

The Holiday-Let Owner's Performance Review

Is your property genuinely being managed, or simply listed?

A practical checklist for owners who want clearer answers on revenue, guest experience and management performance.

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Introduction

A holiday let can look busy online and still be underperforming.

A listing may be live across the major booking channels. It may have a pricing tool attached. It may even receive bookings. But that does not automatically mean the property is being actively managed.

Good management means somebody is regularly looking at the detail: pricing, booking pace, availability gaps, minimum stays, guest communication, reviews, housekeeping standards, maintenance and owner reporting.

This guide is designed to help you assess whether your current arrangement is working hard enough for your property, whether you self-manage, work with an agency, or are preparing to launch.

Use this document as a starting point for honest conversations with yourself and, if relevant, with your current or prospective management company.

Listed vs Actively Managed

A property is listed when it is uploaded to booking platforms and left available to book.

A property is actively managed when someone is regularly reviewing:

- Booking pace
- Forward occupancy
- Pricing against demand, local events and competing properties
- Minimum stays and orphan gaps
- Listing quality and conversion
- Guest questions, issues and review recovery
- Revenue performance against the property's potential

Simply Listed	Actively Managed
<i>Uploaded and left available to book</i>	<i>Pricing, availability and booking pace reviewed regularly</i>
<i>Automation does the talking</i>	<i>Systems plus human judgement</i>
<i>Problems dealt with when they arise</i>	<i>Risks and opportunities spotted early</i>
<i>Generic approach to all properties</i>	<i>Property-specific decisions and attention</i>
<i>Payout arrives. Little else.</i>	<i>Clear reporting, proactive communication and accountability</i>

The difference is not whether a manager uses software. The difference is whether someone is applying judgement, attention and accountability to your individual property.

NB: Glossary of Terms page 12.

The 10 Signs Your Holiday Let May Be Leaving Money on the Table

1. Your pricing rarely changes

If your nightly rates look broadly the same week after week, your property may be missing demand peaks, local events, short-notice opportunities or quieter periods that need a different approach.

2. Booking gaps sit in the calendar

Unfilled gaps are not always avoidable — but they should be reviewed. Minimum stays, arrival restrictions and rate positioning can all prevent otherwise viable bookings from being made.

3. You only hear from your manager when there is a problem

Good management includes proactive updates, not just reactive messages when something has gone wrong. You should know what is happening before you have to ask.

4. You receive a payout but not a performance picture

A statement tells you what has happened financially. A good report should also show how the property is performing against its potential, what is happening in the market and what is being done to improve it.

5. Guest communication feels automated or slow

Automation is useful. But guests still need timely, helpful responses when they have a real question or concern. You should not regularly be hearing directly from guests because they cannot get the help they need.

The 10 Signs Your Holiday Let May Be Leaving Money on the Table

6. Small operational issues become guest complaints

Cleaning, access, maintenance and missing items should be resolved quickly. If you are repeatedly hearing about issues after the guest has already complained, the process is not working well enough.

7. Your listing has not been reviewed for months

Photography, copy, amenities, reviews, ranking and competitor positioning all change. A listing should not be treated as finished once it goes live.

8. You cannot get a clear answer about pricing decisions

A manager should be able to explain the thinking behind rates, minimum stays and availability — not simply say that "the system sets it" or that it is "based on demand" without explaining what that means for your specific property.

9. You are still doing too much of the chasing

If you are following up on maintenance, asking for booking updates or managing guest concerns yourself, you are not getting the time freedom you are paying for.

10. Your property feels like one of hundreds

Scale is not automatically bad. But if nobody knows your property well enough to spot an issue or an opportunity, it may not be getting the attention it deserves.

What Numbers Should an Owner See Each Month?

A useful owner update should give you more than a final payout figure. At a minimum, you should be able to see and understand:

- Gross booking revenue — the income generated before management fees and property costs*
- Occupancy — the percentage of available nights that were sold*
- Average nightly rate — what guests paid on average for each booked night*
- Forward bookings — what is already booked for the coming weeks or months, and the value of those bookings*
- Booking pace — whether future bookings are arriving earlier or later than expected*
- Average length of stay — whether guests are booking short breaks, longer stays or a mixture of both*
- Key costs and maintenance — what has been spent and why*
- Actions taken — what is being reviewed, changed or prioritised for the coming month*

Not every report needs to be packed with data. The important thing is that you can understand what has happened, what is already booked ahead and what your manager is doing next.

Material cancellations should be discussed where they affect the forward outlook or require a change in strategy. They do not need to become a monthly headline number that creates unnecessary concern.

A good report should allow you to ask intelligent questions and receive clear answers.

What Good Revenue Management Actually Looks Like

Revenue management is not a single piece of software and it is not a fixed nightly rate.

It is the ongoing process of balancing rate, occupancy, availability and booking opportunity and applying judgement to each one, for your individual property.

