets and capture more spend. However, the nature of these businesses is continuing to innovate to keep their top tier place in the face of fierce competition. An opportunity for the Council planning and tourism teams to work with Alton Towers on the development of a Masterplan, influencing it at its early stages to give the best chance of success at planning and to maximise benefits on delivery.
Programme 5	**A light-touch, quick-win cabins and Aires site development programme for local authorities.** Local Councils own a range of property that could have visitor accommodation development potential. The suggestion for this programme is to focus on car parks and sites within for example country parks that could readily provide for motorhome Aires with minimal infrastructure requirements. Some may also present opportunities for eco-cabins, particularly in woodlands and on local authority facility sites like visitor centres, (subject to being deemed appropriate against local tourism and landscape protection policies) an opportunity for local Councils to earn an income from these facilities. Implementation could be relatively swift with political will in place. Aires don't necessarily require planning[6] and could be delivered as a network and on a trial basis.	**A quick win low investment opportunity for Staffordshire Moorlands with benefits to the Council.** Staffordshire Moorlands Council is keen to review its assets and look to put them to better and more efficient use, and car parks, country parks and other land fall into this category. Motorhome Aires require little if any infrastructure investment – although the availability of water, waste and electric hook up provides potential to increase income generation. Providing access to car parks for a one or two night stay only does not detract from permanent holiday camping and caravan sites which would be the focus for a longer stay. Walkability to the town centre provides maximum benefit to shops, cafes, bars and restaurants. Campra (Campaign for Real Aires) are keen to work with the Council to investigate potential and advise and have helped many Councils trial sites.

[6] This would depend on the circumstances of whether there was a material change of use; and whether there was any associated development such as utilities. Where planning permission was deemed to be required the location and any visual impacts would have to be deemed to be appropriate against local tourism and landscape protection policies.

Programme 6	**A business tourism accommodation development support programme** Meeting the needs of corporate demand for hotels on business parks, enterprise zones and other key employment sites (subject to employment land retention policies) plus conference venues. Predominantly mid-scale and limited service hotels – 4 star products focused on 'big hitter' regional cities which Staffordshire lacks.	Not a priority for Staffordshire Moorlands. The corporate market is less well-developed in Staffordshire Moorlands and likely to be serviced by accommodation in market town hubs or hotels in surrounding towns and along travel corridors.
Programme 7	**An active outdoors accommodation development programme** Geared towards catering for walkers and cyclists, at nodal points/service hubs and along trails and paths (subject to tourism and landscape protection policies). Also, walker and cyclist friendly training and product adaptation of accommodation. Scope for some more niche offers such as bike pods, golf lodges, watersports cabins, boutique hostels. Dark skies potential and star-gazing pods/cabins.	**A low key priority for Staffordshire Moorlands but with potential for 'wow'.** The active outdoors market is an important one for Staffordshire Moorlands. An element of this programme might be about low key interventions with many small operators to make them walker and cyclist friendly for example. But also opportunities for some innovative design with cabins for stargazing or geared to accommodate sports equipment in locations where this activity is focused.

Who for? and What Type?

- The accommodation development opportunities should be linked to and help attract target markets. The table below identifies accommodation potential by type, alongside under-pinning evidence and developer interest.

MARKET & THEMES	CHARACTER & INTERESTS	ACCOM. PREFERENCES	CROSS CUTTING THEMES			ACCOM. POTENTIAL	DEMAND/SUPPLY EVIDENCE	DEVELOPER/ OPERATOR APPETITE	POTENTIAL LOCATIONS
Country Loving Traditionalists	Couples or small households with moderate incomes, valuing tradition, quality, and security. Interests are unspoiled countryside, well-maintained environments, local food, heritage (National Trust/English Heritage).	High quality accommodation Charming, high-quality stays (e.g., boutique B&Bs, converted barns, historic inns). Peaceful locations with scenic views and easy access to heritage sites. Gastropubs or farm-to-table dining options nearby.	Pet Friendly	Accessibility	Sustainability	Leaning towards serviced offerings such as Boutique hotels Quality pub accommodation Motorhome Aires Well-being retreats Quality self-catering Restaurants with rooms Country house hotels	Growth in immersive and authentic experiences and accommodation that reflects this. Boutique hotels better suited to scale of opportunity A destination/ deconstructed hotel site in the countryside. Similarly with premium pub and self-catering accommodation often in restored/regenerated buildings. Accommodation that provides access to the views and vistas in remote settings which can be provided through Aires programmes	Interest from boutique hotel brands for smaller scale units as well as more destination offers in the countryside. Retreat interest and motorhome Aire partner interest.	Rural areas close to heritage assets and market towns and national parks Leek Cheadle Biddulph Attraction car parks (Aires) Tittesworth
Visit to Friends & Relatives			Pet Friendly	Accessibility	Sustainability	Budget hotels Budget self -catering Accommodation at wedding venues – glamping/lodges/pods Pub accommodation Motorhome Aires	This is always a key market where destinations have growing populations and there are hotels and venues focusing on weddings, celebrations and events.	Some interest from budget hotel developers. Small scale regeneration schemes using redundant buildings possibly in suburban locations	Market towns and travel corridors for budget hotels Addition of accommodation to wedding venues and pubs

