Tarbolton Community Development Trust

Business Plan
Tarbolton Community Hub

August 2026

tarbolton.org/hub

Foreword

This Business Plan sets out our ambition to create a new community hub for Tarbolton: a welcoming, flexible and sustainable space that can serve the village for many years to come.

The plans have been shaped by extensive community engagement and reflect what local people have consistently told us they want: better community facilities, more opportunities to come together, and a space that can support activities, services and organisations across the village.

For the Trust, the hub is about much more than a new building. It is an opportunity to strengthen community life in Tarbolton, provide a permanent base for local activity, support volunteers and community groups, and create new opportunities for people of all ages.

There is still a significant journey ahead, but this Business Plan provides a clear foundation for the next stage of the project and demonstrates how our ambitions can be delivered in a realistic and sustainable way.

We would like to thank Community Enterprise Scotland for their invaluable support, advice and expertise in helping us prepare this Business Plan. We would also like to thank everyone in Tarbolton who has shared their views, taken part in consultations and supported the Trust's work so far.

We look forward to continuing to work with our community and partners to turn this vision into reality.

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1.
Introduction and Background

1.1 Background and Original Drivers

This Business Plan has been prepared to support the proposed Community Asset Transfer (CAT) of land in Tarbolton and to provide a clear and credible roadmap for the development of a new community hub that will serve the village for many years to come. The plan sets out the vision, need, proposed activities, financial sustainability and wider community benefits associated with the project, while also demonstrating how the asset can be developed and managed successfully over the long term. The business plan will form a key part of the Community Asset Transfer process and will provide funders, partners and stakeholders with confidence that the project is both achievable and sustainable.

The proposal centers on the development of a new purpose-built community hub on land formerly occupied by a community facility that was demolished by the local authority when the new community campus was built. Since the loss of this important community asset, Tarbolton has experienced a significant reduction in accessible, affordable indoor community space. While some facilities remain available within the village, residents and community groups report that suitable venues are limited and existing provision can be expensive to access. As a result, there is a clear opportunity to create a flexible, welcoming and financially sustainable facility that can support a wide range of social, recreational, educational and community activities.

Alongside the physical development of the building, the plan recognises the important role that the Trust already plays within the community and seeks to build upon existing strengths. The organisation has an established programme of community events and activities and has demonstrated its ability to engage residents and deliver successful initiatives. The proposed hub will provide a permanent base from which these activities can expand, enabling the Trust to increase its impact, generate additional income and provide a wider range of opportunities for local people. The business plan therefore focuses not only on the building itself but also on the wider organisational aims, ambitions and community role of the Trust.

The development of the hub will inevitably take time, and the Trust is keen to ensure that the site begins delivering community benefits long before construction is completed. The site has already been cleared, is highly visible and accessible, and has experienced few issues around antisocial behaviour or vandalism. As a result, there is significant potential for a range of interim or “meantime use” activities. These may include community growing projects, temporary youth provision, pop-up community cafés and the deployment of existing shipping containers to provide flexible activity space while fundraising and development work continues. Such interim uses will help maintain momentum, demonstrate community benefit, encourage local participation and strengthen future funding applications.

The Trust recognises that successful delivery will require significant partnership working, fundraising and community engagement. The organisation has already begun engaging with specialist support bodies involved in community ownership and asset transfer and is continuing to gather evidence from community consultation exercises to ensure that the project responds directly to local needs and priorities. A detailed three-year financial projection accompanies this plan and demonstrates how the facility can operate sustainably while delivering substantial social, economic and community benefits.

1.2 Organisation

The Community Council and the Trust work closely together.

Tarbolton Community Development Trust (formerly operating through Tarbolton Community Council and now established as a SCIO charity) exists to improve the quality of life for people living in Tarbolton and the surrounding villages. Its overall aim is simple: to make Tarbolton and the surrounding area a better place to live, work and play. The organisation works across a wide range of issues including community development, local participation, wellbeing, learning, heritage, environmental improvement and regeneration. The proposed community hub is therefore one important project within a much wider programme of community activity and long-term development.

The Trust supports and delivers a range of established activities and projects. These include organising major community events such as the annual Gala Day and Christmas Light Switch On, delivering a free tutoring programme for local young people, supporting environmental improvements through community planters, coordinating local fundraising activities and helping implement priorities identified through the Tarbolton Community-Led Action Plan. The organisation also works beyond Tarbolton through the Three Villages Forum, collaborating with neighbouring communities in Annbank and Mossblown to strengthen community voice and develop joint initiatives.

A key strand of the Trust's work involves community engagement and local leadership. Through extensive consultation, community planning and partnership working, the organisation seeks to identify local priorities and develop community-led solutions. It works closely with South Ayrshire Council, community organisations, funders, public agencies and local residents to improve services, attract investment and strengthen community resilience.

The Trust has also developed a growing role in heritage, learning and intergenerational activity. Projects such as the Trip Down Memory Lane initiative, undertaken in partnership with the University of the West of Scotland, preserve local history while creating opportunities for younger and older residents to work together. The Oor Villages community newsletter similarly helps connect residents across Tarbolton, Annbank and Mossblown while building volunteering and skills development opportunities.

The proposed Community Hub should therefore be seen as a key enabling project rather than the sole purpose of the organisation. The new facility would provide a permanent base from which the Trust could expand its existing work, support more community groups, host additional activities and services, strengthen volunteering, tackle social isolation, improve health and wellbeing, and deliver many of the priorities identified through local consultation. The hub would become an important community asset, but it would sit within a much broader vision of community-led regeneration, participation and development across Tarbolton and the surrounding villages

1.3
About the Asset



Fig 1: The Current Site



Fig 2: The Site in 2009 with the previous structure

The site itself offers a prominent and attractive location within the village and presents an opportunity to create a high-quality community asset that reflects local aspirations. The availability of open land provides flexibility for future development while supporting a phased approach that can combine immediate community use with longer-term capital investment.

1.4
The Nature and History of the Community

Tarbolton is a historic Ayrshire village with a distinctive rural character, strong agricultural roots and a rich cultural heritage that stretches back many centuries. Located in the heart of South Ayrshire, approximately six miles east of Ayr, the village has long served as a local centre for the surrounding farming communities. Today it remains a substantial rural settlement with a population of around 1,855 people and continues to act as an important service and social centre within the wider countryside.

The village's origins are ancient. Records show that a church existed in Tarbolton by 1335 and was already considered old at that time, indicating that settlement in the area significantly predates written records. Education has similarly deep roots in the community, with references to schooling in the parish dating from the seventeenth century. Tarbolton's historic importance was recognised in 1671 when it was granted Burgh of Barony status, helping establish its role as a local centre for trade and civic activity. Remarkably,

The village is perhaps best known through its connection with Scotland's national poet, Robert Burns. Burns lived and worked in the surrounding area and was initiated into Lodge St James in Tarbolton in 1781. The village is home to the famous Bachelors' Club, an eighteenth-century building where Burns participated in debating societies and social gatherings. This association continues to attract visitors, contributes to the village's cultural identity and provides an important link to Scotland's literary heritage. The Burns connection remains one of Tarbolton's most significant heritage assets and a source of considerable local pride.

During the nineteenth century, Tarbolton developed as both an agricultural settlement and a mining community. Farming remains central to the landscape and identity of the area today, with the village surrounded by productive farmland and open countryside. While mining has long since disappeared, its influence can still be seen in the wider social history of the community. Over time, improved transport links and changing employment patterns have transformed Tarbolton into a village where many residents commute to Ayr, Kilmarnock and other nearby towns for employment while continuing to value the quality of life offered by a rural setting.

The population has grown over recent years, household numbers have increased and new housing development has expanded the settlement.

1.5 How this Business Plan was developed

This Business Plan has been developed through a combination of community engagement, evidence gathering, partnership working and professional support. The process has built upon several years of community conversations led by Tarbolton Community Council and, more recently, Tarbolton Community Development Trust. During this period, residents, community groups, local organisations and stakeholders have consistently highlighted the need for improved community facilities, more opportunities for social interaction, better space for activities and a stronger community infrastructure within the village.

A key foundation for the Business Plan has been the extensive research and consultation undertaken through the How Good Is Our Place? survey and the resulting Tarbolton Community-Led Action Plan. This work involved significant engagement with residents and young people and identified a clear need for a new community hub to replace the facilities that have been lost over time. The findings from this research have been used throughout the development of the Business Plan to ensure that the proposed hub responds directly to locally identified priorities and opportunities.

The Trust has also worked closely with South Ayrshire Council and a range of other agencies and partners to explore the feasibility of the project and understand the Community Asset Transfer process. Discussions have taken place with Council officers, community planning staff, place planning specialists, development organisations and third-sector support bodies to ensure that the proposal aligns with local priorities and can be delivered in a sustainable way. Partnerships developed through the Three Villages Forum, Voluntary Action South Ayrshire, the Improvement Service and the University of the West of Scotland have also helped inform the project's development and future direction.

Alongside local consultation and partnership discussions, the Business Plan has drawn upon demographic analysis, community needs assessment, policy review, market appraisal, examples of successful community hubs elsewhere in Scotland (the group were inspired by Ochiltree hub) and the Trust's own experience of delivering community events, volunteering activities and local projects. This evidence has been combined with professional business planning support to develop a realistic and deliverable vision for the future of the site.

2.
The Needs in Our Community

2.1 The Community Action Plan and Local Research

The Tarbolton Community-led Action Plan provides a comprehensive evidence base for understanding the needs, concerns and aspirations of the Tarbolton community. The findings are based on extensive engagement, including the original South Ayrshire Council "Priorities for Action" consultation involving 123 responses, followed by the 2024 "How Good Is Our Place?" survey which generated 217 responses from residents and young people. The consultation process therefore represents one of the most substantial pieces of community engagement undertaken in the village and provides a robust basis for planning future investment and development.

The Overarching Community Need

A consistent theme running throughout the consultation is that residents feel Tarbolton has experienced a long-term loss of community infrastructure, services and investment. Many respondents expressed concern that the village has become overlooked and that previous consultations have not always resulted in visible change. There is a strong desire for local people to regain control over their future, improve quality of life and create facilities that help bring residents together. Concerns about lack of investment, declining services, limited facilities and an absence of suitable community spaces appear repeatedly throughout the evidence.

The consultation suggests that residents are not seeking major transformation but rather practical improvements that make Tarbolton a better place to live, work and socialise. Priorities focus on improving accessibility, strengthening community facilities, increasing opportunities for social interaction, supporting local economic activity and enhancing the physical environment.

See 'Play and Recreation' and 'Facilities and Services' sections within the Action Plan.

Priority 1: Community Facilities and a Community Hub

Perhaps the strongest and most consistent message from the consultation is the need for improved community facilities and accessible community space. Respondents repeatedly identified the loss of the former community centre as a major issue and highlighted the lack of suitable places for residents to meet, organise activities and host events. The current Community Campus was frequently criticised as being difficult to access and not designed to meet wider community needs. Residents specifically stated that a new community hub building is needed to replace the former community centre.

This issue cuts across several sections of the survey. Community facilities scored relatively poorly, with respondents highlighting limited venues for social interaction, community events, youth activities and cultural opportunities. The Action Plan includes a specific objective to investigate development of a structure on the former community centre site and to explore ownership and funding opportunities to create a new facility.

