

Pitlochry Town Hall

A Scottish Registered Charity Number SC053874

**Business Plan in support of a Community Asset Transfer
Application to Perth and Kinross Council**

March 2026



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Executive Summary

This business plan sets out the opportunity for Pitlochry Town Hall to be run as a community asset over the next five years and beyond. The town hall is approximately 125 years old and has been identified by Perth and Kinross Council as surplus to requirements and therefore it was planned that the building would be closed and disposed of.

Failure by the community to acquire the town hall would result in it being lost to the town forever which the community feels is unacceptable given the significant community demand (measured by survey) to retain the town hall for community use.

Pitlochry Town Hall was set up as a Scottish registered charity (Scottish charity number SC058374) in December 2024 and is run by a board of trustees supported by one full time employee and community volunteers.

The charity plan to acquire the building from the local authority by Community Asset Transfer starting in 2026. The building is run by the charity since July 2025 under a management agreement from Perth and Kinross Council. It was previously operated by Live Active.

This business plan sets out the strategy to ensure that the long-term viability of the building is sustainable and this plan is supported by financial projections which have been informed by the expedients running the building under the management agreement. Financial planning is based on a prudent forecast to ensure sustainability.

The plan has drawn data from a community consultation and holding community events to determine demand and specifically ideas on how the building can be used in the future. Where appropriate external evidence has been used to establish the market opportunity, competition offering similar space for hire party general overview of the demographics of the town.

Document will include detail on governance and the trustee team, the need and take up to date of activities including social impact, marketing and competition data, financial control and measurement, and funding pre and post the Community Asset Transfer.

Appendices are attached including a five-year financial plan, the survey condition report of the building, the valuation report of the building, drawings to show future potential layouts of the building, a quantity surveyor costed plan for the redevelopment, and the list of events run from July to December 2025 illustrating the building demand.

About the site

Pitlochry Town Hall is situated at 18 West Moulin, Road, Pitlochry and close to the town centre which is a vibrant Highland Perthshire tourist destination.

The building is approx. 125 years old and a Grade B listed building consisting of a ground floor (main hall), a first floor and basement at the rear. The internal floor area is 678 m² and the site is 1,315 m². It has 12 car parking spaces.

The building is owned by Perth and Kinross Council and held as a community asset under Common Good status. Since 1st of July 2025 the building has been operated by the charity, Pitlochry Town Hall. It was previously operated by Live Active.

The building is used by a variety of community based organisations including the community banking officer, health and wellness providers including mental health and support groups as well as stage performing acts and organisations such as DVSA and blood donors.

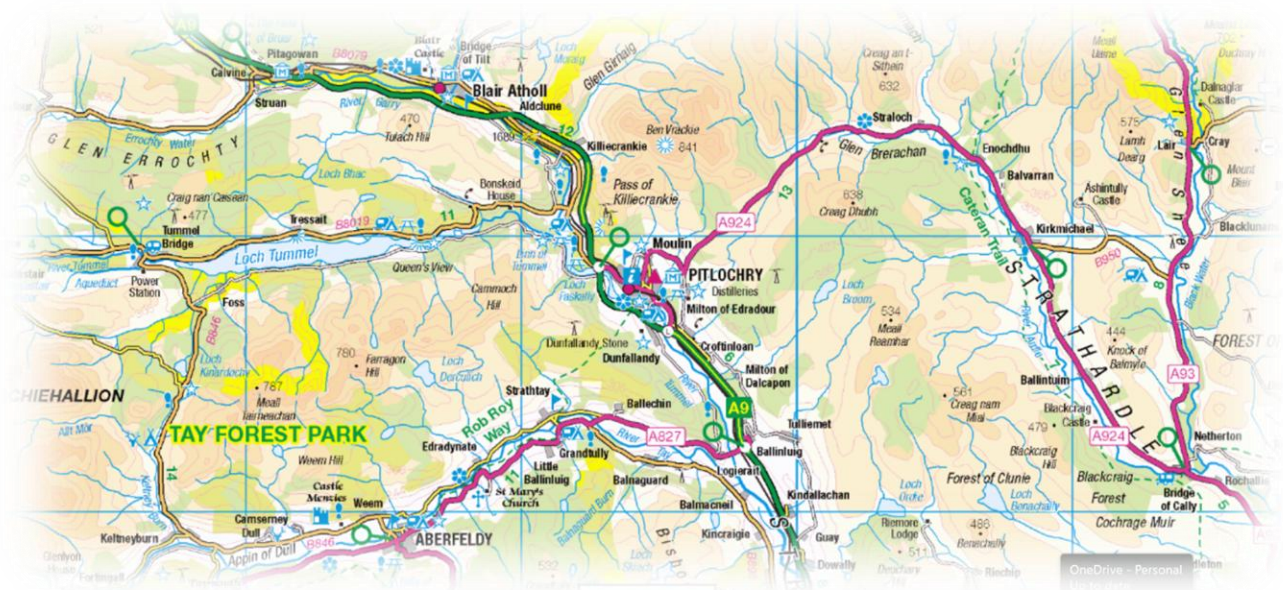
The local authority identified the building for divestment and this resulted in a local community group exploring how the building could be saved for the community long term. As such the identified solution was to establish a Scottish registered SCIO charity then seek to acquire the building by Community Asset Transfer. This process is now underway.

