BUCKINGHAMSHIRE HOTEL FUTURES

Stage 2 Report

Site Assessment, Developer Testing & Issues Paper

Final Report

Prepared for
Buckinghamshire County Council
Aylesbury Vale District Council
Wycombe District Council
& Tourism South East

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hotel solutions
the hotel development consultancy

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1. INTRODUCTION

1.1 Background to the Study

This report presents the findings of Stage 2 of the Buckinghamshire Hotel Futures study, commissioned by Tourism South East, Aylesbury Vale District Council, Wycombe District Council and Buckinghamshire County Council. Stage 1 reported the findings of the hotel market research, the draft of which was issued in July 2006. The Stage 2 report covers the testing of interest from hotel developers and operators, an assessment of sites and their suitability in terms of hotel investor requirements, the identification of key issues surrounding hotel development and recommendations in terms of moving sector development forwards.

1.2 The Approach

There were two distinct strands to the work, although an inter-relationship between them.

(1) **Assessing Potential Hotel Sites**

Site assessments were delivered only for Aylesbury Vale and Wycombe Districts, who bought into a number of additional modules or work, of which this was one. Site lists were complied through consultation with tourism, planning and estates teams, and with reference to previous hotel studies conducted by the consultants as well as sites and broader locations identified by hotel companies.

Visits were conducted to view the sites, and assess them in terms of developer requirements, and where required follow up work was carried out with site owners, agents or local authority contacts to gather further information.

Specific comments have been provided on each site, and some broader issues relating to site acquisition and development drawn together.

(2) **Testing Hotel Developer Interest in Buckinghamshire**

This module of work involved approaching a cross-section of hotel operators and investors across the range of products matching the identified market potential, and testing out their interest in each of the key locations. The list was drawn from our own database, plus any information supplied by local authorities on enquiries received from hotel companies. The research was conducted primarily via structured telephone interviews, plus a number of face-to-face meetings with hotel companies where this could be scheduled in the timeframe of the study.

The developer and operator testing made a valuable input into the site assessment process also, as hotel companies:

- Gave their views on whether they wished to be in town or out-of-town locations;
- Identified specific sites or general locations of search;
- Provided feedback on the obstacles hotel companies face in identifying and securing sites for hotel development;
- Shed some light on the types of deal they are seeking, and what works or will not work for them in each case.

1.3 Reporting

This report is a first draft of the Stage 2 research findings. In order to ensure that the commissioning partners are fed back as much information as possible, we have provided:

- An overview of the key issues emerging from the site assessment process; we also include in this section at the request of local authority officers some information on developer requirements and types of deal that hotel companies will look at, as this clearly affects their likely interest in particular sites;
- A list of all the sites discussed with associated comments from the consultancy team – we include this as an appendix due to the potential sensitivity of this information. Ultimately TSE are looking for site information to be included on their hotel investment website alongside the other hotel investment materials, but agreement on which to include will need to be reached as a follow on to this study;

- A summary of developer interest expressed with some associated commentary;
- A list of contacts for those hotel companies that expressed interest, for future follow up in the partners' inward investment work;
- Some concluding thoughts on moving forward.

Once comments have been received on both reports from the client group, it is the intention to merge the two documents into one Hotel Futures Study report. Guidance is sought from the partners on any elements of the reporting that may need to form part of a confidential appendix not for circulation beyond the client group.

2. IDENTIFYING SITES FOR HOTEL DEVELOPMENT

2.1 Developer Site Requirements

Hotel companies generally work to a set of key investment criteria that they use to help them put together their national development strategy and trawl for sites. Clearly there is some variation between different types of hotel product, but below we set out some of the main criteria in outline:

- **Location** – achieving critical mass and geographic spread is important to all national hotel brands. They will target primary locations first, which tend to be larger regional cities, then move on to secondary and tertiary locations, which can be better supported by the rest of the group once brand awareness is high.

- **Site requirements** include:

  - Strategic locations with good access;
  - Visibility to passing traffic;
  - A strong business base close by, with sectors that are productive for hotel roomnights (e.g. financial and business services, regional and national headquarters);
  - Leisure drivers to fill the rooms at weekends (proximity to attractions, speciality shopping, restaurants, events);
  - Site areas of 0.5-6 acres (dependent upon range of offer and ability to develop vertically);
  - Land values that reflect hotel economics (£5,000-£15,000 per room);
  - An attractive environment;
  - Minimum population of 50,000-100,000 for smaller units and budget/ mid-market offers, 100,000-150,000+ for larger developments and products at the quality end of the market;
  - City centre and out-of-town sites;
  - The need for associated development where land values are high;
  - Redevelopment sites where opportunities are limited and competition for sites strong.

- **Development costs** – the control of costs is critical to hotel viability, but land and building costs have been driven upwards since the recovery from the recession of the early 1990s. This has resulted in:

  – A move towards larger hotels;
  – The need to tailor the hotel product and design to the site;
  – The development of hotels in association with other uses (restaurants, bars, leisure clubs, residential).

- **Financial and performance criteria** – viability is a function of development cost, occupancy and achieved room rate, and performance ranges will vary by product type. Typically:

  – Occupancy targets of 70-75% - or 80%+ for smaller budget hotels;
  – ARR (Achieved Room Revenue, ex discounts, VAT and breakfast)) targets of £35-£45 (budget); £55-£75 for upper tier budget and new generation 3 star offers; and £80+ for 4 star products, with luxury 4/5 star, country house and boutique/ town house hotels often looking to achieve £100-£150+;
  – Return on investment ranges of 15%-25%.

Having identified the criteria that drive hotel company hit lists, there is one other important point to make – most hotel development is essentially opportunistic; despite their desired locations, ultimately they invest where the sites come up, so there is a real opportunity to influence them, providing you have the evidence base in place to encourage them to take a closer look.

2.2 The Nature of Hotel Investment

As a backcloth to assessing both site suitability and potential hotel company interest in Buckinghamshire, it is important to have an appreciation of the nature of hotel investment and operation, as well as the structures that are used for the financing of hotels. There are four principal vehicles for hotel development and operation:

- Some hotel companies wholly own and manage their hotels themselves. They raise the capital, and as hotel development is capital intensive and returns longer term, this can restrict the pace at which such companies can develop.

- Other hotels are run via management contract – an agreement between the owner of the hotel and a hotel company for the latter to run the hotel. The hotel would still appear to the public to be part of the operating chain. The hotel operator gets a fee for this task, usually a percentage of turnover.

- A further option is a lease, whereby an operator pays a rent for use of the building or land; the risks are then with the operator not the owner, as the latter has a fixed return.

- Franchise agreements are also commonly used in the hotel industry, giving an operator or investor the right to use a brand name although the hotel is in separate ownership from the chain. Fees are charged for this relating to royalties, reservations and marketing.

The levels of risk and capital outlay required by a hotel company therefore vary considerably between these options. Many more operators are likely to be interested in options put to them that involve management contracts than in building and funding development themselves, as access to capital will naturally restrict the latter and require hotel companies to prioritise their investment locations. Many of the chain hotel companies will have a mix of the above structures in place, though some do prefer a single route. Often franchisees are looking to build the asset value of the company with a view to exit within a 5-10 year period and in such situations are less likely to be interested in lease options.

It can be seen from the above that the owners of hotels need not themselves be hotel companies, and include property and institutional investors. Due to the levels of investment involved in larger high quality 4 star hotels, there is a greater likelihood of these being developed via management contract, franchise and lease. A number of the newer, expanding brands such as Tulip Inn, Ramada Encore and Days Inn are also going down the franchise route in order to expand the brand quickly.

2.3 The Strategic Planning Context

Whilst the previous two sections set out the principles that guide hotel developer and operator investment decisions, local authorities also have a set of guidelines that they must adhere to in setting their local planning policies and indeed any site allocations. These are set out in national guidance and in the emerging South East Plan.

National guidance for tourism development was contained in PPG21; however, PPG 21 is being cancelled from September 2006. It is being replaced by a '**Good Practice Guide on Planning for Tourism'.** This document contains a specific appendix on tourist accommodation, dealing principally with the location of accommodation.

