

Tourism Strategy for
Staffordshire Moorlands
2022-2027



Photo by Simon Forster on Unsplash

FOREWORD

The Staffordshire Moorlands really is a hidden gem at the heart of the country which has so much to offer to both day visitors and those planning holidays in the UK.

You may not have known that we're home to perhaps the most famous theme park of all, Alton Towers, but there's so much more to the Moorlands than that! From Leek's rich textile history and architectural treasures including St Giles' Catholic Church in Cheadle – also known as Pugin's Gem - to the Grade-1 listed historic Biddulph Grange Gardens, it's no exaggeration to say there really is something for everyone here.

And that's before we mention our outstanding local countryside, our markets, our range of independent shops and a fantastic local food and drink offer!

We don't want the Moorlands to be hidden any more. It's a special place that we want to share with everyone looking for adventures and quality leisure time in the UK. That's why we've developed this Tourism Strategy setting out our plans to make the Moorlands top of the list for people planning their precious holidays and days out. Day visitors, and those staying overnight or longer, are good for local businesses and the local economy too so it makes perfect sense to open our doors to everyone and show just what the Moorlands has to offer.

We hope to see you here very soon!



Councillor Keith Flunder

Cabinet Member for Tourism

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1. STARTING POINT



1. STARTING POINT

Staffordshire Moorlands has a delightful landscape with gentle countryside rising up to the Peaks, interspersed with market towns and villages, ancient river valleys, canals and reservoirs.

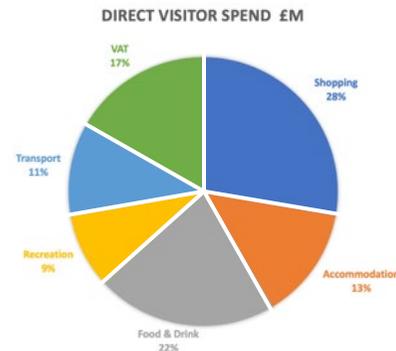
Located close to Stoke-on-Trent and with one third of the district in the Peak District National Park, Staffordshire Moorlands attracts around 5.6m visitors each year (1). (Although these numbers were estimated to have halved during 2020/21 due to pandemic restrictions).

Tourism is a significant economic sector employing approximately 6000 people or around 18% of all jobs in Staffordshire Moorlands (2). Visitors spend almost £335m, with about 42% generated by staying visitors who account for almost 10% of all visits. Half of all spend is on shopping, and food and drink - facilities and services which benefit and are used by residents as well as visitors(3).

Staffordshire Moorlands has strong natural and built attractions, with Alton Towers theme park perhaps the best known and most significant. Other attractions are well-distributed across the district.

The main towns (Leek, Biddulph and Cheadle) are not major drivers of visits, though each do service visitors. Of these Leek is the most rounded from a visitor perspective with a stronger retail, dining and accommodation offer. Many of the smaller villages and settlements are delightful with a number providing accommodation and services for visitors.

The area is located close to major urban settlements and has good road connections outside the district which worsen the closer you get. Public transport links are weak.



Day visitors are mainly local with 78% coming from Staffordshire, Derbyshire and Cheshire, while staying visitors travel from further afield (42% from the South East and North West).

Consultation with partners and stakeholders reinforced the post-pandemic fragility of businesses facing rising costs, uncertainty among visitor markets and recruitment challenges. Consultees were optimistic about prospects for the destination, with a view that a more supportive environment for investment and development as well as better market awareness could unlock growth.

- Consultees suggest opportunities lie in:
- ▶ Generating more staying visitors/longer stays
 - ▶ Focussing on family groups and adult couples
 - ▶ Using canals and former railways to expand greater green infrastructure
 - ▶ Helping current experiences to develop and grow to create more impact
 - ▶ Providing more variety and choice in visitor accommodation
 - ▶ Elevating local food and drink experiences
 - ▶ Creating a stronger, more-rounded offer in the towns

1. STEAM 2019
2. Business Register & Employment Survey, ONS, 2019
3. STEAM 2019

Policy Context

There are many strategies, plans and policies locally, regionally and nationally which directly or indirectly impact on tourism in Staffordshire Moorlands.