About the charity Pitlochry Town Hall

Who we are

- The charity was formed in December 2024 as a Scottish Charitable Incorporated Organisation (SCIO) and is registered with OSCR.
- The objectives of the charity as set out in the constitution are as follows:
 - *The Organisation has been formed to benefit the community of Pitlochry and surrounding area (the “Community”), with the following purposes (the “Purposes”):*
 - *The advancement of education*
 - *The advancement of the arts, heritage, culture or science*
 - *The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended*
 - *The advancement of citizenship and / or community development*

Our community



- The community that the charity serves is described in the constitution as ‘Pitlochry and the surrounding area’. Pitlochry is a beautiful Victorian town developed following the introduction of the highland railway in 1863. The town centre is a Conservation area.
- The population of the town is estimated at 2,800 people (latest census data) with a broad ethnic and age mix. Including the immediate surrounding area, the population is approx. 3,800.

The mix of ages are noted below which indicate an ageing population who have greater need than working age population for community activities and space.

Age Band	Population
0–9	202
10–19	174
20–29	190
30–39	285
40–49	264
50–59	406
60–69	441
70–79	409
80+	326

- The town has approx. 2,000 houses of which roughly 10% are second homes or holiday lets.

- The town is situated in Highland Perthshire approximately 22 miles north of Perth. It is adjacent to the A9 and has excellent train and bus connections to the main Scottish cities as well as London.
- The town benefits from 200,000 annual visitors each year and a further 80,000 people who visit for the Enchanted Forrester event in October each year.
- The main sectors for the local economy are hospitality (hotels, restaurants, pubs) and retail. The hospitality sector includes 149 self-catering units, B&B and guest houses, 105 Airbnbs, 24 hotels, 3 hostels and 6 caravan parks in the PH16 postcode.¹

Experience and track record

- Since assuming operational control of the building, the Board have overseen the following activities:
 - Undertaking a full structural survey of the building
 - Arranging to have costed plans drawn up to determine the future use of the space and the associated costs to make the building fully accessible (DDA compliant) and future proofed for the 21st century
 - Undertaken a deep clean of the building and removal of years of rubbish to maximise the commercial use of the space
 - Carried significant refurbishment work funded by grants, donations and volunteer labour including restoring the floor in the Lesser Hall, complete redecoration of two smaller rooms and preparing the basement area for repurposing to generate more income.
 - Installed a remote control heating system (Hive) to reduce operating costs and improve the environmental footprint of the building
 - Ongoing work with Perth and Kinross Council to have safety repairs completed and other essential work undertaken to get the building back to a fully wind and watertight condition
 - Conducted a community consultation exercise resulting in 200+ responses and submissions
 - Recruited over 300 members as charity members (11% of the population)
 - Development of a new website, booking system, and social media presence
 - Installation of fibre broadband throughout the building

¹ Source PCAT Community Action Plan 2022-2027

- Development of a wide range of activities and space rentals / lets (organised by the full-time Operations Manager)
- Launched a community lottery (as part of income generating strategy) which has exceeded its income expectations
- Grant funding and donations to date has been secured from:
 - The Gannochy Trust
 - The Basil Death Trust
 - Andie Millar's Trust
 - Advancing Community Asset Fund
 - Scottish Land Fund
 - Perth and Kinross Council CLLD
 - Pitlochry Estates
 - Atholl Palace, Pitlochry
 - Pine Trees Hotel, Pitlochry
- In addition to grant funding, a range of smaller donations have been received from individuals and local businesses.

Vision and mission – *Past. Present. Pitlochry.*

Vision statement:

Owned by the people, inspired by history, and shaped for tomorrow — Pitlochry Town Hall is where community meets possibility.

Mission statement:

1. We will deliver a community space for use by all sectors of the community
2. We will promote activities for all sexes, gender identity, gender expression, sexual orientation, race, ethnicity, religion, age, disability, colour, pregnancy, genetic info, military/veteran status, plus flexible self-identification
3. We will encourage use of the building to host events that are cultural, musical, theatre based, dancing, exercise / sports based and arts based
4. We will run the charity at all times to ensure long term financial viability and maintenance of the building for future generations
5. We will create and maintain at least one full-time role as a member of staff (salaried)

Activities and services

As a community space for the people of Pitlochry and surrounding area it is important that the town hall reflects the needs of the community and is developed to make the space inviting and welcoming for all ages and sectors of the community.

The town hall will operate seven days a week and between the hours of 8:00 a.m. and midnight as specified in the Entertainment Licence number PE465 issued by PKC. If required we will endeavour to accommodate events out with these hours subject to Council approval and the nature of the event proposed.

The town hall is available to hire to local groups, local companies and public bodies. At the time of writing the plan, there are bookings already in the diary for 2027 and 2028.

Extensive consultation has been carried out with the community and over 140 responses have been received and analysed. The key findings are:

- 90.8% of the survey respondents are Pitlochry or surrounding area residents.
- 94.1% of respondents strongly agree or agreed that Pitlochry Town Hall should be retained for the community to use long term.
- 51.8% of respondents are willing to get involved in some capacity with the operation of the town hall
- 41.3% of respondents would be very likely or likely to use a co-working space

In general terms the community want the town hall to be available for the following type of events. Note that events **listed below in red bold** are already operating.

A schedule of current events is included in the appendices pack to demonstrate the type and frequency of events and activities.

The charges made for use of the hall are also included in the appendices pack.

