

The Grantown Society Business Plan

Development of the Grantown Hub

2025 - 2028



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1. Executive Summary

- The Grantown Society (TGS) was established in 1974 and is a Scottish Charitable Incorporated Organisation (SCIO) with 8 trustees.
- Grantown on Spey is located in Badenoch and Strathspey, Highland, and has a population of 2,328. Its part of the Cairngorm National Park area and has a rich natural and cultural history, making it an attractive place to live and visit. Tourism is an important economic driver in the area, with visitor numbers increasing and the season extending.
- The Grantown Society (TGS) successfully bought 2 High Street in Grantown in 2024, and has completed phase 1 of its redevelopment into a multi-use community facility.
- Since opening early August 2024, the hub has been steadily establishing itself as a local community and retail hub in the centre of Grantown for locals and visitors alike.
- The purpose of this business plan, which builds on the one written before purchasing 2 High Street, is to identify new income streams whilst ensuring alignment with community priorities.
- We aim to continue with the redevelopment of the property into a digitally inclusive community hub, creating a warm and welcoming space for locals and visitors which will provide meeting space, retail opportunities, a community resource for information and connection, and a place to learn more about the history, heritage and natural environment of the area.
- Services in the Hub include meeting rooms, hot-desk facilities, an ATM, community and visitor information, space to rent for pop-up shops, community events and festivals, an archive facility where research about local family history can be undertaken and digital inclusion helpdesk and services.
- A part-time Development Officer was recently recruited for 2 years to develop the hub and the services provided there.
- A core part of the hub is its digital inclusion services, ensuring everyone in Grantown has access and support to digital services and facilities. The hope is to employ a dedicated Digital Officer as part of the ongoing digital inclusion development.
- TGS currently have a membership scheme which will be re-developed as an income opportunity to add to the financial sustainability of the organisation going forward.

2. Background

In 2024, The Granttown Society (TGS) successfully purchased 2 High Street in Granttown and has since redeveloped it into a multi-use community facility after receiving funding from the Scottish Land Fund, known as the Granttown Hub.

The Granttown Hub opened in early August 2024 and has been steadily establishing itself as a local community and retail hub in the centre of Granttown for locals and visitors alike. With the first phase of the Granttown Hub project complete, this updated business plan focuses on strategies to diversify, develop and sustain income streams to ensure long-term sustainability for the hub.

The business plan builds upon earlier analyses conducted to assess the feasibility of the project, which Impact Hub Inverness prepared under the Scottish Government's Just Enterprise support programme.

Picture – The Granttown Hub, 2 High Street, Granttown



The focus of this business plan is to:

- Identify ways to develop revenue streams of the Granttown Hub to support the financial sustainability of the Hub and wider activities of The Granttown Society.
- Continue to align operations with community needs and assess new opportunities for growth and development.

2.1 The Grantown Society

The Grantown Society (TGS) was established in 1974 and is a Scottish Charitable Incorporated Organisation (SCIO), charity number SC050104.

TGS was formed to benefit those residing within the postcode area PH26 3 and its charitable purposes are:

- The advancement of education of the Community about its environment, culture, heritage and/or history
- The advancement of citizenship or community development
- The advancement of arts, heritage, culture or science through appropriate media
- The advancement of environmental protection or improvement including preservation, sustainable development and conservation of the natural environment, the maintenance, improvement or provision of environmental amenities for the Community and/or the preservation of buildings or sites of architectural, historic or other importance to the Community

2.2 The Board of Trustees

It is currently run by volunteers and has 8 trustees.

Bill Sadler – Chair

Bill had previously been the Chair of the Grantown Society for 40 years, prior to it becoming a SCIO and he is now the Chair of the Grantown Society SCIO. Bill's career has been mostly in education and management but he also ran his own consultancy business specialising in co-operative working. He has lived in Grantown for almost 50 years.

Graeme Stuart – Secretary. Graeme is from Grantown and has had a career as a Civil Servant. He is also involved with other local organisations such as the British Legion and Strathspey Thistle Football Club.

Bill Steele – Membership Secretary. Bill is a retired GP. He is a long-term resident of Grantown and is also a Session Clerk at Inverallan Parish Church.

