

# HOTEL SOLUTIONS

## Completed Hotel & Visitor Accommodation Studies 2003-2019

August 2019



[www.hotelsolutions.org.uk](http://www.hotelsolutions.org.uk)



Andrew Keeling  
Hotel Solutions  
Mill Field House  
Mill Fields  
Bassingham  
Lincoln  
LN5 9NP

Tel: 01522 789702  
Email: [andrew@hotelsolutions.org.uk](mailto:andrew@hotelsolutions.org.uk)

Lynn Thomason  
Hotel Solutions  
Deleanor House  
High Street  
Coleby  
Lincoln  
LN5 0AG

Tel: 01522 811255  
Email: [lynn@hotelsolutions.org.uk](mailto:lynn@hotelsolutions.org.uk)

[www.hotelsolutions.org.uk](http://www.hotelsolutions.org.uk)

## **HOTEL & VISITOR ACCOMMODATION STUDIES AND RESEARCH PROJECTS BY YEAR**

### **2019**

#### **Greater Lincolnshire Pub Accommodation Development Programme**

A programme of work to understand the current supply of pub accommodation and how it performs across Greater Lincolnshire, together with identifying interventions by the public sector partners that can pro-actively facilitate additional pub accommodation development. Outputs include business development guidance, workshops, site identification and assessment and targeting pub companies with suitable opportunities.

*Client: Greater Lincolnshire LEP/ Lincolnshire County Council*

#### **Hampshire Hotel Futures**

An up-date of previous Hotel Futures studies for Hampshire's local authorities, reviewing hotel performance, hotel supply, drivers to growth in demand, sites with hotel development potential, and interest from the hotel development sector in taking these opportunities forward. A key out put is the production of Hotel Market Fact Files for use in hotel investment marketing.

*Client: Hampshire local authorities*

#### **Staffordshire Hotel & Visitor Accommodation Development Strategy**

A study to identify the potential for hotel and visitor accommodation development across Staffordshire and Stoke-on-Trent, the barriers holding back investment in the sector, and the role that public sector agencies can play to help accelerate accommodation development and support tourism growth.

*Client: Destination Staffordshire*

#### **Salisbury Hotel & Visitor Accommodation Study**

A review of the potential for additional hotel and visitor accommodation development in the Salisbury area, up-dating a previous country-wide study from 2014, and looking for opportunities to boost the visitor economy help and address the impacts of the Skripol incident.

*Client: VisitWiltshire*

**2018**

**Wirral Visitor Accommodation Study & Strategy**

A study to identify the potential for hotel and visitor accommodation development across the Wirral, to identify gaps in provision and match developer interest with best fit sites, to help accelerate the delivery of sustainable visitor accommodation development and underpin growth in the visitor economy.

*Client: Wirral Council*

**Brighton & Hove Visitor Accommodation Study Update**

An up-dated assessment of future market requirements for visitor accommodation (hotels, guest houses, aparthotels, short-term holiday lets and home sharing) to inform the emerging City Plan Part 2, guide development decisions for new hotels, and assist the City council in considering the need and options for regulating short-term holiday lets and home sharing.

*Client: Brighton & Hove City Council*

**Bath & North East Somerset Visitor Accommodation Study Update**

A study to provide a robust base of evidence on hotel and visitor accommodation development potential in Bath & North East Somerset District to inform the framing on an appropriate planning policy approach in the new Local Plan to hotel and visitor accommodation development in the city of Bath and the rural parts of the district.

*Client: Bath & North East Somerset Council*

**Sefton Hotel & Visitor Accommodation Strategy**

A study to assess the potential for hotel and visitor accommodation development in Southport, Formby, Crosby, Bootle and the Sefton Coast as the basis for a strategy for council action to support and accelerate hotel and visitor accommodation development as part of the regeneration strategies for these locations.

*Client: Sefton Council*

**North West Leicestershire Visitor Accommodation Study**

Research to understand the opportunities for hotel and visitor accommodation development in the district of North West Leicestershire, with a specific focus on identifying a small number of suitable sites for major non-serviced visitor accommodation development projects.

*Client: North West Leicestershire District Council/ Leicestershire Promotions*

**University of Kent Hotel & Conference Centre – Market Up-Date**

A re-refresh of feasibility studies and market appraisals undertaken in 2011 and 2012 to reflect the current climate for hotel investment, market potential for

both the hotel and conference centre, potential performance, delivery and operating models and financial projections.

*Client: University of Kent*

### **Lythe Hill Hotel, Haselmere – Viability Assessment**

An independent review of proposals put forward by the Lythe Hill Hotel for its significant expansion and redevelopment in order to bring a loss-making business back into a viable operation. As the site is in Green Belt, this appraisal sought to test the case made for the 'very special circumstances' required to permit new development – particularly of scale – in the Green Belt.

*Client: Waverley Borough Council*

**2017**

**County Durham Hotel & Visitor Accommodation Development Programme**

A programme of work to support and accelerate hotel and visitor accommodation development across County Durham, including research to assess the potential for hotel development in Durham; programmes to encourage accommodation development at Bishop Auckland and Seaham; an assessment of hotel development opportunities in other parts of the county; initiatives to support the development of holiday lodge parks, glamping and pub accommodation; and an assessment of the future potential for the B&B sector.