Activity description	Children	Youth	Older people	Poverty	Sport	Health	Education	Arts	Culture	Community	Heritage	Economic
1. Antique sales / markets											✓	
2. Archery					✓							
3. Community banking officer (since Bank of Scotland closed its doors in the town)			✓	✓						✓		

Activity description	Children	Youth	Older people	Poverty	Sport	Health	Education	Arts	Culture	Community	Heritage	Economic
4. Bingo nights			✓							✓		
5. Blood bank centre						✓				✓		
6. Book group			✓				✓			✓		
7. Child nursery space 8. <i>(31.3% of respondents to the survey would use or would have used such a facility)</i>	✓											
9. Children's indoor soft play area	✓											
10. Cinema nights								✓		✓		
11. Community café / tea dances (older generations)										✓		
12. Counselling sessions				✓		✓						
13. Craft classes / art classes / gallery space								✓		✓		
14. Dance classes						✓			✓	✓		
15. Drama group								✓				
16. DVSA centre for driving test theory exams							✓					✓
17. Exercise classes / yoga / Pilates						✓				✓		
18. Extra space for the High School to use if required		✓								✓		
19. Farmers market										✓		✓
20. First aid courses for local businesses						✓	✓					
21. Grief hub						✓				✓		
22. Heritage / tourist information centre (Moulin Kirk Heritage Centre)									✓		✓	
23. Highland nights									✓			✓
24. Indoor curling					✓							

Activity description	Children	Youth	Older people	Poverty	Sport	Health	Education	Arts	Culture	Community	Heritage	Economic
25. Local business recruitment events												✓
26. Local business events and meetings												✓
27. M.A.N.T.A.L.K. support group						✓						
28. Masonic Lodge			✓							✓		
29. Meeting space for elderly / warm spaces location / coffee mornings			✓									
30. Member events for PTH charity		✓	✓							✓		
31. Monthly craft fairs										✓		✓
32. MP and MSP surgeries										✓		
33. Music events / live music events									✓	✓		
34. Office space for permanent tenant(s) or hot desk space / co-working space / IT equipped room												✓
35. Photographic club								✓		✓		
36. Polling station										✓		
37. Private events / parties / weddings										✓		
38. Quiz nights										✓		
39. Rehearsal space for music and drama events								✓				
40. Roller discos		✓			✓					✓		
41. Scouts (for their larger events)		✓										
42. Sewing / knitting groups			✓							✓		
43. Tech computer classes for older people			✓				✓					

Activity description	Children	Youth	Older people	Poverty	Sport	Health	Education	Arts	Culture	Community	Heritage	Economic
44. Therapy space / clinic rooms						✓						
45. Thrift shop				✓						✓		
46. Touring events / comedians								✓		✓		✓
47. Youth clubs / after school clubs		✓					✓					

When asked what sort of events the community would support, there were 114 responses which were as follows:

Type of event	Number of respondents	Respondent support
Community concerts	90	78.9%
Musical performances	87	76.3%
Arts and crafts fairs	82	71.9%
Ceilidhs	78	68.4%
Tabletop sales	72	63.2%
Pop-up art gallery	67	58.8%
Amateur theatre productions	66	57.9%
Birthdays or other special events	49	43.0%
Kids activities / soft play	41	36.0%
Youth club	34	29.8%
Other events	19	16.7%

The charity is a member based charity. At February 2026 the charity had recruited approx. 300 members.

Developing the site

A full site survey was carried out by Simpson and Brown which identified the overall condition of the building. This has enabled immediate and urgent repairs to be addressed by Perth and Kinross Council to ensure that the building is returned to a fully wind and watertight condition. The full survey report is attached to the business plan as an appendix.

In general terms the building is in a condition fit for purpose as of January 2026 although the charity, under the management agreement provisions, will continue to improve the offering represented in the building to the community.

Since taking on the building, the charity has undertaken a number of decorative and cosmetic upgrades to the building including full redecoration of four smaller spaces / rooms, the gents toilets and the refurbishment of the floor in the lesser hole situated on the first floor. The front door and entrance whole area has been decorated to improve appearance and the welcome to the building.

PKC agreed to make the building fully wind and watertight as well as compliant with all health and safety and fire regulation defects identified in the structural survey. This work is ongoing and as at March 2026 the following work is still to be completed:

- Drain at boiler room door to be sorted and reinstated to prevent flooding to basement
- Roof report items including gutter cleaning and repairs
- Fire escape steps and rain ware to be fixed and cement sealing removed and replaced by mastic to seal and prevent water ingress to main hall
- Gutter above boiler room door to be fixed / replaced
Flat roof above stage to be inspected and fixed to prevent water ingress.
- External doors to be checked and altered for security and fire escape egress
- Plaster to be repaired following water damage at various locations
Cap to chimney for fire in Room 2
- Loose balcony stone column to be secured
- Light in main hall to have emergency function fixed
- Replace gas box doors to meet regulatory requirements
- Check / fix drip from boiler in Room 1
- Outside lights to be fixed / replaced

On completion of the community asset transfer process, the charity have already drawn up plans to modify the building internally including the provision of a passenger lift to the first floor for disability access and the full refurbishment and rebuilding of the basement area to provide better office and changing room facilities which in turn will secure long term and regular income for the charity. Improved kitchen facilities are also included in the plans as is the provision of a disabled toilet on the first floor.

These plans will be grant funded and have been professionally costed with the 2025 indicative cost of £786,000 excluding professional fees building warrants and inflation. Work to secure the grant funding will commence in 2026 however funders will not allow drawdown of the funds until such times as the charity owns the building outright.

The proposed redevelopment works will be phased over several years subject to the availability of grant funding and it is anticipated that a timeline plan for the work will be in place by late 2026.