MARKET & THEMES	CHARACTER & INTERESTS	ACCOM. PREFERENCES	CROSS CUTTING THEMES			ACCOM. POTENTIAL	DEMAND/SUPPLY EVIDENCE	DEVELOPER/ OPERATOR APPETITE	POTENTIAL LOCATIONS
Aspirational Family Fun	Families seeking luxury, adventure, and memory creating experiences. With interests in curated activities, immersive attractions, relaxation, and high-end comfort.	Luxury lodges or holiday parks with on-site activities (e.g., swimming pools, adventure trails). Large cottages or glamping (e.g., safari tents, treehouses) for group stays. Resorts with kids' clubs or family-friendly excursions.	**Pet Friendly**	**Accessibility**	**Sustainability**	Glamping Design-led self-catering Ecolodges and cabins Super cottages Treehouses Small complexes and resorts All with an emphasis on quality.	Growth of the discerning traveller – everyone is expecting more. Multi generation travel is a constant feature alongside guests looking for the WOW. Current self-catering supply suggests a move towards larger properties along with a definite shift toward higher quality since 2019.	Interest from developers and operators of small, medium and large scale eco-lodge and glamping complexes and resorts and design led product with strong fit in accessible locations	Relative connectivity to key attractions. Rural settings to provide access to natural landscapes Accommodation at attractions – Alton Towers Anzio Camp and Moneystone Park development sites Super cottage style accommodation could include market town property conversions.
Free & Easy Mini-Breakers	Spontaneous, adventurous travellers (couples/friends) seeking short, flexible escapes. Interests: Local culture, unplanned exploration, leisurely meals, hidden gems.	Boutique hotels or stylish city-centre apartments (for urban breaks). Quirky rural stays (e.g., shepherd's huts, canal boats) for countryside trips. Last-minute booking options and flexible cancellation policies.	**Pet Friendly**	**Accessibility**	**Sustainability**	'wow' accommodation design/quirky units Eco-lodges and cabins Glamping, Treehouses Quality pub accommodation Boutique and lifestyle hotels Boutique hostel Well-being retreats Deconstructed hotels	The popularity of the Tawny as a demand driver in its own right has demonstrated the potential. Accommodation within heritage and unique experiences Distinctive accommodation to attract this high spending market who prioritise accommodation form in their decision making.	Interest from developers and operators of high quality sustainable hotels, lodges and cabins, especially of premium quality. Includes operators with high spec design led sustainable products that would fulfil 'wow' needs	Market towns Farms Woodlands Estates Quality landscape settings