*Client: Durham County Council, Visit County Durham*

**Denbighshire Hotel Study**

A study to assess the potential for hotel development across Denbighshire, including the potential for budget hotels in Rhyl, the scope for upgrading hotels in Llangollen, and opportunities for destination hotel offers in other parts of the county.

*Client: Denbighshire County Council*

**Essex Corporate Hotel & Conferencing Facilities Study**

Research to assess the need and potential for new full-service 3/4-star corporate hotels in Essex, including a survey of Essex companies to assess their requirements for hotel accommodation, an assessment of the performance of 3/4-star hotels in the county, an audit of potential hotel sites, and a survey of hotel companies to assess their interest in opening new hotels in Essex.

*Client: Essex County Council*

**Lincolnshire Hotel Study**

An assessment of the potential for hotel development across Lincolnshire, based on a review of current hotel supply and hotel development proposals, an assessment of the growth agendas and drivers across the county, an audit and assessment of potential hotel sites, and research to establish hotel company interest in each part of Lincolnshire

*Client: Greater Lincolnshire LEP, Lincolnshire County Council*

**Lincoln Hotel Development Strategy**

A follow-on piece of work to the Lincolnshire Hotel Study to establish a forward strategy for hotel development in Lincoln, based on an in-depth assessment of hotel performance in the city, a survey of Lincoln companies, and hotel demand projections for the city.

*Client: Greater Lincolnshire LEP, Lincolnshire County Council*

### **North Lincolnshire Hotel Study**

Another follow-on study to the Lincolnshire Hotel Study to more fully understand the potential for hotel development in North Lincolnshire, based on an in-depth assessment of hotel performance across the district, a survey of local companies and hotel demand projections for Scunthorpe.

*Client: North Lincolnshire Council*

### **North Derbyshire/ North Nottinghamshire Visitor Accommodation Development Strategy**

A detailed assessment of potential accommodation development sites across North Derbyshire and North Nottinghamshire.

*Client: North Derbyshire/North Nottinghamshire Visitor Economy Forum*

### **Borders Railway Corridor Hotel Market Assessment**

A study to assess the potential for hotel development at key locations along the Borders Railway Corridor in Edinburgh, Midlothian and the Scottish Borders

*Client: Borders Railway Blueprint Leaders Group*

**2016**

### **Farnborough Hotel Development Strategy**

Research to assess the extent to which future business growth and the development of the new Farnborough International Exhibition & Conference Centre will require additional hotel provision in Farnborough, and the development of a strategy to help bring forward the required new hotels.

*Client: Rushmoor Borough Council, Hampshire County Council, Farnborough International*

### **Isle of Man Non-Serviced Accommodation Study**

A study to assess the potential for the development of self-catering accommodation, caravan and camping provision, glamping and hostel accommodation on the Isle of Man.

*Client: Isle of Man Government*

### **Epping Forest District Accommodation Needs Assessment**

An assessment of the future potential for hotel and visitor accommodation development in Epping Forest District, and the barriers to accommodation development here, to inform the new Local Plan for the District.

*Client: Epping Forest District Council*

### **Northampton Hotel Futures Study**

A study to assess the potential for hotel development in Northampton to inform hotel planning policies in the new Local Plan and other proactive Borough Council interventions to support hotel development in the Borough.

*Client: Northampton Borough Council*

### **Basildon Hotel Needs Assessment**

An assessment of the future need for new hotels in Basildon Borough in Essex to inform the new Local Plan for the Borough and Borough Council actions to support hotel investment.

*Client: Basildon Borough Council*

### **Derbyshire & Nottinghamshire Accommodation Strategy**

The preparation of a strategy for public sector intervention to accelerate investment in hotel and visitor accommodation development across Derbyshire and Nottinghamshire.

*Client: Experience Nottinghamshire, Visit Peak District & Derbyshire, Nottinghamshire County Council, Derbyshire County Council, D2N2 LEP*

### **Western Dorset Growth Corridor Accommodation Development Strategy**

Research to assess the potential for the improvement and future development of the hotel and visitor accommodation offer of Weymouth, Portland and Dorchester, and preparation of a strategy for public sector action to support investment into the sector going forward, as part of a wider tourism product development strategy that has been prepared by Blue Sail.

*Client: Weymouth & Portland Borough Council, West Dorset District Council, Dorset LEP*



### **Herne Bay Hotel Assessment**

Research to assess the potential for the development of a hotel in Herne Bay.

*Client: Canterbury City Council*

### **Horsham District Hotel & Visitor Accommodation Study**

A study to assess the potential for hotel development in Horsham Town Centre and the scope for the development of hotels and other forms of visitor accommodation in the rural parts of Horsham District.

*Client: Horsham District Council*

### **Foxton Locks Country Park Accommodation Development Options**

Research to advise the Canal & River Trust on the most suitable options for introducing an accommodation operation to Foxton Locks Country Park in Leicestershire, as part of a Destination Management Plan for the site that has been prepared by AMION Consulting.

*Client: Canal & River Trust*

## **2015**

### **Isle of Man Hotel Futures Study**

A programme of research to assess the potential for renewal, upgrading and development of the Isle of Man hotel offer in order to grow staying tourist visits to the island.

