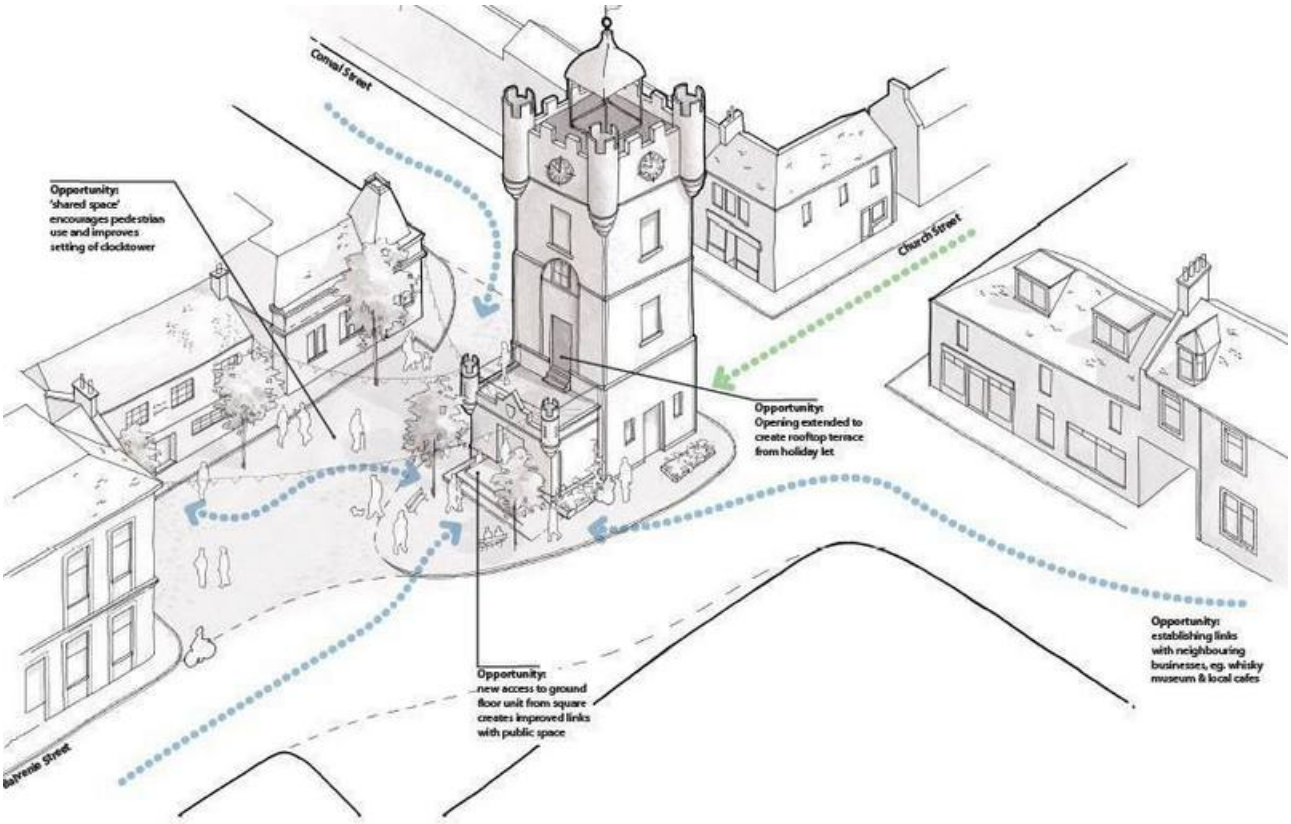


Dufftown Clock Tower

3 Year Business Plan for Future Use

May 2026

DDCA

Dufftown and District
Community Association

This business plan has received specialist support from the following:







The Dufftown Clock Tower project has been funded by:







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Executive Summary

- Dufftown and District Community Association (DDCA) was formed in 1995 to act as the anchor organisation and key driver of community development in Dufftown and the surrounding districts, and became a SCIO (SC023622) on 16 November 2015.
- The Association currently has 5 trustees, 92 members and 1 part-time member of staff (Community Development Officer).
- DDCA has managed the clock tower since 2017 and took ownership of the building in 2020 from Moray Council. Our aim is to restore the building and bring it back into productive use as a space for the community and also a unique visitor accommodation offering.
- Dufftown is an early-19th century planned settlement in Moray in the northeast of Scotland. It serves as a regional centre for agriculture, tourism and community services, and is well-known for its whisky-based economy, which serves as a major driver for tourism.
- The Dufftown Clock Tower holds a strong historical and symbolic significance for the town and wider area. Restoration of the building has been identified as a priority by the community over the past decade.
- Redevelopment of the Clock Tower will have significant social and economic benefit to the area, as well as restoring the physical fabric of the building.
- The project fits with a range of local and national strategies, in particular the national economic strategy to further develop the community benefit of tourism, and to maximise the benefit for people, planet and place of any development.
- The ground floor will be converted into a multi-purpose community space, and the upper 3 floors will be a 1-bed luxury accommodation unit for visitors, generating a surplus which can be used to maintain the fabric of the building and support other activities of DDCA for wide community benefit.
- Restoration of the Clock Tower has long been a community priority, and the proposed uses of the building have arisen out of ongoing community consultation.
- A review of existing accommodation provision, and comparable properties elsewhere in the UK and Scotland in particular, suggest that there will be demand for both the visitor accommodation and the community space.
- The total costs of repair and renovation are just under £1,000,000, as of November 2025.
- With revenue from lettings and use of the community space, and the visitor accommodation, an annual surplus of £14,600 is anticipated in year 1, rising to £21,200 by year 3.

1. Introduction

1.1 About Dufftown and District Community Association

Dufftown and District Community Association (DDCA) was formed as a charitable unincorporated association (CS000025) in 1995 to act as the anchor organisation and key driver of community development in Dufftown and the surrounding districts, 'creating a fairer community" by delivering better change for all. It gained incorporated status by becoming a SCIO (SC023622) on 16 November 2015. The Association currently has 5 trustees, 92 members and 1 part-time member of staff (Community Development Officer).

Since 2015, DDCA has been at the heart of community life in Dufftown, driving initiatives that bring people together and strengthen our town. DDCA has managed the clock tower since 2017 and took ownership of the building in 2020 from Moray Council. The restoration and refurbishment of the building will support our mission of creating a dynamic community where saving the past and building the future are in balance. As a registered charity, we combine the energy of our dedicated volunteers, the strategic oversight of our Board of Trustees, and the expertise of our Community Development Officer. Our experience spans community engagement, project development, capital works, evaluation, and robust financial and risk management. Together, these skills equip us to successfully deliver projects like the Clock Tower refurbishment, creating lasting benefits for both residents and visitors while celebrating the unique heritage of Dufftown.

Following a review of activities in 2020, DDCA embarked on a 3-year strategy and recruited a Community Development Officer in February 2022 to help deliver this. This post continues to be part-funded between HIE and the Dorenell Wind Farm Community Benefit Fund. The strategic objectives over the next 3-5 years, which will help meet our charitable purposes, are as follows:

- Promote and facilitate a circular, wellbeing economy
- Protect and promote our historic environment
- Promote community wealth building and grow community asset ownership
- Upgrade and maintain outdoor amenities to encourage active travel
- Work effectively with community partners and statutory bodies
- Coordinate Community Benefits and represent our community

We are engaged in delivering a wide range of activities within these strategic objectives which benefit the Dufftown area. We are working with Moray Council on an affordable housing project. Other key successes include:

- Maintaining a food larder for community use and offering a discretionary hardship and baby fund.
- Organising community events and monthly community forum.
- Operating an e-bike hire scheme.
- Developing and maintaining a community website to promote local events, businesses and services.
- Supporting the Dorenell Pathways project to develop an iconic footpath route.