In addition to the major works described above all areas of the building not already re decorated will require full redecoration and in particular this refers to the main whole and the lesser whole areas. This work may be undertaken if grant funding can be secured before the Community Asset Transfer is concluded and the trustees are working towards this end in 2026.

On completion of the Community Asset Transfer process there is one further legal step to be achieved before the charity assumes full ownership of the building and that is the release of the building from its Common Good asset status. This final step requires an appropriate court order through a Sheriff Court.

In broad terms the timeline described above can be represented as follows (legislation timescales shown where appropriate at each stage):

Description	Target date
Start operation of Pitlochry Town Hall (PTH) under a management agreement	1/7/25
Finalise the business plan and Community Asset Transfer (CAT) application and submit to Perth & Kinross Council (PKC)	31/3/26
PKC to review the CAT application and accept or reject (six months)	By 30/9/26
PTH to review grant availability for the major redevelopment works and start submitting applications as appropriate <i>Note: some grant funders may not allow grants to be submitted until ownership transfers to the charity</i>	Start Q3 2026 and then ongoing

Description	Target date
PKC to complete public consultation on the CAT proposal (two months)	By 30/11/26
PKC to seek full Council approval	By 31/12/26
CAT contract legals to be completed and reviewed by PTH / PKC	By 30/6/27
PTH to review and seek legal advice on the PKC terms for the transfer of the building (six months)	By 31/12/27
PTH to start seeking contract prices for redevelopment work	By 1/1/28
PKC to seek release of the Common Good status of the building via the Sherriff Court <i>Note: PKC have indicated that some of this process can run concurrently with the above steps and therefore potentially truncate the overall timeline plan</i>	By 30/6/28
PKC to transfer building to PTH charity	1/7/28

The timeline above represents the maximum legal time required at each stage. If these steps are completed more quickly, then the end date and transfer to the charity / community will happen more quickly.

The Ward Councillors have stated that they believe the process should be a rapid process and be completed well inside the maximum legal time allowed.

The timeline will be kept under constant review by the Board and updated as required to ensure that the charity is ready to submit grant applications for the major redevelopment works so that they can be commenced at the earliest opportunity.

Governance, management and staffing

Our board

The Board comprises 5 Trustees². The constitution requires a minimum of three and maximum of eight Trustees.

The Board has an appointed Chair, Treasurer and Secretary. In addition, the Board has an advisor who will stand to be elected as a Trustee in mid-2026. The Board is further supported by one of the Highland Ward Councillors who attends meetings in a non-voting capacity.

² Following the AGM held on 23 March 2026

The Board members all have significant experience at senior level in business, the armed forces, and public sector. Biographical details of each Board member are included in the appendices.

The Board meets in person on a monthly basis with pre-circulated agenda and papers. Minutes and an action list are produced within 48 hours of each meeting concluding. Every meeting has full financial information reported against budget.

There is an Operation Committee that reports to a Trustee and meets as required to review operational matters including income generation activity. A monthly report is produced for the Board.

In 2026 two further sub committees will be established to focus on property matters and events. A Trustee with appropriate experience will head up both these committees.

Staffing

The charity employs one full time salaried person³ who is Pitlochry based in the role of Operations Manager with responsibility for managing all booking using the Hall Master system, setting up the venue for events, facilities management, and day to day administration.

The employee was recruited following a widely publicised vacancy using social media and six candidates were interviewed using a criteria based scoring method. References were taken up for the successful candidate.

At present it is not envisaged that the charity will require any additional staff.

Staff management is outsourced for payroll and pension management. And all required employment law policies and procedures are in place. The Board collectively have significant HR experience.

The CAT application document details recruitment processes in greater detail under section 2.4.

Volunteer roles

A small group of volunteers have been recruited and this group will be expanded to include volunteers who will support the following activities:

- Stewarding at events

³ The rate of pay is significantly above the Living Wage and includes a contributory pension plan and six weeks total holiday entitlement

- Setting up for events / taking down after events
- Cleaning duties
- Decorating / small maintenance projects
- Security of the building (on a rota basis)
- Delivery of promotional material to local businesses for display
- Content development for social media and website

All volunteers complete an application form and their data is stored in line with our GDPR policies.

Training and induction are provided for all volunteers and they are required to agree to operate in line with our code of conduct.

Policies and procedures

A nominated Trustee has overall responsibility for governance matters including the preparation of all policy and procedures manuals. The following policies and procedures are in place / being developed:

- Health and safety
- Fire safety
- Insurances
- Facilities management
- Anti-terrorism plans (to meet the requirements of Martyn's Law in 2027)
- Risk register
- Employee handbook
- Volunteer handbook
- GDPR
- PVG registration

On assuming ownership of the building, further policies and procedures will be developed to include:

- Facilities management procedures (enhanced as building owners)
- Statutory maintenance checks⁴

⁴ Completed by PKC currently as building owner

Learning from comparators

In developing our plans, we have visited the following similar projects:

- Leatham Hub in Perth
- Aberfeldy Town Hall
- Gartmore Village Hall
- South Connel Village Hall
- The Old School in Thornhill
- The Rockfield Centre in Oban

We also participate in the Community Owners Forum facilitated by PKC which helps share ideas and learning from others.

The Chair, in his capacity as a Trustee of Sense Scotland, was involved in three acquisitions from local authorities of buildings that were converted for use of the charity to support disabled people.

In addition, we have a report completed by Community Enterprise through the Accelerate Programme listing eight similar projects and their journeys to become community owned and operated facilities. The report is attached in the appendices.