The evidence suggests that the proposed community hub would address several identified needs simultaneously, including:

- Lack of community gathering space
- Need for social activities and events.
- Improved facilities for young people
- Better access to services and support.
- Space for community groups and organisations
- Opportunities for recreation, learning and wellbeing activities.
- Increased social cohestion and community pride.

Priority 2: Social Isolation and Community Connections

The consultation demonstrates that residents value community spirit and feel it has improved in recent years through events such as gala days and Christmas celebrations. However, many respondents still feel there are insufficient opportunities for people to come together regularly. The lack of accessible indoor meeting spaces was identified as a significant barrier to community interaction.

Reisdents want more opportunities for:

- Community events.
- Cultural activities
- Social gatherings
- Activities for older people.
- Youth engagement
- Informal community interaction

The evidence suggests that improving opportunities for social interaction would strengthen community resilience, reduce isolation and create a stronger sense of belonging across the village.

See 'Public Transport' and 'Traffic and Parking' sections within the Action Plan.

Priority 3: Transport, Accessibility and Safety

Transport emerged as one of the strongest areas of concern. Public transport received one of the lowest scores, and respondents highlighted unreliable bus services, frequent cancellations, high fares and difficulties accessing employment and services outside the village. Residents particularly emphasised the importance of reliable transport for commuters and young people.

Alongside public transport concerns, residents identified wider accessibility challenges including:

- Poor active travel infrastructure.
- Inadequate cycling facilities.
- Insufficient pedestrian crossings.
- Accessibility barriers for people with mobility issues.
- Poor lighting in some locations.
- Flooding on paths.
- Concerns regarding speeding traffic.

The evidence suggests a strong demand for safer, more accessible and more connected transport infrastructure throughout the village.

Priority 4: Local Economy and Services

The local economy received the lowest overall rating in the consultation. Residents expressed dissatisfaction with limited employment opportunities, loss of local services and insufficient support for businesses. Many people travel to Ayr, Kilmarnock and elsewhere for work, shopping and services due to limited local provision.

Key concerns included:

- Limited local employment opportunities.
- Decline in village services and reduced economic activity.
- Lack of facilities encouraging people to stay within the village.

There is strong evidence that residents want greater local economic activity and facilities to help retain spending and activity within the village.

Priority 5: Young People and Recreation

The consultation identified a need for greater recreational opportunities for both young people and adults. Residents highlighted concerns about the quality of play facilities, the need for additional recreational infrastructure and the importance of providing constructive activities for young people.

Specific priorities include

- Improved paly parks.
- Outdoor fitness facilities.
- Additional youth activities.
- Better use of existing facilities.
- More cultural and recreational events.

The evidence suggests that improving opportunities for social interaction would strengthen community resilience, reduce isolation and create a stronger sense of belonging across the village.

Priority 6: Environmental Quality and Village Appearance

Residents value Tarbolton's rural setting and natural environment but highlighted concerns regarding maintenance and appearance. Dog fouling, litter, untidy spaces and poorly maintained areas were all identified as issues requiring attention. There was also support for more greenery, tree planting and environmental improvement projects.

The consultation demonstrates a desire to create a more attractive and welcoming village through:

- Improved maintenance.
- Community clean-ups.
- More trees and planting.
- Better management of natural spaces.
- Enhanced public realm.

Priority 7: Community Confidence and Influence

A final theme emerging from the consultation is a perception that Tarbolton has been overlooked by decision-makers. Respondents expressed frustration that consultations have taken place previously without visible outcomes. There is therefore a strong desire for transparent communication, local leadership and opportunities for residents to influence decisions affecting the village.

Overall Conclusion

The evidence gathered through the Community-Led Action Plan points toward a clear set of interconnected priorities. The highest strategic priority is the development of a new community hub or community facility which can address a wide range of identified needs, including social interaction, recreation, youth provision, community activities, local services and economic opportunities. Alongside this, residents want improvements to transport, road safety, public spaces, environmental quality and local facilities. Underpinning all of these priorities is a strong desire for greater community empowerment, investment and action that demonstrates visible progress for the village.

2.2 Demographics and Socio-economic Profile of Tarbolton

The most reliable and up-to-date demographic information available for Tarbolton comes from Scotland's 2022 Census (published by National Records of Scotland and collated through Understanding Scottish Places and City Population). [1]

Population

Tarbolton had a population of 1,855 residents in 2022, representing growth from:

- 1,710 residents in 2001
- 1,732 residents in 2011
- 1,855 residents in 2022

This represents population growth of approximately 7% between 2011 and 2022, which is higher than many comparable small Scottish settlements.

Households

There were 827 households in Tarbolton in 2022, with household numbers increasing by approximately 11% since 2011.

Age Profile

The population has a relatively balanced age structure:

Age Group	Number	Percentage
0–17 years	434	23.4%
18–64 years	1,100	59.3%
65+ years	322	17.3%

This indicates that Tarbolton has a substantial population of children and working-age adults, alongside a significant older population.

Ethnicity

Tarbolton remains a predominantly White Scottish community:

Ethnic Group	Number
White	1,816
Asian	26
African/Caribbean	322
Mixed Ethicity	1
Other Ethnic Groups	9

Overall, approximately 97.9% of residents identified as White

Deprivation and SIMD

The Scottish Index of Multiple Deprivation (SIMD) measures relative deprivation across seven domains:

- Income
- Employment
- Health
- Education
- Housing
- Crime
- Access to Service

1 https://www.citypopulation.de/en/uk/scotland/south_ayrshire/S52000605__tarbolton/

SIMD ranks are published at data zone level rather than village level. The available public SIMD data does not provide a single SIMD ranking for Tarbolton as a whole because the village is divided into multiple data zones. However, several broader sources provide useful context.

According to Understanding Scottish Places, Tarbolton is classed as a "dependent to interdependent town", meaning that residents rely significantly on neighbouring towns and larger centres for employment, shopping and services. The settlement displays characteristics often associated with smaller rural service centres.

The same source highlights that compared with Scotland as a whole, communities of this type typically experience:

- Higher levels of unemployment.
- Lower educational attainment.
- Poorer health outcomes.
- Greater dependence on social rented housing.
- Higher levels of lone parent and single person households.
- Reduced access to services.
- Longer travel distances to employment and education opportunities

However, Tarbolton also demonstrated some positive indicators:

- Population growth has been above comparable settlements.
- Household growth has outpaces many similar towns.
- Very bacd health levels are reportedly lower than thise found in many comparator communities

Economic Characteristics

The evidence from the community action plan and Understanding Scottish Places suggests:

- Tarbolton functions primarily as a residential and service settlement.
- Many residents commute to Ayr, Kilmarnock and surrounding areas for employments.
- Local employment opportunities are relatively limited.
- The village has fewer shops and services than larger settlements.
- Residents travel significant distances for work, shopping and some services.

2.3 Local Consultation

As part of engagement undertaken by Tarbolton Community Development Trust in July 2026, residents submitted 81 individual suggestions, which were grouped into 51 different activity ideas. The clear message from the consultation is that the community wants a facility that combines social space, recreation, learning opportunities, community events and activities for all ages. The most frequently requested feature was a café, highlighting the desire for an informal, welcoming place where people can meet and spend time together.

Cafe and Social Space (Most Popular Theme)

The strongest theme was the desire for somewhere to meet, socialise and spend time informally.

Most requested activities

- Cafe
- Coffee mornings
- Comfy couches
- Hangout space
- Over-60s teas
- Over-60s club
- Community gathering space
- Bar area for functions

This supports findings from the Community Action Plan which identifies a lack of accessible social space and opportunities to reduce isolation.

Games, Leisure and Indoor Recreation

A significant number of responses focused on casual recreation and entertainment for both young people and adults.

- Pool table
- Darts/dartboard
- Games roo
- Arcade games
- Games day
- Skittles
- Bowling

Residents appear keen to see a space that can provide informal entertainment, particularly for teenagers, families and community groups.

Sport, Fitness and Health

Many suggestions reflected the need for local opportunities to be active and improve wellbeing:

- Mini/crazy golf
- Yoga classes
- Sports hall and Sports room
- Indoor/Carpet Bowls
- Outdoor gym equipment

This aligns strongly with the Trust's ambition to introduce more sport and physical activitity within the village

Learning, Skills and Education

Residents also expressed interest in opportunities to learn new skills and pursue personal interests.

- Evening classes
- Technology suite
- Bakery lessons
- Music lessons

These activities suggest demand for lifelong learning opportunities and informal education within the community.

Community Events, Entertainment and Culture

Many suggestions focused on bringing people together through events and shared experiences.

- Bingo nights
- Movie nights
- Christmas pantomime led by residents
- Local history display

This reflects the strong community spirit already present within Tarbolton and the popularity of community-led events.

Young People and Families

Residents identified a range of activities aimed at children, young people and families.

- Youth club
- Kids holiday club
- Games room
- Hangout space

These suggestions reinforce wider consultation findings regarding the need for more activities and opportunities for young people within the village.

Community Enterprise, DIY and Making

A smaller but notable theme related to practical activities and community enterprise.

- DIY shop
- Men's Shed
- Repair Shed

These ideas suggest interest in practical skills, repair activities and community-led enterprise initiatives.

Environment and Outdoor Space

Several residents highlighted the importance of outdoor and environmental activities.

- Community garden
- Outdoor gym equipment
- Crazy golf

These ideas indicate a desire to maximise use of the wider site and incorporate outdoor activity alongside the building itself.

2.4
Policy Fit

National Policy

National Policy / Strategy	Summary of the Policy	Relevance to the Proposed Tarbolton Community Hub
Community Empowerment (Scotland) Act 2015	The Act gives communities greater influence over decisions affecting their area and creates opportunities for communities to own, manage and develop local assets. It aims to strengthen community participation, improve local outcomes and support community-led development.	The proposed community hub is being developed through a Community Asset Transfer process, directly reflecting the principles of the Act. Ownership and management of the site by the community would give local people greater control over an important local asset, enabling residents to shape services, activities and investment according to local needs. The project demonstrates community-led regeneration and long-term stewardship of community infrastructure.
Community Wealth Building (Scotland)	Community Wealth Building seeks to retain wealth within local communities through local ownership, fair employment, local procurement, community assets and socially beneficial use of resources. The Scottish Government has adopted Community Wealth Building as a key approach to local economic development.	The hub would create opportunities for local spending, local employment and local enterprise. The café could provide jobs or opportunities for a local operator, while room hire, events and activities would generate income that remains within the community. By creating a community-owned asset and supporting local suppliers, instructors and service providers, the project helps retain economic value within Tarbolton rather than losing spending to larger centres.
National Strategy for Economic Transformation (NSET)	NSET sets out Scotland's ambition to create a wellbeing economy that delivers sustainable growth, creates good jobs, supports entrepreneurship and strengthens local economies. The strategy places particular emphasis on community-led development and improving economic participation.	The community hub would create infrastructure that supports economic and social activity within Tarbolton. Facilities for training, meetings, business use, community enterprise and events would strengthen local economic resilience. The development would support entrepreneurship, provide spaces for learning and skills development, and help create conditions for future local economic growth.
Just Transition to Net Zero	Scotland's Just Transition approach seeks to ensure that the move towards a low-carbon economy is fair and benefits communities. It emphasises reducing inequalities, improving wellbeing, creating resilient communities and ensuring people are not left behind during economic and environmental change.	A modern, energy-efficient community hub would provide sustainable infrastructure that supports social wellbeing and resilience. By creating local opportunities for recreation, community activity and services, the project reduces the need for residents to travel elsewhere for facilities. The hub could also support future environmental initiatives, community growing projects and sustainability activities, contributing to a fairer and greener local economy.
Place Principle and Place Making Agenda	The Scottish Government's Place Principle encourages all sectors to work together to create sustainable, inclusive and attractive places. Place-based investment focuses on improving quality of life by enhancing physical, social and economic environments.	The proposed hub represents a significant place-based investment that would restore an important community facility lost when the former community centre was demolished. The development would create a focal point for village life, improve access to services and activities, and strengthen the social infrastructure of Tarbolton. It would enhance the attractiveness, functionality and vitality of the village centre.
A Connected Scotland: Scotland's Strategy for Tackling Social Isolation and Loneliness	This national strategy recognises the impact of social isolation and loneliness on wellbeing and aims to create opportunities for people to connect, participate and build meaningful relationships within their communities.	One of the clearest needs identified locally is the lack of accessible community space where people can meet, socialise and participate in activities. The hub would provide a welcoming café, meeting rooms, fitness activities, sports, training, social groups and community events. These activities would help reduce isolation amongst older people, families, young people and other groups while strengthening community cohesion and wellbeing.