The sections relating to hotel accommodation are attached at Appendix 1 of this report. The guidance covers general locational principles and guidance relating to particular types of serviced accommodation (major hotels, budget hotels/lodges, rural/pub accommodation); some of the key principles include:

- Identifying suitable locations for hotel accommodation should be an integral part of the plan making process, and should involve the tourist industry;
- Major hotel developments should look to the town centre first, because of their transport and regeneration implications;
- Outside the development plan process applications site selection should follow the sequential approach;
- There is a need to recognise the market being served by different types of hotel when allocating sites and considering applications, as this will affect the optimum location;
- In rural areas new build accommodation should preferably be in or adjacent to market towns and villages; the potential to convert rural buildings should also be favourably considered;
- Scale and impact are key issues in National Parks and AONBs;
- New hotel developments in historic towns and cities need to be sensitive to their surroundings; conversions may also be a realistic proposition subject to impact;
- The potential to convert and re-use historic buildings in the town and countryside should be considered;
- Extensions e.g. to pubs to add bedroom accommodation can help support the viability of these businesses, but need to be proportionate;
- Budget hotels catering for longer staying markets should generally be destination focused i.e. on the town centre;
- Lodges catering for stop-over traffic may require a location on a major routeway, ideally edge of town centre rather than in open countryside

Regional policies for tourism are set out in the emerging **South East Plan**. These policies were developed initially in 'Destination South East', a land-use and planning strategy for the tourism industry that was approved in November 2004 as a formal alteration to RPG9. RPG9 has now become the adopted Regional Spatial Strategy as amended at November 2004, and is being rolled forward as the South East Plan.

RPG9 and the emerging South East Plan incorporate specific policies relating to the tourist accommodation sector. These policies seek to:

1. facilitate a consistent approach to planning for accommodation
2. ensure planning policies reflect both the diversity of the sector and market reality
3. provide clear guidance on the location of development.

These policies are set out in TSR5. Part I) sets out six aspects of tourist accommodation that should be addressed in development plans, whilst Part ii) advocates that the Regional Tourist Board and local authorities should jointly monitor the demand for and supply of accommodation. The policies are detailed below.

POLICY TSR 5

The diversity of the accommodation sector should be positively reflected in tourism and planning policies.

1) In formulating planning policies and making decisions local planning authorities should:

1. ***Consider the need for hotel developments to be in the proposed location, including links with the particular location, transport interchange or visitor attraction, and seek measures to increase access by sustainable transport modes.***
2. ***Provide specific guidance on the appropriate location for relevant accommodation sub-sectors. This should be informed by their different site requirements and market characteristics and how these relate to local planning objectives.***
3. ***Encourage the extension of hotels where this is required to upgrade the quality of the existing stock to meet changing consumer demands.***

4. ***Include policies to protect the accommodation stock where there is evidence of market demand.***
5. ***Strongly encourage the provision of affordable staff accommodation as part of new and existing accommodation facilities in areas of housing pressure. The criteria for the application of such a requirement should be clearly set out in the development plans.***
6. ***Facilitate the upgrading and enhancement of existing unserviced accommodation, including extensions where this will not harm landscape quality or identified environmental assets. Particular attention should be paid to identifying suitable sites for the relocation of holiday parks under threat from coastal erosion or flooding.***

II) Tourism South East and local authorities should, working together, undertake active monitoring of the demand for and supply of tourism accommodation on a regional and sub-regional basis.

These general principles are adopted in a statutory document and as such have the same status as the Local Plan. They seek to guide local authorities in the completion of current Local Plans and the preparation of the new Local Development Frameworks.

The emerging South East Plan and its predecessors have identified a number of issues that inform this policy, including:

- Development plans should be based on a thorough understanding of the needs of accommodation developers and operators and the demands of their markets.
- This should be built upon an on-going dialogue between planners and the industry.
- And supported by regular monitoring and assessment of both demand and supply.
- Hotel developers find it difficult to compete with land values in many urban areas.
- Mixed-use developments may be the only way to achieve town centre hotel development.
- The exceptions to sequential testing for hotels out of town are country house hotels and provision associated with key transport gateways and regionally significant visitor and sporting attractions.

The other significant implication coming out of the Draft South East Plan is the onus on local authorities to accommodate a specified number of new dwellings over the plan period. This is likely to make it even more difficult for hotels to secure sites for development, as already they are struggling to compete against higher value residential uses; a policy preference in favour of residential use and allocations presents a double whammy for the hotel sector.

At a time of such change in the national and regional planning framework, there is a clear opportunity to influence the emerging policies and guidance as required, but this should be based on an informed approach to the issues with the evidence to back arguments up. The Hotel Futures report will provide a sound research base for issues relating to hotel needs.

2.4 Emerging Issues

Site assessments were only undertaken for Aylesbury and Wycombe who bought into this additional module of work. However, hotel developers and operators made comments about site availability and deliverability in relation to the whole of the county. In this section we look both at issues relating to sites and to policies and procedures that would/could deliver sites and hotel development.

A number of issues emerged from these assessments and consultations, principally:

- Intense competition for land from alternative uses – from the hotel company point of view this leaves fewer sites available for development, particularly as the competing uses are often higher up the political agenda than hotels (e.g. the need to provide for new homes and jobs/employment uses);

- Site value is also a significant issue in Buckinghamshire as many other locations in the South East, a function of site availability, competition for land, and the fact that competitor uses often realise a higher land value than a hotel can realistically deliver whilst remaining economically viable;

- Significant areas of protection in planning policy terms intensifies the above, with Green Belt, AONB and floodplain all limiting developable land;

- The M40, M25 and other major communications corridors present ideal locations for development for many of the hotel chains, particularly where motorway junctions have business, residential and commercial development around them. However, sequential testing is pushing hotel development into town and city centres, yet a shortage of sites here and value issues also work against hotels;

- Many of the more centrally located sites that could be available for hotel development do not meet the requirements of some of the hotel groups, either in terms of site size or the need to develop airspace above other commercial schemes;

- The direction of development to town centres and built up areas combined with the restrictive development policies that apply to the Green Belt and AONB could prevent the development of hotel accommodation for which there is an identified market potential – quality pub accommodation is one example, yet such development would meet market needs from rural tourism markets and help support the viability of these rural businesses, also keeping them open for community use;

- Tourism would appear to be a peripheral rather than mainstream activity for many of the Buckinghamshire authorities, with activity relating to tourism development taking even less of a priority than information and marketing. A focus on tourism development needs has a vital part to play in supporting the tourism industry and needs to be part of the forward planning strategy. The needs of hotels are only one strand of this, but, we would advocate, an important one in terms of supporting economic development and the leisure sector;

- Although we were able to meet with multi-disciplinary teams to discuss the study and potential sites in both Aylesbury and Wycombe, it is clear that developing a 'joined up approach' to hotel development within local authorities is a major challenge. Getting senior level staff to think across functions and incorporate tourism needs into their policy development and work programming is difficult, partly due to the extremely heavy workloads of all dealing with development in the South East, but partly also due to the lack of priority given to tourism referred to above;

- Some further thought clearly needs to be given as to how to improve these channels of communication, both from TSE into local authorities, and internally between local authority officers;

- One of the key messages coming out of this and other hotel-related work in the South East is the failure to plan for hotel development, particularly given the difficulty in securing sites. The preparation of LDFs is an ideal opportunity to address this, and the Hotel Futures study provides the required evidence base to inform these policies and actions. Wycombe and Aylesbury Vale in buying into this work clearly are hoping to use the study findings in this way. We have not reviewed policies or made contact with planning teams in the other Buckinghamshire authorities, but a similar approach is to be encouraged;

- A further issue here relates to the possibility of allocating sites for hotel use, either as part of a mixed-use scheme or as a hotel use only. Wycombe previously included two allocations for hotel use in their Local Plan, one of which has been taken up (now the Crowne Plaza at Marlow), whilst the other still has not (Wycombe Marsh). Aylesbury Vale's current Local Plan is supportive of hotel development, and did identify a hotel as part of the Exchange Street development; however the current priority is to secure a new theatre as part of the development and the hotel proposals have therefore been put on hold. No other sites were allocated;

- The timeframe surrounding the availability of some of the sites under discussion is also an issue; given that the market data is identifying potential for development now as well as further development potential over the Plan period, a number of the sites are likely to come on stream in the medium or longer term; any inward investment campaign aimed at the hotel sector needs to include some sites available in the short term i.e. the next 18 months, or developers will feel their time is being wasted, particularly as they have their site targets to deliver for each year;

- Whilst hotels were, or had been discussed as part of mixed use schemes, we came across several examples of hotels being squeezed out on value, and a danger that this might happen with future schemes currently under discussion;

- Whilst sites in local authority ownership present an opportunity for greater flexibility and control of end use, local authorities themselves are under increasing pressure to achieve the best value they can for land they dispose of to meet other targets;

- In terms of the location of development, the sequential test was a key issue for everyone we spoke to in these consultations. Whilst hotels are seen as primarily a town centre use, regional planning guidance does allow for development outside the town centre where it relates to a particular generator of demand, for example. In many locations in the South East we have found that local authorities are not considering such out of town sites currently believing they would get knocked back;

- Whilst Tourism, Economic Development, Estates and Planning Officers we spoke with have dealt with hotel developer enquiries on occasion, there is little evidence of any concerted attempt to attract and facilitate hotel investment in Buckinghamshire. The approach is in essence reactive, with little facility for any kind of formal response mechanism or follow up procedure.