The key lessons learned are as follows:

- Taking on an asset is hard work and requires a committed team of people
- Understanding where income will come from is critical and therefore a good plan and management information is critical
- Marketing and understanding the local market opportunity is critical
- Forecasts and budgets must at least achieve breakeven in the short and medium term
- Grant funding is becoming tougher to secure and therefore requires more effort and focus
- The project must engage with and be seen as valuable to the community and therefore promotion and communication is critical to engage the community in the town and surrounding areas

Competitors and partnership working

Pitlochry Community Action Trust (PCAT) assisted with the early development of the town hall project through manpower support and raising grant funding.

The town hall has the strategy of not working in competition with other venues, will not actively poach business or undercut pricing. Since July 2025, the town hall has retained its existing business which requires the specific facilities on offer and has developed a range of new activities and customers who want to use the building now that its condition and presentation is improving i.e. this is a net gain of business and activities to the town.

Future events that require a building of the size of the town hall e.g. drama productions and music events, cannot use other venues as they are typically too small or lack the facilities.

The town hall has a fire assessed capacity of 468 people in the venue at any one time which is significantly bigger than other local venues in the town.

The pricing for the town hall is comparable to other venues and it is the intention of the Board to ensure that pricing is maintained at the top end of other venues to ensure that the income covers expenses at all times. We offer pricing at different rates for members, the general public and commercial hires.

The main venues in the town / local area are:

Venue	Notes
Moulin Hall	Much smaller hall further from town centre but low cost to hire
Killiecrankie Village Hall	Small hall and out with the community
Blair Atholl Hall	Successful hall – 7 miles from town
Grantully Village Hall	Smaller hall – 5 miles from town
Aberfeldy Town Hall	Similar sized hall with good facilities – 12 miles from town. Only rents space, does not organise events
Atholl Centre	Recently reopened for foodbank. Some of their historical business transferred to PTH
Scout Hall	Single space with few supporting facilities
Aldour Hall	Small hall with limited capacity
SSE Pitlochry Dam Cafe	The facility hosts a museum and small meeting room space
Local pubs	Expensive but do offer live music / live sports coverage

Venue	Notes
Hotels	Various sizes with function suites but more expensive to hire for events like weddings
The Tryst (Church of Scotland)	Reasonable smaller venue with good kitchen facilities.
Pitlochry High School	Will gain the Live Active sports facilities in due course and the library. Development of the school campus has yet to start and long term impact cannot be determined, however, the PKC plan for the school campus should not represent a challenge to PTH
Pitlochry Festival Theatre	Large venue offering high quality events at significant ticket prices. Has smaller spaces for hire. Opportunity for partnership working.

Risk and mitigation

Risk	Impact	Probability	Existing Controls	Mitigation Required	Responsibility
Launch					
Insufficient income	High	Medium	Planning and reporting of performance	Control variable expenses to match income	Board
Fraud or mismanagement of funds	High	Low	Monthly reviews of accounts	Restrict access to assets including bank account	Treasurer
Loss of income / customers	Medium	Medium	Regular communication and booking system	Always have list of potential new customers to be recruited	Operations Manager
Unexpected costs / bills	Medium	Low	Plan for all costs	Approval in advance for all expenditure	Board
Personal risk to Trustees	High	Low	Charity is set up as a SCIO to limit personal liability	Continual monitoring of governance and controls	Board
Year 1+ - while operating under management agreement					
Changes in PESTLE ⁵	Low	Low	Good compliance with all legislation.	Clearly understood objectives in the business plan.	Board

⁵ PESTLE = Political, economic, social, technology, Legal, environment issues

Risk	Impact	Probability	Existing Controls	Mitigation Required	Responsibility
			The constitution meets OSCR's requirements.	Seek support from PKC and DTAS/COSS as required.	
Insufficient income	Medium	High	Marketing and understanding / controls around all income streams	Continually seek new business opportunities	Board
Too few Trustees / volunteers	High	High	Ensure existing team stay engaged	Seek people to sign up throughout the year at every opportunity	Board Operations Manager
Years 2 and beyond – once charity assumes ownership of the building					
As for year 1	As above	As above	As above	As above	As above
Unable to secure grant funding for building redevelopment	High	Medium	Register of all suitable grants and grant funding bodies	Regular review of application process	Board / Trustee responsible for grant applications
Increase in cost to redevelop site over planned costs	Medium	Medium	Employ professional advisors	Reduce scope of works undertaken and / or extend build programme timescale	Board

Impact

The need

The need for the project is twofold. Firstly, if the town hall is closed and sold off for another purpose then the town loses the community space forever.

Secondly, the community in Pitlochry and surrounding areas have expressed the desire to maintain the town hall as an asset for the community and this has been evidenced to date in the following ways:

1. The PCAT community action plan 2022-2027 stating the need to which stated; *'Improve and make best use of the existing facilities...Town Hall redevelopment...'*
2. The survey work completed by 140+ residents and referenced above / in appendix
3. The number of members signed up to the Pitlochry Town Hall charity at approx. 300
4. The growth in new enquiries since July 2025 and the increase in bookings over the same period, plus the number of future bookings for bigger events.

2026 booking to date are 140 generating income of £15,278 (budget £19,564). There are a small number of bookings in the diary for 2027 and a number of enquiries being developed for 2028.