1.2 The Clock Tower redevelopment project background

Dufftown is an early-19th century planned settlement in Moray in the northeast of Scotland. It serves as a regional centre for agriculture, tourism and community services, and is well-known for its whisky-based economy, which serves as a major driver for tourism.



The town was originally laid out in a crucifix formation, with streets running broadly in the four cardinal directions, and the Clock Tower as the centrepiece at the junction of these. While the settlement has expanded to the north in the intervening years, the Clock Tower still sits at the junction of the two main roads through the town and is surrounded by a small public square.
The Clock Tower was constructed in 1836-39 as a jail, and later served as the Burgh chambers. It has previously functioned as both retail space, and as a dwelling. A later extension to the north facade is dated 1925. The tower most recently served as the local tourist information office but has been unoccupied since 2014. The Clock Tower sits in the town centre of Dufftown and is an iconic landmark of Speyside, where communities take significant pride in their past and unique traditions.

The ground floor houses a single WC and open space. The upper floors are accessed via a narrow

spiral staircase. The first floor has a rudimentary sink and a fireplace/range, and floors 2 and 3 are empty. The fourth floor houses the clock mechanism, and is accessed via a fixed wooden stair. Access to the roof is via a ladder and through a window. There is minimal standing room on the fourth floor, due to the clock itself. The clock has been restored and is driven by a modern mechanism. There is additionally a basement level under the 1920s extension. The building has been vacant since 2016 due to water ingress/damp and power had been shut off.

In 2020-2021, DDCA consulted with the wider community in Dufftown to establish priorities for the period 2021–2026. This consultation led to the publication of a 5-year Community Action Plan which sets out projects and activities for the period. Restoration of the Clock Tower was identified as one of the top priorities. The need for the project has also been acknowledged by local authorities. Indeed, refurbishing the Clock Tower into a sustainable use forms part of Moray Council's Dufftown Town Centre Improvement Plan 2022. Following extensive research, our vision for the building is:

To provide a flexible facility that both serves the local community and is a destination for visitors – for connection and unique accommodation.

We plan to repair and refurbish the Clock Tower to further embed it as the heart of the community, providing a space to congregate and share, within enhanced public space. The image below from the first half of the 20th century shows the central location and historical significance of the building. The Clock Tower Project demonstrates the power of community-led regeneration and the lasting impact of safeguarding Dufftown's heritage for future generations.



This ambitious project will restore the four-storey Grade B listed Dufftown Clock Tower, bring it back into use, and transform it into a flexible community hub and a unique one-bed visitor accommodation in the heart of Dufftown town centre. This will not only improve the physical environment but will also establish a space that serves 1,600 residents and provides a destination to attract visitors to the town centre of Dufftown.

Through bold, clever, and innovative design, the bespoke visitor accommodation will tell local stories, honouring the people and events that have shaped Dufftown, past and present. The ground floor will provide a flexible community space with a meeting area to host pop-up shops, heritage events and local exhibitions. Innovative features in the area that surrounds the Tower will include projection displays, interpretation boards, interactive heritage story boards and theatrical lighting will allow the building's story to be shared dynamically both inside and outside.

By restoring this landmark, the DDCA is fostering a sense of pride and belonging within the community, encouraging social connection, engagement with local heritage and supporting local businesses. The Clock Tower will continue to serve as a focal point for the town, preserving its cultural significance while creating opportunities for inclusion, engagement, learning, and tourism.

A fabric condition survey in 2021 identified significant urgent and essential repairs needed to safeguard the building for the future. Our proposed future use ensures that the building will be cherished and maintained for generations to come.

1.3 Project impact

The project will create a more **socially sustainable and connected community** by restoring the Clock Tower as a welcoming heritage asset at the heart of community life. The building will provide an inclusive space for people to meet, interact and participate in activities that reduce social isolation while strengthening community identity and cohesion.

Throughout the restoration phase, local apprentices and contractors will have opportunities to develop traditional conservation skills, including stone masonry and heritage repair techniques. Community hard hat days will also allow residents and visitors to engage directly with the restoration process, increasing understanding of the building's significance and creating a stronger sense of ownership and pride in the project.
The project will strengthen the resilience and capacity of the third sector by creating a flexible community hub with subsidised hire rates, enabling local groups to coordinate activity, deliver services and develop new initiatives.

A key outcome will be the **celebration and sharing of Dufftown's heritage**. Interactive interpretation, storytelling elements and exhibitions will help people engage with the history of the Clock Tower, the people who shaped the town, and the wider cultural and industrial heritage of the area. The visitor accommodation will also be themed around Dufftown's past, present and future, creating an immersive visitor experience that promotes local identity and encourages deeper engagement with the town's heritage.

By creating opportunities for volunteering, learning, cultural activity and community participation, the project will help ensure that local stories, traditions and heritage are preserved, shared and

celebrated for future generations while establishing the Clock Tower as a lasting symbol of community pride and resilience.

This project will also promote an **economically sustainable community**. Dufftown town centre is the historic and economic heart of the area. By bringing its central building back into use as a space for community groups and local enterprises we aim to increase visitor footfall and thereby contribute to the regeneration of the high street. Furthermore, by providing visitor accommodation we will increase the number of tourist beds in Dufftown, which currently are less than in similar towns per head of population. The unique nature of this accommodation fits with community and local authority ambitions to make Dufftown a more attractive visitor destination. In sum, the economic outcomes of the project are increased number of enterprise activity, increased visitor footfall and improved tourist facilities. The Clock Tower will become a flagship heritage and cultural attraction for Speyside, helping to sustain and grow Dufftown town centre.

Lastly, this project will contribute towards a more **physically sustainable community**. The historic tower is currently unusable due to its condition, and will continue to deteriorate without this work. Having it open and used will ensure that Dufftown has a viable, vibrant building at its heart that will bring a sense of pride to the community. We also hope with this project to encourage other investment to the town centre. With ambitions to increase biodiversity, we will engage with local wildlife groups at an early stage to consider how we can use the building to encourage swifts/bats into the town centre. Overall, we anticipate that this project will improve quality public space with a positive appearance, reduce the number of vacant properties in the town centre and preserve heritage while respecting the natural environment.

Based on local population data, tourism activity and projected usage levels, the Clock Tower is expected to benefit approximately 2,000–3,500 people annually. This will include an estimated 500–700 local residents, community groups and organisations making regular use of the flexible community hub for heritage activities, storytelling sessions, workshops, exhibitions, pop-up shops and other programmed events. In addition, the project is anticipated to attract 2,000–3,000 tourists and visitors to Dufftown and the surrounding area each year, increasing engagement with the town's heritage, supporting the local visitor economy and contributing to wider town centre vitality.

The project will create a welcoming, year-round destination that strengthens community participation, encourages repeat visits and helps position Dufftown as a vibrant heritage and tourism destination within Moray and Speyside.



Community consultation results, 2025

1.4 Wider strategy and policy fit

The project delivers against **Scotland's National Strategy for Economic Transformation,** focusing on community-led local development and community wealth building to shape an economy that supports our people, place and planet. **Scotland's Regeneration Strategy** forms the core of this systemic transformation. This project will regenerate our rural town centre into a socially thriving, economically resilient and physically accessible place led by the community it serves. Our project's economic and regenerative impact has been endorsed by Highlands and Islands Enterprise and Moray Chamber of Commerce.