Change will be needed in a number of the problem areas identified above if hotel development is to flourish in Buckinghamshire, and indeed there are good reasons to believe from our research that development is currently being held back in many locations in the county as a result of the issues identified here.

3. TESTING DEVELOPER INTEREST

3.1 The Sampling Approach

Interest in new hotel development in an area is by definition an indication of the perceived strength of the market – hotel companies have millions to spend on hotel development, and can seek to locate anywhere in the UK or indeed overseas; if they are interested in developing in a destination they may well have already identified that the market exists for their product.

As the basis for establishing hotel developer/operator interest in Buckinghamshire, Hotel Solutions conducted a series of structured telephone interviews, plus some face-to-face consultations, with key personnel (at Managing Director or Development/Acquisitions Director level) in the principal and emerging branded hotel chains to establish:

- Their current or potential interest in developing in Buckinghamshire, particularly probing those locations where the market appraisal had indicated development potential;
- The locations and specific sites that they were considering;
- Their view of each location as an investment location;
- Key issues influencing their investment decisions;
- The size and standard of hotel they would be seeking to develop in each case;
- Their specific site requirements;
- Obstacles to development and how these could be overcome;
- Support required in furthering any interest they may have;
- In the case of those companies not interested in investing in Buckinghamshire destinations, the identification of reasons behind this, as well as the conditions that would be required for this to change.

Time allocations within the study have not allowed for a total trawl of hotel companies, but sampling has been used to test the water across the spectrum of provision, from budget hotels through to luxury operators. The selection of developer/operators to sample was also informed by our market research, with a particular focus on those products for which the research had identified market potential. Where information was available, we also followed up any past interest expressed by hotel companies directly to local authorities.

3.2 Buckinghamshire As An Investment Location

Before moving on to detail which companies were interested in specific locations in the County, we provide an overview of how the County and its component destinations were perceived by the hotel sector as an investment location:

- Generally Buckinghamshire was seen as a strong investment location for hotels. This is a function of:
    - Good access via motorways like the M40 and M25 and principal A roads;
    - The benefit of the London influence to the east, the M4/Thames Valley corridor to the south, and increasingly in the future, Milton Keynes to the north;
    - Some key destinations in terms of corporate development;
    - The general affluence of the population and easy access to wider markets with money;

- The strongest levels of interest were in High Wycombe, followed by Aylesbury. Aylesbury's size (population), business base and the fact that it is not directly located on a motorway put it at a slight disadvantage compared to High Wycombe;

- However there was a surprisingly high level of interest in some smaller destinations, including Chesham, Beaconsfield and Gerrards Cross, where there was a perception of footloose business that could be picked up from surrounding business areas and motorways;

- In general, interest for larger, higher quality offers of 3 and 4 star focused on the larger towns (High Wycombe and Aylesbury), with budget and some upper tier budget interest in both these locations and smaller destinations;

- Interest from luxury and destination hotel offers tended to focus on Marlow and the Buckinghamshire countryside, with boutique hotel interest in Marlow and possibly Aylesbury and Buckingham. There was also evidence of pub operator interest in the rural area;

- Some of this interest was generated by our calls to developers and operators, and the market evidence presented to them. In other cases, some of the brands had a number of Buckinghamshire locations on their published target acquisition lists – including InterContinental Hotels (Express/Holiday Inn), Village (De Vere), Travelodge, Premier Travel Inn and Sleep Inn;

- The lack of market and destination knowledge amongst some of the branded chains and their franchisees demonstrates the importance of having good data as an evidence base to both satisfy initial enquiries and use as part of an awareness raising and pro-active inward investment campaign, if possible supplementing this with good research on local business demand;

- There was limited interest in large 4 star hotel development currently; High Wycombe is the most likely location for such a hotel, but in the present climate there was a view that it would take an outstanding ('triple A') location to secure such an investment. The size of the town and the local business base are the key challenges. This may of course change over time as the market moves on, as indeed the demand forecasts show;

- Those hotel developers and operators who were not interested in developing in Buckinghamshire or specific towns in the county primarily quoted the following reasons:
    - Size of town and range of business base (for large 4 star investments)
    - Exclusion directives from the main brands, principally relating to Holiday Inn where franchisees are not permitted to compete with existing hotels from the group without special exemption; this may affect securing an Express by Holiday Inn in High Wycombe or Aylesbury
    - Current geographic priorities of hotel groups e.g. boutique operators wanting to build a regional presence before going national;

- A number of hotel companies we spoke to had looked at and/or were in negotiation on sites in the county, particularly in High Wycombe and Aylesbury. One operator had contracts with solicitors at the time of writing for a budget hotel in High Wycombe;

- In terms of locational preference, particularly town centre versus out-of-town locations:
    - o In High Wycombe, there was strong interest in both town centre and motorway locations; individual preference related to their own specific site or deal requirements re. size of site and lease/purchase. Some peripheral sites were viewed as more marginal if it was felt they lacked proximity to key businesses and residential markets;
    - o In Aylesbury, the ring road and its intersections appeared to be the key focus of interest, with site interest relating to broader schemes proposed involving a mix of business, commercial and residential use. Sites further out along the A41 were less favoured, and within the inner ring there was concern about navigation and the difficulty of finding your way around the town by car.

There was interest somewhere in the county from most of the range of hotel offers from luxury, boutique and destination hotels/resorts, through to budget hotels and quality pub hotels. The large 4 star offer is probably the one currently in question, although there would be management contract interest at this level also.

3.3 Hotel Developer Interest in Buckinghamshire

There was interest in hotel development from over 25 different hotel products/franchisees in Buckinghamshire, with many of the developers and operators of these hotels interested in more than one location. Nine towns were identified as targets or potential targets, plus there was interest from some developers/operators in sites in the rural area e.g. for pub rooms, country house hotels and destination resorts.

The table overleaf summarises this interest by location and standard/type of hotel. In some cases, companies were not sure whether a location was suitable for their brand or were unclear between for example a 4 star or 3 star/upper tier budget offer, and in such cases we have marked these up as interest subject to further investigation/review of market evidence.

Contact details for each developer/operator are included at Appendix 4.

HOTEL DEVELOPER AND OPERATOR INTEREST IN BUCKINGHAMSHIRE

Location	4 Star	3 Star	Upper Tier Budget	Budget	Boutique/ Town House	Country House Hotel/ Resort	Quality Pub Rooms
HIGH WYCOMBE	Radisson? Marston? Ramada Plaza?	Village Courtyard by Marriott (2 operators)[2] Park Inn (2 operators)[3] Ramada	Express by Holiday Inn (3 operators)[1] Ramada Encore Tulip Inn Days Hotel	Travelodge Sleep Inn Etap Ibis Premier Travel Inn Days Inn			
MARLOW	Radisson? Marston? Ramada Plaza?	Park Inn Ramada	Days Hotel Express by Holiday Inn (3 operators)[1]	Travelodge Sleep Inn Premier Travel Inn Days Inn	Simon Matthews-Williams Finesse Hope Street Hotels Hotel du Vin	Simon Matthews-Williams Warner	
PRINCES RISBOROUGH				Travelodge? Premier Travel Inn? Days Inn?			
AYLESBURY	Marston?	Courtyard by Marriott Park Inn Ramada	Express by Holiday Inn (3 operators)[1] Ramada Encore Days Hotel Tulip Inn	Travelodge Sleep Inn? Premier Travel Inn Days Inn	Finesse Hope Street Hotels		
BUCKINGHAM				Premier Travel Inn Days Inn?	Finesse?		