The development of this Strategy has taken account of these and seeks to align approaches wherever possible. Sometimes this means influencing others to ensure the needs of the visitor are taken into account. In other cases it means picking up on priorities to achieve an integrated and coherent approach making best use of resources.

The main strategies and plans include those produced:

- ▶ Nationally by the Government and Visit Britain/VisitEngland
- ▶ Regionally by SSLEP and Peak District National Park Authority
- ▶ Locally by Staffordshire Moorlands District Council

A recently launched 'Visitor Economy Action Plan 2022-2025' from Enjoy Staffordshire has been developed at the same time as this Strategy but there is close alignment in the analysis and approaches between both documents.

The key reference points for this Strategy from these various plans, many of which are due for updating, are shown in the box here.



- ▶ Greater collaboration across destination organisations and political boundaries
- ▶ Focus on sustainability and Net Zero carbon emissions is increasing and there is a need to ensure sustainable economic growth
- ▶ Post-pandemic drive for economic recovery, growth and jobs are imperatives for the region – hence the focus on increasing overnight stays and spend
- ▶ Planning policies which are supportive of appropriate tourism development included in specific masterplans e.g. Churnet Valley
- ▶ Need to attract more staying visitors who spend more
- ▶ Desire for stronger and more sustainable rural communities
- ▶ Improved network of walking and cycling (green) infrastructure
- ▶ Additional high quality visitor accommodation
- ▶ Improved town centres as hubs and gateways for visitors
- ▶ Better public transport and accessibility which is more sustainable
- ▶ Consider business tourism offer as well as leisure

Strengths, Weaknesses, Opportunities & Threats

From the research, consultation and analysis done for this Strategy there are, naturally, areas of strength and opportunity to capitalise on. And areas of weakness and threat to try to address.

In summary the strengths of Staffordshire Moorlands lie in the combination of successful visitor attractions and a landscape for being active in. Opportunities are about exploiting the growth plans of existing assets and making more of the area including the food and drink offer.

On the downside it's constrained by a lack of destination awareness, poor public transport (into and around) a lack of investment in accommodation and towns which underperform. The complexity of different layers of tourism support (county, destination management organisations (DMO), district, towns) requires more joining up and better engagement with businesses.

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- ▶ Significance of tourism 5.6m visits and £335m spend
 - ▶ Attack brands – Alton Towers and Peak District
 - ▶ Landscape and gentle activity (cycling & walking)
 - ▶ Clean and well-managed environment
 - ▶ Supportive policy environment
 - ▶ Area appeals to important segments (Family Fun/ Countrysiders). Lots of these visitor segments nearby

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- ▶ More staying visitors and short breaks, year round creating jobs
 - ▶ Active/outdoor experiences and a network of trails for target markets
 - ▶ Development of experiences, accommodation, events and towns
 - ▶ Sustainable principles embedded
 - ▶ Leverage DMO marketing activity
 - ▶ District as 'enabler' not 'deliverer'
 - ▶ Sector engagement (insights, data, training, business support)

- 
- ▶ Lack of destination awareness and weak destination identity (not a well known tourism brand)
 - ▶ Capacity and capability impeding progress of previous plans
 - ▶ Lack of coherence among public sector partners
 - ▶ Lack of accommodation investment
 - ▶ Day visitors dominate (low av. spend)
 - ▶ Towns require further development for visitors to dwell
 - ▶ Public transport – hard to get to and get around

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- ▶ Pace of change – getting left behind and competition
 - ▶ Cost of living and impact on businesses and visitors
 - ▶ Losing market focus - something for everyone

2. VISION FOR TOURISM IN STAFFORDSHIRE MOORLANDS



Photo of Froghall Wharf by Blue Sail

2. VISION FOR TOURISM IN STAFFORDSHIRE MOORLANDS

Over the next five years Staffordshire Moorlands will become a stronger destination, unlocking its potential with an improved offer and a better reputation that results in more value from visitors.

Staffordshire Moorlands is fortunate to have a wealth of attractions and experiences with Alton Towers being nationally significant. Further investment in attractions and accommodation will help Staffordshire Moorlands to become a year round destination attracting higher value visitors that create quality jobs.

Green and active experiences in an outstanding landscape are evident. Adding to these, expanding their appeal and joining them up as an integrated network will grow the destination's reputation and give visitors a reason to stay longer. The towns will become stronger, coherent visitor hubs providing essential services and a reason to dwell.