5. The town hall is not only being used by the immediate town but also from groups and individuals from further afield
6. The number of subscribers signed up to the Pitlochry Town Hall lottery which is designed to raise funds for the project. Target to sign up 100 subscribers over 12 months has reached 69 subscribers or 69% in 3 weeks.
7. The number and range of activities being hosted by the town hall – see table above on page 8. The table also demonstrates the potential to widen the number of events and activities based on the survey research carried out in the community.
8. As a significant Highland Perthshire town, the town hall is the largest events space excluding Pitlochry Festival Theatre, and as such the growth since 1st July 2025 in events held demonstrates the ongoing need for the building.

Strategic fit

The project to save Pitlochry Town Hall as a community asset meets the clearly stated objectives detailed in **Theme 2** (Community and Recreation) and **Theme 6** (Arts, Culture and Events) of the PCAT Community Action Plan 2022-2027.

This action plan was developed between November 2021 and March 2022 and included input as follows:

- 813 community views survey forms returned
- 31 stakeholder meetings and interviews held
- 68 businesses took part in the business survey
- 398 people attended the community feedback event to vote for their priorities

The project meets the policies set out in the Perth and Kinross Local Development Plan 2 (adopted 29/11/2019) as detailed in a) Policy 16 – Social, Cultural, and Community Facilities, and b) Policy 27A – Listed buildings.

At present there is no Local Place Plan for Pitlochry to reference the project against.

Social impact

The social impact, addressing inequalities and community benefits are detailed in the CAT application form. The CAT application details the source of research used to calculate the value of the benefits. All benefits have been assumed at the lower level of the benefit that the research indicated i.e. a worst case scenario approach.

In summary they are as follows:

Social impact / community benefit	Annual value of benefit
1. Public health benefits of regular exercise classes	£3,000
2. Public health benefits of tackling social isolation especially with older people (Note: Pitlochry has an above average older population)	£60,000
3. Economic benefits with job creation and training opportunities	£100,000
4. Economic benefit of multiplier of direct new salaries	£170,000
5. Economic benefit of activities hosted in the town hall	£10,000
6. Energy efficiency measure to reduce carbon footprint	£5,000
7. Access to services for vulnerable people	£2,000
TOTAL BENEFIT (read CAT application for detail and assumptions)	£350,000

Monitoring and impact measurement

The following tools and systems will be used (or are already in use) to manage performance and measure impact:

1. Financial reporting including receipts and payments, cash flow and movements in reserves
 - 1.1. Specifically, we are monitoring income against the key identified business areas of:
 - 1.1.1. Long term rental income
 - 1.1.2. Short term rental income
 - 1.1.3. Events income
 - 1.1.4. Advertising income
 - 1.1.5. Lottery income
 - 1.1.6. Donations
 - 1.1.7. Grants
2. A series of key performance indicators (KPIs) to manage financial data (ongoing development)

3. A series of KPIs to manage the operational performance including numbers of enquiries received to use the venue, number of events hosted, number of registered volunteers
4. A series of KPIs to measure and manage marketing activity including website hits, numbers of social media posts, number of new social media posts
5. A register of members of the charity and a KPI on number of new members joining per month (current number of members = approx. 300)
6. A grant application log with potential funding expected logged

In addition to the above, number of events and number of visitors to the venue are tracked through the Hall Master online booking system.

In 2026 our annual key objectives plan includes the objective to secure income generating events and part of this process is to capture data on the marketing activity including customer testimonials and social media feedback / online reviews.

We will conduct a survey of members in the summer of 2026 (i.e. one year since taking on the town hall management) to measure member satisfaction with progress and the range of events being run. This opportunity will also allow the Board to seek more input and ideas from the community of events and activities that should be offered and delivered.

We also have an event planned to host a lunch for local businesses to seek their views as a focus group with the objective of seeking support and ideas on what sort of events would benefit their businesses and the town generally.

Marketing

The 2026 marketing plan is detailed below. This will be expanded with more activity as the team of volunteers grows and therefore more tasks can be delegated.

Action <i>Note: activity already happening is identified in bold text</i>	Target start date
1. Prepare promotional letters to issue to all businesses in the town with a copy of the flyer	1/3/26
2. Prepare promotional letters to issue to all local organisations in the town with a copy of the flyer	1/3/26
3. Prepare a generic double sided A5 flyer with 'the story so far' and details of the Trustees and volunteers we would like to recruit. Include a QR code to the survey questionnaire.	25/3/26

4. Appoint a Trustee to manage all marketing activity	30/4/26
5. List all other venues in the town that can be defined as competitors to the PTH offering and what they offer, who they support.	Completed
6. Issue a newsletter to all registered contacts, stakeholders and all members of PTH as they are recruited. Current subscribers = 248	Monthly - ongoing
7. Issue regular PR pieces to Pitlochry Life and local media including the Courier and Heartland Radio	Monthly - ongoing
8. Issue a newsletter to all stakeholders and develop to also include grant funders	Monthly - ongoing
9. Network at local meetings and present where possible including clubs, churches, Rotary, Community Council, PCAT etc	Ongoing
10. Recruit a further 100 members to PTH charity to take total to 400 or 14% of the population	Ongoing
11. Website to include all future events and relevant stories of interest	Ongoing and weekly update
12. Social media posts	Ongoing and weekly update
13. Organise signage to direct people from Atholl Road to PTH (order placed)	Quarter 2

The financial plan includes the costs of the above marketing activity.

Audiences

The key audiences for the town hall and our marketing activity are:

- The community of Pitlochry and surrounding areas
- Local businesses
- Partner organisations and community organisations
- Public sector organisations
- Funders and key stakeholders

The above marketing plan is designed to reach all the above sectors.

