

Dunsinnan Tourism & Leisure Business Plan



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1. Executive Summary

Executive Summary

This business plan has been developed to set out the opportunity to develop a high-quality tourism enterprise at Dunsinnan Estate. The Estate recognises that there is a requirement to diversify their largely traditional farming practices in order to ensure the Estate remains viable for future generations and can continue to play an important role in the local community.

Dunsinnan Estate is committed to the notion of *sustainable community*, i.e. places where people can live and work. They want to encourage sustainable low environmental impact tourism that will enhance the area through the development of redundant farm buildings, the creation of local jobs and the economic benefit of secondary tourism spend. The Tayside Landscape Character Assessment specifically highlights that the Sidlaws have the potential to take pressure off more sensitive areas of Perthshire.

The proposed tourism diversification has the support of the Burrelton and District Community Council and Dunsinnan's local councillor and MSP.

The Business Plan has been created by the business partners, with input from their specialist leisure advisors, designers and planning consultants. In July 2022 the business partners instructed Savills to undertake an appraisal of diversification opportunities. This independent review highlighted that the local area has experienced positive growth in overnight tourist visits and associated spend in recent years, with bednights increasing by 12% and annual expenditure by 17%. The report identified that the core opportunities for Dunsinnan should be accommodation led, with the potential to develop an events offer at a secondary stage. Research has identified that the demand for short term let accommodation in the local area is not being met by the current supply. From the market demand analysis, it was evident that the holiday accommodation should be developed to a high quality with a specific focus on the connection with nature and the local landscape.

Analysis of existing holiday accommodation in the local area has identified that the location is considered to be a key attribute, with numerous examples of guest feedback specifically commenting on the location as a highlight/positive factor. Guests staying at Dunsinnan will be able to experience a variety of historical landmarks as well as benefitting from numerous walks and cycle paths. A wide variety of places to eat and day activities are available in the local area, as detailed on page 9.

As evidenced by the findings of the detailed market appraisal, the modest, low-impact diversification at Dunsinnan Estate is based on a genuine market demand, developed to meet the objectives and aims of Scotland Outlook 2030, Scottish Agritourism 2030 and the Perthshire Tourism Action Plan. Detailed information is included in Section Three.

The diversification will:

- Reconnect people to nature
- Generate local employment
- Invest in the local area
- Diversify the existing farm business
- Deliver sustainable development
- Improve access to nature for local people
- Improve biodiversity
- Repurpose uninhabitable buildings

The Perthshire Tourism Action plan specifically acknowledges the “*car becoming the preferred mode of travel*” for domestic consumers looking to holiday in the UK, detailing that “*the majority of visitors (95%) to our area travel by car, therefore self-drive and touring are key experiences.*” Whilst the Action Plan identifies that car is the most popular mode of transport for visitors in the region, the business partners are **committed to encouraging and promoting active travel to Dunsinnan Estate**. Individual accommodation units will include secure bike storage and guests will be offered free collection from the nearest bus stop. In addition, the introduction of improved path signage across the Estate will be carried out as part of the phased development process, benefiting not only accommodation guests but also day visitors and locals alike. The Estate will also invest in a bike parking area at the base of Dunsinnan Hill.

The global wellness industry is estimated to be worth \$1.5 trillion per annum and is growing by circa. 10% per annum. A recent report by McKinsey & Company has identified that despite the current economic climate, consumers intend to increase their spending on products and experiences that improve their health, sleep and mindfulness. A recent study by Derby University has identified a direct correlation between improving a person’s connection with nature and their improved wellbeing.

The Perthshire Tourism Action Plan recognises a need to encourage visitors to explore alternative routes to help distribute motorised traffic across the region. The Plan states that “*Perthshire can build on the recognised regional strengths such as its outdoor assets. With consumer demand for nature and experiencing the outdoors at an all-time high, the area can promote breaks based on wellness, sport and wildlife.*” **The proposed development at Dunsinnan Estate has been developed to reflect these key attributes.**

The intention is to develop unique holiday accommodation in carefully selected locations across the Estate in order to maximise the natural assets of the landscape and appeal to a variety of different users. The Estate have commissioned Edinburgh based S+Co and Dundee based John Frullani Architects to develop site specific concepts that provide high-quality accommodation in an environmentally conscious manner. The architectural approach, from a master planning and detailed design perspective, is fully aligned with the goals of NPF4 and the local development.

The initial phase will see the development of four accommodation units. These sites have been selected as they represent the strongest return on investment (ROI), enabling future investment into the additional developments that are more capital intensive. Details of the individual sites are included in Section Four.

Social, Economic and Environmental Benefit

- It is anticipated that the tourism business will directly employ five Full Time Equivalent (FTE) roles. This does not include the additional investment that will be made in local businesses and freelance support
- It is anticipated that guests staying in the newly created holiday accommodation will generate circa £190,000 per annum to the local economy through secondary spend. In addition, the business partners are committed to working with local suppliers, from food producers to laundrette, with the potential to generate an additional economic benefit of circa £25,000 per annum
- The Estate is committed to integrating best sustainable practices into their working practices. Existing initiatives include investment in renewable technology, a sustainable forest plan, proactive management to promote native species and reforestation. The tourism development will provide further opportunities, with investment in upgrading paths and additional planting of native species
- Full details of the benefits are set out in Section Seven

Financial Opportunity

- Based on a phased five-year investment of circa £1.2 million, the tourism diversification will generate annual income of £239,808 by Year Five, increasing to £368,608 in Year Ten
- At maturity, the tourism business will operate on a circa 35% margin
- By Year Ten, the ROI will be circa 11.11%, increasing to 15.15% in Year 20
- Full details of the opportunity are set out in Section Eight

In summary, the planned tourism diversification at Dunsinnan Estate is based on an existing demand for visitors to stay in the local area, with an identified lack of accommodation. The accommodation offer has been developed to meet the key consumer trends and promote the benefits of spending time in nature.

The development will utilise brownfield sites, invest in dilapidated buildings and create new accommodation in a sensitive and respectful manner.

The diversification will generate jobs, secondary spend and economic benefit to the local area and allow for the upgrade and investment of local paths.



2. Introduction

2.1. Context

Extending to approximately 1,000 hectares, Dunsinnan Estate is situated eight miles north-east of Perth in an attractive rural setting. The Estate comprises a mixture of hill land, coniferous and deciduous wood and arable land. The Estate incorporates part of the Strathmore Valley and the Sidlaw Hills which include Dunsinane Hill, Black Hill and King's Seat. Dunsinane Hill, as it was historically referred to, is mentioned in Shakespeare's play Macbeth.

The Estate has been in the ownership of the family for over 100 years and is currently overseen by Jamie and Karen Sinclair. The owners are resident at Dunsinnan, playing an active role in the farm operations and wider community life. A phased generational change has started to commence, with Jamie's son Alex and his wife Alice returning to Dunsinnan in October 2022 to take on a more active role in its future development and management.

The Sinclair family recognise that there is a requirement to diversify their largely traditional farming practices in order to ensure the Estate remains viable for future generations and can continue to play an important role in the local community, from providing employment, housing and enabling small businesses by creating workshop space for rent.

An opportunity to develop a tourism led enterprise has been identified. As evidenced throughout this business plan, there is compelling evidence to justify such development.

Alice and Alex are passionate about the area. It is their home, where they are raising their children who they hope will one day become the fifth generation of the family to look after Dunsinnan. They want to diversify the existing farm business to enable it to support a new generation and ensure it is not reliant on agricultural subsidies. They believe strongly in promoting the concept of **sustainable community, i.e. places where people can live and work. They want to encourage sustainable, low environmental impact, tourism that will enhance the area through the development of redundant farm buildings, the creation of local jobs and the economic benefit of secondary tourism spend.**

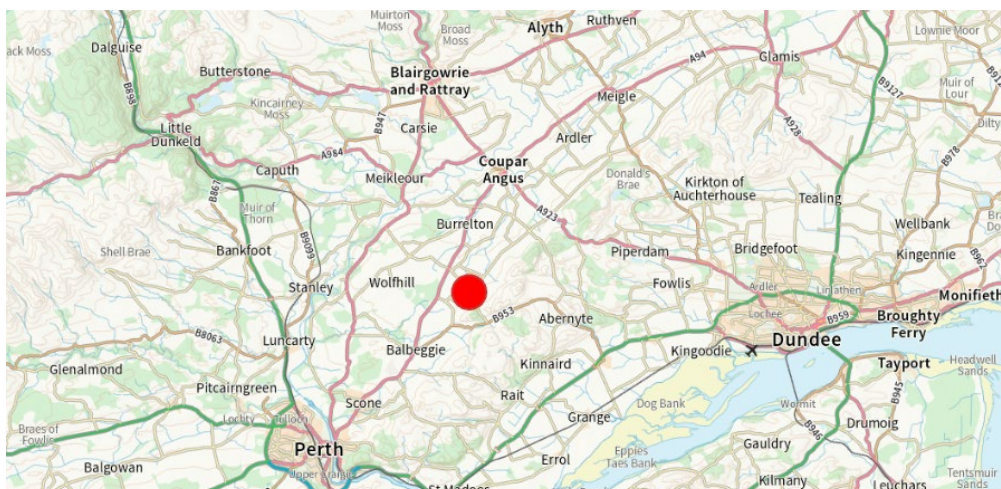
The tourism business will be run as part of the Dunsinnan Farm & Estate business. This is a private partnership structure with three partners, Jamie & Karen Sinclair and their son Alex Sinclair. The business has been run as a partnership for over 30 years. Karen joined the partnership in the early 2000's and Alex in the late 2000's.

Dunsinnan Estate have appointed Savills Tourism & Leisure Consultancy to help develop this business plan, setting out the opportunity for tourism and leisure related diversification. The business plan has been developed based on the following core areas:

- Market demand
- Product
- People
- Local area benefit
- Financial analysis
- Marketing

2.2. Site Description & Location

The Estate consists of arable fields (approximately 400 Hectares) within the Strath and lower slopes of the Sidlaw Hills. The agriculture business consists of arable, cattle and sheep farming. The Estate has consolidated its farming operations to three key locations within the Estate, Dunsinnan Farm, Fairygreen Farm and Kirkton Farm, Collace.



Location of Dunsinnan Estate



Extent of site ownership —————

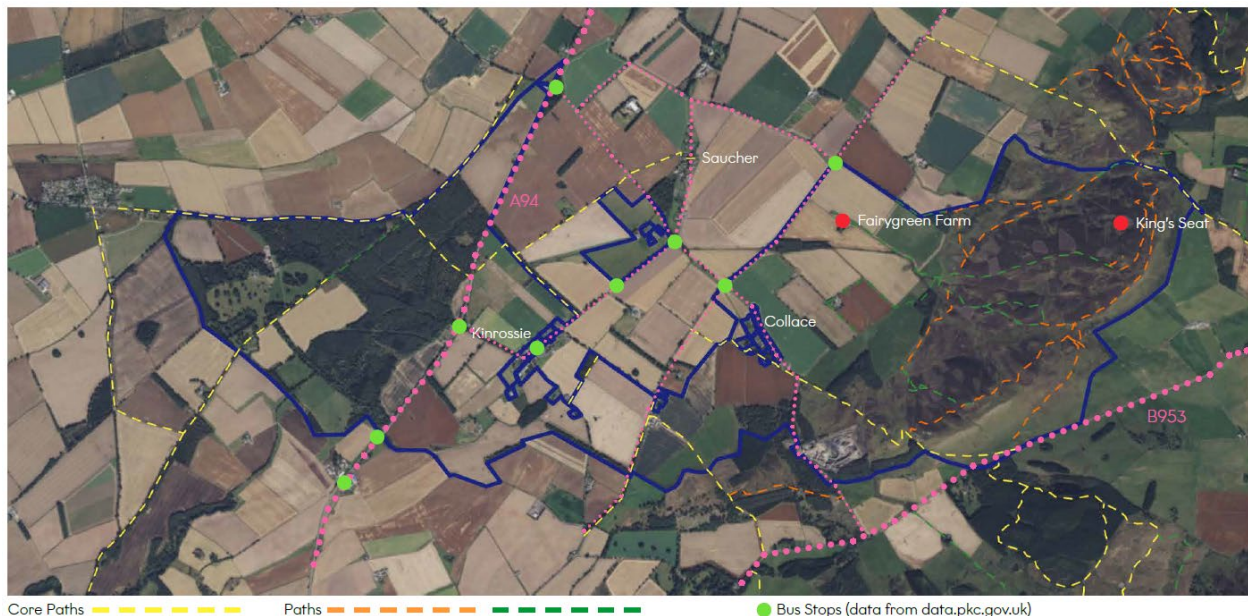
Dunsinnan Estate

The hill land, consisting of Dunsinnan Hill, Black Hill and Kings Seat is a unique heather moorland within Perthshire that is maintained and lightly grazed. The hill land incorporates a core path to Dunsinnan Hill/Hill-fort, a scheduled ancient monument (SAM) with literary connections which draws locals and visitors from further afield. Dunsinane, as it is historically known, is the traditional site of a 1054 battle in which Siward, Earl of Northumbria, defeated Macbeth of Scotland. The hill fort has long been known as Macbeth's Castle. The hill is referenced in Shakespeare's Macbeth.