The project supports the **Town Centre First Principle** by prioritising the regeneration and growth of the town centre and brings a heritage asset into economic use. The project is one of the top priorities in the **Moray Council's Dufftown Town Centre Improvement Plan 2022**,[1] which has as a key focus of bringing back empty buildings into use. The Plan also recognises the central place that the Clock Tower has in Dufftown, and as well as bringing it back into productive use the Plan set out an aim to redevelop the area around it because of its prominent position within the town.

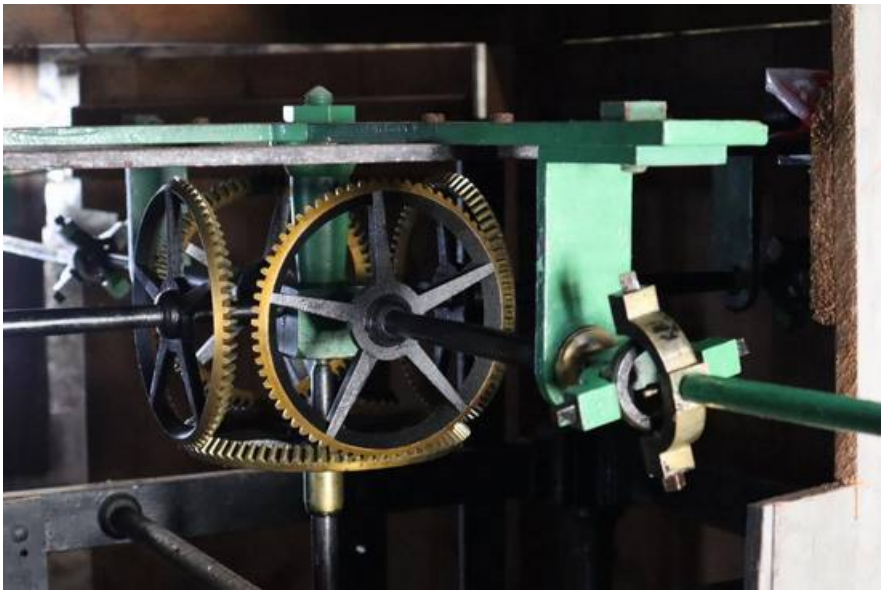
Tourism is acknowledged as having a significant role in delivering Scotland and Moray's wider economic strategy. Both tourism and community ownership and management of assets are identified as priorities in **Moray's Economic Plan for 2019-2029**. At a Scottish level, **Scotland Outlook 2030** highlights the importance of tourism for Scotland as a whole, and places emphasis on developing tourism across the whole country and creating quality memorable experiences for visitors that build on heritage and assets in a sustainable way. This project will create an authentic

1 http://www.moray.gov.uk/downloads/file144993.pdf

and memorable experience to visitors through bespoke holiday accommodation offering a glimpse into our heritage and connecting it to the wider area.

The project supports the **Place Principle** by being community-led and placing people at the heart of our decisions. Through community engagement, residents were asked what the Clock Tower means to them. Responses conveyed that the building represents a strong sense of identity and purpose for the community, and is key to realising the full potential of Dufftown. Some of the comments made about the Clock Tower include; “Symbolises Dufftown”, “Icon for promoting the town”, and “Central hub of the town”.

Mindful of the historic nature of the Grade B listed building, we will develop design solutions that **contribute towards achieving net-zero carbon emissions by 2045**. The design team, including energy consultants RYBKA, will seek to minimise any environmental impact by reusing an existing and redundant building, creating a sustainable new use, using traditional and natural materials where possible and looking at optimising energy efficiency through insulation. An air source heat pump is being considered. These factors will contribute to our net-zero ambitions.



The historic Dufftown clock mechanism

2. Options summary

In 2022, Delfinity consultants were engaged under the Highland and Islands Enterprise 'Support for Communities' Framework to support DDCA in developing a sustainable future for the Clock Tower that would meet the needs and ambitions of the community.

Building on previous consultations, existing drawings and a recent condition survey, an initial discussion was held with the building standards and planning services at Moray Council to understand the constraints and opportunities for the building, bearing in mind its unique and complex nature.

Delfinity then consulted widely with other community organisations to understand how the building might complement existing assets and service provision in the town to ensure that proposed uses were beneficial to the community and businesses locally.

The proposed uses, with architectural sketches, were shared with the wider community through an open public meeting. This confirmed that the recommended uses were agreeable to those present, enabling a more detailed analysis to be carried out.

A ground floor community space and upper floor visitor accommodation was the preferred option by both local authorities and the community. This option is compliant with building standards and planning services, meets community needs and provides financial sustainability for the building management long term.

2.1 Ground floor flexible community space

The space at the clock tower will provide an outward-facing link for community organisations and enable a town centre "shop window" for local enterprises who are not already present in the centre, and thus not seek to draw activities away from the existing community buildings. Community comments for use of the community space on the ground floor included:

- 'pop-up space for local businesses'
- 'bespoke venue for whisky tasting'
- 'tourist information and mini gallery'
- 'showcase local produce – farmers market/Taste of Speyside'
- 'Visitor centre with interpretation of local history, walks and attractions'.



Community consultation results, 2025

We will develop the ground floor of the Clock Tower into a flexible, multi-use area that can be adapted to suit different needs, but only one setup at any given time. When required, the setup can be transformed to create a meeting venue, pop-up shop, event or small exhibition. Community organisations will be able to book the area for specific periods to deliver activities highlighted during stakeholder consultations. It will also act as a practical base for our Community Development Officer to meet with individuals in the community as well as local groups. The adaptable nature of the space provides an outward-facing link for organisations and offers a town-centre shop window for enterprises not currently represented in the area.

The ground floor will also be available for commercial hire, including whisky tastings, arts and craft exhibitions and small-scale performances, helping to support a vibrant and thriving town centre.

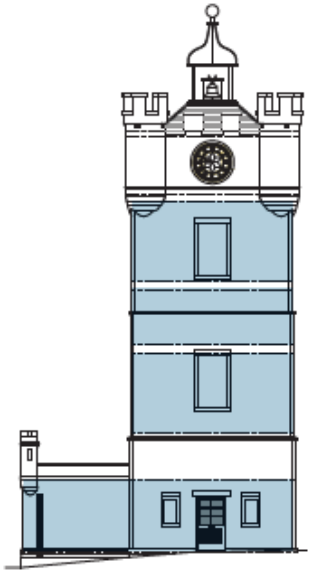
2.2 Visitor accommodation

The remaining three floors, accessed by a traditional spiral staircase, will be developed into unique, high-quality visitor accommodation. This one-bedroom rental will offer a luxurious and private experience, accessed via its own entrance to the upper floors. The interior will feature a vibrant design, incorporating stories from Dufftown's past, present and future, giving the space a "living museum" vibe. Bespoke joinery and clever design will maximise the use of the space, creating both comfort and character. This accommodation will cater to the strong demand for distinctive holiday stays, particularly among whisky tourists, and will be available year-round. From its first year of operation, the Clock Tower accommodation is forecast to generate upwards of £39,700 annually, with a surplus (before overheads) of £20,500.

Further down the line we will look to offer additional services connected to the accommodation lettings, ideally in conjunction with other charities and groups in the area, local businesses and suppliers, for which we will receive a small fee. Such services could include welcome hampers for bookings (for an additional cost), tours and guiding services, and collaborations with local distilleries to offer special events and access. These possible services will bring a small income to the DDCA as well as helping to support and showcase local charities and businesses. There is also potential to allow local business to advertise in both the community space and the upstairs accommodation, bringing in an additional small revenue stream.

The first and upper floors of the building were most recently (to the 1960s) used as a residential home.