MARKET & THEMES	CHARACTER & INTERESTS	ACCOM. PREFERENCES	CROSS CUTTING THEMES			ACCOM. POTENTIAL	DEMAND/SUPPLY EVIDENCE	DEVELOPER/ OPERATOR APPETITE	POTENTIAL LOCATIONS
Active Outdoors	Individuals or groups (couples, families, friends) who prioritise physical activity, nature immersion, and adventure during their trips. They are typically health-conscious, environmentally aware, appreciative of natural landscapes, and seeking authentic experiences. They often prefer off-the-beaten-path locations over crowded tourist spots. They tend to value sustainability, eco-friendly practices, and locally sourced products. They enjoy self-guided exploration but may also book guided outdoor activities	This group prefers accommodation that complements their active lifestyle while providing comfort after a day outdoors. Key preferences include: Self-catering cottages (private, flexible, space for gear storage). Glamping pods/yurts (eco-friendly, unique, close to nature). Bunkhouses/lodges (for groups, budget-friendly, communal spaces). Small B&Bs/guesthouses (with hearty breakfasts and local knowledge). All of which can offer minimal service levels but knowledgeable hosts. Mid- premium quality levels with a moderate budgets all with remote or rural locations.	Pet Friendly	Accessibility	Sustainability	Eco-friendly self-catering cottages and glamping sites (with wood-fired hot tubs, off-grid options). Converted barns/farmsteads (rustic charm, proximity to trails). Walkers/cyclists' bunkhouses (affordable, communal kitchens, drying facilities). Adventure hubs (accommodation + activity partnerships, e.g., guided hikes or bike rentals)	Limited group-friendly bunkhouses in Staffordshire Moorlands. Few high-quality glamping options compared to Peak District hotspots. Overall growth in wellness and active travel across the sector combined with the popularity of authentic experiences and digital detoxing in remote/ rural settings.	Interest from self-catering developers and operators as well as lodge, cabin and rural hotel developers who could provide the semi-serviced or service lite offering to match the demographics' demands.	Ideal areas for development are scenic, accessible to trails, and with tourism infrastructure. Near The Roaches & Hen Cloud (iconic hiking/climbing spots). Around Tittesworth Reservoir (watersports, walking trails). Close to Churnet Valley Railway/ Consall Nature Park (family-friendly walks + cycling). Flash/Upper Hulme (rugged landscapes, Pennine Way access). Alton/Denstone (near Alton Towers for mixed-adventure families).

Where?

- In terms of where the identified hotel and visitor accommodation development opportunities might be delivered, and in addition to the commentary on locations featured in the table above, they have a variety of locational and site requirements dependent upon the accommodation type and the markets being served, summarised below by accommodation type. In all cases uses would need to be compatible with Local Plan policies particularly in rural areas in relation to tourism, landscape and heritage impacts.

LOCATION & SITE REQUIREMENTS BY ACCOMMODATION TYPE					
TYPE OF ACCOMMODATION	LOCATION			TYPE OF SITE	SIZE, SITE, DEAL SITE REQUIREMENTS
	LARGER TOWNS	MARKET TOWNS & HUBS	RURAL AREA		
NON-SERVICED ACCOMMODATION					
Holiday Lodges & Parks			√ Moneystone Park Anzio Camp	Strategic site/s needed for a larger scale development	50 – 200 lodges Onsite amenities for self-contained offer Rural setting with good access Ideally acquire existing site or site with consent *Typically on sites of over 50 acres*
Eco-lodges, cabins and pods – including off-grid			√ Tittesworth	Additions to attractions, pubs and facilities, golf, fishing and equestrian sites, hotels with grounds and wedding venues Farm diversification, Country parks, Woodlands, Reservoirs Off grid include more remote locations	15- 30 units, 10-30 acres Possibly with selective amenities to match the offering Freehold acquisition or management agreements
Niche lodges, cabins and pods – specific activities such as stargazing, cycling, mountain biking etc			√ Tittesworth	As above with particular focus on Dark Sky areas, National Park, cycle routes	5-10 units on smaller sites Star gazing requiring dark skies setting Bike / activity pods/cabins close to trails and footpath network Lease or acquire sites/structures to convert.

Glamping (pods, yurts, bell tents, quirky e.g. silo conversions, treehouses			√	Additions to attractions, pubs and facilities, golf, fishing and equestrian sites, Farm diversification, Country parks, Woodlands, Reservoirs, Wedding venues	1-10 units on smaller sites quirky and wow units will be opportunistic so not easy to determine locations. Lease or acquire locations to convert.
Camping & Caravanning Sites		*(√)*	√	Expand existing sites Create new sites as above	50 – 100 pitches Rural, accessible, with amenities. Edge of towns Possible to lease or acquire freehold sites. Smaller sites also as appropriate to the location and site specifics. *100 Pitch campsites with facilities are typically 5 acres+. 100 pitch campsites require a minimum of 3.5 acres for the pitches alone (license density dictates 75 units per hectare or 30 units per acre)*
Self-catering cottages & complexes			√	Convert, up-grade & extend farm/rural buildings, Focus on quality and distinctiveness.	5-25 units Semi-rural and rural settings Site acquisition or lease pre planning or partnership with landowners
Supercottages		√	√	Convert and extend existing buildings and potential to convert character buildings in the urban areas.	1-2 units Conversion means the acquisitions will be opportunistic but semi/rural settings. Market town potential. Acquisition and redevelopment or management of existing
Apartments/complexes		√	√	Potential to convert in rural and urban settings, including market towns eg banks and Council buildings especially of character.	1-10 units Opportunistic conversions/acquisitions
Accessible self-catering cottages, cabins and lodges			√	Access by vehicle required	5 – 20 units Semi-rural- connectivity is key Site acquisition or lease due to specific requirements of the developers.