The proximity to centres of populations and existing areas of public access allows the hill land to facilitate countryside and informal recreation. There are excellent formal and informal pedestrian and cycling connections throughout the estate which consist of core paths as well as estate tracks and informal paths. Strava data confirms that these informal track networks are regularly used by hiker's and runners.

The Tayside Landscape Character Assessment specifically highlights that the Sidlaws have the potential to take pressure off more sensitive areas to the north of the Highland Boundary Fault. Assets within the Sidlaws (woodlands, reservoirs and even archaeological sites) offer potential for recreation and interpretation.

There are **bus stops located throughout the estate** with the main correlation on the A94 and within the villages of Kinrossie and Saucher. Perth train station is some 13km from the Estate while Dundee Train Station is approximately 20 km from the site. With the potential for long-term collaboration with third parties to promote a 'Sidlaw Way' or pilgrimage route, there is an ability to promote car free walks/holidays between Perth and Dundee public transport hubs.



Paths and Public Transport

Within the local area, there are a number of independent businesses providing food, retail and activities. Examples include:

Eating Out

- Three Witches café – 1.7 miles
- Café Circa – 5 miles
- Anglers Inn, Guildtown – 6 miles
- Meikleour Arms – 7 miles
- Murrayshall restaurant – 7.3 miles
- Ardler Tavern – 9 miles
- Uisage restaurant – 10 miles

Activities

- Range of woodland and hill walks/cycles (including Kings Seat hill, Dunsinnan Hill, Ballo Woods, Kinclaven Bluebell Woods, Kinnoull Hill) – <1 mile to 5 miles
- Cargill Fishing – 4.8 miles
- Scottish Antiques & Art Centre (4 star Visit Scotland Attraction) – 5 miles
- Meikleour Fishing – 6.4 miles
- Murrayshall golf course – 7.3 miles
- Blairgowrie Golf Course – 9.8 miles
- Strawberry Farm Shop – 8.3 miles
- Piperdam Leisure – 9 miles
- Black Watch Castle & Museum (second most popular paid attraction in Perthshire) – 9.7 miles
- Scone Palace (most popular paid attraction in Perthshire) – 10.5 miles
- Camperdown Wildlife Centre – 13.7 miles
- Dundee V&A – 15.5 miles
- The Discovery, Dundee – 15.6 miles
- The Hermitage (second most popular free attraction in Perthshire) – 17.4 miles
- Glamis Castle – 17.4 miles
- Tay Forest Park (most popular free attraction in Perthshire) – 20 miles

2.3. Vision

The Estate seeks to add new income streams to the existing business mix, generate local rural jobs and invest in the local area. This Business Plan illustrates how these aspirations can be delivered in a sustainable way that also improves access to the countryside, addresses the bio-diversity crisis whilst minimizing emissions and making use of the Estates site specific resources.

The main diversification focus is the creation of a light touch and sustainable tourism offering. The aim is to allow people to connect to the landscape and wildlife in an authentic manner through high quality accommodation.

Site specific resource at Dunsinnan includes:

- Spectacular views
- Secluded nature of site, yet with easy access to quality cafés/restaurants
- Local history of international significance
- Sporting activities (roe and fallow stalking, woodcock, pigeon, wildfowl)
- Existing walking routes and cycle paths
- Wildlife / bird watching etc.
- Local attractions (castles, distilleries etc.)

The aims of the diversification are to:

- Redevelop brownfield land
- Re-purpose and invest in traditional buildings
- Deliver new development based on place/location opportunities/underutilised estate resources

The key aims of the Vision are to:

- Reconnect people to nature
- Generate local employment
- Invest in the local area
- Diversify existing farm business
- Deliver sustainable development
- Improve access to nature for local people
- Improve biodiversity
- Save existing estate buildings
- Ensure a low or negative Carbon Footprint

The tourism related diversification opportunities at Dunsinnan are summarised in the below table:

Name	Phase	Year	Description
Fairygreen Cottage	One	2023	Two bed traditional cottage. Edge of Fairygreen farmyard, PH26JA
Fairygreen Cabin	One	2024	Corr cabin. PH26JA
Fairygreen Reservoir	One	2024	Old Scottish water reservoir. Proposed Corr bespoke design / partially earth sheltered cabin. PH26JA
Dunsinnan woods cabins	One	2026	One or two OOD or Corr units. PH26DB
Newfarm steading	Two	2028	Proposed demolition and rebuild of redundant steadings into four bed and two bed interlinked units. PH26JB
Woodland cabin Ledgertlaw	Two	2029	Redundant timber woodland bothy propose replacement with Corr cabin. PH139LQ
Balmalcolm	Three	2030+	Redundant old agricultural farmyard. One or two units conversion of old steadings. Possible events space. PH26JA

2.4. Community Support

The Business Partners have proactively engaged with the local community to share the vision. A summary of activity and support is shown below. Additional detail on community benefit is included at Section Seven.

- Engagement and attendance at Burrelton and District Community Council; positive support noted in minutes of meeting on 23rd November 2023
- Meeting with local councillor Colin Stewart and local MSP John Swinney; positive endorsements from both

2.5. SWOT Analysis

Strengths

- Attractive settings, with excellent views
- Secluded nature of site, yet with easy access to local amenities (shops, cafes etc.)
- Growing demand for accessible rural accommodation in local area
- Existing demand for accommodation (sporting guests, literary and historical interest) vs. limited local supply
- Proximity to hills, lochs and woodland, with existing path and cycle network
- Proximity to literary and historical sites of international significance
- Existing demand for accommodation (sporting guests, literary and historical interest)
- Wildlife / bird watching etc.
- Proximity to well established visitor attractions
- Range of available properties / development sites
- Forward thinking, engaged owners

Weaknesses

- Lack of existing brand / unknown estate to target markets
- Existing condition of Newfarm Steading
- Capital costs to develop to high-quality standard

Opportunities

- Create unique, high-quality, sustainable holiday accommodation
- Diversify and future proof income streams for Estate
- Secure existing and generate new employment opportunities
- Repurpose redundant buildings/structures
- Economic benefit to local area via secondary spend and suppliers
- Support local amenities and attractions
- Create innovative and engaging experiences for guests, focussed on environmental stewardship and biodiversity enhancement, targeting growing tourism and leisure themes of experiential, wellness and sustainable travel

Threats

- Potential planning constraints
- Black swan event – i.e. global pandemic
- Changing trends in UK and International tourism market
- UK economic position
- Scottish weather conditions

3. Market Demand

3.1. Market Analysis

There is existing demand for overnight accommodation from guests participating in traditional field sports at Dunsinnan. Due to the limited local supply, guests currently require to leave the local area to find accommodation. The Estate also received enquiries from writers looking for residential retreats, drawn by the literary connections to Macbeth. The Estate have provided parking at Newfarm for an archaeological team (Aberdeen University in conjunction with Historic Environment Scotland and Perth and Kinross Heritage Trust); the Estate were unable to supply overnight accommodation. These represent an overview of the many examples of existing demand which cannot currently be serviced.

Detailed market and competitor analysis has been undertaken to fully ascertain the demand and develop the product offer. This is included as **Appendix One**, with a summary shown below.

3.1.1. Market Demand

- Visit Scotland have identified authentic experiences, adaptable adventure and wellness as key developing consumer trends. The Dunsinnan Tourism Strategy has been specifically designed to meet these requirements in an authentic manner
- Visit Scotland's 2022 Visitor Accommodation survey has identified that **'accessible rural' locations are in highest demand**, achieving the best occupancy rates across the six locational categories. This trend has continued to gain momentum throughout 2023, with 'accessible rural' representing the highest occupancy for year to date (September) at 58.10% compared to 53.05%. Not only does this remain the most popular location type, the growth between 2022 and 2023 is also the biggest with an index value change of 105

The below table shows that:

- Demand for accessibly rural properties has increased post-pandemic and is now higher than it was in 2019
- Demand for self-catering properties in Perthshire is in line with 2018 levels
- There continues to be strong demand for high-quality properties

	2018	2019	2022	YTD 2022	YTD 2023
Scotland	54.93%	47.56%	40.49%	42.41%	46.40%
Perthshire	45.97%	38.39%	33.51%	34.12%	45.82%
£800+ per week	64.04%	58.22%	56.05%	60.44%	57.99%
Accessible Rural	64.79%	56.61%	50.96%	53.05%	58.10%
4 Stars	51.59%	49.47%	40.28%	58.06%	59.51%
5 Stars	61.17%	54.72%	51.43%	58.40%	51.83%

Self-catering occupancy data from Visit Scotland

Dunsinnan is an accessibly rural location, and the proposed offer will be developed to a high standard. It can therefore be said that there is strong demand, based on consumer preferences.

The global glamping market size reached \$2.35 billion in 2021 and is anticipated to grow at a compound annual growth rate of 10.90% from 2022 to 2030.¹ Canopy & Stars, the UK's leading Glamping booking agency, note the following key points:

- Revenue increased by 180% since 2017
- Increased demand for quality spaces and a trend towards structures like cabins that provide year-round occupancy
- Shift towards longer stays of higher value
- Shift in consumer behaviour to a broader season; stays for September and October 2022 up 42% compared to 2019
- A connection to nature is critical

Research by VisitScotland indicates that the key trends in tourism and leisure for at least the next decade will be experiential, wellness and sustainability. The following key points are highlighted:

- The 'experience economy' is experiencing major growth;
- Travelers are no longer looking for tourist products, but authentic experiences that are hard to find elsewhere;
- Almost 80% of millennials, who now make up most of the world's consumers, would rather spend money on experiences than physical goods. Generation Z are even more inclined towards experiential purchasing and they are set to become the largest consumer market by 2026;
- 70% of global consumers feel that entertainment should be about learning new things as much as simply having fun;
- 64% of global consumers say that experiencing the authentic culture of a place is the most important thing when going on holiday;
- Destinations that can demonstrate that sustainability is a key consideration are increasing in popularity and will stand out from their competitors;

A recent report by McKinsey & Company found the global wellness industry to be worth \$1.5 trillion. A Cornell University study found that spending just 10 minutes in nature reduces stress and anxiety, whilst a 2021 report by the Mental Health Foundation found that 70% of people felt that being close to nature improved their mood. The Wellness Imperative, published in 2022 by Barclays's Bank, found that health and wellness had become significantly more important to daily life since the pandemic, with nearly 60% of respondents saying they have made, or intend to make, long-term health and wellness changes. Just over a fifth are planning to make a concerted effort to spend more time in nature.

The proposed tourism diversification at Dunsinnan will promote nature based, sustainable experiences, allowing visitors to benefit from nature, whilst educating them on the importance of positive environmental stewardship.

The offering has been developed in line with key future trends for tourism, namely sustainability, experiential and wellness. In particular, the proposed offer will provide a welcoming environment to help alleviate stress from everyday life and improve mental health by being closely connected with the natural landscape and wildlife that can be experienced from the accommodation and local area.