The destination is not well known so it must lever the work of Destination Staffordshire, and Marketing Peak District and Derbyshire and their respective destination brands to cut through to visitors.

This Strategy requires closer working among all the public sector organisations and tourism businesses. Ultimately it is the ability of businesses to deliver an outstanding product and service that will determine the destination's success. How the public sector helps businesses do that will require practical and policy support and a 'One-Staffordshire Moorlands' commitment from everyone.

Given how important the natural environment is to this destination, it is of paramount importance that tourism develops sustainably.



3. MARKET OVERVIEW



Our Visitors

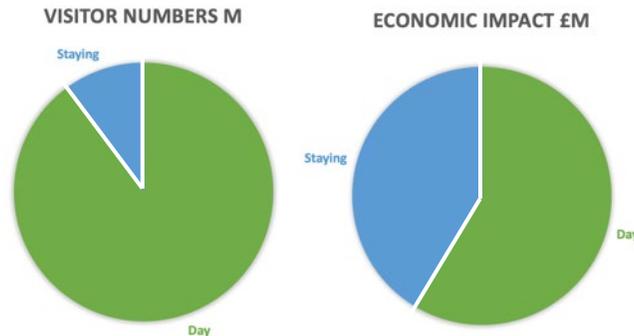
Visitor markets have been far from typical in the past two years but Staffordshire Moorlands has a well-defined audience.

The most recent data tells us that day visitors dominate accounting for about 90% of the 5.6m visits but just 58% of the £335m spend. Staying visitors however account for 42% of the total spend despite just being 10% of visits. This highlights the importance of overnight visits and extending the duration of visits.

The growth over the period 2014-2019 in visits shows there has been similar growth rates for day (10%) and staying (8%).

Alton Towers is an important driver of Staffordshire Moorlands tourism economy accounting for a third of all visits and economic impact. Visiting an attraction is the primary reason for 48% of visitors to Staffordshire Moorlands followed by walk/hike at 23%.

Families and adult couples are the most prevalent visitor groups in Staffordshire Moorlands accounting for 51% and 31% of all visits. This is reflected in two of the main market segments targeted by Destination Staffordshire. Data suggests that visitors to Staffordshire Moorlands are more affluent than the rest of Staffordshire with 43% from the 'AB' socio-demographic groups compared to 36% for Staffordshire. All of this points to a clear market focus on Families and 'Country Loving' Empty Nesters.



Average spend by staying visitors to Staffordshire Moorlands is however lower than the England average with spend/trip at £144 (compared to £195 for England) although this is in part due to lower

than average length of stay (2.12 nights v 2.98 for England) as spend/night is in fact higher than the England average £68.05 v £65.32).

Day trips which are the largest volume of visits have a very low average spend (£13.91) compared to the England average of £37.09.



Market Trends

There is uncertainty in the travel market, but discernible trends and related opportunities are emerging.

Five macro trends likely to influence travel patterns in the longer term have been identified along with their implications for Staffordshire Moorlands as a destination.

With a core proposition around family attractions, the outdoors and activities, Staffordshire Moorlands is well placed to respond to these trends.

TREND	IMPLICATIONS FOR TOURISM IN STAFFORDSHIRE MOORLANDS
<p>Trend 1: The Pursuit of Real</p> <p>Investing in experiences over material possessions looks set to be re-ignited post-pandemic.</p> <p>People want to get ‘under the skin’ of a destination and feeling almost as if they are living as a ‘local’. Many are looking for time away from home and for destinations that offer a distinctive contrast.</p> <p>The line between being at work and not is increasingly blurred with many working while on holiday. ‘Respite’ by being immersed in a destination during down-time becomes even more important.</p>	<ul style="list-style-type: none"> ▶ Emphasise unique assets (e.g. landscape, architecture, events, local food and drink) ▶ Quality of accommodation needs to be as good, if not better than home ▶ High speed broadband and workspaces important in accommodation ▶ Towns and villages may be more vibrant because of working from home – an opportunity to attract visitors from nearby cities to experience the quality of life in Staffordshire Moorlands
<p>Trend 2: Fresh Adventures</p> <p>Increased appeal of the outdoors was evident during the pandemic and looks set to continue.</p> <p>Walking, stargazing, off-road cycling, nature photography were just some of the outdoor pursuits the pandemic encouraged.</p> <p>Visitors are becoming more aware of the physical and mental wellbeing benefits of being outdoors, especially if the backdrop is a pleasing landscape.</p>	<ul style="list-style-type: none"> ▶ Staffordshire Moorlands has fantastic natural landscapes for both ‘doing’ and simply ‘being’ ▶ Camping and motorhome trips have grown in popularity but can burden local communities/infrastructure unless well managed ▶ Strategies to disperse visitors across towns and villages will prove advantageous; some outdoor honeypot destinations have suffered from overcrowding in the past two summers