South Ayrshire Policy Fit

South Ayrshire Policy / Strategy	Summary of the Policy	How the Tarbolton Community Hub Contributes
South Ayrshire Council Plan 2023–2028	The Council Plan is built around three strategic priorities: Spaces and Places, Live, Work, Learn, and Civic and Community Pride. It seeks to create thriving communities, support local businesses, increase participation in sport and recreation, encourage tourism, tackle inequalities and improve quality of life.	The proposed hub directly supports all three priorities. It would create a new community facility on a prominent village site, increase opportunities for recreation and learning through sports, fitness activities, training and events, and strengthen civic pride through community ownership. The café, event programme and room hire facilities would also contribute to local economic activity and community wellbeing.
South Ayrshire Community Planning Partnership Local Outcomes Improvement Plan (LOIP) 2024–2029	The LOIP is built around the vision of "Growing, Caring and Living a Better Life" and focuses on two overarching outcomes: improving wellbeing and improving places. Priority themes include community safety, health, sustainability, financial inclusion, local growth and reducing inequalities.	The hub would improve both place and wellbeing. It would provide accessible opportunities for social interaction, physical activity, community learning and volunteering while creating a much-needed community asset. The project would help reduce isolation, provide space for local services and strengthen community resilience, directly contributing to the outcomes sought by the LOIP.
South Ayrshire Place Planning Programme and Community-Led Action Planning	South Ayrshire Council actively supports Community Action Plans and Local Place Plans as a mechanism for communities to identify priorities and shape investment. The Council recognises community facilities, development of land, active communities and improved local services as key themes within place planning.	The proposed hub directly responds to the priorities identified through Tarbolton's own Community-Led Action Plan, particularly the need for a replacement community facility on the former community centre site. The project therefore represents delivery of community-defined priorities through a genuine place-based approach.
South Ayrshire Local Development Plan (LDP)	The Local Development Plan promotes sustainable development, improved community facilities, regeneration, support for town and village centres, protection of community assets and community-led development. The Council has explicitly stated that Local Place Plans and community aspirations should help guide future development.	Development of a new community hub on a vacant former community facility site represents sustainable regeneration and re-investment in village infrastructure. The project would improve access to services, community facilities, recreation and social opportunities while helping strengthen the role of Tarbolton as a rural service centre.
Thriving Communities Approach	South Ayrshire's Thriving Communities service brings together community learning and development, employability, health and wellbeing, community engagement and community safety around locality-based delivery. A core objective is supporting communities to shape their future, improve wellbeing and build community capacity.	The hub would provide a base for exactly the type of community-led activity supported through Thriving Communities. It could host employability support, community learning, health and wellbeing activities, youth provision, volunteering opportunities and community events, creating a focal point for local community development.

South Ayrshire Policy / Strategy	Summary of the Policy	How the Tarbolton Community Hub Contributes
South Ayrshire Sport and Physical Activity Priorities	South Ayrshire seeks to increase participation in sport and physical activity and improve access to recreation opportunities across communities. Sport, health and recreation are identified within Council priorities and locality planning approaches.	The proposed centre would deliver a broad programme of physical activity including badminton, exercise classes, chair aerobics and other community sports. The building design includes flexible space for sport and recreation, improving access to health and wellbeing opportunities within Tarbolton.
Community Learning and Development Strategy	The Council's community learning approach focuses on lifelong learning, community capacity building, skills development, volunteering and increasing participation in community life.	Meeting rooms and training spaces within the hub would create opportunities for local training, community groups, skills development, volunteering programmes and adult learning. The facility would help build community capacity and support community-led initiatives.

3.
What we want to achieve in the Building

3.1 Strategic Context, Vision, and Mission

Our vision

Tarbolton will be a thriving, connected and inclusive rural community, with a vibrant community hub at its heart. The new centre will be a welcoming place where people of all ages can meet, learn, exercise, celebrate and support one another, helping to reduce isolation, strengthen community spirit and improve quality of life for everyone in the village.

Objective

The hub will provide a modern, flexible and financially sustainable facility that brings together social, recreational, cultural and economic activity under one roof. Through its café, meeting and training rooms, sports and activity spaces, and programme of community events, the centre will become the focal point for village life, creating opportunities for people to connect, develop new skills, improve their health and wellbeing, and participate in community activities.

Building on Tarbolton's rich heritage, strong sense of identity and active volunteer culture, the centre will help create a stronger and more resilient community. It will provide a permanent home for local groups and events, support community-led initiatives, encourage volunteering, and create opportunities for local enterprise and partnership working.

The new hub will ensure that residents no longer need to leave the village to access many social, recreational and community opportunities. Instead, it will become a lively and welcoming destination that serves local people throughout the day and evening, hosting everything from coffee mornings and fitness classes to training courses, family celebrations, community meetings and major village events.

Our mission

Our mission is for the Tarbolton Community Hub to become the beating heart of the village: a place that brings people together, supports wellbeing, creates opportunities and helps Tarbolton flourish for generations to come.

Through a vibrant community café, flexible meeting and training rooms, sports and activity spaces, and a year-round programme of events, we will provide affordable facilities that meet the needs of local people of all ages. The hub will be a place where residents can socialise, participate in fitness and wellbeing activities, access training and support, celebrate important life events, and enjoy a wide range of community-led activities.

We will build on Tarbolton's strong community spirit by providing a permanent home for local groups, volunteers and events, creating opportunities for partnerships, enterprise and income generation that support the long-term sustainability of the facility. Through activities ranging from sports sessions, dance and chair aerobics to community lunches, prize bingos, race nights and family celebrations, we will create a lively and inclusive centre that is used throughout the day, evening and weekends.

3.2
What we will do in the building

The vision is to create a vibrant and inclusive hub that becomes a focal point for community life. At the heart of the building will be a large open café space designed to encourage informal social interaction, reduce isolation and provide a welcoming environment for local people and visitors alike. Surrounding this central space will be a range of flexible meeting and activity rooms that can be adapted for community meetings, training sessions, business use, workshops and social gatherings. The design also envisages space suitable for sports and recreational activities, ensuring that the building can accommodate a broad range of users throughout the day, evening and weekends. The facility will also be capable of hosting family events such as funeral teas and celebration gatherings, providing an important service currently lacking within the village.

The new Tarbolton Community Hub will be designed as a flexible, multi-purpose facility that accommodates a wide range of activities, services and events throughout the week. Rather than focusing on a single use, the centre will operate as a community destination where residents can socialise, participate in activities, access services, celebrate important occasions and support local organisations. The hub will address the current shortage of affordable and accessible community space within the village and provide a permanent home for activities that currently struggle to find suitable accommodation.

Community Café

At the heart of the building will be a large open-plan café which will act as the social hub of the facility. Inspired by successful community cafés elsewhere in Scotland, including the model developed in Ochiltree, the café will provide an informal and welcoming environment where residents can meet friends, access information, work remotely or simply enjoy refreshments in a community setting. Depending on the preferred operating model, the café may be operated directly by the Trust or leased to an independent operator. In either case, it will create an active and welcoming atmosphere throughout the day and generate income to support the sustainability of the wider facility.

The café will also support wider community objectives by helping reduce social isolation, particularly amongst older residents and those living alone, while creating opportunities for volunteering, work experience and community participation.

Community Rooms and Meeting Space

The hub will incorporate a number of flexible meeting and activity rooms capable of supporting a wide range of uses. These rooms will be available for hire by local groups, charities, voluntary organisations, businesses and public agencies. They will provide affordable and accessible space for meetings, training courses, workshops, support groups, community learning, committee meetings and outreach services.

The availability of bookable rooms will address a significant gap in provision identified locally, where existing spaces are often unavailable, expensive or unsuitable for many community activities. The flexible layout will enable several groups to use the building simultaneously, maximising community benefit and occupancy levels.

Sports, Fitness and Wellbeing Activities

A larger multi-purpose activity space will allow the centre to host a wide range of sport, recreation and wellbeing activities. Community representatives have expressed a strong desire to increase sporting opportunities within Tarbolton and the new facility will provide a venue capable of accommodating activities such as badminton, exercise classes, dance sessions and chair-based aerobics. The facility will be available for hire by local clubs, instructors and organisations seeking to deliver activities within the village.

Health and wellbeing programmes are expected to form an important part of the centre's offer, helping address community priorities around physical activity, healthy ageing, social interaction and mental wellbeing. This aligns strongly with the wider ambitions for the hub to support healthier and more connected communities.

Community Events and Entertainment

The Trust already has an established events team and a successful track record of organising community activities. The new hub will provide a dedicated venue for an expanded programme of community events throughout the year. Activities are expected to include prize bingo nights, race nights, cabaret evenings, seasonal celebrations, fundraising events and entertainment programmes. The ambition is to host regular ticketed events, potentially on a monthly basis, creating new opportunities for social interaction while generating income to support the operation of the facility.

The availability of a large, flexible event space will enable the Trust to build on the success of existing community activities such as Gala Day, Christmas events and fundraising initiatives by providing an indoor venue that can be used throughout the year.

Community Learning and Training

The hub will create opportunities for education, training and skills development. Meeting rooms and training spaces will be suitable for community learning programmes, employability support, digital skills training, tutoring sessions, workshops and lifelong learning activities. The Trust already has experience supporting educational initiatives and sees the hub as an opportunity to expand this work.

The facility will also support volunteering and community capacity building, providing local people with opportunities to develop skills, confidence and experience while contributing to the success of the centre.

Support Services and Outreach Activity

The flexible accommodation will provide opportunities for public agencies, charities and support organisations to deliver sessions and outreach services locally. This could include advice services, employability support, health and wellbeing programmes, financial inclusion initiatives, family support and community outreach work. By providing local accommodation for partner organisations, the hub will reduce the need for residents to travel elsewhere to access support and services.

Functions, Celebrations and Private Hire

An important role of the hub will be to provide a venue for family and community celebrations. The flexible spaces will be suitable for funeral

teas, birthday celebrations, anniversary gatherings, Mother's Day events, community lunches and other private functions. There is currently limited provision for these types of activities within Tarbolton, creating an opportunity for the hub to meet an important local need while generating additional income.

Base for Community Organisations

The centre will act as a focal point and operational base for community organisations working within Tarbolton and surrounding villages. Community groups will have access to affordable meeting and activity space, allowing them to expand their work and develop new initiatives. This will help strengthen the wider voluntary sector and support the delivery of many of the priorities identified within the Community Action Plan.