¹ Grandview research & consulting

3.1.2. Scotland Outlook 2030 Responsible Tourism for a Sustainable Future

In the foreword to Scotland Outlook 2030, former Cabinet Secretary for the Rural Economy and Tourism, Fergus Ewing, notes that “*tourism has never been more important, both to Scotland's economy and to its wellbeing.*”

The proposed diversification at Dunsinnan meets all four of the Outlook 2030 priorities:

- **Passionate People:** the diversification at Dunsinnan will generate new employment opportunities, resulting in a skilled, committed and diverse workforce across the traditional farm practices and the new agritourism development. All employees will be paid the Scottish Living Wage as a minimum. In addition to increased employment, local trades will also benefit, with a commitment to purchase local wherever possible
- **Thriving Places:** the diversification will generate economic benefit to the local communities, with guests encouraged to visit local shops, cafes and visitor attractions. Produce for the accommodation will be sourced locally, sustainably and seasonally. The scale of the proposed diversification is intentionally modest so that any impact on the local community is beneficial only and will not impact the local area in a negative manner due to the volume of visitors; income from the proposed tourism development will allow the Estate to restore former farm buildings and repurpose them to be let on flexible agreements, encouraging and supporting local start-ups and micro businesses
- **Diverse Businesses:** the diversification is committed to achieving best sustainable practices and being as low impact as possible. The Estate have already invested in renewable energy sources and will continue to do so for the tourism diversification
- **Memorable Experiences:** the holiday accommodation offer at Dunsinnan will promote outdoor experiences and encourage guests to explore the local area with a particular emphasis on active travel, showcasing the local network of walks and cycleways

3.1.3. Perthshire Tourism Action Plan 2021-2025

The Action Plan has identified a need for ongoing capital investment in order to improve facilities as being essential for the development of quality products. The Plan recognises that challenges to capital investment however specifically notes that there are “*encouraging signs of investment in new accommodation.*” **The proposed tourism development at Dunsinnan includes a total capital investment in improving and creating accommodation facilities to the value of circa £1.1 million.**

The Plan's strategic objectives include to:

- restore the value of tourism to pre COVID-19 levels of 2019, with a particular focus on extending the season for year-round visits
- increase the impact and benefit of tourism across Perthshire's communities

The Plan highlights a growing demand for outdoor space. **The proposed tourism strategy for Dunsinnan intends to create high-quality, unique accommodation to attract guests throughout the year that provide easy connection with nature and promote outdoor activities.** Research from Canopy & Stars shows that there is increasing demand for glamping cabins in non-peak months whilst the existing Fairygreen Cottage at Dunsinnan is proving popular in all seasons.

The Action plan specifically acknowledges the “*car becoming the preferred mode of travel*” for domestic consumers looking to holiday in the UK, detailing that “*the majority of visitors (95%) to our area travel by car, therefore self-drive and touring are key experiences.*” The Plan goes on to recognise a need to encourage visitors to explore alternative routes to help distribute motorised traffic across the region.

The Plan states that “*Perthshire can build on the recognised regional strengths such as its outdoor assets. With consumer demand for nature and experiencing the outdoors at an all-time high, the area can promote breaks based on wellness, sport and wildlife.*”

3.1.4. The Contribution of Rural Estate's to Scotland's Wellbeing Economy

Scotland's National Strategy for Economic Transformation, 'The National Strategy for Economic Transformation (NSET),' sets out the Scottish Government's ambition for Scotland's economy over the next 10 years. At its heart is a vision of creating a wellbeing economy where society thrives across economic, social and environmental dimensions.

There is a strong body of evidence linking exposure to the natural environment with improved physical and mental wellbeing. Access to nature is so important to wellbeing that it is reflected in two of Scotland's national outcomes. Visits to nature is one of the indicators used to measure progress toward the environmental outcome while physical activity is one of the indicators used to measure progress toward the health outcome.

A 2022 report from the Office for National Statistics found that ‘indirect or direct exposure to nature, having a view of nature and spending time outside in natural settings, are linked to improvements in physical, mental and social well-being.’

Scottish Land and Estates (SLE) issued a report in February 2023 setting out the contribution rural estates make to the wellbeing economy. The SLE report identified that rural estates enabled 5.4 million day trips per year into the natural environment, and that these visits ‘increase levels of physical activity within the population, an important determinant of health outcomes.’ **By providing access to Scotland's natural environment, rural estates play an important role in supporting individual wellbeing.**

3.1.5. Scottish Agritourism Strategic Direction to 2030

In the foreword to the Scottish Agritourism Strategy, Cabinet Secretary for Rural Affairs and Islands, Mairi Gougeon, notes that agritourism “*represents a fantastic growth opportunity for our rural economy*” and that it is “*a growing consumer trend in Scotland ... better connecting people to the land and showing where their food comes from.*” She further recognises that such “*diversified activity also provides an economic boost to the wider rural community by attracting tourists from urban areas to our countryside.*”

An inaugural Growth Tracker has been developed by VisitScotland to set the baseline position for Scottish Agritourism. This tracker demonstrates that Scotland's agritourism sector provides significant opportunity for Scotland's farms, rural communities and visitor economy. Agritourism is an important contributor to national and regional inclusion, diversity and economic development objectives, providing:

- an important stimulus to Scottish food and drink sales and national food tourism
- equal and inclusive employment opportunities for men and women which are available to all age profiles and skill levels
- a sustainable core domestic based visitor market

- strong growth expectations and profitability levels
- new revenue streams to cross fund agricultural activities
- vital family and external employment opportunities in rural areas
- commercial and entrepreneurial opportunities to strengthen rural communities
- high levels of historic and planned investment to support other rural businesses and supply chain rural jobs
- A successful agritourism sector also helps re-build demand and loyalty for food grown and reared on Scottish farms.

Agritourism provides important 'external' employment opportunities in rural areas. Agritourism also provides an outlet to upskill existing staff, expand capabilities and enhance productivity. The proposed diversification into sustainable accommodation at

Dunsinnan directly correlates to the aims of the Scottish Agritourism strategy in that it will benefit the local economy, generate employment, upskill existing employees and provide educational experiences to visitors on the importance of environmental enhancement and stewardship.

3.2. Competitor Analysis

An analysis of local competitors has identified that there is good demand for accommodation in the local area, with guests commenting specifically on the location as a positive factor.

The analysis has identified a lack of good quality holiday cottages and an off-grid, sustainable glamping offer. National best in class examples demonstrate that there is strong demand for this type of offer in locations that are not traditionally deemed as prime tourism locations, for example Glen Dye (Aberdeenshire) and Inverlonan (Argyll).

3.3. Demand Summary

The detailed market analysis that has been carried out by the business partners and industry specialists Savills Tourism, Leisure & Events Consultancy evidences that there is a gap in the market, and demand for, an innovative holiday accommodation offer in the local area that incorporates quality design, sustainability and innovative guest experience.

In summary, the modest, low-impact diversification that is being proposed at Dunsinnan is based on a genuine market demand, developed to meet the objectives and stated aims of Scotland Outlook 2030, Scottish Agritourism 2030 and the Perthshire Tourism Action Plan.

4. Tourism Product

4.1. Visitor Offer

Guests staying at Dunsinnan will be able to take advantage of the connection with nature and the outdoors, benefitting from the range of local walks and cycle paths. The local area is also home to a wide variety of wildlife, as noted in guest feedback from Fairygreen Cottage and other local competitors. The Estate have proactively encouraged responsible access to the countryside before there was any legal requirement to do so. As part of a millennium project, the Estate, in conjunction with Perth & Kinross Heritage Trust, provided parking, gate access and signage to Dunsinnan Hill to improve public access, resulting in a significant increase in visitor numbers.

In addition, there will be opportunities for guests to get a better understanding of living on, or beside, a working farm. Information packs are included in the holiday properties, providing an overview of Dunsinnan Farm and where guests can safely view the sheep and cattle. The business partners intend to develop a formal farm tour to guests, integrating with Scottish Agritourism and their public facing brand [Go Rural](https://www.gorural.com).



The local area is rich in historical importance. A self-guided local history tour will be developed and available to guests staying in the holiday accommodation. In tandem, the business partners are also exploring the opportunity to partner with a local experienced tour guide, offering guests guided tours or local sites of historical interest. This would provide a genuine experience for guests whilst also supporting a local freelance guide. Local historic features include Dunsinane Hill, Macbeth, Collace church, mort house and mausoleum, Stone of Destiny, various iron age settlements in and around Collace and Kings Seat. **Research by Visit Scotland has identified that “Scotland’s heritage and cultural landscape is a strong draw for visitors ... often top of mind, particularly for those people who don’t live in Scotland.”** The connections with Macbeth and the Stone of Destiny provide huge potential to attract visitors to the local area.

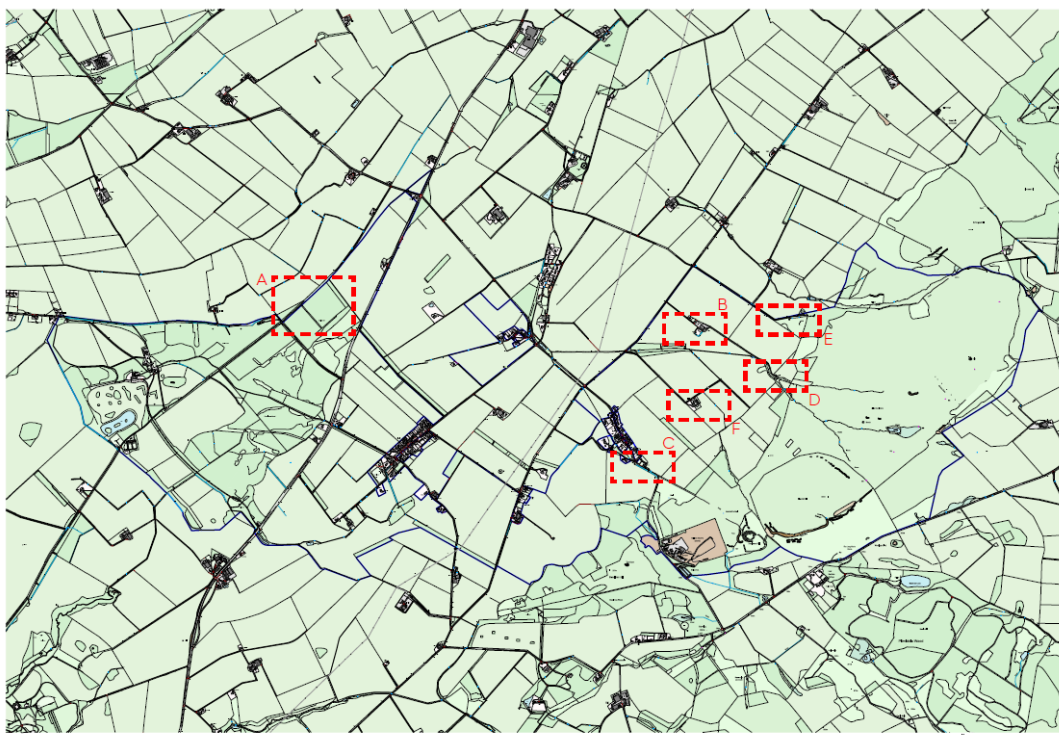
Dunsinnan already attracts guests throughout the year for roe and fallow deer stalking, woodcock shooting, wildfowling and pigeon shooting. The game meat then enters the food market through local providers. This activity is undertaken on a sustainable level only in order to manage the local wildlife numbers in line with recognised best practice. The business partners wish to explore additional opportunities to provide a combined shooting and butchery experience, possibly partnering with an experienced partner such as [Woodmill Game](#).

4.2. Product

The intention is to develop unique holiday accommodation in carefully selected locations across the Estate in order to maximise the natural assets of the landscape and appeal to a variety of different users; from hill-walkers and cyclists to traditional country pursuit enthusiast through to those simply wanting to spend time in nature, to relax and enjoy the peace and beauty of the Perthshire countryside. Different scales of accommodation will be offered to suit a variety of group sizes, from single visitors to families with children, and to suit different budgets.