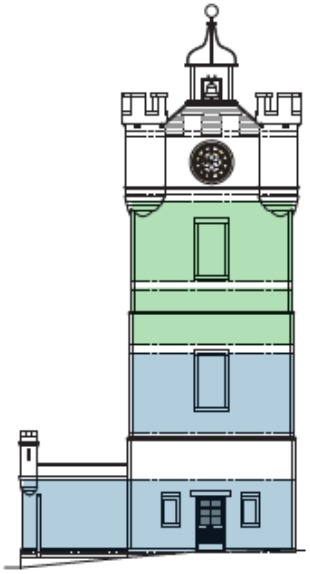
Dufftown Clock Tower
Future Uses Study



Option 01
Entire building in non-domestic occupation (museum / retail)

Building regulations compliance:
2nd & 3rd floors would be non-compliant for a non-domestic use under the Building Regulations, and would require a bespoke fire engineered solution, with the installation of an automatic fire suppression system.

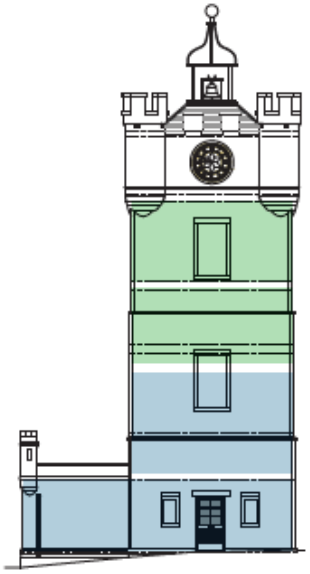
Feasibility:
Difficulty with access to upper levels (via tight turnpike stair). Automatic fire suppression system would be expensive to install.



Option 02
Ground and first floors in non-domestic occupation (museum / retail), second & third floors as holiday accommodation

Building regulations compliance:
Access to holiday accommodation would require to be separate from non-domestic areas - could use south entrance and existing stair with new fire-rated construction between stair and ground & first floors. New stair required between ground and first floors.

Feasibility:
New stair between ground and first floors would take up significant space internally - large floor to floor distance

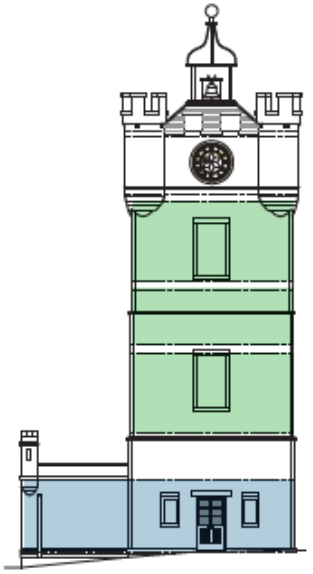


Option 03
Ground and first floors in non-domestic occupation (museum / retail), second & third floors as holiday accommodation. Floor levels rearranged.

Building regulations compliance:
Access to holiday accommodation would require to be separate from non-domestic areas - could use south entrance to new stair. Separate stair required between ground and first floors. Allows level access between first floor and extension rooftop 'terrace'.

Feasibility:
Re-setting floor heights would be expensive. New stairs could be fully compliant, however, existing timber stair forms part of Listing. Opportunity to increase currently low ceiling height to second floor.

PREFERRED OPTION



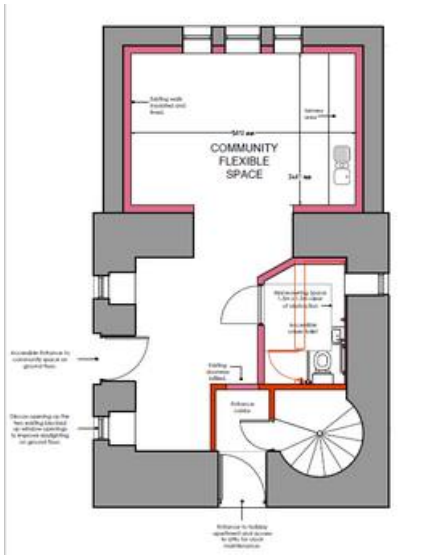
Option 04
Ground floor in non-domestic occupation (museum / retail), first, second & third floors as holiday accommodation.

Building regulations compliance:
Access to holiday accommodation would require to be separate from non-domestic areas - could use south entrance and existing stair with new fire-rated construction between stair and ground floor.

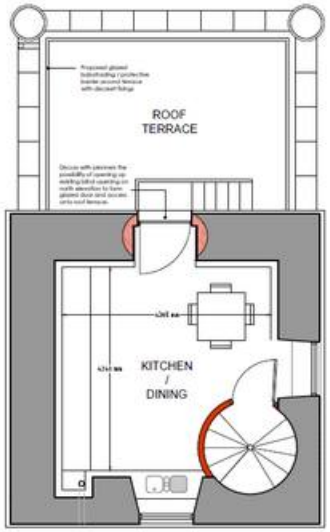
Feasibility:
Most straightforward option, requiring some fire separation / upgrading works. Public areas are restricted to one level, limiting access issues.

OCA

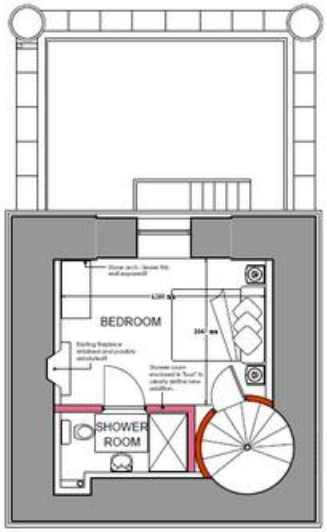
Concept Drawings 2024 - Angela Dow



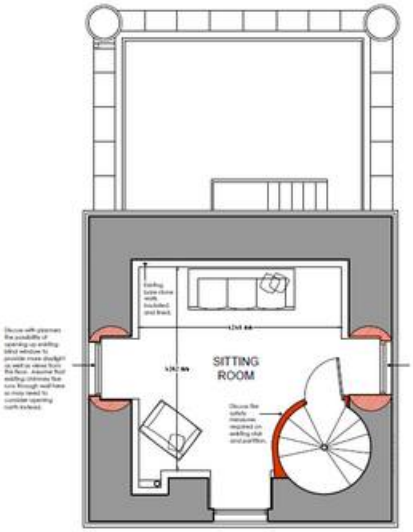
PROPOSED GROUND FLOOR
PLAN – 1:100
(OPTION A)



PROPOSED FIRST FLOOR
PLAN – 1:100



PROPOSED SECOND FLOOR
PLAN – 1:100



PROPOSED THIRD FLOOR
PLAN – 1:100

3. Community Engagement and Market Research

Restoring the clocktower and bringing it back into use has been identified as a priority by the community. DDCA has involved the community in the development of the project through:

- Planning for Real 2015
- Consulting and creating the Dufftown & District Community Action Plan 2021-2026
- Quarterly community forums since 2022
- Consultation on business plan 2022
- Monthly newsletters and regular social media updates

3.1 Flexible community space

Substantial community engagement and research has been undertaken to understand how the ground floor of the Clock Tower can best meet local need and visitor demand. The redevelopment aligns strongly with the aims of the Dufftown and District Community Association to protect local heritage, support economic development and create welcoming community assets.

The project will increase town centre footfall by encouraging visitors to stay longer in Dufftown, benefiting local shops, cafés, accommodation providers and attractions. The flexible ground floor space will support a sustainable income-generating model through exhibitions, workshops, micro-retail, small events and private hire, all of which have already attracted early interest from local groups and businesses.

As one of Dufftown's most recognisable landmarks, the Clock Tower provides a valuable opportunity to share local heritage in an accessible and engaging way. Interpretation, storytelling elements and heritage-focused visitor experiences will celebrate the town's rail history, whisky heritage, landscape and culture, helping foster local pride and stronger connections to place.