TREND	IMPLICATIONS FOR TOURISM IN STAFFORDSHIRE MOORLANDS
<p>Trend 3: Going Digital</p> <p>An accelerated use of digital during the pandemic; changes from video conferencing to booking flexibly are likely to persist and evolve. This reduces the need for human interaction.</p> <p>While technology may assist those with a disability, it can be a barrier for people who do not feel digitally 'savvy'.</p> <p>'Effective use' – driven by benefits, rather than features – will be the measure of success.</p>	<ul style="list-style-type: none"> ▶ Online planning and booking will bring continued advantages, enabling visitors to discover more about a destination and build an itinerary ▶ Help/advice for businesses to collect visitor data appropriately from digital channels to gain audience insights ▶ Fast, reliable internet connectivity is expected. Locations/businesses not able to offer this may struggle to compete
<p>Trend 4: All about Value</p> <p>Whether in economically good or bad times, value for money is crucial in destination choice. With inflation at a high, disposable income is being squeezed and the cost of travel is set to increase.</p> <p>Those who saw their savings grow during lockdowns may have money to spend but be more sensitive to increased living expenses.</p>	<ul style="list-style-type: none"> ▶ Price matters, but value matters even more. Quality of service and distinctiveness of experience at all price points is crucial ▶ Increased volume of visitors may not result in increased spend ▶ Tight labour market and inflation will put upward pressure on wage costs

TREND	IMPLICATIONS FOR TOURISM IN STAFFORDSHIRE MOORLANDS
<p>Trend 5: Journey to Net Zero</p> <p>The UK Government has set targets to achieve Net Zero carbon emissions by 2050.</p> <p>Tourism is a contributor to human-made climate change (carbon impact of transportation) and will need to reduce its impacts.</p> <p>Despite widespread acceptance, this is yet to translate into sustained and consistent changes in business practice or consumer choices.</p>	<ul style="list-style-type: none"> ▶ Nationally, new strategies, policies, funding and practices are being developed to guide and support a coherent approach ▶ Responses will be required by the destination (target markets, transport infrastructure), businesses (waste and energy reduction) and visitors (car-free travel, 'responsible' choices such as locally-produced food & drink)

things to do what's on accommodation food & drink **ideas & inspiration** blog visitor information

Staffordshire Peak District Places to Stay

Staffordshire Peak District Events

Attractions in Staffordshire Peak District

Lessons from Elsewhere

There is no need to start from scratch, there are lots of insights and tools from elsewhere that can quickly and easily be adopted to progress actions.

Six areas of particular focus formed the basis of the best practice examples which inform this Strategy.

- ▶ Active outdoors culture
- ▶ Strategic events
- ▶ Town centre development
- ▶ Transport and cycling infrastructure
- ▶ Alternative accommodation
- ▶ Sustainable destination development

Detailed case studies on each of these from multi-disciplinary active outdoor events in the south of Scotland to sustainable town centre development in Frome, Somerset, to a green tourism toolkit for Thanet businesses, were undertaken and are available separately.

A summary of some general principles around the approach are shown here.

- ▶ Take opportunities to work in partnerships with and through other organisations and across political boundaries to support tourism
- ▶ A clear policy environment guides actions. Time thinking about what is important from a tourism perspective helps influence and inform priorities and actions across all policy agendas – from transport to events
- ▶ Successful interventions bring positive value to local businesses and communities, as well as visitors, and should always be integral to the decision-making and implementation process
- ▶ Use interventions to connect-up the offer across towns and villages: make it easier for visitors to experience more of the destination and stay for longer
- ▶ Engage businesses in the planning and development of actions so they help to inform/develop what you want to achieve
- ▶ Events – particularly those that centre around outdoors and activities – are powerful destination animators and attract new visitors and lengthen stays, integrating local culture, food and drink wherever possible
- ▶ Alternative accommodation – glamping, yurts, ecopods – tell a new story about a destination and help to attract new audiences while developing budget accommodation addresses value for money

4. PRIORITIES FOR GROWTH



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Focussing on a small number of priorities is much more likely to lead to positive outcomes. Four areas of opportunity will provide that focus for Staffordshire Moorlands.