Peter Holland – Treasurer. Peter is a retired accountant. He is a long-standing member of the Grantown Society and is also involved with other local groups.

Jenny Steven - Jenny has recently retired from a local teaching post and is a newly appointed trustee. She runs the local Scout group, Cubs and Beavers and is also involved in renting out holiday accommodation.

Jo Fry – Jo is one of our longest standing members. She is a former secondary school teacher and in addition to being a trustee is the co-ordinator of the Fiddle of Strathspey Festival.

Hamish Thom – Hamish is one of our newly appointed trustees. He is a retired PE teacher and is also involved with the YM Community Centre and Mens Shed.

James Ogilvie-Grant - James is the Viscount Reidhaven, 13th Earl of Seafield and the Head of the Seafield Estates. He now lives in the Granttown area and is a new member of the board of trustees.

2.3 Granttown

Granttown on Spey is within the Badenoch and Strathspey ward/electoral division, in the Highlands of Scotland (see map below). It is the traditional capital of the Strathspey area and continues to have a central role in the Speyside area. It has a long and well-documented history and has been recognised as one the finest examples of a Scottish Georgian planned settlement¹. As well as having a historic High Street and a wealth of heritage and history, it is also in an area of outstanding natural beauty. It is an important gateway to Scotland's largest National Park, the Cairngorm National Park (CNP), which also has its headquarters in the Square on Granttown's High Street.

Map of the area, showing Granttown

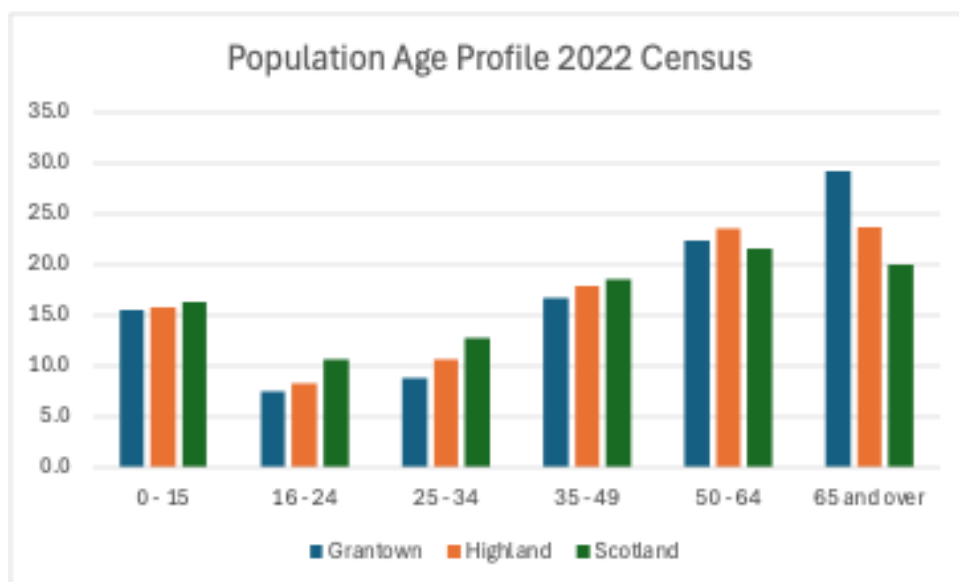


¹ Granttown on Spey Conservation Appraisal June 2019

https://librarylink.highland.gov.uk/LLFiles/309836/full_309836.pdf

Given its location and facilities, the town attracts many visitors. As well as being in the National Park, there are several important walking routes that go through Grantown. These are the Speyside Way (from the Moray Coast to Aviemore), which is one of four long-distance walking routes in Scotland, follows the Spey River, and the Dava Way, one of Scotland's Great Trails for long-distance walking and off-road cycling. It follows the old Highland Railway line for 24 miles (38 km) between the historic towns of Forres on the coast and Grantown-on-Spey. There are also extensive networks of walking routes in and around the town itself. Grantown is also 10 miles from the Landmark Adventure Park, 24 miles from the Cairngorm Mountain ski area and 40 miles from the Laggan Wolftrax Mountain Biking Trail.