AMERSHAM			Days Hotel?	Travelodge Premier Travel Inn Days Inn?			
CHESHAM			Express by Holiday Inn?(2 operators)[4] Days Hotel?	Travelodge Days Inn?			
BEACONSFIELD		Courtyard by Marriott ? Park Inn	Express by Holiday Inn (3 operators)[1] Days Hotel?	Sleep Inn Premier Travel Inn Days Inn?			
GERRARDS CROSS		Courtyard by Marriott? Park Inn	Express by Holiday Inn (3 operators)[1] Days Hotel?	Travelodge Sleep Inn Premier Travel Inn Days Inn			
RURAL AREA						Simon Matthews-Williams Hand-Picked Hotels Warner	Old English Inns[5] Brakspear? Gales?

Notes:

1. Interest expressed from 3 Express by Holiday Inn franchisees – Bropar, Somerston and Roselodge
2. Interest expressed by 2 Courtyard by Marriott franchisees – BDL and Roselodge
3. Interest expressed from brand owner Rezidor and franchisee Bropar
4. Interest expressed by 2 Express by Holiday Inn franchisees – Bropar and Roselodge
5. Pub development e.g. Old English Inns opportunity-related – interest expressed during previous Wycombe Hotel study and TSE Rural Pub Accommodation Study

? = Possible interest subject to strong site and confirmation of market potential/interested but unclear about potential or insufficient knowledge of the destination

3.4 The Barriers to Investment

Hotel developers and operators were asked to identify the principal obstacles to investment that they face in Buckinghamshire, many of which are in fact common to other locations in the South East. Some of these are evident from the responses relating to Buckinghamshire as an investment location. They identified four main groups of difficulties they face:

- A poor understanding of the hotel sector amongst local authorities and potential development partners. This can manifest itself in a number of ways:
    - Hotels may not be high on the political agenda, often because there has been no evidence of need; studies like the Hotel Futures report can help address this;
    - If they are on the political agenda, the aspiration may well be for a product that doesn't fit the market – often a 4 star hotel is sought for reasons of civic pride, anecdotal evidence that key employers have nowhere to place their VIP guests, or an identified regeneration benefit. Again this shows the importance of good market information;
    - There is also a misunderstanding of what quality means in the modern hotel offer – often there is an aversion to the term budget or limited service, yet these products will meet the needs of the majority of destinations well;
    - The other way that this misunderstanding manifests itself is with developers of mixed-use schemes or those selling land, who have unrealistic expectations of what hotel companies can pay for sites.

- The difficulty of acquiring sites, particularly:

    - The availability of land – many hotel companies have used up their land banks and with restrictions on out of town development much of the green field and town centre land has now been used up also;
    - Site values – even more so with development being pushed into town centres;
    - Competition for sites – hotels find themselves increasingly competing for sites with much higher value uses, especially residential, retail and office.

- The planning challenge, to which there are a number of aspects:

    - Policy and plan-making – getting hotel needs into the local plan has been an issue; hotel companies are concerned that they are not consulted, and they are not good at lobbying as a body;
    - Planning advice, enquiry handling and processing of applications – the main criticism is the time taken to achieve planning, coupled with a lack of a co-ordinated response – despite the need to consult highways, conservation, tourism, economic development – and inconsistent advice being given between officers and members, and also varying between local authorities for no clear reason.

- Sourcing information and contacts:

    - Hotel companies expressed frustration at the difficulty they generally experience in getting information on sites and other information needed as background to their feasibility assessments. The Local Authority is the natural first port of call, but hotel operators frequently have to speak to 6 contacts or more (Tourism Officer, Planning Officer, TIC Manager, Economic Development Officer, Highways Officer, Estates Officer etc) to get the data they want – and still often don't secure what they need.

In spite of all the above, some hotel development is still happening in the county and more widely in the South East, but clearly there is considerable room for improvement to create a much more enabling and facilitating framework for hotel development that will benefit both the sector and the destinations concerned.

3.5 Matching Developer Interest & Market Potential

At an overall level there was a broad match of developer interest with the market potential identified in Stage 1 of the Hotel Futures study; the main variation from this related to immediate market potential in Aylesbury, which the market assessment indicated was more at the upper tier budget and budget level than 3 or 4 star, yet such operators remained interested for their medium to long term portfolio needs. Also some multiple brand operators were unsure where they would pitch their offer in locations that they didn't have strong market knowledge of. This is indicated in the table with a question mark.

Matching Market Potential and Developer Interest in Buckinghamshire

Location	4 Star	3 Star	Upper Tier Budget	Budget	Boutique Town House	Country Club Resorts/ Country House Hotels	Quality Pub Rooms
WYCOMBE							
HIGH WYCOMBE							
Market Potential	+	+	+	+			
Developer Interest	√?	√	√	√			
MARLOW							
Market Potential	+	+	+	+	+	+	
Developer Interest	√?	√	√	√	√	√	
PRINCES RISBOROUGH							
Market Potential					+?		+
Developer Interest							√?
AYLESBURY VALE							
AYLESBURY							
Market Potential			+	+	+		
Developer Interest	√?	√	√	√	√		
BUCKINGHAM							
Market Potential				+?			
Developer Interest				√	√?		
CHILTERN							
AMERSHAM							
Market Potential				+			
Developer Interest			√?	√			
CHESHAM							
Market Potential				+			
Developer Interest			√?	√			
SOUTH BUCKINGHAMSHIRE							
BEACONSFIELD							
Market Potential			+	+			
Developer Interest		√	√	√			
GERRARDS CROSS							
Market Potential			+	+			
Developer Interest		√	√	√			
OTHER							
URBAN FRINGE/RURAL AREA							
Market Potential		+				+	+
Developer Interest						√	√
OTHER (GOLF COURSES)							
Market Potential		+	+			+	
Developer Interest		√	√				

Notes:
+ denotes market potential
√ denotes developer interest
? denotes potential interest subject to further research/ possible market potential

4. MOVING FORWARD

4.1 Key Principles Action Plan

There are a number of good practice lessons to emerge from this sites review and developer consultation work that - together with the issues and recommendations coming out of the Stage 1 market appraisal work - should form the basis of a hotel investment action plan for the county, to be delivered through a partnership between the District Councils, County Council and Tourism South East.

Many of the problems and potential solutions are common to hotel development in the South East, and more detailed discussion of these issues can be found in Tourism South East's Planning Guidance on 'Attracting Hotel Investment' which can be viewed on the Board's website.

The key principles of this forward Action Plan are:

- First, make sure you know your market, to ensure that your aspirations for hotel development are realistic and sustainable; the Hotel Futures Study provides this market knowledge and communicating it widely to ensure a wider understanding will be a further important task;

- Produce an evidence base of hotel performance and need, using the sorts of performance indicators that the hotel sector uses to guide its decision-making; again, the Hotel Futures study and inward investment materials will deliver this for key destinations with potential;

- Tackle the sites issues, through site identification, allocation and promotion, using all the tools available to the local authority as planning authority and sometimes landowner; feeding into the LDF is an important part of this, as will be agreeing which sites to promote and preparing associated materials for inclusion on TSE's website;

- Plan positively for hotels – think through the policy implications of the research and ensure these are reflected in the new LDF, as well as any Masterplans or Area Action Plans, and translated on a site basis to Development Briefs. Delivering a planning process that is flexible, fair and timely re. decisions should be a key objective in meeting hotel development needs; consulting the hotel development industry can help make a valuable input into the process;

- Prioritising hotel needs and delivering a joined up approach within the destination – this includes moving the needs of the hotel sector up the political agenda, and across the multi-disciplinary teams that are required to respond to ensure greater focus and integration;

- Armed with market evidence and a more enabling planning framework, there is also a great opportunity to be much more pro-active in dealing with hotel development, targeting those companies and products that can best benefit the destination and identified needs;

- Ensuring you have the right sort of market, economic and tourism data and inward investment materials that can help influence hotel investment decisions will be key to translating generated interest into development on the ground; the hotel investment materials prepared as part of the Hotel Futures study and to be included on the TSE website are an excellent starting point;

- Markets move on, and it will be important to ensure that destinations keep a finger on the pulse of the hotel sector and its performance; a process will need to be in place to monitor both development activity and hotel performance in order to be responsive to sector needs;

- Learn from good practice elsewhere – Tourism South East has issued planning guidance for local authorities in a number of relevant areas that could be of benefit to planning, tourism and economic development teams in their policy formulation and work planning; many of these can be accessed via TSE's website or Development Team.