*Client: Isle of Man Government*

### **Liverpool Hotel Investment Strategy**

Work to define a clear hotel investment strategy for Liverpool based on the findings of the 2014 Liverpool Hotel Futures Study and consultations with Liverpool City Council, property owners and developers in the city and target hotel brands.

*Client: Liverpool City Region LEP*

### **Salisbury Budget Hotel Impact Assessment**

An assessment of the potential impact of proposed new budget hotels on existing hotels and guest houses in Salisbury City Centre to assist the City Council planners in reaching a decision on the planning applications for these hotels.

*Client: Salisbury City Council*

### **Bath Hotel Futures Study 2015**

A study to assess the future potential for hotel development in Bath to guide the local council in its forward strategy for major regeneration sites in the city.

*Client: Bath & North East Somerset Council*

### **Surrey Hotel Futures Study**

Research to determine the future need and potential for hotel development across Surrey to inform District and Borough Local Plan preparation and Surrey-wide hotel investment marketing activity.

*Client: Surrey County Council*

### **Solent Hotel Trends Survey 2013-2014**

A survey of hotel performance and market trends in 2013 and 2014 and prospects for 2015 across the Solent area of Hampshire, including Southampton, Portsmouth, Fareham, Gosport and Havant.

*Client: Hampshire County Council*

### **Portsmouth Hotel Investment Marketing**

An assessment of hotel sites in Portsmouth and survey of target hotel companies for the city to raise their awareness of the hotel development opportunities and sites that Portsmouth offers.

*Client: Portsmouth City Council*

**Sevenoaks District Tourist Accommodation Study**

A study of the potential for hotel development in Sevenoaks District; audit of other forms of tourist accommodation in the District; and review of national trends in rural tourist accommodation development, to inform the District Council's Core Strategy review and implementation of its Economic Development Strategy objective to encourage and support the development of tourist accommodation in the District.

*Client: Sevenoaks District Council*

**Ashford Hotel Market Fact File Update 2015**

Research to provide up-to-date information on hotel supply and demand and the prospects for future growth in demand for hotel accommodation in Ashford

*Client: Ashford Borough Council*

**Medway Hotel Futures Update 2015**

A study to identify the potential for hotel development in Medway to inform required interventions by Medway Council to support and attract hotel investment.

*Client: Medway Council*

**Canterbury Hotel Market Fact File Update 2015**

Research to update the 2010 Canterbury Hotel Market Fact File prepared as part of the 2010 Kent Hotel Futures Programme.

*Client: Canterbury City Council*

**2014**

**South Downs National Park Visitor Accommodation Review**

A study to assess the potential for the development of visitor accommodation across the South Downs National Park to inform the National Park Authority's planning policies for visitor accommodation.

*Client: South Downs National Park Authority*

**East Leicestershire Tourist Accommodation Study**

Research to assess the potential for the future development of tourist accommodation in the East Leicestershire EU funded LEADER area in order to guide the use of the available funding to support accommodation development.

*Client: Leicestershire County Council*

**National Forest Visitor Accommodation Development Study**

Research to assess the potential for additional visitor accommodation to be developed in the National Forest over the next 10 years to input into a new Destination Development Plan for the Forest.

*Client: National Forest Company*

**Wiltshire Hotel & Visitor Accommodation Futures Study**

A study to assess the potential for the development of all form of hotel and visitor accommodation across Wiltshire

*Client: Visit Wiltshire*

**Liverpool Hotel Futures Study 2014**

An up-date of hotel performance, market potential, developer interest and proposals to help guide inward investment and the development of planning policy.

*Client: Liverpool LEP*

**South Oxfordshire Hotel Needs Assessment**

A review of hotel needs across South Oxfordshire and Vale of White Horse, based upon current performance and forecast market growth.

*Client: South Oxfordshire and Vale of White Horse District Councils*

**Hampshire: UP for Hotel Investment Event**

A follow-on piece of work to the 2013 Hampshire Hotel Trends Survey, supporting the client group in acting upon the findings of the market work and developer testing, culminating in a very well attended London-based hotel investment event.

*Client: Hampshire County Council*

**Bedford Borough Hotel & Visitor Accommodation Needs Assessment**

An up-date of the 2008 Hotel & Visitor Accommodation Futures study for Bedford Borough as a basis for informing the Local Plan and site allocations work.

*Client: Bedford Borough Council*

**Darlington Arena Hotel: An Assessment of Demand & Need**

A review of the current and future hotel market in and around Darlington alongside an assessment of changes in supply and proposals, in support of the development of a hotel alongside Darlington Arena

*Client: Zest Investment Group*

**North Oxfordshire Tourism Study**

A study to assess the future potential for tourism growth in North Oxfordshire and advise Cherwell District Council on the interventions that it can best make to support future tourism growth in the District, both in terms of having supportive planning policies in place and undertaking other work in terms of visitor information provision, encouraging investment in the District's visitor accommodation and attractions offer and the marketing of Cherwell's towns and villages to local visitor markets

*Client: Cherwell District Council*

## **2013**

### **Hampshire Hotel Trends Survey 2010-2012**

A survey of hotels across Hampshire to gather information on hotel development, performance and market trends across the county between 2010 and 2012

*Client: Hampshire County Council*

### **Hampshire Hotel Market Fact Files**

Compilation of a series of Fact Files for 8 key destinations in Hampshire distilling the information from the Hampshire Hotel Trends Survey down to a destination level.