Motorhome Aires		√ Leek Cheadle Biddulph	√ Tittesworth	Council car parks Attraction & facilities car parks (country parks, pubs)	5 – 20 spaces A variety of locations and settings where there is hard standing. Minimal capital requirement with marketing in conjunction with Campra.
Boutique hostel		√	√	Cycling/walking/watersports related Could be adjacent to an existing facility	Conversion or new development 20 bedrooms Acquisition of existing building to convert in semi-rural setting or hub to combine outdoor enthusiasts with possible suburban guests.
Well-being Retreats			√	Destination site to create get away from it all and immersive experience. Woodlands and water.	5-20 units Semi-Rural settings, conversion of existing buildings or use of modern cabins and pods. Landed estates with large acreage. Site lease or acquisition.
Resorts – holiday lodges, eco-lodges, glamping – at scale			√ Moneystone Park Anzio Camp Tittesworth	Large estates Brownfield sites Disused quarries	20 – 50 units Large sites 50 acres Typically site acquisition but may also look for lease depending on business model.
SERVICED ACCOMMODATION					
Budget Hotels		√ Leek Cheadle	√ Alton Towers area	1-2 acre sites where free-standing on edge of town and routeways Smaller central sites often as part of mixed use schemes Upper floor uses for retail and restaurant	50-100 rooms Lease option makes it attractive to developers and investors
Boutique Hotels		√	√	Conversion of characterful properties	20-70 rooms Quality bedroom accommodation and fine dining Freehold acquisition or management
Destination/Country House & Deconstructed Hotels		√	√	Country houses and estates Rural schools and offices for conversion.	40-100+ rooms Non-serviced lodges, treehouses, cabins, glamping in addition; leisure

					Opportunistic acquisitions of country houses and estates or extension of facilities such as wedding venues, golf.
Pub Accommodation		√	√	Utilisation of upper floors of pubs, conversion of outbuildings and development of units on surrounding land Rural and urban settings From budget lodge style accommodation to gastropubs with boutique bedrooms.	Typically 4-10 rooms Lodge style 30 + rooms Coaching Inns 30-60 rooms Acquisition and diversification opportunities.

How?

- Hotel & visitor accommodation development delivery can take a number of forms, across existing sites (up-grading, re-positioning and expanding), or new development, either total new build or via conversions of an existing building (office block, ex-banks, retail premises etc) or the combination of both. Outside built up areas this might be via conversion of country houses and farm buildings, as well as the addition of new units of suitable design and setting. The addition of accommodation to existing infrastructure (pubs, wedding venues, attractions) can utilise existing services, access and facilities as well as help make these businesses more financially resilient in the long term. Delivering a hotel or other visitor accommodation development involves a number of roles in the process – a landowner, an investor, a developer, an operator, a sales & marketing agent and/or franchise owner. These roles can be delivered by one entity or a series of partners. Councils can play and are playing a role in hotel and visitor accommodation delivery, especially where there is an element of market failure, control over sites, and an opportunity to prove a market and underpin wider regeneration and economic benefits.

5.2 STRATEGIC ACTIONS SUPPORTING IMPLEMENTATION

- The strategy and delivery of the identified hotel and visitor accommodation opportunities will need to be supported by a number of strategic actions relating to inward investment, planning, research, business support, funding/resourcing, destination development and marketing. The table below summarises the approach to each and key actions. These will be fleshed out in terms of timescales, budgets and lead agencies as well as prioritised in the Acceleration Plan to co-ordinate new hotel and visitor accommodation delivery. which forms the basis of Stage 3 of this study (report to follow).