These four areas are based on the strengths of Staffordshire Moorland's tourism offer and the analysis of market prospects. They are not everything that can or will happen, rather they provide a focus for investment and development to unlock growth.

The four areas of opportunity are:

1. **Alton Towers** – unlocking investment to create a year round driver of visits
2. **Towns & Villages** – animated hubs with distinct food & drink to increase dwell times
3. **Active Experiences** – developing cycling and walking routes, trails and events
4. **Accommodation** – expand, improve and encourage investment

The following pages provides more detail on each of these four areas of opportunity, outlining the strategic interventions and how they can support the vision in this Strategy.

It is fully recognised that no one organisation can deliver this Strategy. Tourism is indeed the business and concern of many. So, following the detail on the four areas of opportunity, the approach which will be taken to working in partnership is set out.



Action Area 1: Alton Towers

Aim – support aspirations to develop Alton Towers as a 365 day a year resort unlocking major private sector investment and generating hundreds of new jobs and benefits for the local community

Approach – work with Alton Towers on a 10 year masterplan which has the backing and support of the District Council and local communities to broaden the offer and market appeal including an expanded entertainment, accommodation and conferencing offer

Actions:

- ▶ Jointly commission and support development of a 10 year masterplan that plots the major investment projects which have clear market appeal and help spread the benefits of the site across the year, which align to planning policy and accelerate delivery of potential projects
- ▶ Work on solutions to current and potential challenges including employee housing, public transport and active travel links with a shared commitment from public and private sector partners
- ▶ Create a stronger link back to Staffordshire Moorlands and Cheadle in particular, finding ways to magnify the benefits from visitors to Alton Towers by getting visitors to stay in local accommodation and make use of local shops, pubs and restaurants. Develop joint marketing materials and improved signage to support this.
- ▶ Get visitors to stay longer in the area by developing itineraries that combine Alton Towers with other experiences especially ‘Activities’ and ‘Attractions’, moving from a day visit to an overnight, or a 1 night to a 2 night visit



Action Area 2: Towns & Villages

Aim – Ensure Cheadle, Biddulph and Leek strengthen their role as visitor hubs delivering animated places with a warm welcome, rounded visitor services with benefits for local businesses and communities

Approach – produce bespoke plans for each town which show how each place will support the delivery of the Staffordshire Moorlands Tourism Strategy and meet the needs of visitors

Actions:

- ▶ Develop and produce a visitor plan for each town focussing on ‘Visitor Welcome, Visitor Management and Product Development’
- ▶ Deliver ‘brilliant basics’ (parking, toilets, baby-changing facilities, waste, welcome, information)
- ▶ Develop events and activity that are coordinated between the towns to animate them year round and lengthen stays. Input to the emerging Arts & Culture Strategy (for development in 2023)
- ▶ Develop active travel links from the towns to main attractions/experiences and which expand the walking and cycling infrastructure
- ▶ Encourage accommodation development – small scale, quality, catered & self-catered that keeps visitors in the local area
- ▶ Secure funding to support public realm improvement and improve the look and feel of towns including support for lighting and street dressing
- ▶ Support independent businesses including retail, food & drink and accommodation to provide a distinctive and authentic experience for visitors



Action Area 3: Cycling & Walking

Aim – develop and expand cycling and walking experiences across Staffordshire Moorlands to encourage visitors to stay longer, spend more and dig deeper into what the area has to offer and which establishes a reputation as a place to get active in the great outdoors

Approach – improved packaging and presentation of existing routes to create itineraries, and development of new and improved routes that bridge gaps and connect the offer together into a coherent experience

Actions:

- ▶ Work across District, Parish and County Council along with communities to review, develop and expand the routes and trails from hub towns & villages for walkers and cyclists
- ▶ Improve connections, wayfinding and orientation between the existing trails, greenways and attractions
- ▶ Promote trail concepts/brands to improve recognition e.g. Churnet Valley Trail, Manifold Valley Trail etc
- ▶ Expand the active offer at existing sites e.g. a new cycle trail at Tittesworth Reservoir in collaboration with Severn Trent
- ▶ Support development of events which promote use of these trails and networks including cycling and running events, family events and which benefit the physical and mental wellbeing of visitors and local communities
- ▶ Encourage support services and infrastructure in gateway & hubs, such as accommodation welcoming walkers & cyclists, cycle hire & servicing, tour operators etc



Action Area 4: Accommodation

Aim – expand, improve and encourage the development of accommodation to attract visitors to stay overnight and keep their spending in the local area rather than losing it to neighbouring regions

Approach – unlock private sector investment with a clear policy environment that encourages suitable accommodation development and improvement in Staffordshire Moorlands

Actions:

- ▶ Encourage accommodation development in the towns/villages, at existing sites (where services are already in place e.g. Alton Towers, Rudyard Hotel) and to support rural/farm diversification
- ▶ Ensure planning within the Council is supportive and enabling with access to pre-app advice and clear policies that encourage economic growth
- ▶ Improve the quality and facilities of existing accommodation including adding to the leisure offer at camping sites and expand the provision of alternative or glamping accommodation
- ▶ Undertake a hotel and accommodation study to determine future supply needs which can inform planning policy



Action Area 5: Underpinning

Aim – ensure the right kind of support is in place to deliver the Strategy and grow tourism sustainably

Approach – work in partnership with other organisations to influence, ensure alignment, efficiency and effective delivery of the Strategy and support for the tourism sector. Use these partnerships to ensure the quality of the visitor offer is improved and standards are maintained

Actions:

- ▶ **Marketing** - ensure marketing is delivered primarily via Destination Staffordshire and Marketing Peak District & Derbyshire and that the focus is in ensuring they have rich content about Staffordshire Moorlands to feature in their activity e.g. itineraries, events, attractions, news stories and images
- ▶ **Partnership** – establish a high level Tourism Partnership Forum involving Staffordshire Moorlands District Council, Staffordshire County Council, Destination Staffordshire, Marketing Peak District & Derbyshire, Peak District National Park Authority – to meet quarterly to plan, coordinate, align strategy and activity, address problems common to the wider region e.g. public transport, skills and workforce development
- ▶ **Partnership** - work with Destination Staffordshire and Marketing Peak District & Derbyshire to convene an Annual Tourism Event bringing together businesses and providers across Staffordshire Moorlands to update, inform and listen as well as providing opportunities for networking and collaboration; involve different departments of the Council as appropriate e.g. Planning
- ▶ **Sustainability** - support businesses in reducing carbon emissions through waste and energy management and retrofitting; ensure new builds meet highest standards of environmental impact; expand EV charging points. Conserve and protect the special sites and natural landscapes of Staffordshire Moorlands
- ▶ **Advocacy** – ensure the voice for tourism is represented across all Council policies and strategies, and with other regional partner organisations such as the Local Enterprise Partnership and the County Council

Tourism Partnership Forum

It is worth saying a little more about the proposed new Tourism Partnership Forum.

The aim of the Tourism Partnership Forum is to ensure that the key organisations involved in Staffordshire Moorland's visitor economy work together. It will aim to align priorities, programmes and activities, identify and take opportunities to enhance and build on what each organisation is doing, work to avoid duplication, and potentially establish new collaborations or projects which cut across geographical or organisational boundaries.

Areas of focus could include:

- ▶ Marketing
- ▶ Visitor management – including transport, dispersal, pressure points etc
- ▶ New capital or infrastructure developments
- ▶ Business support and engagement
- ▶ New funding streams, bids and opportunities for larger scale initiatives and projects

As well as being desirable in its own right, the proposed Forum reflects the direction of tourism and destination support and development at a national level. A new national approach arising from the de Bois review is being implemented by VisitEngland via early pilots – and could form the basis of future policy and funding support.

Forum meetings should aim to be short – quarterly in the first instance, potentially moving to half-yearly. They should be attended by senior officers. How these are convened should be decided by the group – one possibility is for each organisation to take the lead for one year i.e. 2/4 meetings.