4.2 Next Steps

It will be important to finalise inward investment materials including tourism, economy and site data for each location in Buckinghamshire with identified development potential. The client group will need to co-ordinate this and liase with TSE.

The partners also need to think through how to move forward on other fronts, both collectively and as individual authorities, and to identify a way to monitor progress.

There are lots of very positive messages coming out of this research, and a great opportunity to influence the framework for and delivery of new hotel development across the County.

We trust the Hotel Futures programme has assisted and even inspired the required action to happen.

Appendix 1 – National Planning Guidance

Extract from DCLG Good Practice Guide on Planning for Tourism

Hotel and serviced accommodation

GENERAL LOCATIONAL PRINCIPLES

3. The process of identifying suitable locations for hotel and serviced accommodation, whatever its nature, should be an integral part of the plan making process. Local planning authorities and the tourist industry should therefore engage constructively to identify suitable locations in plans for hotel accommodation to meet identified current and future needs. This is particularly important for major hotels – for example those with business, conference and banqueting facilities, or large hotels catering for tourists – where the preference should be to identify town centre sites wherever possible, in line with national policies set out in PPS6. Such sites are the most sustainable in planning terms, since they allow greater access by public transport, contribute to urban vitality and regeneration, and allow visitors to easily access other town centre facilities and attractions. Where proposals for major hotel facilities come forward outside the development plan process, their location should be assessed in line with the policies in PPS6 and the sequential approach to site selection.

4. Proposed locations for other types of hotel and serviced accommodation should also be considered through the plan process wherever possible. The emphasis, whatever the type of accommodation, should be on identifying the most sustainable locations, having regard to national planning policies. But in allocating sites in plans, or considering planning applications that come forward outside of the plan process, developers and planning authorities need to recognise that the particular market being met by the accommodation may influence the nature of the location chosen. So, for example, accommodation catering for those seeking to enjoy the natural environment through walking and outdoor recreation may be better located in a rural area, in or at the edge of the centre of a village or small town, rather than in a major town centre some distance away from the attractions it serves.

5. Whatever the type of hotel or serviced accommodation and whatever its location, it should:
- fit well with its surroundings, having regard to its siting, scale, design, materials and landscaping; and
- be in harmony with the local environment (taking account of, amongst other factors, residential amenity, noise, traffic and parking in the vicinity).

HOTEL ACCOMMODATION IN RURAL AREAS

6. National planning policies set out in PPS7 *"Sustainable Development in Rural Areas"* makes it clear that the expectation is that most tourism accommodation requiring new buildings should be located in, or adjacent to, existing towns and villages. PPS7 also recognises that proposals to convert existing rural buildings to provide hotel and other serviced accommodation should be acceptable, subject to any general criteria that may be set in development plans on the reuse of such buildings.

7. National Parks and Areas of Outstanding Natural Beauty attract visitors who wish to enjoy the special qualities of the landscapes and the countryside of these areas. It is important that sufficient accommodation of a suitable range of types is provided for these visitors. However, particular care needs to be taken over the number, scale and location of accommodation facilities in these designated areas to ensure that the particular qualities that justified the designation are conserved. These considerations are best addressed through the plan process wherever possible.

HISTORIC TOWNS AND CITIES

8. Historic towns and cities are an attraction to tourists from home and overseas and there is pressure to increase hotel accommodation in them. Great importance is attached to the preservation of buildings of architectural or historic interest both for their intrinsic qualities and for the contribution they make to our towns and villages, and to tourism. It is therefore important that any proposals for new hotel accommodation in such towns and cities are sensitive to their surroundings.

9. Conversion into hotels is often a realistic proposition for ensuring the retention and maintenance of historic buildings provided it is sensitively handled, does not materially alter the character or historic features of the building, and provided the new use does not generate traffic movements that cannot be accommodated.

10. Many historic buildings in town and country are already in use as hotels. If carefully designed, additions can be achieved without adversely affecting the historic fabric or character and maintain the historic building in viable use. But large-scale buildings in a small-scale setting, buildings that adversely affect the existing skyline, and those which by their design, materials, illumination or building line are out of sympathy with neighbouring historic buildings will normally be unacceptable.

MODERNISATION AND EXTENSIONS

11. Aside from historic buildings, there are many redundant or semi-obsolete buildings – such as closed mills, distilleries, warehouses, or railway stations – that can lend themselves well to adaptation and modernisation as hotels, other forms of serviced accommodation or restaurants. To convert such buildings to compatible use can bring life back to an otherwise wasted asset – thus conserving a useful and often attractive building, improving a neglected site and helping the local economy.

12. Similarly, moderate-sized extensions to an existing hotel or public house, including the addition of bedroom accommodation, can help to ensure the future viability of such businesses. This may satisfy a local need as well as a tourism one, by fully utilising the potential of the site but without any disproportionate increase in scale. In all cases, careful consideration should be given to ensure that the size of the extension proposed is not disproportionate for the location concerned.

BUDGET HOTELS, MOTELS, AND TRAVEL LODGES

13. Where budget hotels are designed to cater for longer stays at a destination (for example, those catering for visitors to historic towns and cities), their location should be considered in light of policies in the development plan and national policies in PPS6 on town centres. Location of such hotels in town centres maximises the opportunities for visitors to easily access other town centre facilities and attractions.

14. Other types of budget hotels and similar types of development such as motels and travel lodges cater more for car-born travellers, often for a single overnight stay – e.g. business travellers en-route to a destination. In such cases, the preference of developers will be for sites on major traffic routes outside of the centre of large towns or tourist centres. However the aim should be to make any development as sustainable as possible, and it will not normally be appropriate for such developments to be located in open countryside away from major settlements. Edge of town centre locations, for example on a ring road or on a major route out of the town centre, will usually be the most appropriate locations if a town centre location is not suitable, available or viable.

15. For out-of-centre locations, design and layout of the development is likely to be of considerable importance in deciding whether it is acceptable in planning terms. Depending on the setting, an open layout in which careful attention has been paid to achieving a high standard of design and landscaping is likely to be more acceptable than a dense concentration of buildings.

16. Where a proposal includes other new facilities, such as a petrol station or shop, these will have to be considered on their own merits. If they are objectionable in themselves, the fact that they are combined with a hotel will not remove the objections. Restaurants, fast food outlets, leisure, fitness and other facilities open to the general public as well as residents are also sometimes combined with hotel proposals, in which case the extra traffic they are likely to generate and its effect on the highway must also be taken into account.

CAR PARKING

17. Maximum car parking standards for hotel and serviced accommodation may be included in development plans. Where such standards are not included in plans, planning authorities will need to consider what are appropriate levels of parking, based on the market which the hotel serves, its location and availability of public transport facilities. In addition, for those hotels where a substantial part of the parking needs are attributable to public rooms used mainly for functions which attract non-residents, then the availability of public parking in the vicinity of the hotel will also need to be taken into account.

18. Planning authorities should also take account of the proposed arrangements for service loading and unloading and setting down space for visitors. Organised tours demand adequate loading and unloading facilities for coaches. Access and waiting areas should be designed with this in mind. Access points should be sited so as to minimise turning movements across traffic and to avoid congestion of the highway caused by vehicles queuing to pick up or drop passengers. Developers should discuss proposed access arrangements with the highway authority at the earliest possible stage.

Appendix 2 – Hotel Site Assessments

WYCOMBE & AYLESBURY - POTENTIAL HOTEL SITES

SITE	DESCRIPTION (Planning status, Location, Environment, Strengths & Weaknesses)	COMMENTARY (Feedback from Consultancy Team and Developer/Operator Survey)
WYCOMBE		
CENTRAL SITES		
Wycombe Marsh	Retail park has taken up main road frontage (onto A40, 1 mile west of Junction 3). Masterplan includes 'employment land' to rear. Kennet Properties (Thames Water) and St James Homes (Berkeley).	This site does have some potential – retail park has put it on the map. A little off-pitch in terms of distance from corporate users – possibly better for a budget, or for an operator that requires significant land take that can't be accommodated in the town centre. Issue then will be value. This site was an allocation for hotel in the Local Plan – can this be enforced? Danger that a hotel use will get squeezed out by higher value uses.
Duke Street	Council surface car park. To be marketed later in the year for office and/or residential redevelopment (condensing car parking into a deck). Alongside 'Wilkinson Tower' and railway station with good views over the valley.	Access possibly an issue here, though general location with proximity to station and town centre good. Would need support signage. Again value likely to be an issue re: office and residential – could a hotel be written into the Development Brief; how else could delivery of a hotel be enforced?
BCUC	'Gateway' site at bottom of Marlow Hill, currently being masterplanned by BCUC (local university). Site assembly will take 3-5 years.	Great location at key arrival point by car; unclear exactly where the hotel might go, possibly where low rise buildings front the roundabout?