The Estate have commissioned Edinburgh based S+Co and Dundee based John Frullani Architects to develop site specific concepts that provide high-quality accommodation in an environmentally conscious manner. The architectural approach, from a masterplanning and detailed design perspective, is fully aligned with the goals of NPF4 and the local development

The tourism development is centred across five locations:



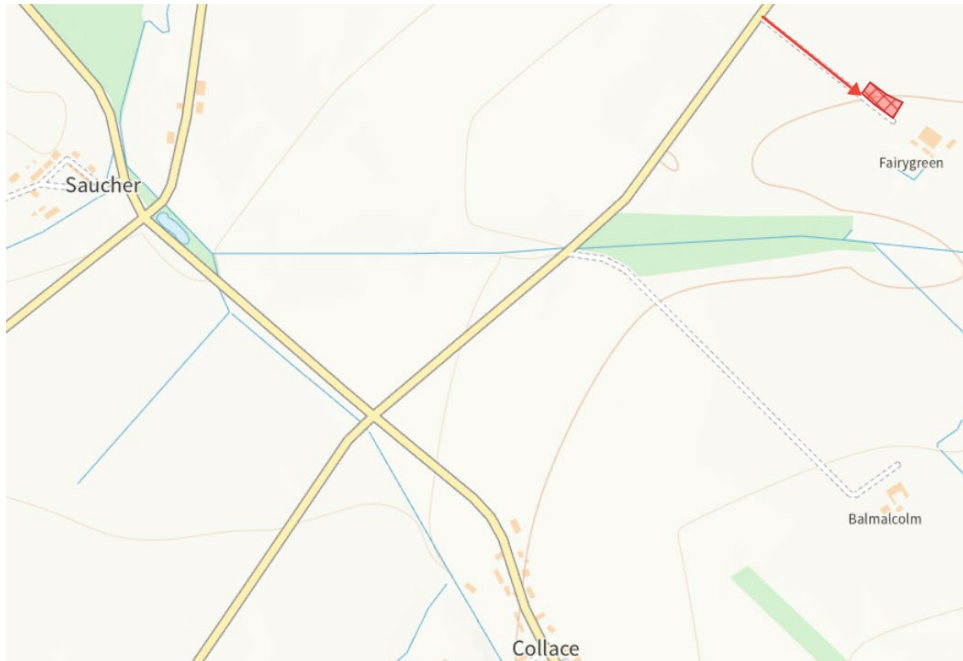
Location of Dunsinnan Tourism Development

Key

- | | |
|------------------------------|---------------------------------|
| A. Woodland | D. Watertank (Hillside) |
| B. Fairygreen (Agricultural) | E. Woodland Bothy (Hillside) |
| C. New Farm (Agricultural) | F. Balmacalm Farm (Agriculture) |

4.3. Agricultural

4.3.1. Fairy Green (location B)



Location plan, Fairygreen

Fairygreen Cottage (Phase 1, Operational)

Fairygreen Cottage is an existing two-bedroom property for short term, self-catering lets. The property is currently promoted via Air BnB and will also be marketed in-house as the marketing strategy is rolled out. The property is registered with PKC as short term let, with license number PK11379F. The property listing can be viewed [here](#).

The Cottage has an average Air BnB rating of 4.98 based on 40 reviews and is listed as a 'guest favourite.' It is clear from the guest feedback that the location, quality of design and promotion of local suppliers is a key influence in attracting people to stay.

Guest Reviews

- "Stunning house in a stunning location. Beautiful, clean, comfy, and homely inside and out. We thoroughly enjoyed the basket of local produce we found on the kitchen table just so kind and thoughtful." Ann, July 2023
- "Fairygreen Cottage was by far the nicest place we stayed at during our month-long trip around the UK ... We absolutely adored the location. The views from the house were spectacular and there was plenty to do ... We would absolutely visit again." Petya, July 2023
- "Beautiful cottage very well decorated, perfectly equipped. Beautiful kitchen and spacious bedrooms with bathrooms. Very good bedding. We had a great 10 days stay at Alice's place." Andre, August 2023
- "My second stay within two months and it won't be the last." Jim, September 2023



Fairygreen Cottage

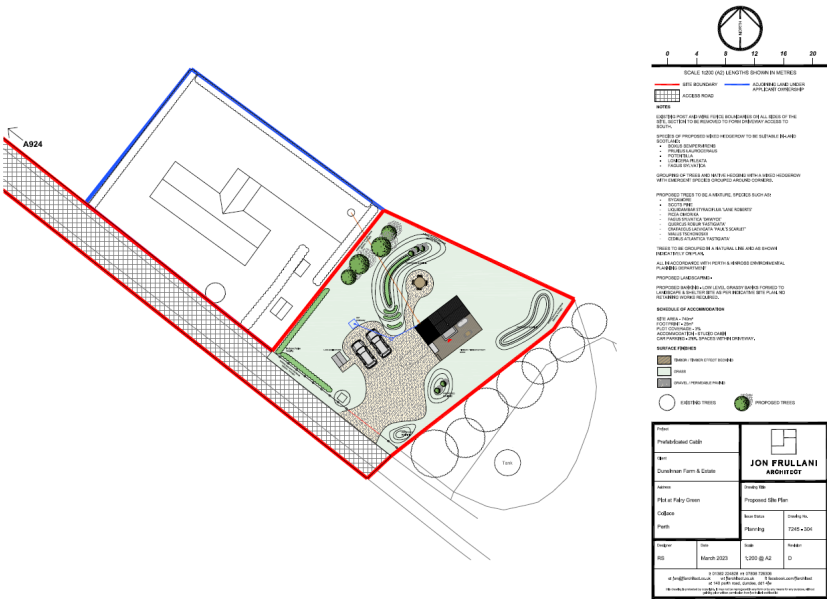


Fairygreen Cottage

Fairygreen Cabin (Phase 1, 2024)

A planning application (23/00466/FLL) was submitted to develop a holiday accommodation cabin on a site adjacent to the existing Fairygreen Cottage. This application was rejected, with a subsequent appeal submitted in November 2023.

The proposed cabin is designed by Scottish based [Corr Cabins](#). The Cabin will be constructed from Cross Laminated Timber (CLT, a carbon negative construction technique. This Cabin will be one of the first in the UK to use domestic timber.



Proposed site plan, Fairygreen Cabin



Indicative design of Fairygreen Cabin



Indicative design of Fairygreen Cabin

4.3.2. Newfarm (location C)

Phase Two, 2028

Newfarm Steadings is a terrace of traditional agricultural steading buildings, located within a small hamlet of Collace. The property consists of a range of single storey stone and slate buildings, with some attached derelict structures to the rear elevation.

An analysis of local competitors has identified a holiday cottage within the village of Collace that is in high demand. Guest feedback includes a 4.9 score for location, with comments noting the *'stunning location,' 'ideal location to explore the area,' 'ideal location for exploring the surrounding area.'*



Location plan, Newfarm

The priority for Newfarm is to find a future use for the derelict site that is economically viable. Multiple uses have been considered, including offices, workshops and short term let accommodation. Consultation with neighbouring property owners has identified that holiday accommodation is preferential to light commercial (offices etc.). The community council were supportive of the Estate's ambition to find an alternative use of the site and replace the derelict structures.

Planning permission was previously submitted (2301509/FLL) to create two self-catering holiday accommodation units within the steading footprint, however it was then withdrawn to allow the proposed site plans to be updated following local consultation and the business plan developed.

A structural condition survey was undertaken by Savills (Re. RT/ABS/657/162) in December 2023 to assess the structural condition of the building. The report found the property to be:

- in poor condition, showing major signs of wear and tear and defects
- requiring significant level of investment to ensure structural stability and achieve wind and watertight ability
- these works include but are not limited to the wholesale replacement of roof structure and coverings, significant repairs to sandstone walls, renewal of windows and doors and the full underpinning of all external walls and installation of new concrete floors

The survey set out three alternatives to the status quo (derelict):

1. Restore steading back to original condition

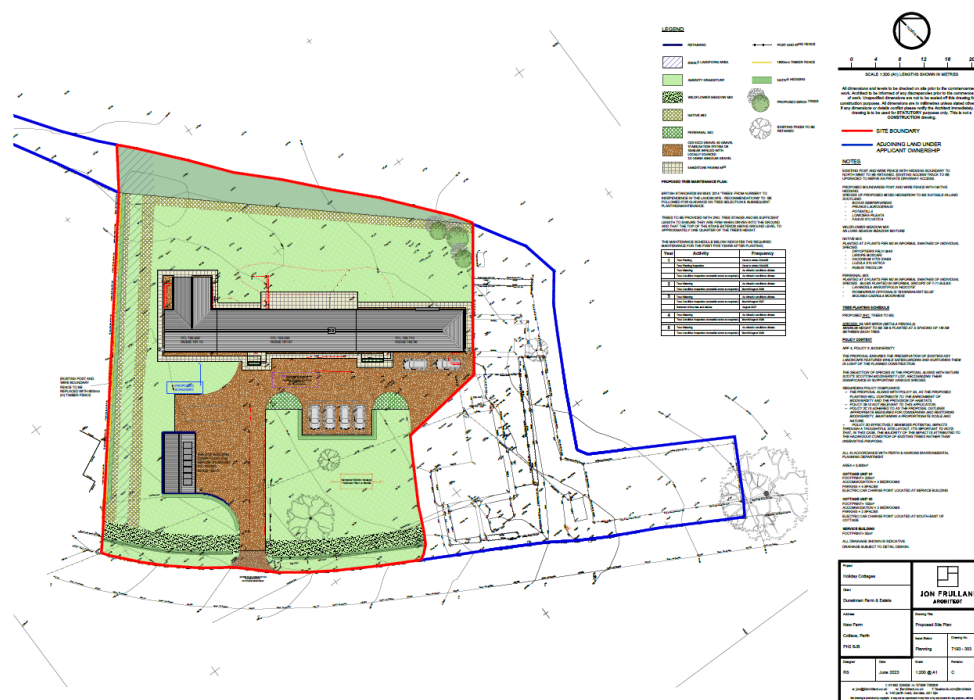
- Estimated to cost £486,031.15 (excl. VAT and professional fees) to restore steading to be structurally sound and wind/watertight
- The achievable income from letting out a converted steading as storage would not justify the capital cost, making this option not commercially viable

2. Restore steading and convert into holiday or long term residential let accommodation

- Estimated to cost £676,788 (excl. VAT, professional fees or furniture)
- Conversion would allow two units, each with two bedrooms to be created
- Due to the existing condition, the roof would require to be replaced, as would the rear annex wall structure. The costs include an estimated £153,600 simply to stabilise the foundations
- The achievable income from two two-bed cottages would not justify the capital cost, making this option not commercially viable; in addition, the conversion would necessitate the replacement of large sections of the building due to the existing condition

3. Demolish existing steading, retaining existing front elevation

- Plans have been developed by Jon Frullani Architects for the demolition of the existing steading and re-building to create a four bedroom and two-bedroom holiday accommodation
- The existing front elevation façade will be retained; whilst this adds additional cost, it is recognised that every effort should be taken to preserve this element which will help maintain the existing character of the building.
- This option is estimated to cost circa £143,000 less than full restoration
- **This option is considered to be the only option that is commercially viable**



Proposed site plan for Newfarm Steadings

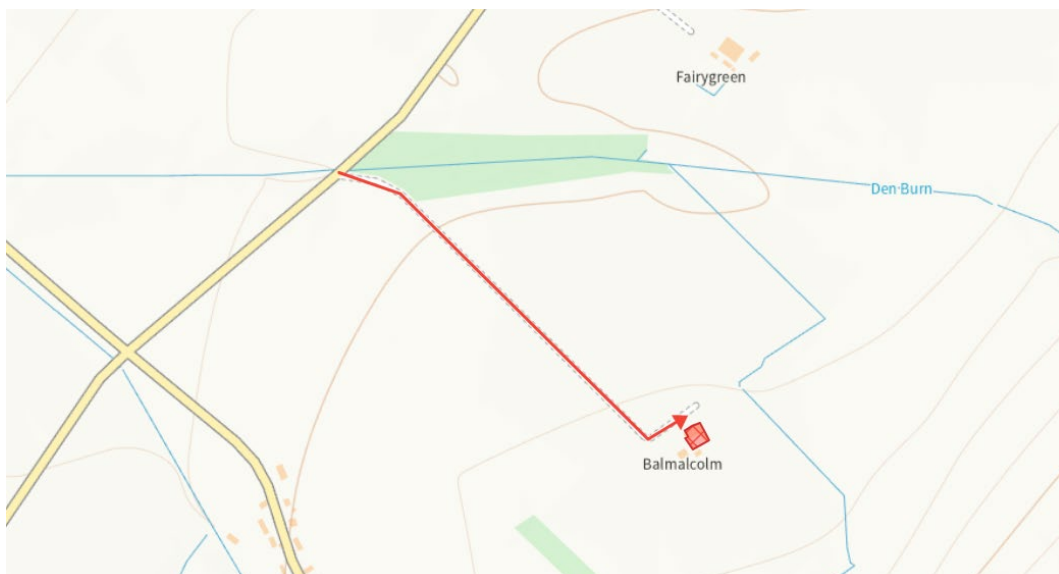
Dunsinnan Estate are committed to developing the Steadings so that they can become an asset, generating income, creating employment opportunities and generating secondary spend for the local area. This is only viable based on demolition and re-build.