*Client: Hampshire County Council*

### **Hampshire Hotel Developer Interest Survey**

A survey of national, regional and local hotel companies to assess their interest in developing new hotels in Hampshire destinations.

*Client: Hampshire County Council*

### **Rother Hotel & Visitor Accommodation Futures Study**

Research to assess the potential for the development of all types of hotel and visitor accommodation in the District of Rother in East Sussex – covering Battle, Rye, Camber and Bexhill-on-Sea and the surrounding rural areas. The study is an update of research that Hotel Solutions undertook for Rother District Council in 2005 and 2007

*Client: Rother District Council*

### **East Hampshire Hotel & Pub Accommodation Futures Study**

A study to assess the potential for hotel and pub accommodation development in East Hampshire – including Petersfield, Alton, Liphook, Horndean and surrounding rural areas and parts, including parts of the South Downs National Park. The study updates a previous study that Hotel Solutions undertook for the District in 2005.

*Client: East Hampshire District Council*

### **Worthing & Adur Hotel & Visitor Accommodation Futures Study**

Research to provide an up-to-date assessment of the potential for the future development of the hotel and visitor accommodation supply in Worthing and Adur in West Sussex – including Shoreham-by-Sea. The study updates previous work that Hotel Solutions undertook for this area in 2009

*Client: Worthing & Adur Council*

### **Basingstoke Hotel Futures Study**

Research to advise Basingstoke & Deane Borough Council on future requirements for hotel development in Basingstoke.

*Client: Basingstoke & Deane Borough Council*

### **Telford Hotel Futures Study**

A study to assess the future potential for hotel development in Telford as the town is regenerated and the Telford International Centre is expanded. Hotel Solutions undertook a similar piece of work for Telford in 2004.

*Client: Telford Tourism Partnership*

**NewcastleGateshead Hotel Futures Study**

A study to assess the future potential for hotel development in NewcastleGateshead to provide guidance to the city's public sector agencies as to how they should respond to hotel development enquiries and proposals. The study updates the Hotel Futures Study that Hotel Solutions undertook for NewcastleGateshead in 2007.

*Client: Newcastle Gateshead Initiative*

**Monmouth Budget Hotel Development Briefing**

A review of the potential benefits and impact of attracting a budget hotel to Monmouth to assist Monmouthshire County Council in deciding whether to dispose of a hotel site in its ownership to a budget hotel company.

*Client: Monmouthshire County Council*

**2012**

**County Durham Hotel & Visitor Accommodation Futures Study**

A study to assess the market potential (in terms of industry performance, future demand growth, accommodation development trends and developer interest) for the future development of all types of hotel and visitor accommodation across County Durham

*Client: Visit County Durham/ Durham County Council*

**Cambridge Hotel Futures Study**

A study to provide evidence of the market potential and priorities for future hotel development in Cambridge through until 2031, to inform the formulation of appropriate hotel planning policies as part of the new Local Plan for the city.

*Client: Cambridge City Council*

**Monmouthshire Tourist Accommodation Development Opportunities Scoping Research**

Research to identify the potential for tourist accommodation development in Monmouthshire and requirements for public sector intervention to capitalise on the identified opportunities.

*Client: Monmouthshire County Council*

**Kent Hotel Planning Policy Guidance**

A guidance note aimed at planning policy and development control teams across Kent to communicate the headline findings of the Kent Hotel Futures study and identify in detail how planners can use this evidence base in both planning policy formulation and to aid decision-making on hotel planning applications.

*Client: VisitKent*

**Winchester – Site Appraisal for Hotel Development at Abbey Mills**

An assessment of the potential to convert a Council-owned property into a boutique hotel.

*Client: Winchester City Council*

**Enfield Hotel Needs Assessment**

A hotel study to support a planning application for the development of a hotel as part of a mixed use scheme on a key regeneration site in Enfield. As an out of centre location, a sequential test was required, and the hotel needs assessment fed into this document and the wider planning statement. A fair share analysis was conducted to model potential impacts on existing and potential levels of hotel performance in the market area.

*Client: New Ladderswood LLP/ DHA Planning*



**Kent Self-Catering and Touring Caravanning & Camping Study**

A programme of research and consultancy support looking at the self-catering and touring caravanning and camping sector in Kent, including:

- A comprehensive audit of the supply of self-catering accommodation and touring caravan and camping provision across the county;
- A review of national development trends in the self-catering and touring caravan and camping sectors, including luxury camping trends;
- The recruitment of holiday cottage letting agencies into Visit Kent's self-catering occupancy survey.

*Client:* Visit Kent

**Oxford Company Survey – Assessing Demand for Serviced Apartments**

A survey of companies in Oxford to assess their potential demand for serviced apartments in the city.