The population of Grantown was 2,328 in the 2022 Census². It has a population age profile that is slightly more skewed towards the older age groups, when compared to Highland and Scotland – see the graph below. The graph shows that the proportion of the population over 65 years was significantly higher in the Grantown area than in either Highland or Scotland.



The 2022 Census shows that there were 112 people who were self-employed with no employees in the Grantown area, plus a further 27 self-employed with employees. This may indicate a latent demand for hot-desk and/or office space. It may also indicate opportunities for pop-up shop users.

Tourism is of vital importance to the Grantown economy, as it is to the whole of the CNP area. This means that the economy is subject to seasonal swings but it does generate need and demand for a number of services and activities, which The Grantown Society can, and already does, capitalise on.

² <https://www.scotlandscensus.gov.uk/webapi/jsf/tableView/tableView.xhtml>

A visitor survey carried out by Cairngorms National Park in 2019-20³ estimated an average of 11.6 million visitors per year between 2017-2019. Of these, 9% visited Grantown on Spey (2019/20), with 45% visiting attractions. That is, there were an estimated 104,000 visitors to Grantown a year, pre-covid. There was an even spread across the age groups visiting the area. Recent figures for 2023 show a 4% increase on pre-covid figures. These figures also suggest that the tourist season is extending into the winter months, with an 18% increase in visitors in January-March and October-November in 2023 compared to 2019.⁴ A look at the retail base of the town shows that, taking account of the local population, it has around 50 residents per retail business⁵. The average for other towns is 200, thereby confirming the importance of tourist and the day visitor market to the local economy.

3. Vision, Aims and Objectives

3.1 Vision

Since 1974, The Grantown Society has worked to promote, preserve and develop the heritage of Grantown whilst supporting local community development. Our expansion into 2 High Street has provided a permanent base, enabling us to better serve the community by offering essential services and information to both locals and visitors.

We are now working towards further developing 2 High Street as The Grantown Hub into a busy and thriving community and digital hub that will support TGS' financial viability and long-term sustainability.

3.2 Aims

The aims of this business plan and the strategic priorities for The Grantown Society over the next 3 years are to:

- Continue to develop new and existing business areas within the organisation which will support the overall financial position of the organisation and allow us to continue to deliver our charitable objectives.
- Refine and develop the services we provide so that our operations align with community needs and assess new opportunities for growth and development.
- Review and finalise our pricing strategies to enable more accurate financial forecasting and effective financial management.
- Foster collaboration and community engagement by building strong partnerships with local businesses and community organisations to collaborate on projects, events and initiatives.

³ <https://cairngorms.co.uk/wp-content/uploads/2020/07/10304-Cairngorms-Visitor-Survey-2019-20-Final-Report-100720-FINAL.pdf>

⁴ <https://cairngorms.co.uk/park-authoritys-tourism-economic-impact-report-reflects-emergence-of-off-peak-growth/>

⁵ Based in 2015 figures in CNPA Grantown-on-Spey Town Centre Pilot Project

3.3 Objectives

- 1) Maintain a warm and welcoming space where people can drop in to learn more about Grantown's history and heritage, access local information and stay informed about events and activities in the local area.
- 2) Provide modern co-working spaces and meeting room facilities equipped with high-speed broadband and state-of-the-art amenities to support Grantown as an attractive destination to visit, work, and live.
- 3) Support local economic growth and regeneration by continuing to develop the Grantown Hub into a vibrant community and digital hub, attracting more people to Grantown High Street, increasing footfall and supporting the area's regeneration.
- 4) Diversify revenue streams to support financial sustainability by introducing and refining pricing strategies and developing income-generating opportunities.

4. Community and Stakeholder Consultation

In April 2023, an online community survey was conducted to assess support for TGS's plans to purchase and develop 2 High Street into a multi-use community hub. The survey received 244 responses, representing approximately 10% of the local population. 61% of respondents lived in Grantown and 32% were within 10 miles. The survey demonstrated strong support for TGS to take ownership of 2 High Street and redevelop it into a community hub. There was particular support for co-working and meeting room facilities, retail opportunities and information services. While some concerns were raised about duplicating existing services and ensuring financial sustainability, the majority welcomed the proposal as a positive step for regenerating the High Street and enhancing local amenities.

"The shop has been empty for a long time so to be used to benefit the community would be a positive move. We are a tourist town but there is little access to local information at the moment."