A Village Hub for Everyday Community Life

Taken together, these activities will ensure that the centre is used throughout the week by people of all ages and backgrounds. The combination of a community café, sports facilities, meeting rooms, training spaces, events programme and function facilities will create a genuine village hub that supports social interaction, learning, recreation, wellbeing and community development. The building will not simply provide accommodation for activities; it will become a focal point for community life, helping to reduce isolation, strengthen community connections and improve the quality of life for residents across Tarbolton and the surrounding villages.

3.3 Meantime use

The development of a permanent community hub is likely to require a period of fundraising, design development, planning and construction. Rather than leaving the site unused during this period, there is an opportunity to create an active and attractive community space that delivers immediate community benefits, builds momentum behind the project and demonstrates the future potential of the site. The Trust has already indicated support for a phased approach and has access to shipping containers that could be utilised on the site.

Temporary Community Pods and Containers

Existing shipping containers could be relocated onto the site and adapted to create flexible activity spaces. These could be used as temporary meeting rooms, community offices, pop-up cafés, youth facilities, exhibition space or workshop accommodation. The pods would provide a visible community presence on the site and allow local groups to begin using the land long before a permanent building is delivered.

Pop-Up Community Café

A temporary café or refreshment kiosk could be established using a modular unit or container. This would test demand for the future café offer, create a social meeting place within the village and provide opportunities for volunteers and local enterprise. Seasonal outdoor seating could encourage informal social interaction and help establish the site as a community destination.

Community Garden and Growing Space

Part of the site could be developed as a community growing area, incorporating raised beds, planters, fruit trees and small-scale food production. This was specifically identified as a potential meantime use during discussions with the Trust. The growing area could support local volunteers, schools, families and older residents while promoting health, wellbeing, environmental awareness and community participation.

Outdoor Seating and Social Space

Simple landscaping works could transform the site into an attractive community space by introducing seating areas, planting, picnic tables and informal gathering spaces. This would create an accessible venue for residents to meet outdoors while demonstrating early improvements to the site. Such investment would continue to have value when the permanent hub is developed, as many features could be incorporated into the final design.

Youth Activities

The Trust has identified potential demand for temporary youth provision on the site. Portable units could accommodate youth club sessions, informal recreation and supervised activities while plans for the permanent building are progressed. This would address one of the recurring community priorities around activities for young people and provide positive use of the site from an early stage.

Outdoor Events and Community Activities

The site could provide a venue for community gatherings, markets, seasonal celebrations, fundraising events, family fun days and outdoor performances. The Trust already has an experienced events team and delivers successful activities such as Gala Day celebrations, community events and fundraising activities which could be expanded using the site.

Health and Wellbeing Activities

Outdoor fitness classes, chair-based exercise sessions, yoga, walking groups and wellbeing activities could be hosted on the site during suitable weather. This would help establish the future role of the hub as a centre for health and wellbeing while encouraging regular use of the site.

Community Information Point

Temporary structures could also provide a visible base for project engagement, allowing residents to view plans, contribute ideas, volunteer and follow progress towards the permanent hub. This would help maintain community involvement throughout the development process and ensure local people continue to shape the project.

4.
Impact, Outcomes and Monitoring

4.1 Outcomes

Outcomes Framework

The proposed Community Hub has been designed specifically to address the needs identified through the Tarbolton Community-Led Action Plan, including the shortage of community facilities, limited opportunities for social interaction, lack of affordable activity space, reduced opportunities for young people, concerns around isolation, limited support services and the desire for more local activities and events. The outcomes below reflect both the proposed activities within the hub and the community needs evidence gathered locally.

1. Individual and Family Outcomes

Outcome 1.1: Improved Health and Wellbeing

Residents will have greater opportunities to participate in physical activity, social activities and wellbeing programmes through sports sessions, exercise classes, dance, chair aerobics, recreation and health-focused activities. This will help improve physical health, mental wellbeing and confidence across all age groups.

SMART Targets

- Deliver at least 5 regular health, fitness or wellbeing sessions per week within three years.
- Engage at least 250 individual participants annually in health and wellbeing activities by Year 3.
- Achieve 75% of participants reporting improved wellbeing after six months of participation.
- Establish at least three activities specifically targeted at older residents within two years.

Outcome 1.2: Reduced Isolation and Loneliness

The café, events programme, social groups and community activities will create regular opportunities for people to meet and build relationships. Particular benefits are expected for older residents, carers, people living alone and families new to the area.

SMART Targets

- Attract 2000 café and community social visits annually by Year 3.
- Deliver a minimum of 6 community social events annually.
- Achieve 80% of surveyed users reporting that the hub helps them feel more connected to the community.
- Support at least 100 residents annually through regular social and community activities.

Outcome 1.3: Increased Learning and Skills Development

The hub will provide accessible space for tutoring, training, employability activity, volunteering and community learning opportunities.

SMART Targets

- Deliver at least 10 training, learning or skills development sessions annually by Year 3.
- Support at least 50 individuals annually to participate in learning or training activities.
- Recruit and support at least 15 active volunteers each year.
- Deliver at least two youth-focused skills programmes annually.

2. Economic Outcomes

Outcome 2.1: Increased Local Spending and Economic Activity

The café, events programme and room hire activities will encourage residents to spend money locally rather than travelling elsewhere. The centre will also attract visitors from neighbouring villages and further afield.

SMART Targets

- Generate at least £50,000 annual earned income through café, hires and events by Year 5.
- Host a minimum of 100 room bookings annually by Year 3.
- Attract at least 500 visitors from outside Tarbolton annually by Year 5.
- Establish the café as a five-day operation within three years of opening.

Outcome 2.2: Increased Employment and Enterprise Opportunities

The centre will create opportunities for employment, volunteering, local suppliers, fitness instructors, trainers and café operators. It will also provide affordable space for small businesses and enterprise activity.

SMART Targets

- Create or support at least 3 jobs directly or indirectly by Year 5.
- Host at least 10 local businesses, trainers or entrepreneurs each year.
- Provide affordable space for a minimum of 10 community groups and organisations annually.
- Support at least 15 volunteers each year by Year 5.

Outcome 2.3: Improved Sustainability of Community Organisations

The hub will provide affordable accommodation that allows local groups to grow and deliver more activity.

SMART Targets

- Accommodate at least 10 community groups on a regular basis by Year 3.
- Achieve 50% utilisation of bookable rooms and activity spaces by Year 5.
- Increase the number of community activities delivered in the village by 50% within five years.

3. Social and Community Outcomes

Outcome 3.1: Stronger Community Cohesion

The centre will act as the social heart of the village, bringing together people of different ages, backgrounds and interests through shared activities, events and community initiatives.

SMART Targets

- Deliver at least 6 major community events annually.
- Achieve participation from at least 500 different residents each year.
- Maintain annual user satisfaction ratings of at least 85%.
- Increase attendance at community events by 25% within five years.

Outcome 3.2: Improved Opportunities for Young People

The facility will provide space for sports, youth activities, skills development, volunteering and recreation, addressing a need identified within the Action Plan.

SMART Targets

- Deliver at least 25 youth activity sessions annually.
- Engage at least 50 young people each year.
- Establish a dedicated youth forum within two years of opening.
- Involve at least 10 young volunteers annually.

Outcome 3.3: Improved Access to Services

The centre will accommodate support organisations, advice services, health programmes and community outreach activities, making it easier for residents to access support locally.

SMART Targets

- Host at least 3 regular outreach or support services each year.
- Deliver a minimum of 100 service sessions annually.
- Support at least 100 residents annually through outreach activity.
- Develop formal partnerships with at least 10 external organisations.

4. Environmental Outcomes

Outcome 4.1: Improved Appearance and Use of a Vacant Site

The development will transform a vacant site into a productive community asset which contributes positively to the appearance and vitality of the village.

SMART Targets

- Complete site landscaping and public realm improvements as part of the development project.
- Create at least three externally accessible community spaces.
- Achieve positive feedback from at least 80% of users regarding the quality of the facilities and environment.

Outcome 4.2: Increased Community Environmental Activity

The site and facility will create opportunities for community gardening, food growing, environmental volunteering and biodiversity projects.

SMART Targets

- Establish a community growing area within three years.
- Recruit at least 10 environmental volunteers annually.
- Deliver at least three environmental improvement activities each year.
- Plant a minimum of 25 trees, shrubs or perennials within five years.

Outcome 4.3: Reduced Travel and Increased Local Access

The hub will allow residents to access activities, services and events within the village rather than travelling to Ayr, Prestwick or other settlements. This aligns with wider sustainability objectives while improving accessibility.

SMART Targets

- Deliver at least 100 activity sessions annually by Year 5.
- Achieve 80% of users travelling to the facility by walking, cycling or journeys entirely within the local area.
- Provide local access to at least 5 services or activities previously unavailable within Tarbolton.

4.2 Monitoring and Evaluation

For a small volunteer-led organisation, the monitoring system will be proportionate, easy to maintain and useful for decision-making.

Monitoring Approach

The Trust will adopt a simple three-tier approach:

1. Usage Monitoring (Collected Continuously)

This demonstrates demand for the facility and can largely be generated through booking systems and café records.

Record monthly:

Indicator	Method
Number of room bookings	Booking diary
Number of individual events and activities	Activity calendar
Total attendance at activities	Session registers
Number of café users	Weekly estimate or till records
Number of community groups using the building	Booking records
Number of private functions	Booking records
Number of volunteers involved	Volunteer register
Number of partner organisations using the building	Booking records

This information will simply be entered into a spreadsheet once per month.

2. Outcome Monitoring (Collected Annually)

Rather than surveying everyone, undertake one short annual survey.

A simple one-page questionnaire could ask:

Because of the Community Hub: I have made new friends; I feel less isolated; I take part in more activities; My physical health has improved; My mental wellbeing has improvedl; I feel more connected to my community; I have gained confidence; I have learnt new skills; I volunteer more often.

Use a simple scale: Strongly agree; Agree; Neither; Disagree; Strongly disagree

This can be completed online and in paper form over a four-week period.

Target: 100 responses per year.

3. Community Impact Stories (Collected Quarterly)

The Trust will collect:

- 4 volunteer case studies each year.
- 4 participant case studies each year.
- 2 partner organisation testimonials each year.

Individual and Family Outcomes

Outcome	Success Measure
Improved wellbeing	% reporting improved physical or mental wellbeing
Reduced isolation	% reporting increased social contact
Increased participation	Number attending regular activities
Increased confidence and skills	% reporting personal development

Economic Outcomes

Outcome	Success Measure
Increased local economic activity	Annual facility income
Support for local organisations	Number of groups using space
New volunteering opportunities	Number of volunteers
Attraction of external visitors	Event attendance records

Social and Community Outcomes

Outcome	Success Measure
Stronger community cohesion	Event attendance and survey feedback
Increased community participation	Number of community events
Better access to services	Number of outreach sessions
More opportunities for young people	Youth activity participation

Environmental Outcomes

Outcome	Success Measure
Better use of site	Completion of landscaping
Increased environmental activity	Number of gardening or environmental projects
Reduced travel to access services	Survey responses

5.
Governance and Management

5.1 Organisational Structure

Legal Structure,

- Tarbolton Community Council (TCDT) is the statutory community council. Its role is to represent local residents, comment on planning matters, liaise with South Ayrshire Council and other public bodies, and act as the community's representative voice.
- Tarbolton Community Development Trust (TCDT) is a separate charitable organisation (SCIO) whose role is to deliver projects, own assets, raise funding and undertake community development activities. Its current flagship project is the proposed community hub and community asset transfer.