Plans for external interpretation boards, improved seating and enhancements to the surrounding public space will create an attractive area where residents and visitors can gather, interact and engage with local heritage. The visitor accommodation will also be themed around Dufftown's past, present and future, creating a distinctive visitor experience that encourages longer stays and repeat visits.

The project will strengthen partnerships with the Keith and Dufftown Railway, the Dufftown Whisky Museum, local makers, tourism groups and walking networks, helping develop a more coordinated visitor offer for the area.

The development will also deliver wider social benefits by creating a welcoming space for exhibitions, volunteering, informal gatherings and community activity, contributing to wellbeing, connectedness and pride of place while bringing an important heritage asset back into active public use.

3.2 Unique visitor accommodation

There are less tourist beds in Dufftown than in similar towns per head of population. With the town's whisky tourism, there is a clear and distinctive demand for more holiday accommodation. This shortfall has been exacerbated following closures caused by the Covid pandemic.

Comparable facilities across the UK include:

Accommodation	Details	Source
Nisbets Tower, Eyemouth	A renovated 18th-century doo'cot. 1 bedroom, 1 bathroom and a patio with river views.	https://www.booking.com/hotel/gb/nisbet-39-s-tower.en-gb.html
Hay Cheese Market, Hay on Wye	1 bedroom, 1 bathroom with views over Hay. The CIC currently runs an annual profit of around £5,000.	https://haycheesemarket.org/
Abbey Gatehouse, Tewkesbury, Gloucestershire	15th Century 1 room gatehouse. 1 mezzanine bedroom above open plan living.	https://www.landmarktrust.org.uk/search-and-book/properties/abbey-gatehouse-4453/#Overview
Fairburn Tower, Ross-shire	1545 Tower house over 5 floors, half an hour's drive north-west of Inverness, set in countryside. Almost fully booked 2 years in advance	https://www.landmarktrust.org.uk/search-and-book/properties/fairburn-tower-58697/#Overview
Appleton Water Tower, Sandringham, Norfolk	Victorian water tower on the edge of the Sandringham Estate. Over 4 floors. 1 bedrooms, 2 bathrooms, with treetop views	https://www.landmarktrust.org.uk/search-and-book/properties/appleton-water-tower-4670/#Overview
Glenmalloch Lodge, newton Stewart, Dumfries and Galloway	Victorian schoolhouse built by local philanthropist. Sleeps 2. Healthy forward bookings for year ahead	https://www.landmarktrust.org.uk/properties/glenmalloch-lodge/#overview

These properties are all based in historic buildings, giving a unique visitor experience. Historically, the occupancy rates of these properties shows that there is demand for this type of accommodation. The above locations have a healthy occupancy rate. A review of the **forward** bookings and prices for these locations shows that for 2026 there is considerable forward demand, with properties often being fully booked for many months ahead. Properties managed by the Landmark Trust in particular have healthy forward bookings. (The Landmark Trust is known as a charity that takes historic buildings and creates unique places to stay.) The uniqueness of these historical properties means that a premium rent can be charged to stay as shown in the table below, which focuses on comparable locations and properties in Scotland:

Property	Low season per	High season per

	person/night	person/night
Fairburn Tower, Ross-shire	£44	£144
Nisbets Tower, Eyemouth	£100	£130
Glenmalloch Lodge	£38	£149

Higher quality accommodation is also most popular, as shown by the statistics below[2], with Scottish self-catering occupancy rates highest for 5 star and high-price accommodation for 2023 and 2024:

Unit Occupancy	2024	2023	24/23 Diff[3]	Change[4]
Tariff				
Unknown	20.49%	9.38%	11.11	111
Up to £299	18.48%	26.57%	-8.09	92
£300 to £499	29.50%	26.59%	2.91	103
£500 to £799	34.37%	36.25%	-1.88	98
£800 or more	48.33%	54.15%	-5.82	94
Grading				
1 Star	0.00%	0.00%	0.00	100
2 Stars	19.95%	30.64%	-10.69	89
3 Stars	50.98%	44.84%	6.14	106
4 Stars	46.59%	48.20%	-1.61	98
5 Stars	58.78%	52.12%	6.66	107
Unclassified	35.66%	38.77%	-3.11	97

4. Governance and management

DDCA will engage professional support to manage the delivery of the restoration project, and once complete it will be managed by the staff and volunteers of DDCA.

4.1 Project Delivery

To date, DDCA has appointed RIAS conservation-accredited architect Angela Dow to lead the design development, secure the necessary consents, and progress the project to its current stage. Angela is ARB registered and a member of both the RIAS and RIBA. With the majority of her work focused on traditional buildings, she has brought a strong understanding of how these structures can be sensitively adapted to improve energy efficiency where appropriate, while ensuring the use of compatible materials to avoid issues such as condensation or dampness.

As the project moves towards the capital works phase, DDCA is currently in the process of recruiting a new design team to take the project forward through delivery.

The design team appointed to date has included:

2 https://www.visitscotland.org/research-insights/about-our-industry/accommodation
Scottish Accommodation Occupancy Survey

David Jack Associates – Quantity Surveyor
David has extensive experience working with historic buildings and has previously collaborated with Angela on a number of projects for The University of Aberdeen.

Cameron and Ross – Structural Engineers
The practice has broad experience across multiple sectors, including significant work on the repair and refurbishment of historic buildings.

Rybka – Mechanical and Electrical Consultants
Martin Bell is an experienced electrical engineer and low carbon consultant, bringing knowledge from across the construction industry.

Other consultants who have contributed to the project development include:

- **Atelier Ten** – Fire engineering services
- **Richardson & Starling** – Timber specialists
- **Safety Scotland** – CDM / Principal Designer

The DDCA Board of Trustees and Community Development Officer will liaise regularly with the design team to ensure that the project progresses as planned, as set out in the Project Plan. During the capital works stage, DDCA will engage with a project manager to oversee payments and financial cash flow.

4.2 Ongoing Management

The ground floor community space and holiday accommodation will be managed in-house by DDCA who will outsource cleaning and maintenance to local businesses, promoting community wealth building. Visitors will pay and book online, and will access the holiday accommodation via independent keypad entry. A staff and volunteer 'on-call' rota will be in place to cover any unexpected or emergency requirements from the guests. It is anticipated that local volunteers will play an important role in the operation of the community space. At the moment, DDCA has a pool of volunteers who regularly help out.

4.3 DDCA trustees

DDCA has a board of 5 trustees who collectively bring a wealth of experience to the organisation. In addition, it has almost 100 members who contribute their expertise and time to the organisation as needed.

Fraser McGill - Chair and Treasurer

Fraser has served as a Trustee and later as Chairperson of the DDCA since 2017. During his tenure, he has guided the charity's growth from an annual turnover of £10,000 to £150,000. Under his leadership, the organisation has delivered several key initiatives, including the Play Park upgrade, Bike Dufftown, the charity's COVID-19 response, the Food Larder, and the Clock Tower Project.

Fraser has been with William Grant & Sons for seven years, where he has held a variety of roles and now serves as the Carbon and Sustainability Leader. He brings strong experience in strategic planning, stakeholder engagement, and project management. In addition to his professional and voluntary commitments, Fraser also runs his own property business.

Ann Davidson - Secretary
Ann joined the DDCA in 2022 and has lived in Dufftown since 1989. She brings extensive community development and management experience in the Third Sector, with a strong background in fundraising, partnership development, project development and budgeting. Over the course of her career, Ann has been involved in a range of community development initiatives and environmental research projects, working closely with local organisations and residents to create lasting impact. Her collaborative approach and commitment to inclusive community engagement have been central to her work. Her hobbies include hill walking, gardening and reading.