*Client:* Your Space Apartments

## **2011**

### **Liverpool Hotel Futures Study Update**

A programme of research to update the 2009 Liverpool Hotel Futures Study, including a comprehensive survey of the city's hotel managers to compile up-to-date hotel performance data for the city; research to identify potential future hotel schemes in the city; an assessment of the likely drivers of future growth in demand for hotel accommodation in Liverpool; and projections of requirements for additional hotel supply through to 2020.

*Client: The Mersey Partnership*

### **University of Kent Conference Centre Research**

Research to assess the potential residential conference market for a proposed residential conference centre on the University of Kent's campus in Canterbury and consultations with property developers to assess their interest in developing the conference centre to lease back to the University. Hotel Solutions has also undertaken further research in 2012 to provide market demand evidence to support the planning application for the conference centre.

*Client: University of Kent*

### **Worcester Hotel Investment Action Plan**

A programme of work to support hotel investment marketing for Worcester including the preparation of a Hotel Market Fact File for the city; assessment and initial market testing of potential sites for boutique hotel development; and a survey of Worcester companies to assess their requirements for hotel accommodation in the city.

*Client: Visit Worcester*

### **Newark-on-Trent Company Survey – Assessing Corporate Demand for Hotel Accommodation**

A survey of companies in and around Newark-on-Trent to assess their potential interest in using a proposed new hotel at Newark Showground.

*Client: Newark & Nottinghamshire Agricultural Society*

## **2010**

### **Kent Hotel Futures Programme**

A programme of research to assess hotel developer interest in Kent destinations and compile hotel performance and market information to support hotel investment marketing activity

*Client: Visit Kent*

### **Luton Hotel Futures Study**

A study to assess the market potential for hotel development in Luton to inform the regeneration strategy for the town.

*Client: Luton Borough Council*

### **South Hampshire Hotel Futures Study**

A study to assess the potential for hotel development across the South Hampshire as its economy and leisure tourism offer develop over the next 20 years. The Sub Region, which includes Southampton, Portsmouth, Fareham, Eastleigh and Havant is set to undergo transformational change, which should give rise to significant opportunities for hotel development across the area. The Hotel Futures Study provides an in depth analysis of the potential for new hotels in each part of the Sub Region as major regeneration and development schemes are progressed and assesses the role that the public sector agencies can play in informing and supporting hotel developers that are interested in developing hotels here.

*Client: PUSH (Partnership for Urban South Hampshire/ Tourism South East)*

### **Essex Hotel Futures Programme**

Research to assess the potential for new hotel development in Essex in the run up to the London 2012 Olympic and Paralympic Games, including a survey of hotel performance across the county and a survey of hotel developers to assess their interest in building new hotels in Essex. The findings of the study will be used to prepare hotel investment fact sheets for the key destinations in the county to help support a proactive hotel investment marketing campaign in 2010. More detailed work on assessing hotel sites and advising on planning policy for hotels has also been undertaken for Braintree, Maldon, Chelmsford, Harlow and Southend Councils.

*Client: Essex County Council*

### **Leeds & West Yorkshire Hotel Futures Study**

Research to assess the potential future requirements for new hotel development in Leeds, Wakefield, Calderdale and Kirklees through to 2026, to assist the West Yorkshire local authorities in developing appropriate forward planning policies and strategies for new hotel development in their area.

*Client: Conference Leeds/ Leeds City Council  
West Yorkshire Tourism Partnership*

**Aylesbury Waterside Hotel Futures Study**

A study to advise Aylesbury Vale District Council on the potential to secure a hotel as part of the Aylesbury Waterside mixed-use development scheme in Aylesbury town centre including advice on the size and standard of hotel that might be supported here.

*Client: Aylesbury Vale District Council*

**2009**

**Bath & North East Somerset Tourist Accommodation Study**

Input into this research study led by The Tourism Company in terms of hotel sites assessment, hotel planning policy review and hotel developer testing.

*Client: Bath & North East Somerset Council*

**Liverpool Hotel Futures Study Update**

A programme of research to update the 2005 Liverpool Hotel Futures Study including an assessment of the likely drivers of future growth in demand for hotel accommodation in the city, comparator city benchmarking in terms of hotel supply, development and performance; and projections of future hotel demand through to 2022.

*Client: The Mersey Partnership*

**Tendring Coastal Resorts Hotel & Guesthouse Retention Study**

A study to assess the need for Tendring District Council to roll forward into its Local Development Framework its current Local Plan hotel and guesthouse retention policy in Clacton-on-Sea and the other Tendring resorts.

*Client: Tendring District Council*

**Tendring Holiday Park Sector Review**

A review of national market and product development trends in the UK holiday park sector to help inform the District Council's review of its current planning policies for holiday parks to be taken forward into its Local Development Framework.

*Client: Tendring District Council*

**Tyne & Wear Coast Hotel & Visitor Accommodation Futures Study**

Research to assess the future for the hotel and visitor accommodation sector along the Tyne & Wear Coast (including Sunderland, South Shields, North Shields, Tynemouth and Whitley Bay) in terms of the potential for new hotel and visitor accommodation development and the scope and need to upgrade, reposition, develop and retain existing hotels, guesthouses and other accommodation businesses.

*Client: Tourism Partnership Tyne & Wear*

**Rural Gateshead Visitor Accommodation Futures Study**

A study to evaluate the scope for further development of the visitor accommodation sector in the rural parts of Gateshead Council's area.