"Great idea to have a community hub for locals & visitors."

Consultations with local stakeholders and organisations further reinforced community support for the project. Endorsements were received from local MPs, MSPs, community councils, community groups and local businesses. Stakeholders stressed the importance of:

- Ensuring the financial sustainability of the project.
- Maintaining alignment with TGS's charitable objectives.
- Avoiding direct competition with other local services.

These were all aspects that were already, and continue to be, embedded in our core business model.

Six months into the opening of the hub, we are continuing to receive positive feedback from members of the community. The small 'rent-a shelf' scheme for local makers and crafters has proved particularly popular, and the space dedicated to this has been extended to accommodate demand. We have also started a book-share/swap scheme at the request of local people.

5. Services: Current impact and future potential

5.1. Meeting Room Facilities

Current impact and demand

The community consultation conducted in 2023 prior to purchasing 2 High Street indicated there was a desire for additional meeting room facilities in the area. In Grantown and the surrounding area, meeting spaces vary significantly, from church halls to hotels and pubs. However, some of these options lack the affordability and flexibility needed by smaller groups and community organisations, who often meet in the evenings or on weekends. It was important that our offering complemented rather than competed with existing spaces.

Since acquiring the building, significant progress has been made in realising our vision. A glass dividing wall has been installed, creating a private yet spacious meeting room that retains a modern, open feel. The space is now equipped with digital facilities, including high-speed broadband, SMART TV and video conferencing capabilities, ensuring it meets the needs of our users.

The meeting room has already been well used by local groups, as well as the public and private sectors, demonstrating its value to the community. The space has been used to deliver training sessions, provide 1-2-1 NHS consultations, host board meetings and by local clubs for a meeting space.

ANY OTHER EVIDENCE OF DEMAND TO ADD.

During the initial opening phase, private and public sector organisations have been charged £50-60 per day and community organisations use the space on a donation basis. However, there is a recognised need to formalise the pricing structure to support sustainability while remaining accessible.

Future potential

The immediate priority is to formalise a pricing structure which can be promoted publicly on our website and social media platforms to generate more enquiries and bookings.

Pricing comparison

The Grantown YMCA Community Centre – 80 High Street, Grantown, PH26 3EL

The YMCA building is also located on the High Street in Grantown and has a few meeting room options available: the Main Hall, the Coffee Bar and Theatre. The capacity of each is not detailed on their website but the Main Hall is the largest of the three rooms and can host weddings, sports groups and birthday parties; the Coffee Bar is used as a training room and for smaller groups such as the Girl Guides and yoga classes; and the Theatre space can cater for meetings and birthday parties and has retractable auditorium style seating. The guide cost for these rooms is £15 an hour.

Grantown Museum – Burnfield House, Burnfield Avenue, Grantown, PH26 3HH

During the winter months, the Grantown Museum's exhibition hall is available for hire for meetings, talks, events and workshops. The maximum capacity is 70 and costs £20 per hour.

The Grant Arms Hotel – 25 The Square, Grantown, PH26 3HF

The Grant Arms Hotel is based on the Square in Grantown, just up from the High Street, and currently provides some community groups, including TGS, with free meeting space.

Craiglynne Hotel – Woodlands Terrace, Grantown, PH26 3JX

The Craiglynne Hotel has flexible meeting space that can accommodate between 2 and 150 people. The rental price or size of the room is not available on their website.

The longer-term ambition is to increase usage by actively promoting the space to both community groups and businesses and becoming the facility of choice for board meetings, training sessions, workshops and so on. Successfully developing this service will establish a reliable stream of income, contributing to the organisation's overall sustainability.

5.2. Hot-desking Facilities

Current impact and demand

Hot desking facilities were a core component of our original proposals for 2 High Street, allowing us to introduce a new service to the area and support Grantown to become a place where people could work and live. Our shared desks provide flexible rental options for individuals working remotely, whether for a few hours, a day, a week or longer. They also offer options for visitors to the area who may choose to extend their stay as a result of this facility.