<table>
<tr><th colspan="3">STRATEGIC ACTIONS
SUPPORTING THE STRATEGY AND INVESTMENT PROGRAMMES</th></tr>
<tr><th colspan="2">RATIONALE</th><th>ACTION</th></tr>
<tr><td>INVESTMENT RESPONSE</td><td>The investment response is essentially about pro-activity and directed effort to achieve the stated ambitions, supported by the wider scheme of recommended actions. The research for this study has identified interest in the development of hotels and other forms of visitor accommodation, both from existing operators looking to expand, upgrade or re-position, and from developers and operators interested in new-build opportunities. The soft market testing undertaken has essentially ‘warmed up’ interest that should be pro-actively furthered via a range of actions. Staffordshire Moorlands Council has indicated in its Corporate Plan and Growth Plan a willingness to be proactive and interventionist where it benefits the Council, the economy and the community.</td><td>Pro-active visitor accommodation developer engagement
Preparation of an investment prospectus for pro-active developer engagement
Following up developer interest expressed on an individual basis
Inviting accommodation developers into the region for familiarisation visits
Engagement with key site owners and scheme promoters to find solutions to delivery issues and potential delivery/operating partners
Working up site opportunities
Identifying and further investigating sites with planning potential and match to developer requirements - prioritising Anzio Camp and Moneystone Park as two sites key to delivering transformational accommodation delivery at scale
Undertaking a survey of landowners to promote the identified opportunities and bring sites forward
Particular focus on sites with Council control and identification of potential quick win opportunities, with potential to link to an on-going review of Council assets.
Working with agents to identify properties for conversion and existing accommodation for redevelopment
Funding
Consideration of opportunities for Council investment and joint ventures using land/property assets
Identifying funding sources to support project viability – from a wide range of pots including heritage, towns, energy, rural development
Bidding for programme funds as they come available
Communications
Overarching communications piece to communicate opportunities to the industry, developers, agents, advisers, local authorities and other partners.</td></tr>
<tr><td>PLANNING RESPONSE</td><td>Cited by accommodation developers as a key obstacle to development, the planning response aim is to create a positive and flexible policy framework for accommodation development across the study area.

The key challenges sit beyond the urban areas, yet the rural areas – the National Park</td><td>Local Plan action
Utilise the Local Plan review processes in both Staffordshire Moorlands and Peak Park to consider the appropriateness of new policy/text that can help realise the full range of market opportunities identified in this study.
In addition to the big challenges of Green Belt and protected landscapes, issues commonly cited by visitor accommodation developers and operators include:
Justifying newbuild Development in the countryside/outside built up areas, especially of scale and requiring new build.
Access by public transport</td></tr>
</table>

RATIONALE		**ACTION**
	in particular but also the Green Belt - have significant potential to attract high value tourism, get more benefit from tourism activity, and use the tourism interest and potential investment to underpin destination development. Finding routes to address the tension between development and protection of Staffordshire Moorland's countryside is critical to fulfilling the potential the area has to offer. The Local Plan review process – for Staffordshire Moorlands and the Peak District National Park - presents opportunities to address omissions eg retention policy, and create a positive and facilitating framework to enable the delivery of the visitor accommodation market potential identified. Supporting text identifying the types of accommodation for which potential has been identified in this study would help raise the profile of the sector and steer the development market as well as 'hooks' on which to hang future planning approvals in 'challenge' locations, including Green Belt. In responding to the opportunities identified, it is appreciated that planning authorities have to balance economic activity against environmental protection and other objectives and to work within a planning system and framework that restricts new development in the countryside but also has a duty to determine tourism proposals fairly against agreed policies. Further discussion	▪ Developing low impact accommodation in sensitive landscapes ▪ Opening restrictions limiting year round letting ▪ Occupancy conditions [which are implemented to prevent tourist accommodations becoming de facto residential accommodations in locations where this would not normally be approved] limiting length of stay ▪ Retention policies and the need for clear demonstration of market failure. o This study, its identified accommodation development potential and recommendations should inform the Local Plan policy-making process in a way it hasn't before, alongside the Tourism Strategy recommendations – the Local Plan review processes of both Councils should consider the appropriateness of including policy that facilitates delivery of all or some of the identified accommodation development potential in the study o The Peak District National Park Local Plan policy restrictions around visitor accommodation development present many constraints and notably those around holiday lodges/permanent new accommodation units. The Local Plan review process is the ideal opportunity to reconsider the maintenance of this policy in the light of any other evidence, and taking into account their statutory duties over environmental protection, and initial representations have been made. As the Local Planning Authority for the area the Staffordshire Moorlands Council is statutorily required to carry out formal public consultations at various stages of Local Plan review prior to submission of a 'publication' version to planning inspectorate. ~~O~~ther Actions include: ▪ The PDNP are commissioning a consultancy piece around the rural economy – there is an opportunity to feed into this in terms of the value of visitor accommodation and how this can be fed into decision making and policymaking. ▪ Continuing to question at Local Plan review the rationale behind the blanket policy ban on holiday lodges and other permanent holiday accommodation in terms of them being inconsistent with the special purposes of a National Park. It is recommended that PPNPA consider commissioning a piece of work to ~~A~~ review other National Park policies re: holiday lodges and the impacts and outcomes relating to these policies. This could be done as a joint commission with neighbouring authorities where there would be a strategic benefit. Also, the identification of best practice in this area would enable the PDNPA to address the policy issues/outcomes they are concerned about. ▪ The preparation of a new Destination Management Plan for Visit Peak District & Derbyshire presents an opportunity to feature the visitor accommodation