The design has allowed for the two accommodation units to be interlinked with a joining door, allowing them to be booked separately or together, accommodating up to 12 guests in total.

4.3.3. Balmalcolm (location F)

Phase Three, 2030+

Balmalcolm consists of redundant agricultural units in poor condition. The longer-term aspiration is to refurbish these to create an events space and small workshops that can be leased to local businesses. It will be necessary to establish the initial holiday accommodation business at Dunsinnan, with profits used from this to then be re-invested into further developments such as Balmalcolm, creating additional job opportunities and further contributing to the local economy.



Location plan, Balmalcolm



Balmalcolm Steadings



Balmalcolm Steadings

4.4. Hillside

Two locations are proposed at the base of the Sidlaw Hills, to cater for walkers, cyclists and general outdoor enthusiasts. Both locations have existing structures on site. One is an existing woodland bothy, which will be refurbished and upgraded, while the other is an existing concrete water reservoir, previously owned by Scottish Water.

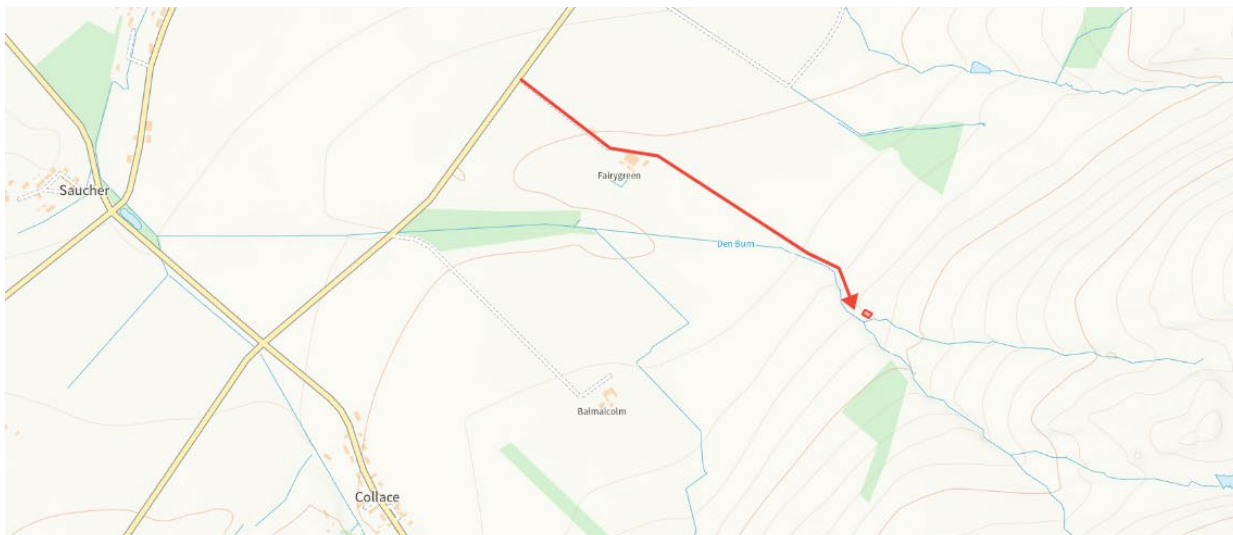
4.4.1. Reservoir Cabin (location D)

Phase One, 2024

The site is located on the north facing lower slopes of Little Dunsinane within the Sidlaw Hills and includes a redundant reservoir. The reservoir is a covered concrete structure partially set into the hillside. Site access is through Fairygreen Farm. The intention is to utilise the existing tank structure as a site for a one-bedroom holiday let cabin.

This brownfield site, sitting on the edge of agricultural land at the base of the hill, was subject to a pre-application submission dated May 2023 - Ref No 23/00040/PREAPL.

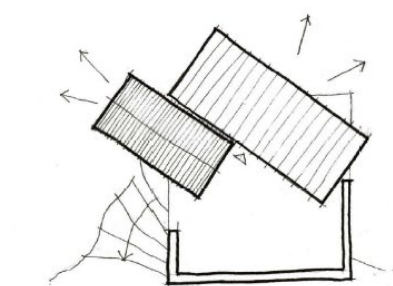
This location has been selected due to the existing structure, existing access, connection with local hills and walks and the spectacular views. A bespoke cabin design has been developed by Corr Cabins to ensure the structure sits sympathetically within the landscape.



Location plan, Reservoir Cabin



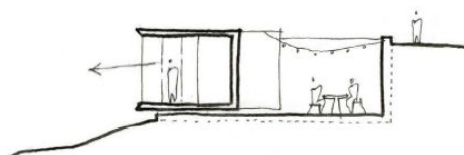
View north from Reservoir location



01 Sketch plan



02 Sketch model view from North



Proposed Cabin at Reservoir

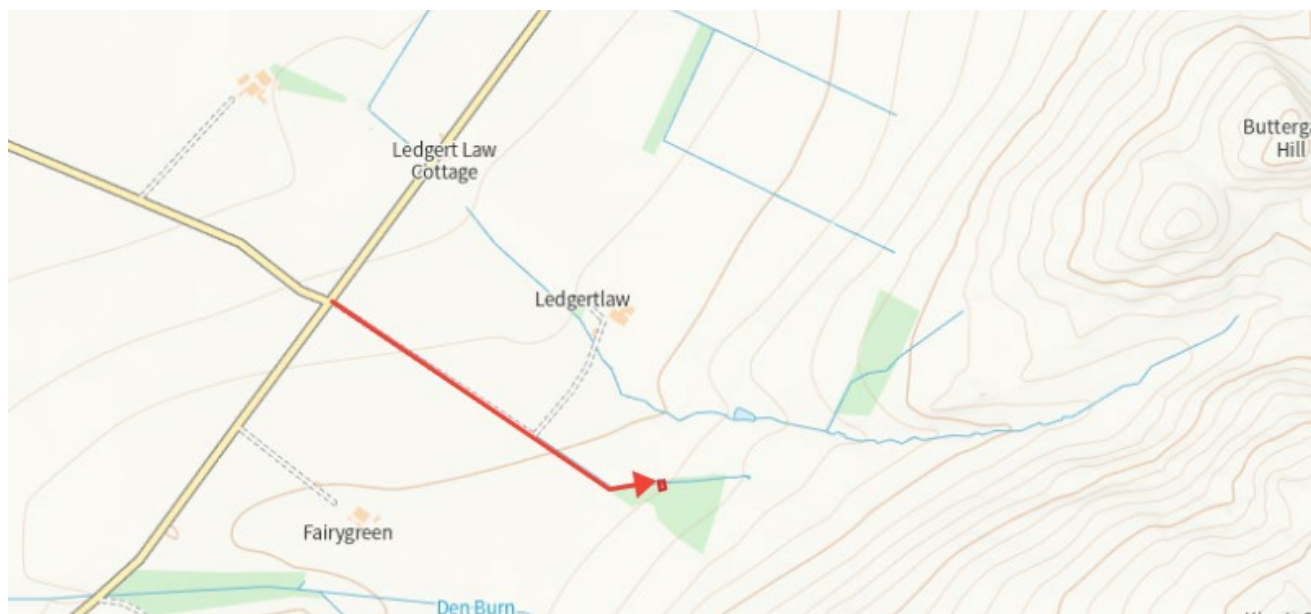


Indicative Cabin Design

4.4.2. Woodland Bothy (location E)

Phase Two, 2029

The site is located on the north facing lower slopes of Kings Seat within the Sidlaw Hills and includes a redundant wooden bothy that is in very poor condition. The intention is to replace the derelict structure with a purpose built, one-bedroom wooden holiday bothy. This location has been selected due to the existing structure, existing access, connection with local hills and walks



Location plan, Woodland Bothy



Existing structure



Existing structure

4.5. Woodland (location A)

Phase One, 2026

The woodland location is situated to the north east of Kinrossie in Dunsinnan Wood. There is existing access off the A94. The intention is to create a destination for quiet retreats, with woodland cabins located in the woodland, providing overnight accommodation and wellness breaks.



Location plan, Woodland Cabins

The proposed design is a self-contained bothy or cabin, designed to be sympathetic of the woodland setting. Mains electricity connections are available at this location, however off-grid solutions will also be explored. Cabins are the most popular type of glamping structure, providing year-round availability, with a 43% revenue share in 2022. Across Canopy & Stars portfolio, the average occupancy for cabins in 2019 was 59%, this has increased to 65% in 2022.



Example woodland cabin



Example woodland cabin

Forest bathing or 'shinrin-yoku' was first developed in Japan in the 1980s, following scientific studies conducted by the government. The results showed that two hours of mindful exploration in a forest could reduce blood pressure, lower levels of the stress hormone cortisol and improve concentration and memory. They also found that trees release chemicals called phytoncides, which have a protective antimicrobial effect on human bodies and thereby boost the immune system. As a result of this research, the Japanese government introduced 'shinrin-yoku' as a national health programme.

In recent years forest bathing has begun to gain popularity in the UK. In 2018 academics at the University of Derby found that improving a person's connection with nature led to significant increases in their wellbeing. A survey undertaken by the National Trust found that 40% of respondents felt happier having been exposed to woodland sounds.

The proposed woodland retreats at Dunsinnan will allow visitors to switch off from everyday life in an immersive, woodland setting, benefitting from the proven benefits of forest therapy.

5. People

5.1. Overview

The tourism business will be run as part of the Dunsinnan Farm & Estate business. This is a private partnership structure with three partners, Jamie & Karen Sinclair and their son Alex Sinclair.

The tourism business at Dunsinnan will be driven by Alex and Alice Sinclair alongside a dedicated team.

Alex Sinclair

Alex Sinclair is a Chartered Civil Engineer who has over 10 years' experience working in the maritime sector on projects throughout the UK. He co-founded a specialist civil engineering contracting business in Hampshire which he successfully ran for seven years growing it to £2.5m turnover and 11 full time staff. He left this role to pursue his family business of agriculture and property based in Perthshire where he grew up. For the past two years Alex has taken over the management of the property side of the business including residential letting, commercial lets, tourism and property development.

Alex is skilled in small business development & finance and the management of construction projects.

Alice Sinclair

With over 10 years' experience working in the public relations industry, Alice Sinclair brings a wealth of transferable skills to Dunsinnan from both her UK and global clients. Having worked across a number of sectors during her career, including property, healthcare and the charity sector, she has developed excellent communications skills and has a good foundation of general marketing principles as well as strong team management.

5.1.1. Local employment

It is anticipated that the tourism business will directly employ **five Full Time Equivalent** (FTE) roles. This does not include the additional investment that will be made in local businesses and freelance support.

	Year 1	Year 5	Year 10	Year 15
Operational employment FTE	1	3	4.1	5

5.2. Professional Support

Where appropriate, the business partners have engaged with a range of professionals to provide expert advice in specific fields:

- Savills (Tourism & Leisure Consultancy and Building Surveying)
- S + Co (Designers)
- Jon Frullani Architects (Architects)
- Interurban Developments (Planning Consultant)
- Christie Gillespie (Structural Engineers and Drainage)
- Martin and Company (Accountants)
- Brodies (Solicitors)

6. Implementation

6.1. Diversification Strategy

In July 2022 the business partners instructed Savills to undertake an appraisal of diversification opportunities. This independent review highlighted that the local area has experienced positive growth in overnight tourist visits and associated spend in recent years, with bednights increasing by 12% and annual expenditure by 17%.

The report identified that the core opportunities for Dunsinnan should be accommodation led, with the potential to develop an events offer at a secondary stage. From the market demand analysis, it was evident that the holiday accommodation should be developed to a high quality with a specific focus on the connection with nature.

The re-introduction of Fairygreen Cottage as a holiday let has enabled the Estate to re-enter this market, gain exposure and set up business systems to enable them to further develop.

6.2. Phasing

The initial phase will see the development of four accommodation units. These sites have been developed as they represent the strongest return on investment (ROI), enabling future investment into the additional developments that are more capital intensive.

In addition, the introduction of improved path signage across the Estate will be carried out as part of the initial phase, benefiting not only accommodation guests but also day visitors and locals alike. The Estate will also invest in a bike parking area at the base of Dunsinnan Hill.

The proposed phasing of development is shown below. This business plan focuses on the initial two phases.