Co-working spaces in rural communities like Grantown offer far more than just a workspace. They help enhance work-life balance, reduce social isolation, create networking opportunities, and lower the need to commute, particularly for those who are self-employed or freelance. The community consultation results supported the potential demand for co-working facilities, with 35 respondents expressing interest in a shared workspace and 12 indicating regular use of at least once a week. Furthermore, Grantown attracts thousands of visitors annually due to its location in the Cairngorms National Park. Some visitors, particularly those who are on working holidays or who

work remotely as digital nomads, may seek co-working spaces with reliable broadband, which can sometimes be an issue in rural holiday lets.

Currently, there are two other co-working facilities in the Cairngorms. One is 6 miles away in Nethybridge and the other is 16 miles away in Aviemore. The co-working space in Nethybridge charges £20 for a day, whereas the co-working space in Aviemore charges £27.50. Both co-working spaces also offer membership packages providing a number of co-working hours in a month for a set price.

The addition of co-working facilities in Grantown offers an affordable and accessible alternative while also increasing footfall on the High Street and supporting other local businesses. Significant investments have been made to ensure the space is comfortable with modern facilities and present the co-working space as a functional and appealing option for a wide range of users. In order to ensure that there is reliable availability for people, TGS will manage the space and other priorities in such a way that there will always be space for hot deskers needing somewhere.

Future potential

The focus in this next phase is to actively promote the co-working facilities, raising awareness of their availability and benefits, and to develop a system for bookings and space management to ensure that we can offer reliable availability. This at times may mean hot deskers using the small private office, or we will look to install screens to offer privacy and more 'dedicated' work space. Once we are certain we can offer regular on-demand hot desking services, we will look into different membership options to meet the local need. There is also a possible 'Connected Hubs' project starting in Scotland along the lines of the Irish model, and TGS would look to include the facilities in this network, expanding the marketing reach and visibility of our services.

5.3. Pop-up Shop and Retail Space

Current impact and demand

The initial idea of having pop-up shops in the hub was strongly supported by the community during the consultation process. Many members of the community expressed a desire for new retailers and products to be available in Grantown and that a pop-up shop would be a great option for variety and convenience, as well as giving flexibility and being affordable.

In addition to bringing more products and services to the area, the pop-up shop model was designed to address some of the challenges faced by small businesses in Grantown and the surrounding areas. Several properties remain vacant on the high street in Grantown – high operating costs are a contributing factor to this. By offering affordable and flexible retail opportunities at the hub, it provides businesses with an opportunity to test products, meet customers and generate income without the burden of long-term leases and high operating costs. The model was also seen as a way to complement the existing Grantown Farmers Market by offering an indoor alternative that is available year-round. This helps support small-scale or early-stage producers and offers economic development opportunities.

Since opening the hub, the pop-up shop concept has been well-received by the community. So far, two retailers have had pop-ups, booking the space for multiple days and both have also rebooked. We are charging £50 a day for a pop-up shop, with the exception of community use, which is by donation at the moment.

We have also introduced retail display stands to the hub, where local producers can display and sell their products, which have also been popular with the local community and visitors. We now have a wide range of products on display, including clothing, crockery, jewellery, paintings and more! We are currently charging £10/month for each shelf in the craft area and the producers receive the full amount of sales but this will be changing in due course to include a sales commission model. There are circa 15 different retailers displaying products currently and space for more.

Future potential

By increasing awareness and demand, there is potential for pop-up shops and retail displays to become a reliable source of income, which in return would support TGS to deliver on its other charitable objectives. The ability to charge a full-day rental fee with minimal oversight makes this a highly valuable service. However, as pop-up shops require more space and there is little else that can be done while a pop-up shop is in the hub, careful planning will be needed to ensure we have the right balance of commercial and community offerings. The 'rent-a-shelf' model doesn't have the same impact on other uses of the space, and also has the potential to increase income by taking a small commission on any sales.

This type of retail model is becoming more widely used by retailers and there are many examples of successful and popular community pop-up markets and events, including the Farmers Market in Grantown which takes place on the first Sunday of the month (excluding January, February and March). Other rural communities with a similar offering include:

- The Moray Markets – Community markets held throughout the year in various locations in Inverness such as the Eastgate Centre, and the Aquadrome (£50-£75 a day for a stall)
- Drumnadrochit – Market on the Green, held the second and last Saturday of the month (£30 for a gazebo spot)

Commission rates vary considerably, from a very small percentage to 50% or more in some cases. A small commission of 10% would be reasonable and should still make the service affordable for local producers.