For a holiday let, that can include:

- Reviewing demand around local events, school holidays and seasonal patterns*
- Checking booking pace against future availability*
- Adjusting rates where demand is strengthening or softening*
- Reviewing minimum stays to avoid unnecessary blocked gaps*
- Managing orphan nights and short gaps sensibly*
- Looking at length-of-stay opportunities*
- Checking competitor supply and positioning*
- Reviewing channel performance and booking conversion*
- Protecting high-demand dates rather than discounting too early*

The goal is not to fill every night at any price.

The goal is to make commercially sensible decisions that support revenue, guest quality and the owner's wider objectives.

Software can flag an opportunity. It cannot decide whether to take it. The difference between a listed property and a managed one is whether someone with knowledge and judgement is actually making those calls on your behalf.

Score Your Current Management

For each statement below, score your current arrangement honestly:

0 = rarely or never **1** = sometimes **2** = consistently

Statement	Score (0-2)
<i>I understand how my property is performing, not just what I have been paid.</i>	/2
<i>I receive clear, proactive communication from my manager.</i>	/2
<i>I can get a straightforward explanation of pricing and availability decisions.</i>	/2
<i>My calendar, booking gaps and minimum stays are reviewed regularly.</i>	/2
<i>Guest issues are handled quickly and professionally.</i>	/2
<i>Housekeeping and maintenance standards are monitored closely.</i>	/2
<i>I know what is booked ahead and what opportunities or risks are coming up.</i>	/2
<i>My listing, reviews and guest feedback are actively monitored.</i>	/2
<i>I feel my property receives individual attention.</i>	/2
<i>I would confidently recommend my current management arrangement to another owner.</i>	/2
Your total score	/20

Results

<p>0 – 7</p>	<p>You may be carrying more risk and workload than you should.</p> <p><i>There are likely gaps in communication, performance management or operational ownership worth examining.</i></p>
<p>8 – 14</p>	<p>There is a foundation, but clear opportunities may be being missed.</p> <p><i>Ask for more visibility, clearer reporting and evidence of active management.</i></p>
<p>15 – 20</p>	<p>Your management arrangement is likely working well.</p> <p><i>Keep reviewing performance and make sure the standard remains consistent as markets change.</i></p>

Questions to Ask Before Appointing or Changing a Holiday-Let Manager

Use these questions when comparing management companies. The quality of the answers will tell you as much as the answers themselves.

Revenue and Performance

- How often do you review pricing, availability and minimum stays?
- Who makes the final decision when a property needs a pricing or calendar change?
- How do you respond to a sudden booking gap or slower-than-expected demand?
- What performance measures will I receive each month?
- Will I be able to see what is already booked ahead and what you are doing to improve future performance?
- How do you protect high-demand dates from being discounted too early?

Guest Experience and Operations

- Who handles guest communication, and what happens outside normal hours?
- How are guest issues, cleaning concerns and maintenance problems escalated?
- How do you monitor housekeeping standards?
- What guest screening, ID verification or deposit process do you use?
- How do you protect review scores when something goes wrong?

Communication and Accountability

- Who will be my main point of contact?
- How quickly can I expect an answer when I have a question?
- How often will I receive updates beyond the monthly statement?
- How will you tell me if the property is not performing as expected?

- *How many properties does each manager or account lead oversee?*

Commercial Fit

- *What fees are included, and what additional charges should I expect?*
- *How do you decide whether a property is right for your portfolio?*
- *What does the onboarding process look like?*
- *What contract term and notice period apply?*
- *What would success look like for my property in the first 6 to 12 months?*

What a Free Management Review with Glasswing Includes

A Free Management Review is a straightforward, no-obligation conversation about your property and its opportunity.

We will look at:

- Your property, location and target guest*
- Current setup and presentation*
- Likely nightly-rate and revenue potential*
- Current pricing, listing or management approach where the property is already live*
- Booking opportunity and commercial fit*
- Whether Glasswing is the right partner for you*

We will be honest. Not every property is right for our portfolio, and not every owner needs to change manager. But if we can see an opportunity, we will explain clearly what we would look at and what the next steps could look like.

Ready for a clearer view of your property's potential?

If you own a holiday let in North Yorkshire or Northumberland and want an honest assessment of its performance, potential or current management setup we would love to hear from you.

[Request My Free Management Review](#)

Glasswing Stays

Boutique, owner-led holiday-let management across North Yorkshire and Northumberland

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Glossary of Useful Terms

Average nightly rate	<i>The average amount guests pay for each night they book.</i>
Booking pace	<i>How quickly bookings are arriving for future dates. This helps show whether demand is building earlier or later than expected.</i>
Conversion	<i>The percentage of people who view a listing and then go on to make a booking.</i>
Forward bookings	<i>Bookings already confirmed for future dates.</i>
Forward occupancy	<i>How many future nights are already booked.</i>
Gross booking revenue	<i>The total booking income before management fees, cleaning, maintenance and other property costs are deducted.</i>
Minimum stay	<i>The minimum number of nights a guest must book.</i>
Occupancy	<i>The percentage of available nights that have been sold.</i>
Orphan gap	<i>A small gap between bookings, often one or two nights, which can be harder to fill and may require a different pricing or minimum-stay approach.</i>
Revenue management	<i>The ongoing process of reviewing price, availability, minimum stays and booking opportunity to support stronger revenue performance.</i>