Phase 1	Phase 2	Phase 3	Phase 4
Years 0 to 4	Years 5 to 9	Years 10 to 14	Years 15+
Holiday Accommodation	Holiday Accommodation	Events/Workshop Space	Leisure Area
Fairygreen Cottage (completed)	Newfarm Steading	Balmalcolm Farm conversion	Repurpose Collace Quarry
Fairygreen Cabin	Woodland Bothy		
Reservoir Cabin			
Woodland Cabins			
Bike parking at base of Dunsinnan Hill			
Ongoing path enhancements			
Improved path signage			

7. Benefit to Local Area

7.1. Economic & Social Benefit

7.1.1. Economic Benefit

The average daily spend for tourism day visits in Scotland in 2022 was £42.2 It is widely acknowledged that international visitors spend more. Using a combined daily average spend of £45, **the holiday accommodation at Dunsinnan could contribute in excess of £190,000 per annum to the local economy through visitor secondary spend.**

	No of Guests	Avg. Guests	Day Spend	Occupancy	Associated Spend
F Green Cabin	2	2	£45	58%	£19,053.00
Reservoir Cabin	2	2	£45	58%	£19,053.00
F Green Cottage	4	3	£45	58%	£28,579.50
Woodland Cabin 1	2	2	£45	58%	£19,053.00
Woodland Cabin 2	2	2	£45	58%	£19,053.00
Woodland Bothy	2	2	£45	58%	£19,053.00
Newfarm Cottage 1	4	3	£45	58%	£28,579.50
Newfarm Cottage 2	8	6	£45	58%	£57,159.00
Total					£190,530.00

7.1.2. Local Suppliers

Guests staying in the holiday accommodation will be able to purchase a food hamper; this has been developed to promote the best of local and Scottish producers, including:

- Flour (baked goods)
- Barrie Box, Colbeggie Farm (fruit)
- Balbeggie Village Store (general supplies)
- Casella Polegato (baked goods)
- Pirie and Son (butcher)
- The Strawberry Shop (fruit)
- Cornerstone Deli (jams and preserves)
- Kinrossie Farm (eggs)
- Taylors (crisps)
- Island Bakery (biscuits)

The cost of goods in the hamper is £30. Based on 60% of bookings selecting a breakfast hamper, there is potential to generate on an annual basis £1,270 per nightly let holiday unit and £543 per weekly let holiday unit. Based on the full tourism vision being developed at Dunsinnan, this has the potential to **generate £7,437 to the local economy per annum.**

² <https://www.visitscotland.org/research-insights/about-our-visitors/uk/day-visits-survey>

Laundry services are supplied by Glen Clean, located in Blairgowrie. The costs are £12.50 per person per turnover. Based on the target occupancy levels this would generate £1,764 per nightly let, 2-person property. Based on the full tourism vision being developed at Dunsinnan, this has the potential to **generate £15,109 to the local economy per annum.**

Garden supplies are provided by J. van. Vilet, based in Kinrossie at a cost of £20 per month. Based on the full tourism vision being developed at Dunsinnan, this has the potential to **generate £1,920 to the local economy per annum.**

Maintenance is provided by local electricians, plumbers and joiners from a 20-mile radius of Dunsinnan.

7.2. Community Engagement

The business partners have engaged with their local community council, councillor and MSP to ensure the diversification plans have local support. Positive endorsements have been received at all levels.

As evidenced in the 2023 Scottish Land and Estates report, rural estates play a vital role in maintaining the social fabric of rural communities. This is something Dunsinnan Estate is passionate about; existing initiatives include:

- Trustees of the Kinrossie village hall and Kinrossie Recreation Ground
- Regular attendance at Burrelton & District Community Council meetings
- Various examples of the Estate historically gifting land and building to the benefit of the community (including village school playground, church cemetery extension, village hall and recreation ground)
- Donate a Christmas tree to village hall on an annual basis
- Making barn space available for rent by locals on a flexible basis to encourage small business and start ups

In addition to these ongoing activities, the Partners are also committed to:

- Develop an Estate website to inform about what projects, developments or activities they have going on.
- Engage with Collace Primary School to establish farm based outdoor learning opportunities.

7.3. Nature and Sustainability

Dunsinnan Estate are committed to integrating best sustainable practice into their working practices. Existing initiatives include:

- Ongoing investment into renewable technologies for 15 years, including the installation of one residential and two commercial biomass heating systems
- Biomass systems are heated from woodchips harvested from Dunsinnan's woodland; the Estate is a Woodsure accredited supplier of biomass fuel woodchip
- 2023 installation of 70kW of solar panels which generates over 25% of the business's electricity demand
- Forestry plan developed for sustainable management of woodland; native broadleaves, larch, scot's pine and sitka spruce plantations for environmental and commercial uses
- Ongoing investment in residential let portfolio to improve EPC performance
- Actively manage the roe and fallow deer population; this prevents overgrazing, encourages natural woodland regeneration, provides employment and puts sustainably produced wild venison into local food market

- Members of Strathmore Wildlife Cluster, which aims to create habitat for the native grey partridge, pollinators and other native species; as part of this the Estate annually plant significant areas of ground cover to promote ground nesting birds
- Members of Saving Scotland's Red Squirrels; actively involved in targeted measures to promote red squirrel habitat for over 30 years
- Approximately 340 hectares of Less Favoured Areas (LFA) predominantly in heather; this is carefully managed to ensure it's protection
- The total greening and Environmental Focus Areas (EFA) are always significantly in excess of those required by the rural payments process; in the 2023 season there was in excess of 36 hectares of converted EFA area comprised of hedges, wild bird habitat margins and fallow ground. The required area was 20 hectares.
- Removed four hectares out of permanent grassland and planted native broadleaves as part of the Forestry Grant Scheme (FGS) woodland creation in the past 5 years
- In 2023 removed 0.75 hectares out of agricultural production to create a mixed conifer plantation

Additional measures the Estate have committed to undertake in 2024 to 2025 include:

- Take 0.3 hectares out of agricultural production to put in a permanent SUDS feature bordering properties in a local village; the aim is to improve surface water drainage from agricultural fields
- Have in excess of 40 hectares of converted EFA in the 2024 season.
- Carry out more woodland creation under the FGS; currently investigating the creation of a 5+ hectare riparian native broadleaf scheme in an FGS woodlands for water target area.
- Enter the Agri Environment Climate Scheme (AECS) which will formalise some of the sustainable farming practices the estate are already undertaking including: moorland management, wild bird seed for farmland birds, retention of stubbles, management of scheduled monuments, summer hill grazing of cattle, wetland management, species rich grassland management, grass strips in arable fields.
- Undertake carbon literacy training and carry out an updated carbon audit in 2024.

8. Finance

8.1. Funding

The Business Partners intend to self-fund phase one through a combination of existing business cashflow and savings. A number of house plots have recently been sold across the Estate, with the proceeds invested in the tourism diversification.

Profits from initial phases will be ringfenced and invested into further development. Where necessary, the business will borrow to fund subsequent phases.

8.2. Capital Requirements

Detailed budgets will be developed for each specific development. In summary, the level of indicative investment is estimated to be circa:

- Phase One, £460,000
- Phase Two, £695,000
- **Sub-total, £1,155,000**
- Phase Three, circa £500,000
- Phase Four, circa £750,000
- **Total, £2,405,000**

8.3. Pricing and Occupancy

An average annual occupancy of 58% has been assumed for all holiday accommodation units at maturity. Based on industry averages and the performance of Fairygreen Cottage, this is considered to be a realistic target.

Average nightly rates have been based on competitor data (local and national best in class) and will be reviewed on a regular basis. Where necessary, incentives will be promoted to increase occupancy during quieter periods, with premium prices utilised across popular periods.

Average nightly rates range from £167 for the proposed Fairygreen and Woodland Cabins and £210 for the Reservoir Cabin due to its unique location and design. Average weekly rates for Newfarm Steading have been based on local comparable, based on £833 for the two-bedroom and £1,250 for the four bedroom.

8.4. Financial Analysis

A 20-year profit and loss forecast has been developed as part of this business plan. This is based on the following phased development:

- Fairygreen Cottage & Cabin and Reservoir Cabin developed Year One
- Woodland Cabin A & B developed Year Three
- Newfarm two-bed & four-bed cottages developed Year Five
- Woodland Bothy developed Year Six

Dunsinnan Tourism & Leisure

Business Plan



Headline data from the 20-year forecast is shown below, showcasing that the proposed development represents an attractive return on investment.

	Year 1	Year 5	Year 10	Year 15	Year 20
Income	£66,947	£239,808	£368,608	£416,389	£470,449
Costs	£62,902	£165,961	£240,294	£266,231	£295,429
Profit/(Loss) (EBITDA)	£4,045	£73,846	£128,314	£150,158	£175,020
Operating Margin	6%	31%	35%	36%	37%
ROI	1.5%	7%	11.1%	13.0%	15.2%
Payback Years	66.8	14.4	9.0	7.7	6.6

9. Marketing

9.1. Overview

The primary routes to market for the Dunsinnan Estate tourism enterprises will be via digital promotion, including a newly created Dunsinnan Estate website and social media channels.

Utilising Alice Sinclair's expertise in brand activation and promotion, the marketing and sales strategy will be led by Alice. An external brand consultant will be appointed to help capture and develop a compelling brand for Dunsinnan, ensuring the commitment to the community (passionate people), environment (thriving places), sustainable development (diverse businesses) and connection with nature (memorable experiences) is fully articulated.

9.2. Direct Marketing

Website

A new website will be created for Dunsinnan Estate with direct booking capability for the holiday accommodation. A booking platform such as [Super Control](#) or [Free to Book](#) will be used to allow an up to date live availability calendar to be displayed as well as direct booking via the website.

The website will also provide regular updates on Estate activity and planned community events, acting as an engagement tool. Links to local food producers and activities will be included on the website, encouraging visitors to spend time in the local area and shop local. The website will also include information on local walks, cycle routes and public transport, encouraging visitors to the Estate to responsibly enjoy the outdoors.

Social Media

To help promote the holiday properties and drive direct bookings, social media will play a key role. The most important platform to focus on will be Instagram. Budget should be allocated to allow for both paid for and organic promotion. Social media is now being used not only to share experiences but for inspiration and research. Consumer decisions are being driven by influencers and there has been a significant increase in influencers being utilised to promote Scottish tourism and holiday accommodation in recent years. There has been a 16% increase in social media usage in the last two years, whilst 40% of respondents to a recent Skyscanner survey cited Instagram as their source of travel inspiration.

Social media will play a pivotal role in the promotion of Dunsinnan Estate and the local area. Instagram will be the most important channel for Dunsinnan and will be prioritised.

In general, Dunsinnan will look to:

- Create 1-3 grid posts per week on Instagram (to include mixture of standard imagery, carousel of images and short form video content)
- Create 3-5 Instagram stories per week
- Engage with relevant other social accounts to share stories
- Proactively follow relevant accounts (outdoor travel and adventure publications, influencers, suppliers etc.)
- Utilise a social media management platforms such as [Hootsuite](#) or [Buffer](#)

PR, Influencers and Competitions

The marketing strategy for Dunsinnan Estate will include an element of PR, with pro-active work to engage local and national newspapers, general tourism and specific interest publications to inform them of developments and specific stories. A database of local editorial contacts will be developed at an early stage. A comprehensive library of high-quality images will be made freely available for editorial use. Dunsinnan's core messaging of local, hands-on owners, quality, commitment to sustainable tourism and slow travel will be promoted.

Partnering with local suppliers will allow Dunsinnan to add value to guest experiences and also cross promote to each other's audience, gaining wider brand traction. Competitions on social media – particularly Instagram – that require entrants to follow the page, like the comment and tag a friend they'd want to share the prize with can be an effective way of quickly growing an online following.

Offering no-cost stays to social media influencers (including micro-influencers with over 10,000 followers) in exchange for a review can be a useful marketing tool, especially during the initial stages of growing your brand presence.

9.3. Third Party

Whilst the priority will be to build a brand and direct following, working with third party booking agencies, especially in the first few years, will help to increase visibility and increase occupancy figures.

Dunsinnan will work with industry leaders such as [Canopy and Stars](#) and [Cool Stays](#) as well as the likes of Air BnB and Booking.Com.