Fire Station	Opposite the University site, also fronting the roundabout. Possibly will be taken into the University Masterplanning exercise.	Opportunity for this to be dealt with in isolation to deliver a budget hotel? Great location with frontage.
Staples	Site at bottom of Marlow Hill opposite University.	Good site at gateway with visibility – opportunity to develop in isolation?
Library	Opposite Council Offices – new library will form part of the Eden scheme.	Boutique hotel potential? Good location for access by car and proximity to station.
Royal Mail Sorting Office	Adjacent to Council Offices and opposite Library.	As above, good location; character building for boutique hotel?
Police station	Next to Library and also off major gateway roundabout at entrance to the town, area of Council Offices.	Area of site unclear but frontage to roundabout and excellent location on a key approach.
Airspace I	Collins House, Desborough Rd/Bridge Street. Presume site to be redeveloped.	Generally a good central location amidst redevelopment; if airspace, likely budget or upper tier budget. Would need parking/access to parking.
Airspace II – Gas Works	Cleared site adjacent to University and close to Eden scheme. Difficult site – supposedly constrained by EA requirement for non-piled foundations.	Good location due to proximity to University, hospital, town centre and Eden scheme. If hotel to be developed above other commercial uses, likely to be budget or upper tier.

Northern Quarter, Hughenden	Proposed new 'healthy living quarter', close to Hughenden Park.	Jewson's site adjacent to Morrissons? Not a prestige site but sufficiently close to town centre to appeal to hotel companies if access and visibility good – most likely budget/upper tier. Not as strong a location as gateway sites.
Castle Street	Opposite Railway Station. Planning recently refused for a poor design. Area needs something more comprehensive, to regenerate it.	Unclear exactly which site is under consideration, but general location close to station and shopping area good.
OUT-OF-TOWN SITES		
'Gateway Site' Jn 4	Sports centre relocation will make existing site available (in 4-5 years time). Council ownership.	Triple A site for any hotel company, with an opportunity to influence end use as the site is in Council ownership. Sufficient land here to site a hotel alongside higher value uses. Potential for a large 3 or 4 star hotel here, but would also appeal to budget and upper tier brands with a smaller land take.
Island Site Jn 4	Opposite UCI Filmworks (and to the rear of the Holiday Inn Hotel). Visible from motorway.	Excellent hotel site; size not known but most likely a budget or upper tier budget hotel site. Great strategic location close to motorway and leisure uses.
Motorway strip Jn 4	In front of Cressex Island, opportunity to 'screen' Island site from motorway. Includes badminton club & community centre.	Good budget/upper tier budget hotel site – possibly with more immediate potential for delivery than neighbouring sites?

Abbey Barn South	Site adjacent to ski slope.	The fact that this site is on a minor road is a disadvantage from a hotel perspective, although the established use of the ski centre and support signage is an advantage. This site has been mooted for a long time, the lack of take up reflecting the site drawbacks.
Daws Hill	Current USAF base that may be closed. Longer term.	Off pitch as above; may suit a destination offer.
MARLOW		
Court Garden, Marlow	House left in Trust to the Council, overlooking the river, next to the bridge.	Superb location on the river, currently a leisure centre and park here, with the house used for conferences and functions. Looks to need some attention. Unclear what capacity could be here. Would be important to be able to 'zone off' any quality/boutique hotel from general public access, preferably keeling grounds down to the river. Any potential to extend?
Westhorpe House	A404/A4155 SE quadrant; currently offices.	Attractive setting with visibility – appeal for a quality hotel but value likely an issue.

AYLESBURY VALE		
OUT-OF-TOWN SITES		
Aston Clinton Business Park	Proposal for a state of the art business park that will be technology based and target Headquarters offices.	Excellent site as will be adjacent to corporate users; already an established hotel location due to the Holiday Inn nearby; the east of Aylesbury is also the M25 side of the town. Hotel only appears to be in the Brief as an either/or option alongside fitness and sports provider; probably could get a 3 star operator who would also develop a fitness centre rather than duplicating this. Would also appeal to budget and upper tier budget operators, in which case fitness could be a separate unit. Most hotel companies would prefer visibility from the road and some frontage, or at least profile in relation to the site gateway.
Bierton Golf Club	Aspiration for a hotel here – unclear whether this site has planning.	Possibly a little too far out of the centre and isolated, although the northern link road and the expansion of Milton Keynes will improve location and access. Several operators we spoke to were interested in this site for 3 star and upper tier budget offers, so does have some potential.
Watermead	Land opposite the Garden Court Hotel to the west of Aylesbury. Landowner interested in a hotel development. Former ski slope on the site and a lake.	Mixed views from operators on this site; some prepared to look but others felt it was too far out of the centre and away from corporate users for their needs. More valuable for alternative uses?

CENTRAL SITES		
Gatehouse Quarter	Site on the ring road at the eastern intersection with the A41. Planning application recently refused due to density of development proposed, but principle of hotel here not a problem.	Good budget site – several of the big players mentioned this site and detailed negotiations with the owners – likely to happen in the short to medium term if planning sorted on the other aspects of the development.
County Court/Judges Lodgings	Significant site overlooking the market square that will be vacated over the next 3 years.	Attractive buildings with boutique hotel potential; offices behind also. Parking limitations and issues re deliveries? Public car parking close by – may need drop off facility. Central location also good in terms of restaurant trade. Some concern re comments from consultees indicating that the town centre can be a problem area in the evenings – a quality hotel here would need to have the right environment around it.
Prebendal House	Property in its own grounds adjacent to the church, in Aylesbury Old Town	Attractive character building in a good setting – access by car possible and presumably grounds would allow for parking. Unable to view the site fully, but assume in terms of size it would make a small town house/boutique hotel and fine dining restaurant that would suit the surroundings.
The Bell	Pub adjacent to the County Courts and Judges Lodgings, owned by Punch.	Good location overlooking the market square – opportunity to re-furbish this property and re-position it as a quality pub offer with rooms.

Exchange Street	Site for mixed-use development to include theatre and possibly hotel, identified in Local Plan.	Hotel use currently on hold as negotiations focus on delivery of the theatre, but could still offer potential for a budget offer.

Appendix 3 - Hotel Developer & Operator Interest In Buckinghamshire

DEVELOPER & OPERATOR RESPONSES	
Hotel Brand	**Interest in Buckinghamshire**
4 STAR	
Radisson	Would look at High Wycombe for 4 star if it was an A1 location e.g. M40 junction/visibility or prime town centre. Will go into mixed-use schemes and take leaseholds – prefer management contract with guaranteed annual return to the investor. 100 rooms minimum – cant be more exact without more market work. Hotels vary from 100-1000 rooms.
Marston	Buckinghamshire may be of interest although the company has its hands full at present. Would like to be notified of opportunities. Most likely to look at out of town conference model, but response would depend upon the particular site.
Novotel/Accor	No response to date.
Marriott	Doubt that the market is large enough for a 4 star Marriott here – even in High Wycombe - investment is £150k per room, means an ARR of getting on for £150; only London and the major provincial cities can deliver this. 4 star really only by management contract now. Not currently doing Residence Inn but have a study underway into the market potential of introducing this to the UK. Have one MEA (Marriott Executive Apartments) in London (Canary Wharf), 4-5 star equivalent, taken some time to get going and challenged by apartment lets – market conditions different than in the States. Main expansion likely to be via Courtyard – will invest themselves and via franchise e.g. Harrell, Bropar. Upper mid-market needs £65-£75 ARR, 130-150 rooms. High Wycombe, possibly Ayelsbury?
MacDonald	No interest currently.
Hilton	No response to date. Recent acquisition likely resulting in re-organisation of personnel and review of portfolio.
De Vere	Priority for the group is the development of the Village 3 star brand. De Vere 4 and 5 star hotels mostly management contract.