John Roberts - Trustee
John has been a Trustee of the DDCA since 2023 and plays an active, hands-on role within the charity. He brings a wealth of practical experience from his career, first serving in the RAF and later working as a plumber and heating engineer. His technical knowledge and problem-solving skills have been invaluable in supporting the charity's community projects and maintaining its facilities.

Beyond his work with the DDCA, John is a committed community volunteer. He gives his time to the Keith and Dufftown Railway, helping to preserve and promote this local heritage attraction, and supports the Local Path Network group as they improve and upgrade walking routes around the town. John's practical approach and dedication to community life make him a valued and reliable member of the DDCA team.

Carey Leslie - Trustee
Carey joined the DDCA as a Trustee in October 2024. Drawing on her professional experience, she supports the charity with HR policies and procedures related to the Community Development Officer role. Carey also contributes by attending fundraising events and actively promoting the work of the charity within the community.

For the past eight years, Carey has worked with Tiphereth, an Edinburgh-based charity supporting adults with autism and learning disabilities. After returning from maternity leave, she now works part-time as a Community Management Assistant, focusing on strategic planning and development projects in collaboration with the senior management team and reporting directly to the CEO.
Before joining Tiphereth, Carey worked primarily in the hospitality sector and ran her own ethical delicatessen, *Carrington Mouse's Larder*.

Jo Delrée - Trustee
Jo joined the DDCA at the start of 2025 after being a volunteer for our Communty Food Larder for several months. Jo is a registered nurse specialising in learning disabilities, recognised for her expertise in autism, complex behaviours, and mental health. She worked in forensic clinical settings for the NHS before becoming the Deputy CEO of a charity provider of specialist autism services, then moving into nurse education.

Jo also has previous experience as the Chair of a charity pre-school and as a school governor, she supports the DDCA by continuing to be involved in the Community Food Larder, assisting with Fundraising and promoting the Charities work at local events.

5. Finance and funding

A detailed condition survey was carried out in 2021 and costs were prepared for repairs, and then renovation work. These were updated in 2024. Cashflow projections have been prepared below, for three years after completion of the works.

5.1 Capital works

The most up-to-date figures by QS David Jack Associates Ltd propose a total cost for fabric repairs and renovation work amount to just under £1,000,000, based on figures prepared in November 2025. These are detailed in the table below.

	Cost	Prelims 18%	Contingency 10%	Total excl VAT
Demolitions & alterations	17,580	3,164	2,074	**22,818**
Upper floors	11,000	1,980	1,298	**14,278**
Stairs	18,500	3,330	2,183	**24,013**
Windows	50,820	9,148	5,997	**65,965**
Internal walls & partitions	7,500	1,350	885	**9,735**
Internal doors	7,500	1,350	885	**9,735**
Wall finishes	46,320	8,338	5,466	**60,124**
Floor finishes	5,695	1,025	672	**7,392**
Ceiling finishes	5,280	950	623	**6,853**
Decoration	8,580	1,544	1,012	**11,136**
Fittings and furnishings	18,000	3,240	2,124	**23,364**
Mechanical & electrical services	74,547	13,418	8,797	**96,762**

Builders work in connection with services	2,000	360	236	**2,596**
Refurbishment of basement	7,085	1,275	836	**9,196**
Drainage, signage, roof barrier and heating	23,438	4,219	2,344	**30,000**
Joinery	27,344	4,922	2,734	**35,000**
Scaffolding	20,000		2,000	**22,000**
Repairs	184,386	33,189	21,758	**239,333**
Partitions	7,500	1,350	885	**9,735**
AS Heating System	15,000	2,700	1,770	**19,470**
Total excl VAT	**558,075**	**96,852**	**64,579**	**719,505**
VAT at 20%	111,615	19,370	12,916	143,901
TOTAL	**669,690**	**116,222**	**774,95**	**836,406**
Project Management & Increased CDO Hours	55,000	9,900	6,490	**71,390**
TOTAL				**907,796**

5.2 Revenue and cashflow projections

The Clock Tower with its proposed future uses is forecast to be self-funding day to day. Significant future repairs will be monitored through a building management and maintenance plan with strategies in place for securing any external funding needed.

Key income generators will come from the following areas which are set out in detail in the cash flow projections:

- Booking fees for the flexible ground floor space
- Self-catering visitor accommodation bookings

Full and detailed cash flow projections can be seen in Appendix 1.

5.2.1 Booking fees for the flexible ground floor space

This income stream is from community groups using the building for meetings, events, clubs, etc and from hire of the space for pop-up shops. Income is initially assumed at a conservative £120 per week from community groups, with an additional £400 per month, three times per year for the pop-up shops.

Our strategy is for the holiday accommodation income to cover the costs of ongoing maintenance, although grants would be required for major repairs. The community space would therefore have to cover its own running costs only (heat, light, cleaning), allowing these community/local enterprise lets to be low cost.

The total income from the flexible ground floor space in 2027 is projected at £3,900.

5.2.2 Self-catering accommodation bookings

Flat letting income depends on occupancy rates and on the cost per week of the let. Income has been benchmarked against similar properties that have a unique element (as discussed in the market research section above).

Assumptions for Forecast Income

A baseline average cost of £233 per night based on 2 -night stays, with an average annual occupancy of 58% is a fairly conservative assumption for income, leading to an annual gross income before costs of £39,700 (2027).

Occupancy rates will vary with the season: the following monthly occupancy rates (%) are assumed:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
25	25	50	60	70	90	90	90	75	50	30	50

It is assumed that the building will be ready for letting income by June 2027, allowing over a year to pull together the funding packages, prepare detailed designs, secure planning permission, undertake tendering, and then complete the building works.

5.2.3 Summary of income 2027-2030

Accommodation income shown gross, then net of 30% cleaning and laundry costs and 17% Airbnb fees.

	2027 (part)	2028	2029	2030
Accommodation income	39,699	58,539	61,370	64,343
Cleaning and laundry	11,910	17,562	18,411	19,303
Consumables (tea, coffee, etc)	512	834	904	973
Air BNB Fees	6,749	9,952	10,433	10,938
Flat letting income after direct costs	20,529	30,191	31,622	33,129
Room rental income	3,906	7,012	7,362	7,730
Total charity income	**24,435**	**37,203**	**38,985**	**40,859**

5.2.4 Overhead Costs and Surpluses

Overhead costs are based on quotes and experience elsewhere. DDCA will bear the costs of the holiday accommodation as well as the ground floor space. Low energy lighting and heating will be installed.

	2027 (part)	2028	2029	2030
Overheads:				
Heat and Light	2,429	4,372	4,591	4,820
Insurance	1,183	2,129	2,236	2,348
Marketing and Advertising	196	353	370	389
Office expenses (PPS)	154	277	291	306
Internet and communications	154	277	291	306
Bank fees	42	76	83	88
Repairs and renewals	2,444	3,720	3,898	4,086
Waste removal	1,946	3,503	3,678	3,862
Cleaning costs (community area)	1,260	2,247	2,359	2,477
Total overheads	**9,808**	**16,955**	**17,798**	**18,681**
Total profits	**14,628**	**20,249**	**21,187**	**22,178**

Total profits will be applied to maintain the fabric of the building, to invest in the letting business, and to support community enterprises.