RATIONALE		ACTION
	on these points can be found at D.3 of the Working Papers that support this study.	development potential identified in this study and to create in its embodiment a 'hook' of accommodation need in policy if deemed appropriate to do so. • Planning and tourism advice o Active use of the pre-application process to enable tourism developers to submit draft schemes to Council planners, working closely with tourism teams, so that they can fully consider them against current policy and work towards any necessary amendments/mitigations that would make the scheme acceptable, prior to submission of an application This has been particularly lacking in the Peak Park due to resource issues. o Active engagement of tourism and economic development teams in the planning consultation process relating to hotel and visitor accommodation development proposals This improves the decision making process in light of consideration of adopted policies affecting the scheme and the wider tourism and economic benefits it might bring. o The involvement of planning officers in hotel and visitor accommodation workshops for scheme promoters to explain the planning process, and for officers to explain what makes a good application, and how to make and support the planning case to best meet policy expectations • Planning communication o Informing the planning team about the market potential and hotel/visitor accommodation market opportunities identified will help inform decision making in the light of relevant adopted polices o In addition to day to day means of communication, a planning workshop on the hotel and visitor accommodation development opportunity, associated planning restrictions, examples of successful schemes that conform with policy/good practice elsewhere would be beneficial; it could also be coupled with the development of informal planning guidance for tourism schemes, linked with adopted tourism policies. This might usefully be extended to Members. • Sites for hotel and visitor accommodation development o If deemed appropriate to allocate one or more sites for specific types of tourism development both Councils could support the site identification process to find sites with planning potential that match investor requirements. This could also form part of the formal 'call for sites' exercise during formal public consultations in Local Plan preparation. o Input to masterplans at town and individual site/estate level to optimise the delivery of hotel and visitor accommodation, ensuring that identified sites are deliverable and fit with market and developer/operator requirements.

RATIONALE		ACTION
		o Provide a planning input to the identification of Council owned sites for cabins, Aires and other forms of visitor accommodation. • Planning intelligence o The monitoring of planning applications and pre-apps for hotel and visitor accommodation development provides an important input to keeping a finger on the pulse of this dynamic sector. This can usefully be collated at county level if all local authorities put this in place.
BUSINESS SUPPORT RESPONSE	Establishing a package of **business support services** and information to provide advice and guidance to smaller scale, independent visitor accommodation businesses/potential developers to help delivery of a range of hotel and visitor accommodation opportunities. This might be most efficiently and effectively delivered at county level.	• Explore the potential to deliver a mix of business support for visitor accommodation development proposals through site visits, telephone consultations, workshops, access to online resources, toolkits and other guidance and online training sessions. • Understand what is already in place that could be enhanced and the potential to deliver this more strategically at county/LVEP level. • Examine good practice examples to inform the process: o https://business.visitlincolnshire.com/ o The National Forest Sustainable Tourism Accommodation Programme - https://www.nationalforest.org/tourism o Lincolnshire Pub Diversification Programme - https://business.visitlincolnshire.com/blog/new-support-programme-for-pubs/ https://www.visitcountydurham.org/business-advice/
RESEARCH RESPONSE	**Research** to establish a clear picture of visitor accommodation supply and performance that has been provided as a baseline by this study should also underpin forward policy and action relating to investment in the sector, through mechanisms for up-dating both supply and performance. County level action needed.	• A range of mechanisms can be used to up-date hotel and visitor accommodation supply and performance, either on an on-going basis or as part of a regular annual or 6 monthly snapshot. Which route is chosen will depend to some degree on the resource available, for both data purchase and manipulation, and the ability to deliver this in-house or externally. • The key information to up-date is: o Planning applications and pre-apps for hotel and visitor accommodation development and ideally implementation through a development tracker that County would be in the best position to oversee. Staffordshire Moorlands has the most visitor accommodation in the county and the largest number of visitor accommodation planning applications, so would be an important participant in tracking this information. o Serviced accommodation/hotel performance data via CoStar which Staffordshire County currently has a subscription to. This also provides some intelligence on development proposals and supply.