5.4. Research and Archive

Current impact and demand

History and research have long been at the heart of The Grantown Society, and the opening of the hub has further enhanced our ability to provide historical information about Grantown. Over a period of fifty years, volunteers have amassed a rich collection

of records, photographs, newspapers, documents and primary sources of the life and times of our town before and since it was established in 1765.

We continue to offer research services to local residents and visitors. Having a physical location increases both visibility and accessibility for our research services, and also opens up the potential for people to come in and explore the archive themselves.

Future potential

To improve our archive and research services, we are exploring options for renovating the basement space to create a dedicated archive storage area. This would allow all archive materials to be stored in one location, making it more accessible and easier to organise and preserve.

We are also hoping to introduce family research as a dedicated service in the future, with a proposed rate of £5 per hour. Additionally, heritage tours and historical walks are being considered as a way to engage visitors and the local community, providing an experience that connects people with the area's rich history.

5.5. Digital Inclusion Hub

Current impact and demand

The Grantown Hub was set up to be a digitally inclusive hub, ensuring that everyone in Grantown has access and support to digital services and facilities. Recognising the importance of digital skills for everyday life, employment, and social connections, we are committed to providing accessible support and training for people of all ages and abilities.

As part of our digital offering, we supported a weekly computer club that was run by a local resident on Wednesday evenings. Providing a welcoming space for individuals to improve their digital skills and confidence. The club was well attended, demonstrating a clear demand for ongoing support in this area. Individuals benefited from guidance on using devices, accessing online services, and staying safe and vigilant online.

More recently, another community member has been volunteering their time at the hub, one morning a week, to run a digital helpdesk, which has received positive feedback so far.

Future potential

We are continuing to develop this new strand to further support digital inclusion and wellbeing in our community. This includes leading on a pilot digital inclusion project – Badenoch and Strathspey Community Digital Inclusion Scheme. We have already been liaising with potential partner organisations to help deliver this project, including Red Chair Highland and AbilityNet. The hope is to provide additional digital support services and digital employability schemes across the Badenoch and Strathspey area.

A potential opportunity we are exploring is the creation of a digital placement role to lead on the digital inclusion project. This role would be responsible for organising

and/or delivering digital training and developing new digital initiatives at the hub. We also hope to work in partnership with Highland Council and the YMCA to develop digital skills in young people as part of a wider employability programme.

We have a wide range of digital tools and equipment installed in the Hub and we are exploring opportunities for the community to make better use of these. This varies from simple printing services to use of the Smart TV.

5.6. Community and Visitor Information

Current impact and demand

A key function of the hub is to serve as a community and visitor information centre, offering a welcoming space where both residents and visitors can find out what's happening in the local area. The need for such a service was strongly supported in the initial community survey, with 173 respondents expressing interest.

In an increasingly digital world, those without reliable internet access or social media can often feel disconnected from local events and services⁶. The Covid-19 pandemic further highlighted this digital divide, demonstrating the importance of physical spaces where people can access up-to-date information in person. The hub was designed to address this need, ensuring that everyone—regardless of digital access—can stay informed about community activities, events, and local services.

During early consultations, some concerns were raised about potential competition with Grantown Museum, which also provides visitor information. However, as the museum operates on a seasonal basis and closes during quieter months, a gap in service was identified, particularly during the festive period and in the lead-up to Hogmanay when there can be many visitors to the area. The information service aims to complement rather than compete with the museum or any other existing facilities in the area, focusing on community information while signposting visitors to the museum's tourist services when it is open.

Since its launch, the right-hand side of the hub has been dedicated to research and community information, providing an accessible space for locals and visitors alike. The service has been extremely well received, with positive feedback from users who appreciate having a physical information centre to drop into rather than relying solely on online sources.

Another key feature of the hub is its large display window, which allows people to access information about local events and services at any time, even outside opening hours. We regularly change the display in the window, often having a dedicated theme that ties in with local events or holidays.

Future potential

⁶ <https://www.goodthingsfoundation.org/what-we-do/news/1-9-million-are-isolated-by-covid-19-and-are-not-online-we-need-to-include-them-now/>

With the hub having such a prominent and visible location, there are plenty of possibilities to increase awareness and financial sustainability of The Grantown Society.