TCDT was originally established in May 2025 as Tarbolton Community Council SCIO. However, following advice from OSCR, the charity changed its name because the original name could imply that the charity and the Community Council were the same organisation. The charity was therefore renamed Tarbolton Community Development Trust to make its independence clearer. TCDT is the organisation leading on this business plan and will be the owner of the site.

The two organisations work closely together and were created from the same community-led action planning process.

Tarbolton Community Development Trust (TCDT) is a Scottish Charitable Incorporated Organisation (SCIO) (SC054279).

As a SCIO, the Trust has its own legal identity separate from its trustees and members. This means it can:

- Own land and buildings in its own name.
- Enter into contracts.
- Employ staff.
- Apply for grants and funding.
- Take forward projects on behalf of the community.
- Limit the personal liability of trustees acting in good faith.

Charitable Purposes

1. The Advancement of Education

The Trust seeks to improve access to learning, skills development and educational opportunities for people within Tarbolton and the surrounding villages. This includes activities such as tutoring programmes, training opportunities, community learning and skills development initiatives.

2. The Advancement of Citizenship and Community Development

This is the Trust's principal purpose and underpins much of its work. The organisation exists to strengthen community participation, support local organisations, improve local facilities, encourage volunteering, promote community-led action and increase opportunities for residents to influence decisions affecting their area.

3. The Advancement of the Arts, Heritage, Culture or Science

The Trust supports projects that celebrate and preserve local heritage, culture and community identity. Examples include heritage initiatives such as the Trip Down Memory Lane project, community events and activities that bring residents together and strengthen local identity.

4. The Advancement of Environmental Protection or Improvement

The Trust supports environmental improvement projects, community growing initiatives, improvements to public spaces and activities that contribute to a cleaner, greener and more attractive local environment.

Membership

The Trust operates as a two-tier SCIO, meaning it has both:

- A membership body.
- A Board of Trustees.

The current Board of Trustees is drawn from local residents and community representatives and provides oversight of the Trust's activities, finances and strategic direction. The Trust's governance model is intended to ensure that major decisions continue to reflect local priorities and community aspirations.

The Trust has 91 members.

5.2 Staffing Structure

This is aspirational and will depend on income generation and funding.

Centre Manager (Full Time)

The Manager will provide overall leadership for the facilities and will be responsible for:

- Day-to-day operational management.
- Staff supervision and development.
- Financial management and reporting.
- Monitoring and evaluation.
- Performance management and KPI reporting.
- Funding applications and fundraising.
- Partnership development.
- Enterprise development.
- Procurement and contract opportunities.
- Marketing and communications oversight.
- Reporting to the Board of Directors.

The Manager will play a key role in ensuring the long-term sustainability and growth of the facilities.

Janitor and Cleaner (Part Time)

The Janitor and Facilities Officer will be responsible for the safe and effective operation of the facility.

- Responsibilities will include:
- Opening and closing buildings.
- Building security.
- Routine maintenance.
- Contractor liaison.
- Room setup and changeovers.
- Health and Safety checks.
- Cleaning.
- Customer support.

This role will ensure that facilities remain welcoming, safe and fit for purpose.

5.3 Volunteers

Volunteers will play a vital role in the success of the Tarbolton Community Hub. The Trust already has a strong track record of mobilising local volunteers to support activities such as Gala Day, the Christmas Light Switch On, fundraising events, community consultation, environmental projects and the Oor Villages newsletter. The new centre will build upon this culture of community participation by creating a wider range of structured volunteering opportunities that enable local people to contribute their skills, gain experience and play an active role in shaping the future of the hub.

Volunteer Support

A dedicated Development Officer will have responsibility for volunteer recruitment, coordination, training and support. The Development Officer will ensure that volunteering opportunities are well organised, meaningful and accessible to people of different ages, interests and abilities. This will include promoting opportunities locally, matching volunteers to appropriate roles, providing induction and training, undertaking regular communication and ensuring that volunteers feel valued and supported. The Development Officer will also help identify opportunities for volunteers to develop new skills, gain experience and progress into employment, training or leadership roles where appropriate.

The Trust will develop a simple Volunteer Policy covering induction, safeguarding, health and safety, expenses, support arrangements and recognition. Regular volunteer meetings and social events will help create a positive volunteer culture and strengthen connections between volunteers, staff and trustees. Annual celebration events and recognition activities will acknowledge the important contribution made by volunteers to the success of the hub.

Volunteer Roles

The range of activities planned within the centre will create opportunities for volunteers to become involved in many different aspects of the operation.

Community Café Volunteers will support the day-to-day operation of the café through welcoming visitors, preparing and serving refreshments, assisting with clearing tables and helping create a warm and welcoming atmosphere.

Event Volunteers will help organise and deliver the regular programme of community events, including prize bingos, race nights, fundraising activities, seasonal celebrations and family events. Responsibilities could include ticket sales, room set-up, stewarding, catering support and event promotion.

Reception and Welcome Volunteers will greet centre users, provide information, answer enquiries and help residents access local services and community activities.

Community Garden and Environmental Volunteers will support planting schemes, community growing projects, site maintenance, biodiversity initiatives and outdoor activities associated with the wider development of the site.

Youth Activity Volunteers will assist with activities for children and young people, helping to create positive opportunities for participation, recreation and personal development.

Skills and Learning Volunteers may share professional expertise by supporting tutoring programmes, digital inclusion activities, community learning programmes or employability support initiatives.

Administration and Communications Volunteers will assist with tasks such as maintaining mailing lists, supporting social media, updating websites, helping produce newsletters and gathering information for monitoring and evaluation.

Community Researchers and Heritage Volunteers may support local history projects, oral history initiatives and community engagement activities, building on previous successful projects delivered within Tarbolton.

5.4 Strategic Partnerships

Although Tarbolton Community Development Trust is a relatively new organisation, it has already established a number of important strategic partnerships which support service delivery, community engagement, organisational development and the proposed Community Hub project. These relationships will be important not only during the asset transfer and development phase but also in the long-term operation of the hub.

Partner	Nature of the Partnership	What the Partnership Delivers
South Ayrshire Council	Ongoing strategic relationship with several departments, including Place Planning, Community Planning and economic development functions.	Support with community planning, guidance on Community Asset Transfer, access to funding opportunities, consultation support and links to wider Council services. The Council has also been involved in development of the Tarbolton Community-Led Action Plan and discussions around the former community centre site.
Three Villages Forum	Formal partnership between Tarbolton, Mossblown and Annbank community organisations.	Creates a stronger collective voice for the three villages, supports joint projects, shares resources, coordinates events and helps attract funding. The partnership has already supported collaborative initiatives including the Oor Villages newsletter and heritage projects.
University of the West of Scotland (UWS)	Educational and heritage partnership.	Works with the Trust on the Trip Down Memory Lane project, providing technical expertise, equipment and support to record local history and heritage. The partnership helps preserve local stories while creating learning opportunities for local people.
Voluntary Action South Ayrshire (VASA)	Third sector support and volunteering partner.	Provides support with volunteer development and may help recruit volunteers through employer-supported volunteering schemes. The partnership also strengthens the Trust's links into the wider third sector.
Local Businesses	Community sponsorship and support relationships.	Support community events, fundraising activities, local projects and, potentially, future sponsorship and in-kind support for the Community Hub.

5.5 Operation, Policy and Procedures

A set of basic organisational policies and procedures will be developed before the building is taken into community ownership, some of which will be needed in advance.

A nominated trustee will be responsible for drafting policies and bringing these to the board for signoff. Once in place, the new Development Officer will be responsible for review and update of policies, bringing these to the board for approval. Support will be provided by the Third Sector Interface, SCVO, and DTAS. We will draw on DTAS's facilities management support service in particular.

Operational policies will cover (this is not an exhaustive list):

- Building Maintenance and Inspection Schedule
- Fire Safety Policy and Evacuation Plans: Includes fire risk assessments, alarm testing, evacuation procedures, and staff training.
- Health and safety, and Risk Assessment Procedures: Covers all activities and spaces.
- Cleaning and Hygiene Protocols.
- Security Policy: Covers access control, keyholding, CCTV (if used), and lone working procedures.
- Rental agreement and terms and conditions; and booking and cancellation policies.
- Financial systems, including cash handling.
- HR policies, to support the new staffing position.
- Volunteer policies and procedures

5.6 Risk Mitigation

Tarbolton Community Development Trust recognises that the successful development and operation of the Community Hub will require effective management of a range of strategic, financial, operational and governance risks. The Trust has already demonstrated its ability to manage community projects, events, partnerships and organisational development activities and will apply the same disciplined approach to the Community Hub project. Risks will be reviewed regularly by the Board of Trustees and monitored through a formal risk management process, with responsibility allocated to appropriate trustees, staff and project leads.

Key mitigation measures will include maintaining strong governance arrangements, developing robust financial controls and reserves, securing professional advice where required, establishing realistic project budgets and timescales, building diverse income streams, and continuing to strengthen partnerships with local organisations, funders and public agencies. The phased development approach also reduces risk by allowing the Trust to test demand, build community support and refine plans before major capital investment is undertaken. Volunteer recruitment, succession planning and staff support will help ensure sufficient organisational capacity to manage the facility over the long term.

As a community-led organisation, the Trust places particular emphasis on maintaining regular engagement with residents, users and stakeholders to ensure that services remain relevant and responsive to changing needs. This ongoing dialogue, combined with regular monitoring of performance, finances and outcomes, will allow potential issues to be identified early and addressed before they become significant risks. A detailed Risk Register is included within the appendices and sets out specific risks, mitigation measures, responsibilities and monitoring arrangements for both the development phase and future operation of the Community Hub.

6.
Marketing

6.1 Overview

The marketing strategy for the Centre aims to build awareness, strengthen participation, and ensure the building become an essential part of village life. The strategy supports long-term sustainability by encouraging regular use, attracting partners and service providers, and generating income through hires and activities.

TCDT is well-established with an existing presence for communicating with the village residents.

Objectives

- Ensure residents are fully aware that the building is open, community owned, and available for use.
- Encourage regular participation in activities across all age groups.
- Promote room hire, desk space, training rooms etc to support income generation.
- Attract external organisations to deliver services from the buildings.
- Strengthen local identity by positioning the venues as a focal point for community life.
- Reach groups who are traditionally less engaged or face barriers to participation.

6.2 Audiences

The Community Hub will serve a diverse range of users from Tarbolton and the surrounding villages. Marketing activity will focus on understanding the needs of each audience and using a combination of existing community networks, social media, local communications, partnerships and word-of-mouth promotion to encourage participation and maximise use of the facility. The Trust already has strong communication channels through community events, local consultation, social media, the Oor Villages newsletter and its network of local organisations, providing a strong foundation for future marketing activity.