As it becomes increasingly difficult to compete for Google search engine top rankings, Dunsinnan recognise that it is sensible to pay for advertising space and listings, but only on key sites, which are well positioned in Google. Specific tourism and lifestyle sites include:

- [Luxury Cottages](#)
- [Hidden Scotland](#)
- [UK Retreats](#)
- [Flash Anthology](#)
- [Visit Scotland](#)
- [Kip Hideaways](#)
- [Chic Scotland](#)

The marketing priorities for Dunsinnan will be digital. In general, print advertising will not be sought in line with the Estate's commitment to environmental best practice.

9.4. Marketing budget

An annual budget of 5% turnover will be dedicated to marketing. In the initial years this will be increased to 8% as the brand is developed and gains traction.



10. Appendix 1 – Market & Competitor Analysis

10.1. Market Analysis

Scotland has long been an established destination for tourism and a country that is widely recognised as a strong brand for both domestic UK and international tourism. The holiday accommodation market has gone from strength to strength in recent years, with consistent annual growth. Pre-Covid-19 domestic tourism experienced its best year in 2019 across the last decade in terms of visitors, bed nights and economic value. Post-Covid-19 the markets have largely returned, with an increased emphasis on UK residents selecting domestic travel as the cost of living and environmental concerns make international trips less desirable.

Visit Scotland have identified authentic experiences, adaptable adventure and wellness as key developing consumer trends. The Dunsinnan Tourism Strategy has been specifically designed to meet these requirements in an authentic manner.

VisitScotland's 2022 Visitor Accommodation survey has identified that 'accessible rural' locations are in highest demand, achieving the best occupancy rates across the six locational categories. This trend has continued to gain momentum throughout 2023, with 'accessible rural' representing the highest occupancy for year to date (September) at 581.0% compared to 53.05%. Not only does this remain the most popular location type, the growth between 2022 and 2023 is also the biggest with an index value change of 105.

The proposed development Dunsinnan is in an accessibly rural location. It can therefore be said that there is high demand for this proposed development.

10.1.1. Perthshire Tourism

- Self-catering occupancy
 - Perthshire 2022 33.51%
 - Perthshire 2019 38.39%
 - Perthshire YTD (Jan-Sept) 2023 45.82% v 34.12 YTD 2022
 - National YTD Accessible Rural 58.10% v 53.05% 2022
 - National Accessible Rural full year 2022 50.96% v 56.61% 2022
 - High-quality 4- and 5-star properties perform best

Audiences Prior to the COVID-19 pandemic in 2019, 89% of visitors to Perthshire were from the domestic (UK) market and of that 65% were Scottish residents travelling in Scotland. The north west of England and London/south east were at that time the biggest source of English visitors to the area, with many of these repeat visitors. Drawing from the UK consumer segments used by Visit Scotland, in terms of motivation and behaviour, the UK consumer segments identified as the areas of opportunity and competitive advantage for the Perthshire area are Adventure Seekers; Natural Advocates and Food Loving Culturalists.

Known for the year-round grandeur of its countryside, outdoor pursuits and adventure sports, Perthshire is a timeless favourite with visitors to Scotland:

- In 2019, Perth and Kinross witnessed strong growth in overnight tourism
- Between 2017 and 2019, there were 830,000 overnight trips per year on average which marks a 4% growth from 2016-2018. Number of bed nights were 2.7 million per year (+12%), while annual expenditure reached £217 million (+17%)

- Unlike most of the other regions of Scotland where recent tourism performance was underpinned by a rise in Scottish travelers, Perth and Kinross experienced growth in overnight tourism due to higher demand of English and overseas visitors. In 2017-2019, international travelers made 5% more trips to the region and spent 25% more money than in 2016-2018. The volume and value of tourism from the rest of Great Britain rose by a sixth over the same period.
- Nevertheless, residents of Scotland continued to be essential for tourism in Perth and Kinross, generating 52% of all overnight travel and 36% of all overnight expenditure in the region between 2017-2019
- Domestic day tourism trips declined to 5.5 million per year (-6%) in 2017-2019. Associated annual spend dropped to £177 million on average (-4%), bringing the net tourism expenditure in the region to nearly £400 million per year

International Visitors

- During 2019 there was substantial growth in overnight international tourism to Perth & Kinross, with visits nearing 150,000 and spend totaling at £71 million. Whilst this will be impacted in the short term due to Covid-19 related restrictions on international travel, there is general consensus in the market that international tourism will return to similar pre-pandemic levels by 2023-2024
- Between 2018 and 2019
 - Visits +65%
 - Spend +160%
 - Nights +243%
 - Average length of stay +108%

Fairygreen Cottage has experienced high demand from both domestic and international guests.

10.1.2. National Holiday Accommodation Market Overview and Trends

General

- Scotland is increasingly becoming a leading destination for domestic, UK and international travellers
- Pre-covid, 2019 was a very strong year for overnight tourism in Scotland. At 17.5 million and £5.9 billion, respectively, overnight trips and spend were at their highest over the last decade. This growth was largely driven by a big increase in domestic overnight tourism, in particular trips undertaken by Scottish residents which rose by a third from 2018. Scottish residents accounted for 44% of all overnight visits and 24% of all overnight spend in 2019.
- Scotland experienced a 38% increase between 2018 and 2019 for Scottish tourists staying overnight in Scotland, a trend which has continued in recent years
- Overall domestic overnight visits from Great Britain to Scotland rose by 15% to 46,413,000 nights
- Total GB overnight tourists to Scotland grew to 13.8 million in 2019, a 17% increase on 2018. At the same time there was 46,413,000 nights spent in Scotland, a 15% increase on the previous year. Spend also increased by 16% to reach 3,200,000. Notably, spend by Scottish residents staying overnight in Scotland increase by 37% to reach £1,422,000.
- The average overnight stay in 2019 was 2.9 nights for Scottish residents, 3.9 for English and 7.9 for international visitors, giving an aggregate of 4.3 nights

Self-Catering

Data from Visit Scotland shows that the following attributes are in highest demand for self-catering properties in Scotland:

- 4 or 5 star standard
- £800+ per week rates
- Accessible rural location

The proposed holiday accommodation at Dunsinnan Estate has been developed with these key characteristics in mind, based on what is in most demand by consumers.

The below table shows that:

- Demand for accessibly rural properties has increased post-pandemic and is now higher than it was in 2019
- Demand for self-catering properties in Perthshire are in line with 2018 levels
- There continues to be strong demand for high-quality properties

	2018	2019	2022	YTD 2022	YTD 2023
Scotland	54.93%	47.56%	40.49%	42.41%	46.40%
Perthshire	45.97%	38.39%	33.51%	34.12%	45.82%
£800+ per week	64.04%	58.22%	56.05%	60.44%	57.99%
Accessible Rural	64.79%	56.61%	50.96%	53.05%	58.10%
4 Stars	51.59%	49.47%	40.28%	58.06%	59.51%
5 Stars	61.17%	54.72%	51.43%	58.40%	51.83%

Self-catering occupancy data from Visit Scotland

Glamping

The glamping boom first hit the UK around ten years ago. Since then, it has been a major growth industry in the rural sector, growing exponentially over the past decade. While domestic holidays may have received the boost of the pandemic's restrictions, the increased interest in glamping that ensued is not temporary. Wider consumer concern about the climate crisis, a focus on natural wellness, the rise of Instagram and an experience economy that shows no sign of waning mean that glamping is, and will continue to be, big business.

The global glamping market size reached \$2.35 billion in 2021 and is anticipated to grow at a compound annual growth rate of 10.90% from 2022 to 2030.³

We spoke to Canopy & Stars, the UK's leading Glamping booking agency and note the following key points:

- Revenue increased by 180% since 2017
- Increased demand for quality spaces and a trend towards structures like cabins that provide year-round occupancy
- Shift towards longer stays of higher value
- Shift in consumer behaviour to a broader season; stays for September and October 2022 up 42% compared to 2019
- A connection to nature is critical

10.1.3. Key and Future Trends

Research by VisitScotland indicates that the key trends in tourism and leisure for at least the next decade will be experiential, wellness and sustainability. The following key points are highlighted:

- The 'experience economy' is experiencing major growth
- Travelers are no longer looking for tourist products, but authentic experiences that are hard to find elsewhere

³ Grandview research & consulting

- Almost 80% of millennials, who now make up most of the world's consumers, would rather spend money on experiences than physical goods. Generation Z are even more inclined towards experiential purchasing and they are set to become the largest consumer market by 2026
- 70% of global consumers feel that entertainment should be about learning new things as much as simply having fun
- 64% of global consumers say that experiencing the authentic culture of a place is the most important thing when going on holiday
- The global wellness tourism industry estimated to be worth nearly £490 billion and growing more than twice as fast as traditional tourism offerings
- Destinations that can demonstrate that sustainability is a key consideration are increasing in popularity and will stand out from their competitors

A Cornell University study found that spending just 10 minutes in nature reduces stress and anxiety, while a 2021 report by the Mental Health Foundation found that 70% of people felt that being close to nature improved their mood.

The Wellness Imperative, published in 2022 by Barclays's Corporate Banking Hospitality & Leisure team, found that health and wellness had become significantly more important to daily life since the pandemic, with nearly 60% of respondents saying they have made, or intend to make, long-term health and wellness changes. Just over a fifth are planning to make a concerted effort to spend more time in nature.

The proposed tourism diversification at Dunsinnan will promote nature based, sustainable experiences, allowing visitors to benefit from nature, whilst educating them on the importance of positive environmental stewardship. The proposed offering has been developed in line with key future trends for tourism, namely sustainability, experiential and wellness. In particular, the proposed offer will provide a welcoming environment to help alleviate stress from everyday life and improve mental health by being closely connected with the natural landscape and wildlife that can be experienced from the accommodation and local area.

10.1.4. Scotland Outlook 2030 Responsible Tourism for a Sustainable Future

Scotland Outlook 2030, the tourism strategy for Scotland was launched in March 2020. It represents "*the beginning of a bold new approach putting our communities, our people, our visitors, our businesses and our environment at the heart of everything we do.*"⁴ The strategy is based on four key priorities: our passionate people; our thriving places; our diverse businesses; our memorable experiences.

In the foreword to Scotland Outlook 2030, former Cabinet Secretary for the Rural Economy and Tourism, Fergus Ewing, notes that "*tourism has never been more important, both to Scotland's economy and to its wellbeing.*"

The proposed diversification at Dunsinnan meets all four of the Outlook 2030 priorities:

- **Passionate People:** the diversification at Dunsinnan will generate new employment opportunities, resulting in a skilled, committed and diverse workforce across the traditional farm practices and the new agritourism development. All employees will be paid the Scottish Living Wage as a minimum. In addition to increased employment, local trades will also benefit, with a commitment to purchase local wherever possible

⁴ Scottish Tourism Alliance - Scottish Outlook 2030

- **Thriving Places:** the diversification will generate economic benefit to the local communities, with guests encouraged to visit local shops, cafes and visitor attractions. Produce for the accommodation will be sourced locally, sustainably and seasonally. The scale of the proposed diversification is intentionally modest so that any impact on the local community is beneficial only and will not impact the local area in a negative manner due to the volume of visitors; income from the proposed tourism development will allow the Estate to restore former farm buildings and repurpose them to be let on flexible agreements, encouraging and supporting local start-ups and micro businesses
- **Diverse Businesses:** the diversification is committed to achieving best sustainable practices and being as low impact as possible. The Estate have already invested in renewable energy sources and will continue to do so for the tourism diversification
- **Memorable Experiences:** the holiday accommodation offer at Dunsinnan will promote outdoor experiences and encourage guests to explore the local area with a particular emphasis on active travel, showcasing the local network of walks and cycleways

10.1.5. Perthshire Tourism Action Plan 2021-2025

The Perthshire Tourism Action Plan 2021-2025 was developed in 2019/2020 in order to identify the priorities to ensure that tourism can continue to make a significant contribution to the economy, to the quality of life and vibrancy of the region. The Plan was developed by Perth & Kinross Council in conjunction with key industry stakeholders.

The Action Plan has identified a need for ongoing capital investment in order to improve facilities as being essential for the development of quality products. The Plan recognises that challenges to capital investment however specifically notes that there are *“encouraging signs of investment in new accommodation.”* The proposed tourism development at Dunsinnan includes a total capital investment in improving and creating accommodation facilities to the value of circa £1.1 million.