Initial meetings should focus on the sharing of plans and identification of opportunities for collaboration based around the tourism strategies produced for Staffordshire Moorlands and High Peak during 2022.



5. EVALUATING PROGRESS



Progress in the Action Areas

Monitoring and evaluating progress of this Strategy falls into two types. The first is on outputs i.e. the achievements within each of the Action Areas of this Strategy. These can be quantitative or qualitative and are shown in the table here.

The second type of evaluation looks at outcomes and is more concerned with the bigger picture and overall impact of the Strategy. These measures are shown on the next page.



Photo of Rudyard Hotel Grounds by Blue Sail

ACTION AREA	OUTPUTS
Alton Towers	<ol style="list-style-type: none"> 1. 10 year masterplan prepared 2. Improved spread of visitors across the year 3. Proportion of visitors extending stay in Staffordshire Moorlands and enjoying experiences other than Alton Towers 4. Solutions identified and implemented to improve public transport and access and employee housing
Towns & Villages	<ol style="list-style-type: none"> 1. Town tourism plans for Cheadle, Biddulph and Leek 2. Quality of essential visitor services improves 3. Increased volume of visitor accommodation 4. Expanded events program to animate the towns
Cycling & Walking	<ol style="list-style-type: none"> 1. New and improved routes linking towns/gateways 2. Increased on and off road cycle routes available for visitors 3. Support infrastructure improved 4. New events
Accommodation	<ol style="list-style-type: none"> 1. Increased range, diversity and types of accommodation 2. Hotel supply study completed 3. Improved access to pre-application advice
Underpinning	<ol style="list-style-type: none"> 1. Tourism Partnership Forum established and working well 2. Annual Tourism Event established and working well 3. Businesses supported in reducing carbon emissions

Overall Progress on Outcomes

It makes sense to have a few key indicators which are relatively easy to collect data on. Indicators which are relevant to the overall vision for the Strategy.

Five key performance indicators are shown in the table here, along with how they will be measured and why they are worth measuring.

Baselines for each should be established in spring 2023.



WHAT	HOW	WHY
Sector Growth (% annual increase in visitor spend)	Economic Impact Study e.g. STEAM, Cambridge	Once the national surveys recommence a target annual growth rate will be set to monitor progress and benchmark against other areas.
Proportion of visits that are 'staying' visits (overnight)	Visitor survey	Staying visits currently account for 10% of visits and 40% of spend. Growing staying visits will have a larger overall benefit to local communities.
Average length of stay and spend per visit (holiday visits)	Visitor survey	Longer stays and spend during a visit will contribute economic impact, business profitability and sustaining jobs.
Business Growth (% annual increase in turnover)	Local business survey	Monitors how businesses are doing overall as well as gathering intelligence on investment plans, challenges etc to inform policy.
Visitor Satisfaction (from a visit)	Sentiment research	Measures and tracks actual experience of visitors measuring satisfaction, likelihood of repeat visits and recommendations.

Consultation & Engagement

Sincere thanks to those who took time to input information, thoughts and comments which informed the development of this strategy.

Individual conversations took place with the people listed here. In addition a cross-section of businesses and town representatives took part in an online survey and participated in three 'town hall' meetings.

Cllr Keith Flunder, SMDC
Clare Brookes, SMDC
Matt Swindlehurst, Leek Town Council
Sarah Haydon, Biddulph Town Council
Dave Mullington, Cheadle Town Council
Charlotte Cain, Destination Staffordshire
Richard Swancott, Destination Staffordshire
Jo Dilley, Marketing Peak District & Derbyshire
Frances Jackson, Alton Towers
Catherine Webster, Secret Cloud House Holidays
James Lepke, Rudyard Lake Hotel
Helen Wilshaw, Biddulph Grange Gardens
David Smith, SMDC
Joanna Bagnall, SMDC
Josie Muncaster and Jo Clough, Severn Trent
Julia Arnold, Caldon & Uttoxeter Canal
Ray Perry, Rudyard Lake
Thom Bateman, Flintlock at Cheddleton
Joss Winter, Sustrans
Sarah Wilks, Peak District National Park Authority



This strategy has been produced by Blue Sail for Staffordshire Moorlands District Council.