Audience	Characteristics and Needs	What the Centre Will Offer and How It Will Reach Them
Older Residents	Many older residents experience social isolation, loneliness and limited opportunities for local activity. They often value regular social contact, accessible facilities, wellbeing activities and informal community support.	The centre will offer the café, coffee mornings, chair aerobics, community lunches, social groups, volunteering opportunities and heritage activities. Communication will take place through the Oor Villages newsletter, local noticeboards, community networks, churches, word of mouth and direct community engagement.
Families with Children	Families are looking for affordable activities, opportunities to meet other families, safe community spaces and events that can be enjoyed together.	The centre will provide family events, celebrations, community activities, youth provision, seasonal events and accessible café space. Marketing will utilise schools, social media, newsletters, local groups and community events.
Young People	The Community Action Plan identified concerns around limited activities and opportunities for young people. Many are looking for recreation, skills development and social opportunities.	The centre will provide sports, fitness activities, volunteering opportunities, training programmes, youth clubs and events. Communication will take place through schools, social media channels, youth organisations and direct engagement.
Community Groups and Local Organisations	Existing groups often struggle to access affordable and flexible space for meetings, activities and events. Many facilities are already heavily booked or expensive.	The centre will offer bookable meeting rooms, event space, storage opportunities and access to facilities throughout the week. Promotion will take place through direct networking, partnership meetings, community forums and existing local contacts.

Audience	Characteristics and Needs	What the Centre Will Offer and How It Will Reach Them
Sports Clubs and Activity Providers	There is a desire to increase physical activity opportunities within Tarbolton and local clubs require appropriate facilities.	The centre will provide flexible sports and activity space for badminton, fitness classes, dance and exercise programmes. Promotion will take place through sports organisations, social media, local networks and direct contact with instructors and clubs.
Local Businesses and Sole Traders	Small businesses often require affordable meeting space, training facilities and opportunities to engage with local customers.	The centre will provide meeting rooms, training facilities, networking opportunities and potential pop-up trading opportunities. Communication will take place through local business networks, community contacts and direct engagement.
Volunteers	Volunteers are essential to the operation of the Trust and the future centre. They seek meaningful opportunities to contribute, develop skills and make a difference locally.	The centre will provide opportunities across café operations, events, gardening, administration, welcoming visitors and activity support. Recruitment will take place through social media, newsletters, local organisations, VASA and community events.
Visitors and Event Attendees	Visitors attending events, heritage activities or celebrations can contribute to the vitality of the village and support local spending.	The centre will host race nights, bingo events, performances, celebrations, heritage activities and community festivals. Marketing will include social media advertising, local press, partner organisations and event-specific promotion.

6.3 Brand

As the project progresses, the Trust will develop a clear and distinctive brand identity for the Community Hub that reflects its role as a welcoming, community-owned facility at the heart of Tarbolton. The brand will communicate the values of inclusion, community participation, wellbeing and local pride, helping residents, visitors, partners and funders understand the purpose and benefits of the centre. This work will ensure that the hub develops its own identity while remaining closely connected to the wider aims of Tarbolton Community Development Trust.

The brand development process will include the creation of a name, logo, colour palette, signage and key messaging, together with a suite of marketing materials and communications collateral. This is likely to include leaflets, posters, event templates, pop-up banners, social media assets, newsletters and promotional materials that can be used consistently across all activities and events.

Alongside this, a dedicated website and digital presence will be developed to provide information on activities, room bookings, events, volunteering opportunities, community news and project progress. The website will complement existing communication channels, including social media, the Oor Villages newsletter and community networks, ensuring that information is accessible to all sections of the community. Together, these marketing and communication tools will help establish awareness of the hub, encourage participation, support fundraising and strengthen the centre's long-term sustainability.

6.4

Outline Plan

This communications plan sets out how Tarbolton Community Development Trust will engage with residents, partners, funders, volunteers and future users during the development of the Community Hub and throughout the first year of operation. The marketing approach will build on the Trust's existing strong local profile, extensive social media presence, regular community engagement, successful events programme, established relationships across the Three Villages Forum and community communications channels such as the Oor Villages newsletter.

The primary objectives are to:

- Build awareness and support for the Community Asset Transfer and hub development.
- Keep local residents informed of progress.
- Encourage volunteering and community participation.
- Promote events, activities and fundraising campaigns.
- Attract users, partners and service providers.
- Demonstrate impact and celebrate success.
- Build a recognisable identity for the Community Hub.

Communication Channel	Development Phase: Asset Transfer and Fundraising	Year 1: Opening and Growing the Community Hub
Website	Develop a dedicated Community Hub section within the existing Tarbolton website explaining the project, timescales, benefits and opportunities to get involved. Publish consultation findings, FAQs, progress updates and fundraising appeals. Introduce online sign-up forms for volunteers and supporters.	Launch a dedicated Community Hub website with room booking functionality, event listings, café information, volunteering opportunities and partner information. Maintain a regularly updated "What's On" section with calendar and booking links. Review website traffic and booking data to inform marketing activity.
Facebook and Social Media	Build on the existing strong Facebook presence. Publish regular progress updates, funding announcements, design concepts, construction milestones, consultation opportunities and volunteer recruitment campaigns. Continue cross-posting through local pages such as Tarbolton Community Council, Tarbolton Community Development Trust, We Are Tarbolton, Unrestricted Tarbolton Community, Mossblown Matters and Annbank Community Association. Use low-cost boosted posts around major announcements and fundraising campaigns.	Create a regular "What's On This Week" post every Monday. Promote café offers, activities, classes, room hire opportunities and volunteer stories. Share photographs from events, celebrate milestones and publish participant case studies demonstrating impact. Consider LinkedIn for engagement with public bodies, funders, businesses and regional partners.
Oor Villages Newsletter	Continue using the established newsletter serving Tarbolton, Mossblown and Annbank to communicate project updates, consultation opportunities, trustee updates and fundraising campaigns. Publish regular Community Hub progress features.	Use the newsletter to promote activities, events, volunteering opportunities and success stories. Include quarterly impact updates, user stories and information on opportunities to get involved.

Communication Channel	Development Phase: Asset Transfer and Fundraising	Year 1: Opening and Growing the Community Hub
Email Marketing	Develop a Community Hub mailing list through fundraising events, consultations, surveys, social media and community meetings. Send monthly updates covering project progress, funding announcements and upcoming events.	Maintain a monthly e-newsletter promoting activities, classes, room availability, volunteering opportunities and community events. Build subscriber numbers and increasingly focus on sharing impact and success stories.
Local Press and Media	Regular press releases to the Ayrshire Post, Ayrshire Daily News, Daily Record community pages, Cumnock Chronicle and local online news outlets covering major milestones, funding awards, planning approvals and consultation activity. Seek feature articles highlighting community ownership and regeneration.	Promote major events, opening celebrations, new services and success stories through local media. Position the hub as a positive community development story for South Ayrshire.
Community Events	Use Gala Day, Christmas Light Switch On, Three Villages Forum events, fundraising nights and consultation events to promote the Community Hub project. Display plans, collect feedback and recruit supporters.	Use existing events programme to showcase facility activities, recruit volunteers, and encourage wider participation. Hold annual open days and showcase events.
Print Materials	Produce project leaflets, consultation materials, fundraising brochures and exhibition boards. Deliver leaflets to all households in Tarbolton and surrounding villages at key stages of the project. Target new housing developments where residents may not yet have strong local connections.	Produce quarterly activity guides, event posters and community noticeboard displays. Maintain visible promotional materials throughout the village, neighbouring communities and partner venues.
Community Noticeboards	Display project updates in the Spar, Library, Community Campus, Church, local shops and other community noticeboards. Ensure key information reaches residents who may not use social media.	Maintain regular "What's On" displays and activity information. Update monthly with upcoming events and opportunities.
Partners and Networks	Use the Three Villages Forum, South Ayrshire Council, VASA, local elected members, UWS and local community groups to amplify communications and share progress. Include Community Hub updates in partner communications where possible.	Use partner organisations to promote activities, services and events. Encourage referral pathways and cross-promotion of activities delivered from the hub.
The Site Itself	Install attractive site hoardings and information boards explaining the project, showing concept drawings and updating local people on progress. Include contact details and ways to become involved.	Use external signage, community noticeboards, seasonal displays and window graphics to ensure the building is highly visible and welcoming. Display weekly activity calendars and opening times.
Funders and Stakeholders	Regular updates to funders, councillors, MPs/MSPs, South Ayrshire Council officers and strategic partners highlighting progress, achievements and next steps.	Annual impact reports, stakeholder briefings, open days and presentations showcasing outcomes and community benefits.

7.
Finance and Funding

7.1 Costs and Funding Strategy

Purchase

- Purchase price. This will be agreed using the foundation of an independent valuation and then negotiating with South Ayrshire Council. Due to the extensive social impact, TCDT will negotiate for a substantial discount.
- Legal fees for the transfer and quotes will be secured by Tarbolton Community Development Trust from a local solicitor;
- VAT assessment from a bespoke VAT advisor and TCDT will also seek quotes

The funding strategy for purchase is:

Fund	Amount	Details
Scottish Land Fund	Unknown but can be up to 95% of the independent valuation	We will use the SAC discount as match so the full price will be funded by the Scottish Land Fund. It is not envisaged that the value will be high.
Conveyancing fees	Quote to be secured but this could be circa £5000 if simple	Funded by the Scottish Land Fund
Land and Buildings Transaction Tax	https://revenue.scot/calculate-tax/calculate-property-transactions	This will be zero if under the threshold – though SLF will also cover that cost

Construction Costs

Currently unknown as there are no architects plans or indicative designs.

Our funding strategy for these costs is below:

Fund	Amount	Details
Regeneration Capital Grants Fund	Average grant £1,000,000	We will use the SAC discount as match so the full price will be funded by the Scottish Land Fund. It is not envisaged that the value will be high.
	An application would need to be made through South Ayrshire Council, who would need to be highly supportive. Applications are likely to open in June of each year	Funded by the Scottish Land Fund
The Barcapel Foundation	£30,000	Their focus is health and wellbeing.
Garfield Weston Foundation	£50,000	They expect 50% of match funding to be in place prior to an application.
A variety of other charitable trusts	Say £100,000	Including Clothmakers and Wolfson Foundation, Screwfix etc.
The National Lottery Community Fund - Awards for All	£20,000	Could support meantime works on the land
Rayne Foundation	Say £100,000	Rayne Foundation has a fund they launch periodically for traditional community centres
Queen Elizabeth fund	Unknown	The Queen Elizabeth Trust is a UK-wide independent charity launched in April 2026 with a £40 million government endowment to restore and sustain shared community spaces, local hubs, and green areas. Grant funding from the trust is expected to begin rolling out in 2027

7.2 VAT

We will seek independent professional VAT and tax advice as necessary as the project develops. Getting the tax position right at an early stage is important, as it could have a significant impact on both project cash flow and the overall affordability of the development. In particular, there may be opportunities to recover or reduce VAT on elements of the capital infrastructure, but this will depend on the legal structure adopted, the nature of the activities undertaken, and how the project is financed and operated.

At present, income and pricing assumptions have generally been modelled excluding VAT. If VAT registration becomes necessary, some charges may need to increase to include VAT, which could have implications for customer demand and overall income levels. Professional advice should therefore be sought to determine which activities are VATable, whether any exemptions or reliefs apply, and the most appropriate VAT treatment for the proposed trading activities.

Corporation tax should also be considered as part of the project's longer-term operating model. Guidance from the Scottish Charity Regulator (OSCR) indicates that trading which directly furthers a charity's charitable purposes ("primary purpose trading") can generally be undertaken by the charity itself without incurring corporation tax liabilities. However, where activities fall outside the charity's primary purposes, it may be necessary to establish a separate trading subsidiary to manage those activities and any associated tax obligations. The appropriate structure will depend on the final business model and should be reviewed with specialist tax advisers before any significant trading activity commences.