Funding and finance

Initial costs

The building has been independently valued and this valuation is the basis for the offer from Pitlochry Town Hall to the Council to purchase the building for £1. See the detail in the CAT application form Section 3.5.

All operating costs are detailed in the five-year financial projections attached in the Appendix section of the plan. The costs are being covered by ongoing income generated from activities, our local lottery fund project, donations and various small grants secured to date. See the historical detail in the report and accounts to 31 December 2025 which are included in the Appendix section. Note that the detail in the report and accounts shows a small surplus for the six-month period further demonstrating the viability of the project.

As Pitlochry Town Hall is currently operating the building, we have a very good insight into the actual costs and expenses which are reviewed monthly and recorded in management accounts with comparisons against budgets. These costs can and will be refined during the period of operating the building under the management agreement.

Funding strategy

Funding source	Amount secured	Amount unsecured	Comments
Advanced Community Assets Fund - revenue	£20,000		
Scottish Land Fund	£12,690		
Advanced Community Assets Fund - capital	£10,491		
Gannochy Trust	£8,000		
CAT surveillance	£2,100		
Basil Death Trust	£2,000		
Andie Millar's Trust	£1,500		
Warm Welcome Fund	£1,500		
Common Good Fund	£400		
National Lottery		£0	To be applied for when PTH own building
Robertson Trust		£0	To be applied for when PTH own building
SSE		£0	To be applied for when PTH own building

Enchanted Forest		£10,000	Application pending
Ongoing operations			See appendix for report and accounts to 31/12/25 and the 5-year financial plan
Total	£58,681	TBA	

Financial viability

Running costs

See the detail in the report and accounts appendix and the 5-year financial forecast appendix.

Facilities management costs and compliance costs used by PKC have been supplied to PTH for review and inclusion in financial planning – see below. PTH have reviewed these costs and already reduced some of the costs where unnecessary expenditure was being incurred e.g. the redundant fire hose that was still being serviced. Once building ownership transfers, PTH have assumed that some facilities and compliance costs can be undertaken within the PTH team and thus further reduce costs. The resulting assumptions and costs are included in the financial statements and plan.

An early example of successful cost reduction achieved by PTH is the approximately halving of energy costs through use of remote monitoring and control as well as a rigorous policy to remove waste i.e. heat and lights on when the building is not in use.

Note that the inherited running costs supplied by PKC indicated an average of £11,500 p.a. These figures have been useful in preparing the financial forecasts and identifying areas where efficiencies can and have been achieved to date.

The facilities management costs included in the plan are based on detail from PKC and a facilities management plan developed with COSS. This includes:

- Emergency lighting checks
- Fire alarm system inspection
- Fire risk assessment
- Fixed wiring inspection & testing
- Gas boiler inspection and gas soundness testing
- Portable appliance testing
- Plate heat exchanger inspection
- RCD testing
- Insurance inspections
- Water monitoring and testing

- Risk assessment
- Car Parks and external grounds
- Floors, stairs and landings condition
- Roof coverings, gutters and drain pipes
- Windows and doors
- Walls and ceilings
- Sinks and visible pipes
- Pest control
- Fences and boundary walls
- Internal and external decoration
- General lighting

A schedule of ongoing maintenance tasks has been prepared in conjunction with COSS and will be expanded over time to include maintenance which is identified as required. This will be overseen by a Trustee with property responsibilities. Property matters is a standing Board meeting agenda item.

A small budget is included for governance costs to include new Trustee training (online at low cost where appropriate) and attendance at occasional seminars. The Board has significant governance experience to date from a variety of backgrounds that is applicable to PTH.

Income streams

The key income streams detailed in the financial forecasts are as follows (year 1 values / 2026):

Income stream	Annual value
Room hire	£19,564
Own events (run by PTH)	£8,960
Gannochy Trust grant	£8,000
Long term rentals	£4,800
PTH lottery	£4,350
Donations	£2,884
Warm Welcome Fund	£2,000
Advertising income	£850

The long-term rental income is shown to increase over time. At the time of writing, we are in conversation with a therapy company who have expressed interest in one unit which is being converted and redecorated to make the space rentable by end April 2026. The indicated rent is at the lower end of the scale anticipated in the marketplace.

The financial forecast in years 2 to 5 show where relevant to growth in these values.

The charging rates for each chargeable income stream were initially based on the inherited historic rates from Live Active and then adjusted to reflect market rates and competition in the Pitlochry area.

We have explored income streams from a number of other ideas. Parking was a frequently suggested option based on a permit scheme for local businesspeople but this has been dismissed as the space in the carpark is required to support events being held in the building. We have also explored electric car charging but dismissed for the reasons above as well as the cost of installing charging points and the inability to get a return on investment within a reasonable timeframe.

We have received an approach from a child nursery company wanting space within the town to run a nursery. The demand for such a facility has been identified in local plans and the PCAT plan. The challenge of running such a facility is the restriction on other space rentals and income and is therefore not being pursued at present.

Other opportunities will continue to be explored subject to space availability and the demand on the limited space in the building for storage of equipment at first floor or first floor levels.

Financial projections

The financial forecasts for year 1 to 5 are set out in detail in the appendix.

The annual summary is shown below and includes a table showing the impact on the projected surplus if income and expenditure varies by $\pm 10\%$.