*Client: Gateshead Council*

**East Sussex Hotel & Visitor Accommodation Futures Study**

Research to assess the potential for hotel and visitor accommodation development (guesthouses, B&Bs, self-catering, touring caravan and camping sites, holiday parks and group & youth accommodation) in Lewes, Rother and Wealden Districts in East Sussex and guidance on planning policy development for the hotel and visitor accommodation sector for these Districts as part of their LDFs.

*Client: Lewes, Wealden and Rother District Councils*

**Eastbourne Hotel & Visitor Accommodation Futures Study**

A study to assess the future for the hotel, guesthouse and holiday flat sectors in Eastbourne to inform and support LDF policies for the development and retention of such businesses in the resort.

*Client: Eastbourne Borough Council*

**Bedfordshire Hotel & Visitor Accommodation Futures Study**

A programme of work to assess the scope for hotel and visitor accommodation development across Bedfordshire to help inform LDF Core Strategies and Site Allocations DPDs

*Client: Bedfordshire County Council, Bedford Borough Council, Mid and South Beds District Councils*

**2008**

**Tees Valley Hotel & Rural Accommodation Futures Study**

A comprehensive study to assess the market potential for hotel and rural visitor accommodation development across the Tees Valley, including Darlington, Middlesbrough, Stockton-on-Tees, Hartlepool and Redcar & Cleveland.

*Client: Tees Valley Joint Strategy Unit/ Visit Tees Valley*

**East of England Hotel Investment Campaign**

A programme of work to help promote the East of England as a hotel development location including a survey of hotel development interest in the region, research to identify hotel sites, the development of a regional hotel investment marketing website and a regional hotel investment seminar.

*Client: East of England Tourism*

**Brentwood Hotel & Visitor Accommodation Futures Study**

A study to assess the future potential for hotel and visitor accommodation in Brentwood Borough, with particular regard to the opportunities afforded by the London 2012 Olympics

*Client: Brentwood Borough Council*

**Hampshire Hotel Trends Survey 2006/07**

An update of the surveys undertaken in 2002 and 2005 to assess trends in hotel performance across Hampshire in 2006 and 2007. Additional modules of research are also being undertaken for Havant, Test Valley, Basingstoke and Rushmoor Borough Councils to help inform LDF policy development for hotels.

*Client: Hampshire County Council*

**Chester Hotel Stock Comparisons**

Research to compare hotel supply and development activity in Chester with that of Bath, York, Cambridge, Oxford and Stratford-upon-Avon.

*Client: Visit Chester & Cheshire*

**Coastal West Sussex Hotel & Visitor Accommodation Futures Study**

A study to assess the future potential for hotel and visitor accommodation development in the five towns of Coastal West Sussex (Bognor Regis, Littlehampton, Selsey, Shoreham-by-Sea and Worthing).

*Client: Worthing, Adur and Arun District Councils*

**2007**

**NewcastleGateshead Hotel Futures Study**

A study to assess the potential for new hotel development in NewcastleGateshead and determine a locational strategy for hotel development to inform LDF preparation and support hotel investment marketing and management.

*Client: NewcastleGateshead Initiative, Newcastle City Council, Gateshead Council*

**Sunderland Hotel Futures Study**

A study to assess the potential for new hotel development in Sunderland city centre, to inform the LDF for the city and the marketing of hotel sites identified as part of the major regeneration schemes in the city centre

*Client: Sunderland City Council*

**Portsmouth Hotel Futures Study**

A study to assess the potential for new hotel development in Portsmouth.

*Client: Portsmouth City Council*

**Oxford Hotel and Short Stay Accommodation Study**

A study to assess future requirements for the development of hotels and other forms of short stay accommodation in Oxford.

*Client: Oxford City Council*

**Sevenoaks Hotel Futures Study Update**

An update of the study undertaken in 2004 to determine the need for new hotel development in Sevenoaks District.

*Client: Sevenoaks District Council*

**Kent Thameside Hotel Futures Study**

A study to assess the scope for new hotel development in the Kent Thameside area, with a particular focus on opportunities for new hotels at Ebbsfleet to service demand related to the London 21012 Olympics and the new Eurostar services from Ebbsfleet International station when it opens in November 2007.

*Client: Kent Thameside Delivery Board*

**1066 Country Hotel & Guest Accommodation Futures Study**

A study to assess the potential for developing the hotel and guest accommodation sector in Hastings, Bexhill, Battle, Rye and the rural parts of 1066 Country, in terms of both new hotel development and the upgrading and repositioning of existing hotels and guesthouses.

*Client: Sea Space*

**Shrewsbury Hotel Futures Study**

A study to assess the potential for attracting new hotel development to Shrewsbury.

*Client: Shrewsbury & Atcham Borough Council*



## **Exeter Hotel Development Survey**

A survey to assess hotel developer interest and sites in Exeter as part of a study to assess the potential for new hotel development in the city.

*Client:* Exeter City Council

**2006**

**Brighton & Hove Hotel Futures Study**

An assessment of the current and potential future demand for hotel and guest accommodation in Brighton & Hove to inform the planning policies for serviced accommodation in the new Local Development Framework for the city.