	2027 (part)	2028	2029	2030
Flat letting income after direct costs	20,529	30,191	31,622	33,129
Room rental income	3,906	7,012	7,362	7,730
Total charity income	**24,435**	**37,203**	**38,985**	**40,859**
Total overheads	**9,808**	**16,955**	**17,798**	**18,681**
Total profits	**14,628**	**20,249**	**21,187**	**22,178**

5.3 Funding Strategy

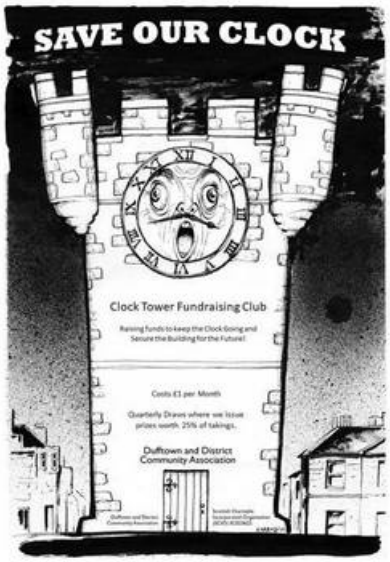
With the most recent QS costing (November 2025) estimating the capital works to be just over £900,000, this project will require a complex funding package from various sources. We are aware that the current funding landscape is increasingly competitive and often with short delivery timescales. As such, we have asked our architect to help us come up with a phased approach to restoration and refurbishment. We hope that a phased approach will allow us to work with various different sizes of funding and still maintain momentum in capital works.

DDCA will seek to secure funding from a wide variety of sources; both public and private. Below is an indicative outline of our funding strategy:

Phase	Cost	Funder	Estimated figure	Status
RIBA 0-3	Revenue	Architectural Heritage Fund	£10,000	Approved
		William Grant Foundation	£18,150	Approved
RIBA 4	Revenue	The Pilgrim Trust	£10,000	Approved
Riba 5-7 Restoration	Capital	Historic Environment Scotland	£272,014	EOI applied
		National Lottery Heritage Fund	£439,226	EOI approved
	Capital	Local Funders (Foundation Scotland, William Grant, George and Ena Baxter Foundation, Green Shoots, Recovery and Resilience Fund and fundraising.	£233,323	Enquiries made, positive feedback for the project received

5.4 Local Fundraising

We have been operating the Clock Tower Fundraising club in order to raise funds for the ongoing cost of ownership associated with the Clock Tower. The funds raised help to pay for utilities, etc. Community fundraising in the past has included a sponsored abseil at the Clock Tower. Future fundraising plans include seeking sponsorship from local companies – several have been approached and responded favourably.





Brave community member during charity fundraising 'Clock Tower Abseil' 2022

6. Risk register

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Inability to raise funds for capital renovation.	Medium	Medium	Funds identified in feasibility study and initial contact made. Strong evidence base in place (community consultation, needs analysis, feasibility work) Clear project alignment with funder priorities (heritage conservation, community benefit, economic regeneration), Realistic cost planning with contingency allowances built in	Progress staged funding applications to multiple funders in parallel to reduce delay risk Strengthen match. Funding strategy, including formalising in-kind and pledged contributions Maintain active dialogue with funders to refine application in line with feedback Continue to update cost plan to reflect market conditions and maintain funder confidence	Trustees and CDO
Commercial accommodation demand lower than expected	High	Low to medium	Extensive market research and competitor analysis undertaken to assess local and regional demand Engagement with VisitScotland to gain sector insight and validate concept assumptions Analysis of comparable visitor accommodation models in similar rural heritage settings Early testing of pricing assumptions and occupancy projections within business plan	Ongoing engagement with local tourism partners, operators and accommodation providers to monitor demand trends Pre-launch marketing strategy development to build awareness and secure early bookings Immersive Heritage design to create unique experience that expands further that the Clock Tower itself. Scenario modelling included in financial planning (best case / expected / worst case occupancy	Trustees and CDO

			Location and heritage appeal assessed as part of wider tourism offer and local destination strategy	rates) Development of partnerships with local tourism networks, events, local business and suppliers to maximise footfall. Regular review of occupancy and pricing strategy once operational, enabling agile response to market conditions	
Low levels of demand from local organisations	High	Low	Ongoing, structured engagement and dialogue with the community to inform use, programming, and evolving needs for the space Development Manager is embedded within the local community, supporting trusted relationships, continuous feedback loops, and responsive development of activities and bookings Informal and formal engagement channels used to capture ongoing interest and refine offer over time (e.g. conversations, group meetings, events, and partner discussions)	Programming plan with local groups, partnerships, community engagement strategy Expanded activity planning and public consultation to ensure the community space is co-designed with local users, so the final layout, facilities and functionality reflect demonstrated need and preferred uses, maximising future bookings and relevance	Trustees and CDO

Insufficient reserves to manage cash glow	High	Low	Regular cash flow forecasting in place, with updates aligned to project delivery milestones Clear budgeting process with contingency allowances included within overall financial planning Strong financial governance arrangements in place, including reserves policy and oversight by Trustees	Agreement in principle for potential bridging finance or internal support mechanisms (if applicable) Diversified funding sources to reduce reliance on single income drawdowns Tighten procurement and spending controls to ensure expenditure is only committed when funding is confirmed	CDO/Trustees

7. Project Plan

Task / Workstream	Lead	RIBA 0–3 (Planning)	RIBA 4 (Developed Design)	RIBA 5 (Construction / Fit-out)	RIBA 6–7 (Ramp-up / Operation)
Governance – Business Plan & Strategy	DDCA	X	X (review/update)	X (delivery oversight)	X (ongoing management)
Governance – Risk Register Review	DDCA	X	X	X	X
Project Management – Design Development	Architect / DDCA	X	X		
Project Management – Contract Administration	Architect		X	X	
Technical Studies / Surveys	Architect	X			
Planning Application / Consent	Architect / DDCA	X			
Detailed Design Development	Architect		X		
Cost Planning & Cost Control	Architect	X (initial)	X (value engineering)	X (monitoring)	X (final account)
Funding Applications – Development Stage	DDCA	X			
Funding Applications – Capital Stage	DDCA		X	X (drawdown)	X (final claims & evaluation)
Procurement Strategy & Tender Prep	Architect / DDCA/ PM		X		
Contractor Appointment	Architect / DDCA/ PM			X	
Construction Works	Contractor			X	
Fit-Out Works	Contractor / DDCA/ PM			X	

Snagging & Defects	Contractor / Architect/ PM			X	X
Capital Final Account	Architect / DDCA/PM				X
Heritage/Operations Recruitment	DDCA				X
Operational Set-Up / Programming	DDCA				X
Community Engagement (ongoing)	DDCA/ Heritage and Interpretation Consultant/ PM	X	X	X	X
Project Evaluation (Development and Delivery Phases)	DDCA/ Heritage and Interpretation Consultant/ PM	X	X	X	X

8. Monitoring and Evaluation

The project will be monitored through both quantitative and qualitative measures of success. During the development and capital works phase, we will monitor and evaluate the project against quality, time, community engagement and budget.

The above success outcomes will be evaluated against the following indicators:

- Completion of project to required quality
- Completion of project to required timescale
- Completion of project within budget
- Number of stakeholders engaged in development and refurbishment of building

The project will be continuously monitored with budget and schedule planning tools using Gantt Charts, spreadsheets and participant questionnaires.