A new service being developed is paid advertising displays, where local businesses and organisations can rent display space in our front window to promote their services and events. The local shinty club has already expressed interest in taking a slot, demonstrating early demand with little promotion.

To enhance our advertising display options further, we are exploring the idea of installing a digital advertising monitor. This would allow us to display multiple adverts on a rotating and constant basis. The proposed trial rate for this is £50 per advert per month with an estimate of 4 adverts per month.

5.7. Events and Festivals

Current impact and demand

We host a diverse range of events and festivals throughout the year, catering to both the local community and visitors. These include a winter programme of open meetings, as well as festivals, displays, concerts, consultations, talks, walks and tours.

Among our yearly events calendar are the popular Fiddle Festival and Strath Festival, which have been running for X years. We recently ran a special exhibition showcasing the international nature of the local community and our global connections, to coincide with eg Holodomor Day.

Future potential

We hope to continue to deliver the Fiddle Festival and Strath Festival, and hope to build an annual calendar of themed events and exhibitions that link to wider xxxxx, along the lines of the International Week we held in 2024. We have also started preliminary discussions with others on the High Street about co-hosting activities, for instance being a venue for the annual Halloween spooky book festival in conjunction with the local book store.

5.8. ATM

Up until 2020, Grantown had three banks providing essential financial services to the local community, including cash withdrawals. Following the closure of all three, access to financial services and cash became limited.

At the time of the initial community consultation, there was only one ATM at the Co-Op and cash withdrawal service at the part-time Post Office. During the consultation period, planning permission was submitted for a second ATM at the Premier shop, but concerns remained about the availability of cash, as the Co-Op's machine frequently ran out, leaving no 24-hour access to cash in the town. The community survey confirmed strong support for an additional ATM to improve financial accessibility.

While cash use has declined across the UK, ATMs remain essential for many, particularly older adults and those less digitally engaged. A study by Age UK found that outdoor ATMs are the preferred cash withdrawal method for over half of older people, and Grantown has a higher-than-average population of residents over 60. Additionally, ATMs provide more than just cash withdrawals—they allow users to check balances, update PINs, and manage funds. Ensuring continued access to these services supports financial independence, particularly in rural areas where banking options are limited⁷.

Current impact and demand

Following discussions with an ATM provider, we successfully installed an ATM to enhance financial access in the town. Although two more ATMs have been introduced since our community consultation, TGS's ATM continues to be well used and provides a valuable service.

The ATM generates approximately £200 per month for TGS, with an annual electricity cost of £500 to operate. This contributes to the financial sustainability of the organisation while delivering a vital service to the community.

Future potential

With additional ATMs now available in the area, we will continue to monitor usage levels to assess the long-term viability of the machine. Key considerations include:

- **Ongoing community need** – Evaluating whether the ATM remains a crucial service, particularly for older residents and those without online banking.
- **Financial viability** – Ensuring that the ATM is still a viable model and the income generated outweighs the operating costs. Without a full year of operation, it is difficult to assess the costs, but the income has been set at a fixed £200/month.

5.9. Membership

TGS runs a membership scheme for people who wish to support the Society. Membership is currently set at £10 for life membership, and we currently have around 150 members.

We are in the process of launching a 'Club membership' at £25 per year, which will give Club Members discounts on a range of services at the Hub (such as advertising space on our screen).

We hope this will be attractive to businesses as well as individuals.

⁷ Age UK Behind the Headlines: Short-Changed: How the decline of cash is affecting older people. https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/money-matters/behind_the_headlines_shortchanged.pdf