<table>
<tr><th colspan="2">RATIONALE</th><th>ACTION</th></tr>
<tr><td></td><td></td><td>o Non-serviced visitor accommodation via Lighthouse and AirDNA, which was purchased as a one-off for this study but for which up-dates could be negotiated.</td></tr>
<tr><td>FUNDING/RESOURCE RESPONSE</td><td>Identifying how the strategy, identified hotel and visitor accommodation development opportunities and supporting strategic actions will be implemented in terms of resource and funding.</td><td>Resourcing implementation of the identified opportunities and actions
UKSPF has supported this study in Staffordshire Moorlands – this and other routes need to be further explored
The Council's Corporate and Growth Strategies also have close alignment with a number of the proposed actions – it will be important to tie these in to future work programmes, and to identify any additional funding requirements beyond these.
Close working with Staffordshire County Council and the LVEP is to be encouraged to look at how solutions can be delivered collectively, plus the opportunity for joint bids for resources.
Reference has been made in the corporate and growth strategies to potential Council funding and intervention in development and site/property acquisition. Given the challenges in the investment climate generally, and specific local market challenges, there are a number of opportunities for hotel and visitor accommodation development that are likely to need some form of public sector intervention to make them happen. Numerous Councils across the country have done this, from a place-making and regeneration perspective, but also realising an income for their authority as a result. The opportunity for Staffordshire Moorlands Council to better understand and consider such opportunities should be taken full advantage of, with scope to organise a workshop on the topic and learn from Councils that have already gone down this route, as well as the hotel companies they have done deals with.</td></tr>
<tr><td>DESTINATION DEVELOPMENT & MARKETING RESPONSE</td><td>The development of new and improved visitor accommodation requires support in terms of driving demand to the destination (marketing response) and enhancing destination infrastructure (destination development response).</td><td>The actions required in relation to this action are in part strategic, working with partners, and in part local, sitting with Staffordshire Moorlands Council.
Strategically, at Staffordshire/LVEP level:
Staffordshire Moorlands needs to work with its partners, especially the LVEP, to collectively market the wider destination and to introduce tactical marketing and events programmes focused around identified periods of spare capacity to up visitor numbers and nights within the existing supply. The creation of new demand especially from markets that will visit mid-week and off peak, should also be a priority.
Opening a dialogue with the major OTAs to ensure that Staffordshire Moorlands and its component parts are discoverable on search filters can also help boost demand, and that property features sought after by the market and featuring in the investment programme are enabled as filters e.g. sustainable, accessible, pet friendly.
Raising the profile of Staffordshire Moorlands and Staffordshire amongst the visitor</td></tr>
</table>

RATIONALE		ACTION
		accommodation development market, developing targeted communications shaped around the criteria they consider when they are deciding to invest – with potential to link to wider inward investment marketing work, should also feature in supporting activity by destination development and marketing bodies. • Locally, at Staffordshire Moorlands level: o The Council's continued and active role to grow the economy on every level, to support business development, and to accommodate new housing and associated population growth, will be important to generate an element of demand for hotels and other visitor accommodation. • Local Councils also have a role to play in public realm and infrastructure development. Staffordshire County Council has a legal duty to publicise and maintain trails and cycleways, country parks, signage and interpretation, car parking, all of which impact the visitor experience, and both SMDC's and SCC's continued investment will be important to support the accommodation offer.

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