7.3 Income Generation and Sustainability

The financial projections demonstrate a clear pathway towards financial sustainability, with the hall moving from reliance on external revenue funding in the early years towards increasing levels of earned income generated through room hire, community events, fundraising activities and a community café. Room hire is the principal income stream throughout the projection period, accounting for over 70% of earned income and growing steadily year on year as awareness of the facility increases and occupancy improves. Additional income is generated through a programme of community events, regular fundraising activity and a low-cost community café that provides both social benefit and a modest financial contribution.

In Year 1, total income is projected at £71,212, including £10,000 of revenue grant funding and £1,800 in donations and fundraising income. Total expenditure is forecast at £58,980, resulting in an operating surplus of £15,582. This strong opening position is supported by start-up grant funding, allowing reserves to be established while activity levels grow. Room hire generates £51,780, demonstrating that the majority of income is already derived from trading activity rather than grants.

In Year 2, income increases to £79,345, driven primarily by growth in room hire income to £62,313 and increased community event income. Revenue grant funding falls to £5,000, reflecting a planned reduction in external support. Expenditure rises modestly to £60,556 due to inflationary increases in staffing and running costs. The hall remains profitable, generating a surplus of £11,989. Importantly, earned income continues to increase and becomes a larger proportion of total turnover, reducing reliance on grants.

By Year 3, the model assumes a further 5% increase in room hire and trading income. Total income reaches £78,367 despite the complete removal of revenue grant funding. Expenditure rises to £64,408, reflecting inflationary pressures across staffing, utilities and maintenance. Nevertheless, the hall is projected to generate a surplus of £11,759, demonstrating that the organisation can operate sustainably without ongoing revenue support. Trading activities contribute almost all income, with only £2,400 generated through community fundraising and donations.

Overall, the projections show a positive financial trajectory, with annual surpluses generated throughout the period and a gradual transition from grant dependency towards a community-owned facility funded predominantly through trading income. The hall is forecast to produce cumulative surpluses of approximately £39,330 over the first three years, building financial resilience and creating a reserve that can be reinvested in maintenance, community activities and future development opportunities.

Year	Income	Expenditure	Surplus/ (Deficit)
Year 1	£71,212	£58,980	£15,582
Year 2	£79,345	£60,556	£11,989
Year 3	£78,367	£64,408	£11,759
Total	£228,924	£183,944	£39,330

The projections indicate that the facility reaches a position of operational sustainability by Year 3, with ongoing surpluses being generated despite the withdrawal of all revenue grant funding.

Appendix 1: Risk Register

Risk Summary	Risk Level	Likelihood	Risk Mitigation	Responsible
Failure to secure Community Asset Transfer approval from South Ayrshire Council	High	Medium	Maintain regular dialogue with South Ayrshire Council officers, demonstrate strong community support, provide robust business planning, financial projections and evidence of community benefit. Ensure CAT application is professionally prepared and supported by consultation evidence.	Board of Trustees / Development Officer
Insufficient capital funding to construct the Community Hub	High	Medium	Develop a phased funding strategy, pursue multiple capital funding sources, maintain active relationships with funders, prepare high-quality applications and consider phased development if required.	Board of Trustees / Development Officer
Construction costs increase beyond budget	High	Medium	Commission professional cost estimates, include adequate contingencies, undertake value engineering where necessary and regularly review costs throughout design development.	Board of Trustees / Quantity Surveyor
Delays in design, planning or construction programme	Medium	Medium	Develop realistic timelines, appoint experienced consultants and contractors, monitor progress regularly and address issues early through project management processes.	Development Officer / Professional Team
Revenue generation lower than anticipated following opening	High	Medium	Develop diversified income streams including room hire, café operations, events, functions and grants. Monitor performance regularly and adapt programming in response to demand.	Centre Manager / Board
Lower than expected community participation	Medium	Low	Continue strong community engagement, develop varied programming, invest in communications, work through community networks and regularly gather feedback from users.	Development Officer
Volunteer recruitment and retention difficulties	Medium	Medium	Establish a volunteer programme, offer training and support, provide clear roles, celebrate contributions and maintain strong links with VASA and community networks.	Development Officer
Trustee succession and governance capacity challenges	Medium	Medium	Recruit additional trustees, develop succession planning arrangements, provide trustee training and maintain a skills-based Board recruitment process.	Chair and Board of Trustees
Key member of staff leaves the organisation	Medium	Medium	Maintain documented procedures, develop strong volunteer support, provide appropriate employment conditions and ensure knowledge is shared across the organisation.	Board of Trustees
Café operation is not financially sustainable	Medium	Medium	Test operating models, explore leasing arrangements, undertake market testing and regularly monitor financial performance.	Centre Manager / Board
Health and safety incident involving staff, volunteers or users	High	Low	Implement health and safety policies, undertake risk assessments, provide staff training, maintain insurance cover and regularly review procedures.	Centre Manager
Safeguarding concerns involving vulnerable adults or children	High	Low	Adopt safeguarding policies, provide training, ensure PVG checks where required and maintain clear reporting procedures.	Designated Safeguarding Lead
Loss of key partner organisations or service providers	Medium	Low	Develop multiple partnerships, formalise arrangements where appropriate and regularly engage with partners to identify changing needs.	Development Officer

Risk Summary	Risk Level	Likelihood	Risk Mitigation	Responsible
Significant reduction in available grant funding	Medium	Medium	Build reserves, diversify income streams, increase earned income and continuously identify new funding opportunities.	Board Treasurer
Negative community perception or local opposition to aspects of the project	Medium	Low	Maintain ongoing consultation, provide transparent communication, respond constructively to concerns and ensure decisions remain community-led.	Board of Trustees
Building utilisation below target levels	Medium	Medium	Active marketing programme, flexible pricing structure, community outreach, targeted programming and ongoing monitoring of usage patterns.	Centre Manager
Competition from other venues or providers	Low	Low	Focus on affordability, flexibility, quality facilities and strong community ownership. Develop services that complement rather than compete directly with existing provision.	Centre Manager
Utility and operating costs increase significantly	Medium	Medium	Incorporate energy-efficient design measures, monitor costs carefully, establish maintenance plans and build contingencies into financial projections.	Board Treasurer
Damage to buildings through vandalism, theft or extreme weather	Medium	Low	Appropriate insurance, security measures, CCTV where appropriate, regular maintenance and strong community ownership of the facility.	Centre Manager
Failure to meet charitable, regulatory or legal obligations	High	Low	Maintain appropriate policies and procedures, seek professional advice where necessary, provide trustee training and undertake regular compliance reviews.	Board of Trustees

Appendix 2.
Financial Cashflow Projections

Year one	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan-24	Feb	Mar	Year	Assumptions / notes
Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
INCOME														
Room Hire														
Total income	£3,780	£4,800	£3,840	£5,175	£4,140	£3,780	£4,800	£3,780	£3,780	£4,725	£4,440	£4,740	£51,780	See Room hire income tab
Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Gross profit:	£3,780	£4,800	£3,840	£5,175	£4,140	£3,780	£4,800	£3,780	£3,780	£4,725	£4,440	£4,740	**£51,780**	
Community events														
Total income				£1,000	£1,000	£1,000	£800	£800	£1,000	£800	£1,000	£1,000	£8,400	Gearing up to one event per month
Direct costs	£0	£0	£0	£400	£400	£400	£320	£320	£400	£320	£400	£400	£3,360	Direct costs estimated at 40% of event income.
Gross profit:	£0	£0	£0	£600	£600	£600	£480	£480	£600	£480	£600	£600	**£5,040**	
Community café														
Total income	£180	£270	£270	£270	£270	£270	£270	£270	£180	£180	£270	£360	£3,060	See community café tab
Direct costs	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£468	
Gross profit:	£141	£231	£231	£231	£231	£231	£231	£231	£141	£141	£231	£321	**£2,592**	
tal gross profit	**£3,921**	**£5,031**	**£4,071**	**£6,006**	**£4,971**	**£4,611**	**£5,511**	**£4,491**	**£4,521**	**£5,346**	**£5,271**	**£5,661**	**£59,412**	
Donations and Funding														
Donations / Fundraising	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£1,800	
Revenue Funding	£10,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£10,000	
Total fundraising and donations income	£10,150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	£150	**£11,800**	
otal income	**£14,071**	**£5,181**	**£4,221**	**£6,156**	**£5,121**	**£4,761**	**£5,661**	**£4,641**	**£4,671**	**£5,496**	**£5,421**	**£5,811**	**£71,212**	
EXPENDITURE														
Salaries	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£1,313	£15,750	See 'staffing' tab.
Wages - hourly sessional staff	£538	£673	£538	£673	£538	£538	£673	£538	£538	£673	£538	£538	£6,994	See 'staffing' tab.
Rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	See 'Running Costs' tab
Water rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Light & heat	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£18,000	
Repair & maintenance	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000	
Public Entertainment Licence	£300	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£300	
Insurances	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,000	
Accountancy	£2,500	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,500	
Accountancy package	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£17	£204	
Security alarm and other contracts	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
HallMaster annual subscription	£310	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£310	
Broadband / phone	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
Printing, postage, stationery etc	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£672	
Marketing	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500	
Website hosting - including Domian reg	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£63	£750	
Cleaning materials	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000	
Refuse collection	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
Sundry / Misc.	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	
Total expenses	**£9,554**	**£4,579**	**£4,444**	**£4,579**	**£4,444**	**£4,444**	**£4,579**	**£4,444**	**£4,444**	**£4,579**	**£4,444**	**£4,444**	**£58,980**	
Profit or loss	**£4,517**	**£452**	**-£373**	**£1,427**	**£527**	**£167**	**£932**	**£47**	**£77**	**£767**	**£827**	**£1,217**	**£10,582**	
Opening balance	**£0**	**£4,517**	**£4,969**	**£4,596**	**£6,023**	**£6,549**	**£6,716**	**£7,648**	**£7,695**	**£7,772**	**£8,539**	**£9,365**	**£0**	
Balance	£4,517	£4,969	£4,596	£6,023	£6,549	£6,716	£7,648	£7,695	£7,772	£8,539	£9,365	£10,582	£10,582	