The success outcomes for the wider project are:

- Financial: Increasing organisational profit from the building
- Social community benefits: Improving community resilience and cohesion
- Environmental: Improving the physical and environmental landscape
- Access: Increasing footfall in the building
- Learning and engagement: Increasing the number of people engaged with our heritage

The above desired outcomes will be evaluated against the following indicators:

- Annual profit from the building
- Number of annual visitors of the building
- Number of individuals taking part in engagement activities
- Number of community organisation ground floor bookings for community events
- Quality of building fabric



Sunset from the Dufftown Clock Tower roof

Appendix: Profit and loss 2027 – 2030

2027

	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27
Accommodation income	6,767	9,741	6,927	5,639	4,699	2,217	3,710
Cleaning and laundry	2,030	2,922	2,078	1,692	1,410	665	1,113
Consumables (tea, coffee, etc)	99	99	88	83	55	33	55
Fees	1,150	1,656	1,178	959	799	377	631
Accommodation income (net)	3,488	5,064	3,583	2,906	2,436	1,142	1,911
Room rental income	756	420	420	756	630	504	420
Total income	**4,244**	**5,484**	**4,003**	**3,662**	**3,066**	**1,646**	**2,331**
Overheads:							
Heat and Light	347	347	347	347	347	347	347
Insurance	169	169	169	169	169	169	169
Marketing and Advertising	28	28	28	28	28	28	28
Office expenses (PPS)	22	22	22	22	22	22	22
Internet and communications	22	22	22	22	22	22	22
Bank fees	6	6	6	6	6	6	6
Repairs and renewals	424	548	400	366	307	165	233
Waste removal	278	278	278	278	278	278	278
Cleaning costs - flexible space	168	210	168	168	210	168	168
Total overheads	**1,464**	**1,630**	**1,440**	**1,406**	**1,389**	**1,205**	**1,273**
Total profits	**2,779**	**3,853**	**2,563**	**2,256**	**1,677**	**441**	**1,058**

2028

	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28
Accommodation income	1,495	1,316	3,230	5,383	5,527	7,106	10,228	7,273	5,921	4,934	2,327	3,799
Cleaning and laundry	449	395	969	1,615	1,658	2,132	3,068	2,182	1,776	1,480	698	1,140
Consumables (tea, coffee, etc)	30	30	60	72	84	108	108	96	90	60	36	60
Fees	254	224	549	915	940	1,208	1,739	1,236	1,007	839	396	646
Accommodation income (net)	762	667	1,652	2,781	2,845	3,658	5,313	3,759	3,048	2,555	1,197	1,954
Room rental income	662	529	529	662	529	794	441	441	794	662	529	441
Total income	**1,424**	**1,197**	**2,181**	**3,442**	**3,374**	**4,452**	**5,754**	**4,200**	**3,842**	**3,217**	**1,727**	**2,395**
Overheads:												
	4,366											
Heat and Light	364	364	364	364	364	364	364	364	364	364	364	364
Insurance	177	177	177	177	177	177	177	177	177	177	177	177
Marketing and Advertising	29	29	29	29	29	29	29	29	29	29	29	29
Office expenses (PPS)	23	23	23	23	23	23	23	23	23	23	23	23
Internet and communications	23	23	23	23	23	23	23	23	23	23	23	23
Bank fees	6	6	6	6	6	6	6	6	6	6	6	6
Repairs and renewals	142	120	218	344	337	445	575	420	384	322	173	239
Waste removal	292	292	292	292	292	292	292	292	292	292	292	292
Cleaning costs - flexible space	210	168	168	210	168	176	221	176	176	221	176	176
Total overheads	**1,268**	**1,203**	**1,302**	**1,470**	**1,421**	**1,537**	**1,711**	**1,512**	**1,476**	**1,458**	**1,265**	**1,331**
Total profits	**156**	**(7)**	**879**	**1,973**	**1,953**	**2,915**	**4,042**	**2,688**	**2,366**	**1,759**	**462**	**1,063**

2029

	Jan-29	Feb-29	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29	Sep-29	Oct-29	Nov-29	Dec-29
Accommodation income	1,570	1,382	3,391	5,652	5,803	7,461	10,739	7,637	6,217	5,181	2,444	3,893
Cleaning and laundry	471	414	1,017	1,696	1,741	2,238	3,222	2,291	1,865	1,554	733	1,168
Consumables (tea, coffee, etc)	33	33	65	78	91	117	117	104	98	65	39	65
Fees	267	235	577	961	986	1,268	1,826	1,298	1,057	881	415	662
Accommodation income (net)	800	700	1,732	2,918	2,984	3,837	5,575	3,943	3,198	2,681	1,256	1,999
Room rental income	695	556	556	695	556	833	463	463	833	695	556	463
Total income	**1,494**	**1,255**	**2,288**	**3,612**	**3,540**	**4,671**	**6,038**	**4,406**	**4,031**	**3,376**	**1,812**	**2,462**
Overheads:												
	4,584											
Heat and Light	383	383	383	383	383	383	383	383	383	383	383	383
Insurance	186	186	186	186	186	186	186	186	186	186	186	186
Marketing and Advertising	31	31	31	31	31	31	31	31	31	31	31	31
Office expenses (PPS)	24	24	24	24	24	24	24	24	24	24	24	24
Internet and communications	24	24	24	24	24	24	24	24	24	24	24	24
Bank fees	7	7	7	7	7	7	7	7	7	7	7	7
Repairs and renewals	149	126	229	361	354	467	604	441	403	338	181	246
Waste removal	306	306	306	306	306	306	306	306	306	306	306	306
Cleaning costs - flexible space	221	176	176	221	176	185	232	185	185	232	185	185
Total overheads	**1,331**	**1,264**	**1,367**	**1,543**	**1,492**	**1,614**	**1,797**	**1,588**	**1,550**	**1,531**	**1,328**	**1,393**
Total profits	**163**	**(8)**	**921**	**2,069**	**2,048**	**3,057**	**4,241**	**2,819**	**2,481**	**1,845**	**484**	**1,068**

2030

	Jan-30	Feb-30	Mar-30	Apr-30	May-30	Jun-30	Jul-30	Aug-30	Sep-30	Oct-30	Nov-30	Dec-30
Accommodation income	1,649	1,451	3,561	5,935	6,093	7,834	11,276	8,018	6,528	5,440	2,566	3,992
Cleaning and laundry	495	435	1,068	1,780	1,828	2,350	3,383	2,406	1,958	1,632	770	1,198
Consumables (tea, coffee, etc)	35	35	70	84	98	126	126	112	105	70	42	70
Fees	280	247	605	1,009	1,036	1,332	1,917	1,363	1,110	925	436	679
Accommodation income (net)	839	734	1,817	3,061	3,131	4,026	5,850	4,138	3,355	2,813	1,318	2,046
Room rental income	729	583	583	729	583	875	486	486	875	729	583	486
Total income	**1,568**	**1,317**	**2,401**	**3,791**	**3,715**	**4,901**	**6,336**	**4,624**	**4,230**	**3,543**	**1,901**	**2,532**
Overheads:												
	4,813											
Heat and Light	402	402	402	402	402	402	402	402	402	402	402	402
Insurance	196	196	196	196	196	196	196	196	196	196	196	196
Marketing and Advertising	32	32	32	32	32	32	32	32	32	32	32	32
Office expenses (PPS)	25	25	25	25	25	25	25	25	25	25	25	25
Internet and communications	25	25	25	25	25	25	25	25	25	25	25	25
Bank fees	7	7	7	7	7	7	7	7	7	7	7	7
Repairs and renewals	157	132	240	379	371	490	634	462	423	354	190	253
Waste removal	322	322	322	322	322	322	322	322	322	322	322	322
Cleaning costs - flexible space	232	185	185	232	185	194	243	194	194	243	194	194
Total overheads	**1,398**	**1,327**	**1,435**	**1,620**	**1,566**	**1,694**	**1,887**	**1,667**	**1,627**	**1,607**	**1,394**	**1,457**
Total profits	**170**	**(9)**	**966**	**2,170**	**2,148**	**3,207**	**4,450**	**2,957**	**2,603**	**1,935**	**507**	**1,075**