The Plan’s strategic objectives include to:

- restore the value of tourism to pre COVID-19 levels of 2019, with a particular focus on extending the season for year-round visits
- increase the impact and benefit of tourism across Perthshire’s communities

The Plan highlights a growing demand for outdoor space. The proposed tourism strategy for Dunsinnan intends to create high-quality, unique accommodation to attract guests throughout the year that provide easy connection with nature and promote outdoor activities. Research from Canopy & Stars shows that there is increasing demand for glamping cabins in non-peak months whilst the existing Fairygreen Cottage at Dunsinnan is proving popular in all seasons.

The Action plan specifically acknowledges the *“car becoming the preferred mode of travel”* for domestic consumers looking to holiday in the UK, detailing that *“the majority of visitors (95%) to our area travel by car, therefore self-drive and touring are key experiences.”* The Plan goes on to recognise a need to encourage visitors to explore alternative routes to help distribute motorised traffic across the region.

The Plan states that *“Perthshire can build on the recognised regional strengths such as its outdoor assets. With consumer demand for nature and experiencing the outdoors at an all-time high, the area can promote breaks based on wellness, sport and wildlife.”*

10.1.6. The Contribution of Rural Estate's to Scotland's Wellbeing Economy

Scottish Land and Estates (SLE) issued a report in February 2023 setting out the contribution rural estates make to the wellbeing economy.

Scotland's National Strategy for Economic Transformation, 'The National Strategy for Economic Transformation (NSET),' sets out the Scottish Government's ambition for Scotland's economy over the next 10 years. At its heart is a vision of creating a wellbeing economy where society thrives across economic, social and environmental dimensions.

There is a strong body of evidence linking exposure to the natural environment with improved physical and mental wellbeing. Access to nature is so important to wellbeing that it is reflected in two of Scotland's national outcomes. Visits to nature is one of the indicators used to measure progress toward the environmental outcome while physical activity is one of the indicators used to measure progress toward the health outcome.

A 2022 report from the Office for National Statistics found that 'indirect or direct exposure to nature, having a view of nature and spending time outside in natural settings, are linked to improvements in physical, mental and social well-being.'

The SLE report identified that rural estates enabled 5.4 million day trips per year into the natural environment, and that these visits 'increase levels of physical activity within the population, an important determinant of health outcomes.' By providing access to Scotland's natural environment, rural estates play an important role in supporting individual wellbeing.

10.1.7. Agritourism Strategic Direction to 2030

Scotland's Agritourism Strategy⁵ aims to ensure the sector has *"a long-term sustainable future that delivers a high quality, authentic visitor experience with agriculture and food and drink at its core, sustaining the future of family farms in Scotland contributing to the rural economy and positioning Scotland as a key player in global agritourism."*

It is evidenced that there are around 500 businesses currently operating in this sector. The strategies ambition is *"for the sector is to have 1,000 Scottish farming and crofting enterprises offering an agritourism experience ... by 2030."*

In the foreword to the Scottish Agritourism Strategy, Cabinet Secretary for Rural Affairs and Islands, Mairi Gougeon, notes that agritourism *"represents a fantastic growth opportunity for our rural economy" and that it is "a growing consumer trend in Scotland ... better connecting people to the land and showing where their food comes from."* She further recognises that such *"diversified activity also provides an economic boost to the wider rural community by attracting tourists from urban areas to our countryside."*

An inaugural Growth Tracker has been developed by VisitScotland to set the baseline position for Scottish Agritourism. This tracker demonstrates that Scotland's agritourism sector provides significant opportunity for Scotland's farms, rural communities and visitor economy. Agritourism is an important contributor to national and regional inclusion, diversity and economic development objectives by providing:

- an important stimulus to Scottish food and drink sales and national food tourism

⁵ [Visit Scotland Agritourism Strategy](#)

- equal and inclusive employment opportunities for men and women which are available to all age profiles and skill levels
- a sustainable core domestic based visitor market
- strong growth expectations and profitability levels
- new revenue streams to cross fund agricultural activities
- vital family and external employment opportunities in rural areas
- commercial and entrepreneurial opportunities to strengthen rural communities
- high levels of historic and planned investment to support other rural businesses and supply chain rural jobs
- A successful agritourism sector also helps re-build demand and loyalty for food grown and reared on Scottish farms.

Agritourism provides important 'external' employment opportunities in rural areas. Agritourism also provides an outlet to upskill existing staff, expand capabilities and enhance productivity. The proposed diversification into sustainable accommodation at Dunsinnan directly correlates to the aims of the Scottish Agritourism strategy in that it will benefit the local economy, generate employment, upskill existing employees and provide educational experiences to visitors on the importance of environmental enhancement and stewardship.

10.2. Competitor Analysis

Competitor Analysis - Glamping					
Name and Weblink	Distance from Dunsinnan	Description	Comments	Standard	Pricing (per night)
Luxury Hideaways	17 miles	2 pods (sleeping 2)	Hot tub; no pets; no kitchen but a welcome hamper included	High	£240 - £375
The Hideaway Experience, Auchterhouse	19 miles	5 luxury adult only getaways (sleeps 2)	Hot tubs; range of packages and members club available	High	£265 - £305
Greenhill Farm	20 miles	2 yurts, 1 yurt round house (sleeping between 2-4)	Dogs welcome (£10 extra); wood burning stove; exterior toilet and shower	Good	From £90 per night
Alexander House	22 miles	3 yurts, 2 converted lorries (sleeping 2)	Off-grid; hot tubs; ensuite	Medium	£150 - £200
Hobbit Log Cabin	23 miles	3-bed cabin (sleeping 6)	Hot tub; 2 bathrooms, full kitchen	Good	£275
Culdees Castle Estate Muiredge	28 miles	4 cabins (sleeping 2)	Hot tub; BBQ; no pets	Good	£160 - £300
Pitilie pods	29 miles	2 cabins and 6 Bell Tents	New for 2021; off-grid; part of Strathallan Estate	Medium/Good	£120 for cabin; £90 for bell tent
Craighead Howfs	31 miles	5 cabins (sleeping 2)	3 with hot tubs; ensuite; underfloor heating; kitchenette	Medium	From £93 without hot tub; £122 with
The Treehouses at Lanrick	37 miles	Collection of 7 individual properties including 2 treehouses	Star gazing window; wood burning stove; eco compost toilet; fire pit	High	£195 per night
The Treehouses at Lanrick	44 miles	5 high-quality treehouses (sleeps 2-4)	Outdoor bath, ensuite and full kitchen	High	£260 - £330
Garden Camp & Showmans Caravan, Glen Dye	55 miles	Restored 1958 Showmans Caravan (sleeps 2 in caravan plus 4 in Safari tent)	Big Green Egg BBQ, pizza oven; access to BYOB pub; EV charging	High	£250 - £290
The Saw Mill, Glen Dye	55 miles	Refurbished 1955 airstream caravan + Keepers Hut (sleeps 4)	Wood fired hot tub; open fire; EV charging	High	£290 - £320
Woodlands, Glenceoe	99 miles	Micro cabins overhanging river (sleeps 2)	Ensuite with small kitchenette; breakfast included; hot tub; EV charging	High	£375
Inverlonan	101 miles	3 individually styled bothies (sleeping 2)	Best in class example; off-grid with sauna, outdoor cooking and stand-up paddle boards	High	£240 per night
Eaglebrae	139 miles	11 luxury log cabins (sleeps 2-6)	Grass insulated roofs; log burners	High	£737.50

Competitor Analysis - Cottages					
Name and Weblink	Distance from Dunsinnan	Description	Comments	Standard	Pricing (per week)
Garden Cottage	10 miles	2 bedroom traditional stone cottage	Pet friendly; open fire; tennis court; working farm	Good	£450 - £795
Farmhall Farmhouse	12 miles	4 bedroom traditional farmhouse	Open fire; Aga; fire pit/BBQ	Good	£765 - £1895
Meadowbank Cottage	20 miles	3 bedroom traditional stone cottage with new timber extension	Recently refurbished; open fire; no pets	High	£750 - £1495
Coachmans Cottage	24 miles	1 bedroom traditional stone cottage	Working farm; open fire	Good	£436-£730
Wee Bothy	25 miles	1 bedroom traditional stone cottage	Wood burner; pet friendly; marketed for romantic retreats	High	£606 - £1029
Dalnavaid Cottage	27 miles	4 bedroom traditional stone house with timber extension	Recently refurbished; open fire; pet friendly	High	£950 - £1850
Lochsie Cottage	29 miles	1 bedroom traditional stone cottage	Pet friendly; open fire; marketed as romantic retreat	Medium	£425 - £695
Redgorton Cottage	32 miles	2 bedroom traditional stone cottage	300 year old property recently fully refurbished; pet friendly; open fire	High	£650 - £950
Granpa's Cottage	40 miles	2 bedroom traditional stone cottage	Pet friendly; open fire; hot tub	Good	£495 - £895

Fairygreen Cabin 10-Year Financial Analysis

Year		1	2	3	4	5	6	7	8	9	10
Income (ex VAT)	Increase P.A										
F green cabin (p/n)	2.50%	£167	£171	£175	£180	£184	£189	£194	£199	£203	£209
Occupancy		20%	58%	58%	58%	58%	58%	58%	58%	58%	58%
Nightly Holiday Lets income		£12,191	£36,238	£37,144	£38,072	£39,024	£40,000	£41,000	£42,025	£43,075	£44,152
No. operational units		0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Operating Expenses											
Management labour		£4,500	£4,613	£4,728	£4,846	£4,967	£5,091	£5,219	£5,349	£5,483	£5,620
Cleaning labour @ 12.5% turnover at maturity		£1,524	£4,530	£4,643	£4,759	£4,878	£5,000	£5,125	£5,253	£5,384	£5,519
ERS NIC @ 13%		£783	£1,188	£1,218	£1,249	£1,280	£1,312	£1,345	£1,378	£1,413	£1,448
Repair & maintenance @ 7% turnover		£853	£2,537	£2,600	£2,665	£2,732	£2,800	£2,870	£2,942	£3,015	£3,091
Gardening @ 1250 per unit pa		£500	£1,250	£1,281	£1,281	£1,281	£1,281	£1,281	£1,281	£1,281	£1,281
Brand/website set-up/Photography allocation		£1,500	£100	£103	£105	£108	£110	£113	£116	£119	£122
Marketing @ 5% turnover (8/7/6% sliding scale in initial years)		£975	£2,537	£2,229	£1,904	£1,951	£2,000	£2,050	£2,101	£2,154	£2,208
Booking agency (20% commission, 50/50 direct/agency bookings)		£1,219	£3,624	£3,714	£3,807	£3,902	£4,000	£4,100	£4,202	£4,308	£4,415
Utilities @ 5% turnover		£610	£1,812	£1,857	£1,904	£1,951	£2,000	£2,050	£2,101	£2,154	£2,208
Licenses @ £125 per unit per annum		£125	£128	£131	£135	£138	£141	£145	£149	£152	£156
Insurance @ £1000 per unit per annum		£400	£1,000	£1,025	£1,051	£1,077	£1,104	£1,131	£1,160	£1,189	£1,218
Laundry @ 4.5% turnover at maturity		£549	£1,631	£1,671	£1,713	£1,756	£1,800	£1,845	£1,891	£1,938	£1,987
Wifi/TV @ £300 per unit per annum		£120	£300	£308	£315	£323	£331	£339	£348	£357	£366
Firewood @ £500 per unit per annum		£200	£500	£513	£525	£538	£552	£566	£580	£594	£609
Cleaning materials @ 1.5% turnover		£183	£544	£557	£571	£585	£600	£615	£630	£646	£662
Misc consumables @ 1.5% turnover		£183	£544	£557	£571	£585	£600	£615	£630	£646	£662
Total Operating Expenses		£14,224	£26,836	£27,135	£27,401	£28,054	£28,723	£29,409	£30,112	£30,833	£31,572
Operating Profit / (Loss) (EBITDA)		-£2,033	£9,402	£10,009	£10,672	£10,970	£11,277	£11,591	£11,912	£12,242	£12,580
Operating Margin		-17%	26%	27%	28%	28%	28%	28%	28%	28%	28%
Capital Expenses		£95,000									
ROI		-2.14%	9.90%	10.54%	11.23%	11.55%	11.87%	12.20%	12.54%	12.89%	13.24%
Payback Years		~46.74	10.10	9.49	8.90	8.66	8.42	8.20	7.97	7.76	7.55