Ramada Plaza/Cendant	A possibility for High Wycombe if a good central site was available. Have franchisees like Kew Green with good covenant that will look at leases.
Simon Matthews-Williams	Interested in High Wycombe & Marlow. See country house hotel/spa.
Shire	No response to date.
BOUTIQUE	
Hotel du Vin	Marlow has the right profile and catchment for a Hotel du Vin and would definitely be of interest. However, the group have recently opened a hotel in Henley, so this is not a specific priority at the moment.
Malmaison	Group also owns Hotel du Vin which has opened relatively recently in Henley. These are much larger hotels and require a bigger catchment, so unlikely to be of interest. Focusing on major regional cities.
Finesse	Interested in Marlow and Aylesbury, and also perhaps Buckingham. Fourth site identified for their company under discussion, and would like a fifth site for late 2007/8 opening.
Hope St Hotel	Would look at Marlow and Aylesbury, although a little far from their base in Liverpool. Fully committed in terms of capital purchases but would look at a management or leasehold opportunity.
Niche	No response to date.
Alias	Development strategy on hold as company being bought by a large international hotel company. May be worth approaching them once deal concluded, as they are understood to have plans for the brand.
Simon Matthews-Williams	Potentially interested in Marlow and Aylesbury if right property comes forward. Would look at a small 20 room with quality restaurant or something larger.

3 STAR/UPPER TIER BUDGET	
Village	Remain very interested in High Wycombe; strong market; site availability the problem especially as unlikely to go into mixed use leasehold scheme. 3.5 acres needed freehold to maximise asset value. Sports Centre site still preferred but suspect it will be longer term. Happy to look at other sites as advised. Are in touch with owners of Wycombe Marsh; land take needed may be an issue for the owner/developer; big issue for Village is the existence on site of a health club, Fitness First – don't like going head to head with an operator like this on the same site. A little off-pitch - this site isn't as good as the sports centre and would become secondary if this is developed. Other locations in Bucks too small – have previously owned hotels at Beaconsfield (Bellhouse) and Gerrards Cross (Bull) and there isn't enough corporate business here for the scale of a Village; also, did benefit from footloose/London business, but when central London drops its price, the business goes back into the City.
Bropar	Developers and operators of multiple brands by franchise, principally Express by Holiday Inn but also Park Inn and Sleep Inn. Very interested in High Wycombe, see this as a strong market, but exclusion on Holiday Inn development so not HIX here. Could do Park Inn or Sleep. Similarly for Aylesbury. Have looked at the waterside site in the past here, and also at Bierton Golf Club – still interested in this site, but had planning problems. New ring road to the north of Aylesbury will intersect here. Would look at other sites – problem with town centre beyond the ring road is access and navigating your way around. See Beaconsfield and Gerrards Cross also as strong locations, but severe competition for land from residential here.
Days Hotel/ Cendant	Interest in High Wycombe and possibly Aylesbury. Prepared to look at other Bucks locations around the M25 on a site-by-site basis.
Ramada Hotel/ Cendant	A good 3 star offer would be best suited to a motorway site at High Wycombe. As with Days would look at Aylesbury also, but don't know this market as well as High Wycombe.

Courtyard by Marriott/Harrell	Principally developing Courtyard by Marriott 3 star hotels, 120-150 rooms, needing an ARR of around £70. Are looking at Residence Inn; Marriott looking into the feasibility of bringing the brand into the UK, but would need at least 4 potential schemes in the pipeline to do this. Very interested in High Wycombe and Aylesbury. Would go into mixed-use schemes and utilise airspace above other commercial development provided the integrity of the ground floor reception wasn't compromised. Beaconsfield and Gerrards Cross a possibility – would need to demonstrate the right business mix here and that the scale of development can be supported. Sites and high values the big problem. Were sent a site at Bierton golf club, Aylesbury that could be of interest (residential and hotel) but waiting for response from the owner/agent.
Park Inn	Would look at High Wycombe, Marlow, Aylesbury, Beaconsfield and Gerrards Cross. Requires an ARR of around £65. Mixed use schemes, leasehold and management contract with guaranteed annual return all options. Usually minimum 100 rooms.
Jury's Inn	No response to date.
Tulip Inn	Haven't done much market work in Bucks but the Home Counties are generally a strong area and their development strategy currently is focusing on the south of England. High Wycombe definitely of interest, rates and occupancies good. Need 70% and £65 ARR. Will look at all sorts of deal, freehold and leasehold and airspace sites in mixed-use schemes. Aylesbury could be of interest – may be a bit small as they normally look for 100,000+ populations and hotels having ideally 130 rooms. Growth potential of interest here.
Express by Holiday Inn/Somerston	Would like to develop in High Wycombe but currently an exclusion zone for this brand put on by Intercontinental Hotels (ICH). Will approach them and see if this can be lifted. Unsure about Aylesbury – recently visited and struggled to identify business uses; town itself felt somewhat downmarket. Prepared to look at Beaconsfield, Gerrards Cross, Amersham and Chesham. Beaconsfield and Gerrards Cross are on the ICH hit list. Somerston looking for a freehold or long leasehold deal so that they control the operational and asset aspects of the business.

Ramada Encore/BDL	Interested in Aylesbury and High Wycombe. Markets in the other Bucks towns not large enough for a 90+-room hotel. Prefer freehold, can use ground floor for A3; lease only if a triple A site. Would look at M40 or centrally in High Wycombe. Aylesbury would prefer a central/inner ring road location; near Holiday Inn would be good; Gatehouse scheme would be good. Site near Garden Court less favoured as removed from the town centre.
Future Inns	Concentrating on areas west of London currently; towns in Bucks a little too small for their requirement.
Nite Nite	Designer budget hotel concept; first open in Birmingham; rooms are small but with stylish/luxury fittings – plasma TV, wifi, air con, power shower plus a deli café adjacent and retail at under £50. Plans to roll out the development of 30 hotels by 2010 – initial targets are London, Glasgow and Cardiff. No response to date.
Yotel	Major cities are the focus of their target list (Manchester, Liverpool, Birmingham, Glasgow, Dublin, Edinburgh). First are at Heathrow and Gatwick. Will look at freehold and leasehold sites and joint ventures; new build and redundant buildings from 50s-80s; mixed use sites. No current interest here until major city and airport sites in place.
Big Sleep	Second hotel under construction at Cheltenham. Are looking for other opportunities. Designer budget hotel – urban chic – 'Travelodge price with sex appeal'. MD on holiday until September – email sent; no response to date.
Roselodge	Franchisees of Express and Courtyard – haven't developed any to date under the Roselodge name; recently bought the Ramada Jarvis at Gatwick. Involved in residential developments and medical centres in the UK. Preliminary letters out to some local authorities including Aylesbury Vale to establish potential site opportunities before looking into the market more closely. Will send through by email identified locations. Interested in freehold and leasehold/mixed use schemes and joint ventures. Initial enquiry to Aylesbury but potentially interested in other Bucks locations also.

BUDGET	
Travelodge	Have requirements for Amersham/Chesham (40-50 rooms), Aylesbury (60-80 rooms), Gerrards Cross (50-80 rooms), High Wycombe (60-100 rooms) and Marlow (50-70 rooms). In solicitors hands at High Wycombe – unable to say where for another month. Aylesbury tied in with Frontier Gatehouse site, going to appeal in September over loss of employment land and density of development. Preferred the Crest Nicholson site (Riverside/town centre supermarket and retail) but no longer available. In Amersham/Chesham, Marlow and Gerrards Cross all likely to be central sites, just dependent on what's available. Princes Risborough not on the hit list – currently extending Thame. Would need to see figures re likely demand for Princes Risborough; minimum number of rooms they do is 40 – is there the corporate business to support this all year? Would need to be next to a good pub/restaurant.
Travel Inn	Target list includes High Wycombe, Marlow, Amersham, Aylesbury, Buckingham/Brackley, Gerrards Cross. Have had detailed negotiations with Wycombe re various sites; Cressex and Sports Centre preferred – M40 junction 4. May look at town centre sites but haven't done so to date. Wouldn't look at Wycombe Marsh as on the same side of town as existing PTI. Want a large hotel here without pub - 100 rooms. In Aylesbury would like to be on the A41 close to the town centre/ring road – Gatehouse site and Aston Clinton Business Park best sites. Town centre undesirable – very rough, lots of racial problems, wont change this overnight – not a suitable environment for a hotel. Amersham would do 40 rooms and a Brewers Fayre – land value the main challenge here. Beaconsfield and Gerrards Cross both priorities because of proximity to M25 and London – value issue and residential competition again here. Same in Marlow and Princes Risborough. Princes Risborough not large enough for them – minimum 40 rooms. Would need to be convinced. Buckingham would do a 40 room unit on the ring road.