*Client: Brighton & Hove City Council*

**Buckinghamshire Hotel Futures Study**

A study to assess the potential for new hotel development in Buckinghamshire

*Client: Buckinghamshire County Council/ Tourism South East*

**Blackburn Town Centre Hotel Investment Programme**

A programme of work to assist Blackburn & Darwen Borough Council in attracting a branded hotel development to Blackburn town centre. The programme includes research to assess the market potential and work to proactively market town centre hotel sites to potentially interested hotel developers.

*Client: Blackburn & Darwen Borough Council*

**Stoke on Trent Hotel Investment Marketing**

Research to assess the potential for new hotel development in Stoke-on-Trent city centre, testing of hotel developer interest and the preparation of hotel investment materials for the city.

*Client: Stoke City Council*

**Hampshire Hotel Investment Seminar**

Delivery of presentations on hotel performance and development potential in Hampshire and adopting a proactive approach to securing hotel development in the county, as part of the Hampshire Hotel Investment Seminar held in March 2006.

*Client: Hampshire County Council/ Tourism South East*

**Hampshire Hotel Sites Assessment**

An assessment of potential sites for hotel development across Hampshire with a view to feeding sites information into the Hampshire hotel investment pages on the South East hotel investment website.

*Client: Hampshire County Council/ Tourism South East*

**Developing Accommodation Retention Policies**

Policy research and consultation work, including the development of best practice case studies, to produce planning guidance for local authorities in the South East and a toolkit to assist their response to and determination of change of use applications.

*Client: Tourism South East*

## **2005**

### **Lincolnshire Hotel Futures Study**

A study to assess the potential for new hotel development in Lincoln and other parts of Lincolnshire

*Client: Greater Lincoln Partnership/ Lincolnshire Development*

### **Chichester Hotel Futures Study**

Research to identify potential opportunities for new hotel development in Chichester District.

*Client: Chichester District Council*

### **Tunbridge Wells Hotel Futures Study**

A study to assess the scope for new hotel provision in Tunbridge Wells Borough

*Client: Tunbridge Wells Borough Council*

### **Isle of Wight Hotel Futures Study**

An evaluation of current hotel performance on the Isle of Wight and the potential for new hotel investment, leading to the development of a Hotel Development Strategy for the Island.

*Client: Isle of Wight Council*

### **Liverpool Hotel Futures 2004/05 Update**

Research to provide up-to-date information on hotel performance and development activity and interest in Liverpool

*Client: Liverpool Vision/ The Mersey Partnership*

### **Hampshire Hotel Trends Survey 2004**

A review of hotel performance across Hampshire in 2004 and 2003

*Client: Hampshire County Council*

### **Medway Hotel Futures Study**

A study to assess the potential for new hotel development in the Borough of Medway in Kent

*Client: Medway Borough Council*

### **East Hampshire Hotel Futures Study**

A study to assess the potential for new hotel development in East Hampshire

*Client: East Hampshire District Council*

### **Bolton Small Accommodation Sector Study**

A study to assess the market for small hotels and guest houses in Bolton

*Client: Bolton Metro*

### **Chester Hotel Supply Comparisons**

A comparison of hotel supply and recent development between Chester and other historic cities in the UK

*Client: Cheshire & Warrington Tourism Board*

**South-East Self-Catering Sector Study – A Market Up-Date**

A study to up-date the strategic sector trends identified in the 2002 study for the Southern Region, to extend its coverage in terms of supply and market data to the wider South East, and identify development and marketing needs, including detailing the potential for new development and an evaluation of key drivers to success impacting on the sector.

*Client: Tourism South East*

## **2004**

### **Merseyside Hotel Futures**

A series of 6 studies to assess the potential for new hotel development in each of the Merseyside local authority areas.

*Client: The Mersey Partnership*

### **Surrey Hotel Futures**

A study to assess hotel performance and future hotel development potential across Surrey.

*Client: Surrey County Council/ Surrey District Councils*

### **Telford Hotel Investment Study**

A study to examine the potential for new hotel development in Telford.

*Client: Telford & Shropshire Marketing Partnership*

### **Sevenoaks Hotel Futures Study**

A study to assess the potential for new hotel development in Sevenoaks District.

*Client: Sevenoaks District Council*

### **Oxford Guest House and Small Hotel Sector Study**

A study of the market for guest houses and small hotels in Oxford to inform the City Council's planning policies for the retention of short stay accommodation in the city.

*Client: Oxford City Council*

### **Rural Pub Accommodation: Unlocking the Tourism Potential**

A major study into the rural pub accommodation sector in the South East of England that sets out product development and marketing strategies to stimulate further development and build routes to market. The study included the development of local authority planning guidance on developing pub accommodation and a business advisory toolkit for independent investors and their advisors.

*Client: Tourism South East*

### **West Kent & East Sussex Tourism Accommodation Retention Study**

Research to quantify the loss of tourist accommodation in Lewes, Wealden and Tunbridge Wells, provide evidence of demand and suggest practical measures for local authorities to put in place to protect the sector.