PITLOCHRY TOWN HALL Revenue Projections for 5 years from 1/1/2026

Expenditure	Total 2026	Total 2027	Total 2028	Total 2029	Total 2030
	Forecast	Forecast	Forecast	Forecast	Forecast
Staff Costs	£ 32,833	£ 34,800	£ 36,000	£ 37,000	£ 38,000
Electricity & Gas	£ 7,210	£ 7,700	£ 7,500	£ 7,500	£ 7,500
Events / Activities	£ 4,150	£ 6,100	£ 6,000	£ 6,000	£ 6,000
Facilities Management	£ 3,664	£ 3,000	£ 4,000	£ 4,000	£ 4,000
Administration Costs	£ 2,150	£ 2,150	£ 2,500	£ 2,500	£ 2,500
Consumable Supplies	£ 1,958	£ 1,950	£ 2,400	£ 2,400	£ 2,400
Insurance	£ 1,200	£ 1,200	£ 1,200	£ 1,200	£ 1,200
Volunteer Costs	£ 1,300	£ 1,800	£ 1,800	£ 1,800	£ 1,800
Governance	£ 60	£ 100	£ 200	£ 200	£ 200
	£ 54,525	£ 58,800	£ 61,600	£ 62,600	£ 63,600
Funded by					
Room Hire	£ 18,214	£ 20,500	£ 22,000	£ 24,000	£ 26,000
Long term rental (back rooms & basement)	£ 4,300	£ 7,200	£ 9,000	£ 9,000	£ 9,000
PTH Events	£ 17,460	£ 13,500	£ 15,000	£ 15,000	£ 15,000
Gannochy Trust Grant	£ 8,000	£ 8,000	£ 8,000	£ 8,000	£ 8,000
Other Revenue Grants	£ 5,000	£ 5,000	£ 5,000	£ 5,000	£ 5,000
Warm Welcome Fund / Other Grant	£ 2,000	£ 2,000	£ 2,000	£ 2,000	£ 2,000
PTH Lottery	£ 4,350	£ 6,700	£ 7,000	£ 7,000	£ 7,000
Advertising Income	£ 850	£ 950	£ 1,000	£ 1,000	£ 1,000
Donations	£ 2,909	£ 1,200	£ 1,200	£ 1,200	£ 1,200
	£ 63,083	£ 65,050	£ 70,200	£ 72,200	£ 74,200
Monthly Surplus / Defecit	£8,558	£6,250	£8,600	£9,600	£10,600
Cum Surplus / Defecit	£8,558	£14,808	£23,408	£33,008	£43,608
Revised forecast surplus impact if:					
Income down 10%	£2,250	-£255	£1,580	£2,380	£3,180
Expenses up 10%	£3,105	£370	£2,440	£3,340	£4,240
Income down 10% and expenses up 10%	-£3,203	-£6,135	-£4,580	-£3,880	-£3,180
Income up 10% and expenditure down 10%	£20,319	£18,635	£21,780	£23,080	£24,380

PITLOCHRY TOWN HALL

Notes to Financial Projections 5 Yrs from 1/1/2026

1. To ensure financial viability, the plan has been prepared to have a minimum of 13 weeks expenditure cover at all times as a contingency fund.
2. “Constant Pricing” has been used in the Pitlochry Town Hall Revenue projections, assuming all costs and revenues remain at their current purchasing power, regardless of future price changes for simplicity.
3. It has been assumed for the purposes of this forecast that the revenue mix and business model operating during the “soft start” period will continue. However, should capital grant funding become available there may be opportunities to enhance the Hall with the addition of a kitchen / solar panels over the car park / more efficient heating and insulation etc. No allowance has been made in the projections for such capital funding.
4. It has been assumed that a 100% concession on Business Rates will be available during the period of these projections to support the project.
5. PTH has provisionally been offered a one-off rental of the Town Hall (all rooms) from the 28/9/2026 to 18/10/2026 with an income of £9,240. Such opportunities may arise over the period of these projections but have not been included in the forecast at this stage unless confirmed.
6. Other Revenue Grants have been forecast of £5k per year. An expression of interest has been expressed in The Fore grant fund, and an approach will be made to the National Lottery and to the Perth and Kinross Council CLLD funding streams. The Enchanted Forest Community Fund may also provide an opportunity to provide low cost or free events for the community (application pending).
7. Pitlochry Community Action Trust (with the support of Perth and Kinross Council) will be submitting an application to the UK Town of Culture 2028 and should this be successful then almost certainly there would be a significant increase in footfall in Pitlochry and a positive spin-off with increased revenue for Pitlochry Town Hall. A successful bid would significantly improve the attached forecast.
8. 2028 will be the 300th anniversary of the merging of three local hamlets, being “joined” by General Wade’s Road and the creation of Pitlochry. The 300th anniversary celebrations will be another opportunity for increased footfall in Pitlochry and an opportunity for Pitlochry Town Hall to host more events and provide opportunities for volunteering and training of volunteers.

Appendices list (supplied separately)

The appendices to this plan are separately listed as appendices and include the following which are also used as supporting documents for the CAT application:

1. Board and team profiles
2. Financial projection for next five years
3. Report and accounts for year ending 31 Dec 2025
4. Recent bank statement
5. 2026 key objectives single page plan
6. Pitlochry Town Hall constitution
7. Community consultation
8. PCAT action plan 2022-2027
9. Accelerate research report
10. Pack of drawings and designs for future development
11. Costed report for future development
12. Pack of condition survey reports
13. Management agreement with PKC and advice note from J&H Mitchell re Common Good
14. Entertainment licence
15. Website and social media links
16. Letters of support
17. Calendar of events and hall charges