Sleep Inn	High Wycombe (centre or close to M40 for 80-100 rooms), Marlow, Beaconsfield and Gerrards Cross all of interest. Aylesbury also identified as a target location for 80-100 rooms (centre or approach road).
Days Inn/Cendant	Would look at most Bucks locations identified with potential for this brand – High Wycombe, Aylesbury, Beaconsfield, Gerrards Cross, Chesham, Amersham, possibly Buckingham.
Etap/Accor	High Wycombe definitely on the road map for Ibis and Etap – possibly Novotel also. Awaiting more detailed response.
Ibis/Accor	High Wycombe definitely on the road map for Ibis and Etap – possibly Novotel also. Awaiting more detailed response
PUB ROOMS	
Old English Inns	Generally interested in pub rooms development, strong portfolio in the South of England – opportunity related.
Gales	Interest in the South of England at the time of the Tourism South East Rural Pub Accommodation Study.
Brakspear	General interest around Henley/Oxfordshire in adding quality rooms to pubs with good food offer, if planning permits.
COUNTRY HOUSE	
Simon Matthews-Williams	Would look at rural Bucks for a quality 4 star with spa – Marlow, High Wycombe, Aylesbury, Beaconsfield, Gerrards Cross.
Warner	Just for Adults resorts are very much destination-led, so need to be able to present the area as a holiday location. Bucks has potential because of its significant catchment and affluence; Marlow has destination appeal; are attractions around other parts of the county like Waddesdon Manor near Aylesbury. So would be a matter of finding a site with the right ingredients. Usually around 30 acres, grade 1 Listed building as the anchor, then normally add on for bedrooms, leisure, treatments, dining, function. Minimum 220 rooms. Setting must be attractive. Main barriers to investment particularly in this area are site values and planning restrictions. Happy to look at any sites on an individual basis.
Hand-Picked	Interested in opportunities in the county close to the M1, M25, M40 triangle, but very much a country house hotel group so would only be interested in historic or listed building conversions, not full new build.

Appendix 4 – Hotel Developer & Operator Contacts

HOTEL DEVELOPER & OPERATOR CONTACTS

Hotel Company Name	Contact/Position	Address/Telephone
Accor • Formule 1 • Etap • Ibis • Novotel • Sofitel	UK Development Manager Phillipe Bertaud t. 0208 237 7760 m. 0777 1940 247 e. phillippe.baretaud@accor.com Buckinghamshire Christine Hobday m. 07747 101063 e. Christine.hobday@accor.com	Accor Economy Hotels UK 255 Hammersmith Rd London W6 8SJ t. 0208 237 7474 f. 0207 237 7649
BDL • Ramada Encore	Steve Terry Development Director t. 07931 901 728 e. steve.terry@bdlhotels.co.uk	B D L Hotels Ltd Holiday Inn Heathrow Sipson Way Bath Rd West Drayton Middlesex UB7 0EA
Bropar • Express by Holiday Inn • Days Inn • Staybridge Suites • Park Inn	Andrew Parry Director t. 01892 864360 m. 07765 257220 e. apjparry@aol.com	2 The Gables Corseley Road Groombridge Nr Tunbridge Wells Kent TN3 9SG

Cendant • Days Hotel • Days Inn • Days Apartments • Ramada Encore • Ramada Plaza • Ramada	Stephen Wright Head of Franchise Services t. 020 8762 6617 m. 07793 696722 e. stephen.wright@cendanteurope.com	Cendant Hotels Landmark House Hammersmith Bridge Road London W6 9EJ Stephen Wright Cendant Hotels 281 Main Rd Dover Court Harwich Essex CO12 4AJ
De Vere • Village	Nick Howard Development Manager – South East t. 01928 756177 m. 07768 741367 e. nick.howard@devere.co.uk	De Vere Group plc 2100 Daresbury Park Daresbury Warrington Cheshire WA4 4BP 01928 403069
Finesse • Boutique	James Blick Group Managing Director t. 0115 852 3202 e. jblick@finessehotels.com	Finesse Hotels 50 St Mary's Gate 2nd Floor Nottingham NG1 1QA
Gales/Fullers • Quality pub hotels	Derek Beaves Head of Marketing t. 023 9257 1212 e. d.beaves@gales.co.uk	George Gale 7 Co. The Hampshire Brewery Horndean Hampshire PO8 ODA
Golden Tulip • Tulip Inn • Golden Tulip Hotels	Peter Roberts Managing Director t. 01765 658911 e. peter.Roberts@goldentulip.com Angela Crawshaw, Senior Researcher	Golden Tulip Hotels The Hutts Grewelthorpe Ripon N Yorkshire HG4 3DA

Greene King • Quality pub hotels	Donald Stevenson Property Director t. 01284 763222 m. 07974 132321 e. donaldstevenson@greeneking.co.uk	Greene King plc Abbott House Westgate Brewery Bury St Edmunds Suffolk IP33 1QT
Hand-Picked Hotels • Country house hotels	Ken Arkley Asset Management Director m. 07753 804564 e. Karkley@handpicked.co.uk	Hand-Picked Hotels Ltd The Old Library The Drive Sevenoaks Kent TN13 3AB
Harrell Hospitality • Courtyard by Marriott	Paul Harris Director Business Development t. 0207 932 0188 e. pharris@harrellhospitality.com	Harrell Hospitality 35 Buckingham Gate St James London SW1E 6PA
Hope Street Hotels • Boutique hotels	Dave Brewitt Chief Executive t. 0151 709 0807	Hope Street Hotels Hope Street Liverpool
Jury's Inn • Jury's Inn • Jury's Hotel	Stan Cooney Stan Cooney & Associates t. 00353 41 982 5982 m. 087 239 5402 e. stan_cooney@ireland.com Dermot Crowley, General Manager, Acquisitions and Development t. 00 353 1660 5000 e. dermot-crowley@jurysdoyle.com	Jury's Doyle Hotel Group 146 Pembroke Road Ballsbridge Dublin t. 00 353 1607 0070 f. 00353 1660 5728
Marston	Chris Scragg Chairman & Managing Director t. 01303 269900 e. ula@marstonhotels.com	Marston Hotels The Mews Princes Parade Hythe Kent CT21 6AQ

Premier Travel Inn	David Lobb m. 07771 880963 Guy Kemsley (Restaurant-led Travel Inn, South) m. 07747 767038	Whitbread Hotels Oakley House Oakley Road Luton LU4 0QH 01582 499 499
Rezidor • Radisson SAS • Park Inn	Lee Syrett Director, Business Development t. 0032 2702 9226 m. 0032 473 846 863 e. lee.syrett@RezidorSAS.com	Rezidor SAS Hospitality Avenue de Bourget, 44 B-1130 Brussels Belgium 20
Roselodge • Express • Courtyard	Philip Houghton m. 07831 109335 e. Philip.Houghton@roselodge-group.co.uk	Roselodge Group Wembley point 1 Harrow Road Wembley HA9 6DE
Simon Matthews- Williams • Country House and Destination Hotels	t. 0151 236 1470 e. jools.hicks@ukonline.co.uk	26 Exchange Street Liverpool
Somerston Hotels • Express by Holiday Inn	James Hodgson t. 0207 968 0633	Somerston Hotels Langley Barn 390 Birmingham Rd Stratford upon Avon Warwickshire CV37 0RE 0870 444 5190
Travelodge	Tony O'Brien e. tony_obrien@travelodge.com m. 07785 115628	Travelodge Head Office Oxford House Oxford Road Thame OX9 2AH
Warner (Just for Adults)	Ruth Shaw Property Surveyor t. 01442 239 300 x 3908 e. ruth.shaw@bourne-leisure.co.uk	Bourne Leisure Ltd 1 Park Lane Hemel Herts HP2 4YL