*Client: Lewes, Wealden and Tunbridge Wells District/Borough Councils*

**2003**

**Hampshire Hotel Performance Review**

A review of hotel performance across Hampshire and identification of opportunities for further hotel development across the county

*Client: Hampshire County Council*

**Liverpool Hotel Demand Study**

A study to assess the potential for new hotel development in Liverpool.

*Client: Liverpool Vision*

**Blackburn Hotel Demand Study**

A study of the potential for hotel development in Blackburn town centre

*Client: Blackburn & Darwen Borough Council*

**East Kent Hotel Sector Shortage Study**

A strategic assessment of gaps in current hotel provision in East Kent, and opportunities for new hotel development in the area.

*Client: Kent County Council/ East Kent District Councils*

**Havant Hotel Development Study**

A study to assess the potential for new hotel development in Havant in Hampshire

*Client: Havant Borough Council*

**Wycombe Hotel Demand Study**

A study to assess the potential for new hotel development in the district of Wycombe in Buckinghamshire

*Client: Wycombe District Council*

**Demand Appraisal for Hotel Development in Abingdon**

An appraisal of development potential.

*Client: Greene King*

**Demand Appraisal for Hotel Development in Hythe**

An appraisal of development potential.

*Client: Greene King*

**Demand Appraisal for Hotel Development in Witney**

An appraisal of development potential.

*Client: Greene King*

**Demand Appraisal for Hotel Development in Southmoor, Oxon**

An appraisal of development potential.

*Client: Greene King*

## HOTEL & VISITOR ACCOMMODATION FUTURES STUDIES 2003-2015 DESTINATION COVERAGE

Hotel Solutions has delivered over 80 Hotel & Visitor Accommodation Futures studies covering almost 150 destinations from sub-regions, counties, major cities, seaside resorts, historic towns and cities, airports, ports, towns and rural districts:

### **Sub Regions**

Merseyside  
Tees Valley  
Tyne & Wear

### **Counties**

Bedfordshire  
Buckinghamshire  
County Durham  
Denbighshire  
Derbyshire  
East Sussex  
Essex  
Hampshire  
Kent  
Lincolnshire  
Monmouthshire  
Nottinghamshire  
Surrey  
Wiltshire

### **Historic Towns & Cities**

Bath  
Canterbury  
Cambridge  
Chichester  
Derby  
Dorchester  
Durham  
Exeter  
Lincoln  
Oxford  
Rochester  
Shrewsbury  
Tunbridge Wells  
Salisbury  
Winchester

### **Major Cities**

Leeds  
Leicester  
Liverpool  
Newcastle Gateshead  
Nottingham  
Portsmouth  
Southampton  
Stoke-on-Trent  
Sunderland

### **Resorts**

Bexhill-on-Sea  
Bognor Regis  
Brighton  
Clacton-on-Sea  
Eastbourne  
Hastings  
Hayling Island  
Herne Bay  
Isle of Wight  
Isle of Man  
Littlehampton  
Margate  
New Brighton  
Prestatyn  
Rhyl  
Skegness  
Southport  
South Shields

Southend-on-Sea  
Southsea  
Tynemouth  
Weymouth  
Whitley Bay  
Worthing

### **Airports**

Durham Tees Valley  
Gatwick  
Heathrow  
Leeds Bradford  
Liverpool  
Newcastle  
Stansted

### **Ferry Ports**

Harwich  
North Shields  
Portsmouth

### **Rural Districts**

Central Bedfordshire  
East Hampshire  
Harborough (Leicestershire)  
Horsham (West Sussex)  
Melton (Leicestershire)  
Midlothian  
Rother (East Sussex)  
Scottish Borders  
Teesdale  
Test Valley (Hampshire)  
Wealden (East Sussex)  
Weardale  
Wirral

### **Major Towns/ Smaller Cities**

Basildon  
Basingstoke  
Bedford  
Chatham  
Chelmsford  
Darlington  
Farnborough  
Guildford  
Luton  
Middlesbrough  
Scunthorpe

### **Smaller Towns/ Market Towns**

Abingdon  
Aldershot  
Andover  
Ashford  
Aylesbury  
Barnard Castle  
Birkenhead  
Bishop Auckland  
Blackburn  
Boston  
Braintree  
Brentwood  
Camberley  
Caterham  
Chester-le-Street  
Chippenham  
Cobham  
Dartford  
Devizes  
Didcot  
Dorking  
Dunstable  
Enfield  
Faringdon  
Farnham  
Galashiels  
Gillingham  
Grantham  
Gravesend  
Halifax  
Harlow  
Hartlepool  
Havant  
Henley-on-Thames  
High Wycombe  
Horsham  
Huddersfield  
Leatherhead  
Leighton Buzzard  
Lewes  
Lutterworth  
Malmesbury  
Market Harborough  
Marlborough



Swindon  
Telford  
Thurrock  
Wakefield  
Woking

Marlow  
Monmouth  
Melksham  
Melton Mowbray  
Newark-on-Trent  
Newton Aycliffe  
Redcar  
Redhill  
Reigate  
Runcorn  
Rye  
Sevenoaks  
Shoreham-by-Sea  
Sleaford  
Spalding  
St Helens  
Stamford  
Stockton-on-Tees  
Thame  
Trowbridge  
Wallingford  
Wantage  
Warminster  
Widnes