6. Social and Economic Impact

Activities	Beneficiaries	Problem solution or purpose	Short-medium term outcomes	Long-term outcomes
Small meeting room space	Community groups and businesses Small businesses Public sector agencies	Providing additional small meeting room space, which is needed in the area	Community groups and organisations can arrange meetings at times that suit their needs. Community groups and organisations can access high speed broadband and modern digital facilities	More businesses can operate and meet in Grantown. Public sector community engagement improved through easier access
Desk rental in shared workspace	Local community Visitors Local businesses	Providing modern digital facilities with high-speed broadband for those that want to work remotely Support social inclusion for home and lone workers Office facilities for visitors to the area, enabling them to extend their stay	Remote workers feel less socially isolated and build new connections More visitors choose to stay in Grantown and stay for longer as they are able to work during their trip People have access to high-speed broadband and digital facilities.	More people choose to set up businesses and live in Grantown Business opportunities and partnerships are created People feel part of a community
Pop-up retail space	Local businesses and social enterprises Local community Sole traders	Providing an affordable, temporary lease option for small businesses who might not be suited or ready for a traditional retail lease Showcase the craft and heritage offering of the area.	Local businesses can access affordable retail space without a long-term lease Gives greater visibility to products The local community can easily access products and services from local and new businesses	More businesses are started and operate in Grantown Grantown High Street is regenerated and there is a positive economic impact for all local businesses

Research and archive centre	Local community Visitors	Providing family and business history to both the local community and visitors who may not be able to source the information otherwise	More people will learn about their family history and connection to Grantown. People and businesses will make connections with and visit local sites. Economic impact from genealogy tourism	Increased promotion and awareness of Grantown's rich history and heritage. Increased income
Digital services and training	Local community	Providing high-quality IT facilities for community use Potential to train people to enable them to use digital services Employability potential Digital inclusion	More people will have access to superfast broadband More people with digital skills	Greater digital inclusion Better skilled workforce
Community information and visitor information centre	Local community Visitors	A space that the local community can drop in to find out what is happening in the area Display space for local groups to advertise their events and services Providing tourist information when the museum and information centre is shut	Provide all year-round tourist and community information Increased business and footfall for local businesses Members of the local community that are not online can stay up to date with what is on in the area and feel connected with the community	Create a welcoming and easy to access space so all individuals are aware of community events and feel part of the community
Events and festivals	Local community Local businesses Visitors	A space that is for community use that can host events run either by TGS or others in the community	Bring people together in the community around themes of interest	Greater appreciation of the heritage and culture of the Spey area amongst local people and visitors Greater community cohesion

			Attract more visitors to the area, and to stay for longer, increasing economic impact	Increased sustainability of TGS and local businesses
ATM	Local community Visitors Local businesses	Ensures the local community and visitors have access to cash and supports members of the community to remain financially independent Helps local businesses	The community and visitors have 24-hour access to cash	Individuals in the community can remain financially independent and access essential financial services

Risk Analysis

Risk	Level of Risk	Level of Impact	Risk Mitigation	Risk owner
Challenges with securing enough funding	Medium	High	Identify possible funds and develop a funding strategy. Build good relationships with the strongest, potential funders from an early stage.	The Board
Loss of key personnel	Medium	High	Put processes and procedures in place to manage and support staff members to encourage them to stay. Succession planning in place.	The Board
Reliance on volunteers	Low	Medium	Regularly recruit for new volunteers. Nominate an individual to be a volunteer co-ordinator to organise and manage volunteers. Focus on income generation potential to enable part-time post recruitment at an early stage.	The Board
Do not attract enough customers with an impact on revenue	Medium	High	Use a mixed-method approach for marketing to reach different potential consumers. If a particular service is not generating enough income, then the building and services could be adapted to not continue with that service.	The Board

Do not attract sufficient number of businesses for pop-up shop	Low	Low	Implement marketing and communications strategy to ensure sufficient promotion of the pop-up shop. If it continues to be unsuccessful, adapt the space to be more desk, meeting room and research space.	The Board
Unexpected building works and associated costs	Low	Medium	Thorough survey conducted prior to purchase. Building management and expertise on the board. Complete regular maintenance checks.	The Board
New competitors	Low	Medium	Have regular and engaging marketing content to continue to attract customers. Introduce schemes or perks to encourage customers to continue to use services.	The Board
Uncertainty of future energy costs and wider economic context such as inflation, cost of living	Low	Medium	Hold regular strategic planning and horizon scanning discussions during board meetings to identify potential threats and challenges early on. Budget for potential cost increases early on to mitigate impact.	The Board

7. Funding and Finance

7.1 Financial Summary

Please see notes on cashflow attached with this business plan.

7.2 Cashflow Projections

Attached separately in draft