Room Hire uplift 5%

year two		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan-24	Feb	Mar	Year	Assumptions / notes
	Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
	Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
INCOME															
Room Hire															
	Total income	£4,595	£5,815	£4,652	£6,180	£4,944	£4,595	£5,815	£4,595	£4,595	£5,743	£5,247	£5,539	£62,313	See Room hire income tab
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Gross profit:	£4,595	£5,815	£4,652	£6,180	£4,944	£4,595	£5,815	£4,595	£4,595	£5,743	£5,247	£5,539	**£62,313**	
Community events															
	Total income	£1,000	£500	£1,000	£1,200	£1,200	£1,200	£960	£960	£1,200	£960	£1,200	£1,200	£12,580	Two fundraising events each year.
	Direct costs	£400	£200	£400	£480	£480	£480	£384	£384	£480	£384	£480	£480	£5,032	Direct costs estimated at 40% of event income.
	Gross profit:	£600	£300	£600	£720	£720	£720	£576	£576	£720	£576	£720	£720	**£7,548**	
Community café															
	Total income	£185	£278	£278	£278	£278	£278	£278	£278	£185	£185	£278	£371	£3,152	See community café tab
	Direct costs	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£468	
	Gross profit:	£146	£239	£239	£239	£239	£239	£239	£239	£146	£146	£239	£332	**£2,684**	
Total gross profit		**£5,341**	**£6,354**	**£5,491**	**£7,139**	**£5,903**	**£5,554**	**£6,630**	**£5,410**	**£5,461**	**£6,466**	**£6,206**	**£6,591**	**£72,545**	
Donations and Funding															
	Donations / Fundraising	£0	£0	£180	£180	£180	£180	£180	£180	£180	£180	£180	£180	£1,800	
	Revenue Funding	£0	£0	£5,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£5,000	
	Total fundraising and donations income	£0	£0	£5,180	£180	£180	£180	£180	£180	£180	£180	£180	£180	**£6,800**	
Total income		**£5,341**	**£6,354**	**£10,671**	**£7,319**	**£6,083**	**£5,734**	**£6,810**	**£5,590**	**£5,641**	**£6,646**	**£6,386**	**£6,771**	**£79,345**	
EXPENDITURE															
	Salaries	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£2,408	£28,892	See 'staffing' tab. Manager increases to .8
	Wages - hourly sessional staff	£554	£693	£554	£693	£554	£554	£693	£554	£554	£693	£554	£554	£7,204	See 'staffing' tab.
	Rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	See 'Running Costs' tab
	Water rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Light & heat	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£1,545	£18,540	
	Repair & maintenance	£515	£515	£515	£515	£515	£515	£515	£515	£515	£515	£515	£515	£6,180	
	Public Entertainment Licence	£309	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£309	
	Insurances	£2,060	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,060	
	Accountancy	£2,575	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,575	
	Accountancy package	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	£18	£214	
	Security alarm and other contracts	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£618	
	HallMaster annual subscription	£319	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£319	
	Broadband / phone	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£618	
	Printing, postage, stationery etc	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£494	
	Marketing	£129	£129	£129	£129	£129	£129	£129	£129	£129	£129	£129	£129	£1,545	
	Website hosting - includign Domian reg	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	£64	£773	
	Cleaning materials	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£1,030	
	Refuse collection	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£52	£618	
	Sundry / Misc.	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£103	£1,236	
	Total expenses	**£10,880**	**£5,755**	**£5,617**	**£5,755**	**£5,617**	**£5,617**	**£5,756**	**£5,617**	**£5,617**	**£5,756**	**£5,617**	**£5,617**	**£73,225**	
	Profit or loss	**-£5,539**	**£599**	**-£126**	**£1,383**	**£285**	**-£64**	**£874**	**-£208**	**-£156**	**£710**	**£589**	**£973**	**-£680**	
	Opening balance	£10,582	£5,043	£5,641	£5,516	£6,899	£7,184	£7,120	£7,995	£7,787	£7,630	£8,340	£8,929	£10,582	
	Balance	£5,043	£5,641	£5,516	£6,899	£7,184	£7,120	£7,995	£7,787	£7,630	£8,340	£8,929	£9,902	£9,902	

Room Hire Growth 5%

Year three		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan-24	Feb	Mar	Year	Assumptions / notes
	Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
	Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
INCOME															
Room Hire															
	Total income	4824.2727	£6,106	4884.6	6488.691176	5190.95294	4824.2727	6105.75	4824.2727	4824.2727	6030.3409	5509.531	5815.884	£65,429	See Room hire income tab
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Gross profit:	£4,824	£6,106	£4,885	£6,489	£5,191	£4,824	£6,106	£4,824	£4,824	£6,030	£5,510	£5,816	**£65,429**	
Community events															
	Total income	1030	515	1030	1236	1236	1236	988.8	988.8	1236	988.8	1236	1236	£12,957	Two fundraising events each year.
	Direct costs	£412	£206	£412	£494	£494	£494	£396	£396	£494	£396	£494	£494	£5,183	Direct costs estimated at 40% of event income.
	Gross profit:	£618	£309	£618	£742	£742	£742	£593	£593	£742	£593	£742	£742	**£7,774**	
Community café															
	Total income	190.962	286.443	286.443	286.443	286.443	286.443	286.443	286.443	190.962	190.962	286.443	381.924	£3,246	See community café tab
	Direct costs	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£482	
	Gross profit:	£151	£246	£246	£246	£246	£246	£246	£246	£151	£151	£246	£342	**£2,764**	
Total gross profit		**£5,593**	**£6,661**	**£5,749**	**£7,477**	**£6,179**	**£5,812**	**£6,945**	**£5,664**	**£5,717**	**£6,774**	**£6,497**	**£6,899**	**£75,967**	
Donations and Funding															
	Donations / Fundraising	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	
	Revenue Funding	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Total fundraising and donations income	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	**£2,400**	
Total income		**£5,793**	**£6,861**	**£5,949**	**£7,677**	**£6,379**	**£6,012**	**£7,145**	**£5,864**	**£5,917**	**£6,974**	**£6,697**	**£7,099**	**£78,367**	
EXPENDITURE															
	Salaries	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	2,479.85	£29,758	See 'staffing' tab.
	Wages - hourly sessional staff	570.76	713.46	570.76	713.46	570.76	570.76	713.46	570.76	570.76	713.46	570.76	570.76	£7,420	See 'staffing' tab.
	Rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	See 'Running Costs' tab
	Water rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Light & heat	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£1,591	£19,096	
	Repair & maintenance	£530	£530	£530	£530	£530	£530	£530	£530	£530	£530	£530	£530	£6,365	
	Public Entertainment Licence	£318	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£318	
	Insurances	£2,122	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,122	
	Accountancy	£2,652	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,652	
	Accountancy package	£188	£188	£188	£188	£188	£188	£188	£188	£188	£188	£188	£188	£2,256	
	Security alarm and other contracts	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£637	
	HallMaster annual subscription	£329	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£329	
	Broadband / phone	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£637	
	Printing, postage, stationery etc	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£509	
	Marketing	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£133	£1,591	
	Website hosting - includign Domian reg	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£796	
	Cleaning materials	£88	£88	£88	£88	£88	£88	£88	£88	£88	£88	£88	£88	£1,061	
	Refuse collection	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£53	£637	
	Sundry / Misc.	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£106	£1,273	
	Total expenses	**£11,377**	**£6,098**	**£5,955**	**£6,098**	**£5,955**	**£5,955**	**£6,098**	**£5,955**	**£5,955**	**£6,098**	**£5,955**	**£5,955**	**£77,457**	
	Profit or loss	**-£5,584**	**£563**	**-£207**	**£1,378**	**£223**	**-£143**	**£847**	**-£292**	**-£239**	**£676**	**£542**	**£944**	**-£1,290**	
	Opening balance	£9,902	**£4,318**	**£4,881**	**£4,675**	**£6,053**	**£6,277**	**£6,133**	**£6,980**	**£6,689**	**£6,450**	**£7,126**	**£7,668**	**£9,902**	
	Balance	£4,318	£4,881	£4,675	£6,053	£6,277	£6,133	£6,980	£6,689	£6,450	£7,126	£7,668	£8,612	£8,612	

Room Hire Growth		5%														
Year four		**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan-24**	**Feb**	**Mar**	**Year**	**Assumptions / notes**
	Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
	Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
	INCOME														
Room Hire															
	Total income	£5,065.49	£6,411.04	£5,128.83	£6,813.13	£5,450.50	£5,065.49	£6,411.04	£5,065.49	£5,065.49	£6,331.86	£5,785.01	£6,106.68	£68,700	See Room hire income tab
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Gross profit:	£5,065	£6,411	£5,129	£6,813	£5,451	£5,065	£6,411	£5,065	£5,065	£6,332	£5,785	£6,107	**£68,700**	
Community events															
	Total income	1060.9	530.45	1060.9	1273.08	1273.08	1273.08	1018.464	1018.464	1273.08	1018.464	1273.08	1273.08	£13,346	Two fundraising events each year.
	Direct costs	£424	£212	£424	£509	£509	£509	£407	£407	£509	£407	£509	£509	£5,338	Direct costs estimated at 40% of event income.
	Gross profit:	£637	£318	£637	£764	£764	£764	£611	£611	£764	£611	£764	£764	**£8,008**	
Community café															
	Total income	196.69	295.04	295.04	295.04	295.04	295.04	295.04	295.04	196.69	196.69	295.04	393.38	£3,344	See community café tab
	Direct costs	41.38	41.38	41.38	41.38	41.38	41.38	41.38	41.38	41.38	41.38	41.38	41.38	£497	
	Gross profit:	£155	£254	£254	£254	£254	£254	£254	£254	£155	£155	£254	£352	**£2,847**	
	Total gross profit	**£5,857**	**£6,983**	**£6,019**	**£7,831**	**£6,468**	**£6,083**	**£7,276**	**£5,930**	**£5,985**	**£7,098**	**£6,803**	**£7,223**	**£79,555**	
Donations and Funding															
	Donations / Fundraising	£200	£250	£200	£220	£200	£200	£250	£220	£200	£200	£210	£200	£2,550	
	Revenue Funding	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Total fundraising and donations income	£200	£250	£200	£220	£200	£200	£250	£220	£200	£200	£210	£200	**£2,550**	
	Total income	**£6,057**	**£7,233**	**£6,219**	**£8,051**	**£6,668**	**£6,283**	**£7,526**	**£6,150**	**£6,185**	**£7,298**	**£7,013**	**£7,423**	**£82,105**	
EXPENDITURE															
	Salaries	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	2,554.25	£30,651	See 'staffing' tab.
	Wages - hourly sessional staff	587.89	734.86	587.89	734.86	587.89	587.89	734.86	587.89	587.89	734.86	587.89	587.89	£7,643	See 'staffing' tab.
	Rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	See 'Running Costs' tab
	Water rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Light & heat	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£1,639	£19,669	
	Repair & maintenance	£546	£546	£546	£546	£546	£546	£546	£546	£546	£546	£546	£546	£6,556	
	Public Entertainment Licence	£328	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£328	
	Insurances	£2,122	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,122	
	Accountancy	£2,732	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,732	
	Accountancy package	£194	£194	£194	£194	£194	£194	£194	£194	£194	£194	£194	£194	£2,324	
	Security alarm and other contracts	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£656	
	HallMaster annual subscription	£339	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£339	
	Broadband / phone	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£656	
	Printing, postage, stationery etc	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£44	£525	
	Marketing	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£1,639	
	Website hosting - includign Domian reg	£68	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£66	£798	
	Cleaning materials	£91	£91	£91	£91	£91	£91	£91	£91	£91	£91	£91	£91	£1,093	
	Refuse collection	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£55	£656	
	Sundry / Misc.	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£109	£1,311	
	Total expenses	**£11,654**	**£6,279**	**£6,132**	**£6,279**	**£6,132**	**£6,132**	**£6,279**	**£6,132**	**£6,132**	**£6,279**	**£6,132**	**£6,132**	**£79,695**	
	Profit or loss	**-£5,597**	**£704**	**-£113**	**£1,552**	**£336**	**-£49**	**£997**	**-£202**	**-£147**	**£819**	**£670**	**£1,090**	**£59**	
	Opening balance	£8,612	**£3,015**	**£3,719**	**£3,606**	**£5,158**	**£5,493**	**£5,444**	**£6,441**	**£6,239**	**£6,092**	**£6,911**	**£7,581**	**£8,612**	
	Balance	£3,015	£3,719	£3,606	£5,158	£5,493	£5,444	£6,441	£6,239	£6,092	£6,911	£7,581	£8,672	£8,672	

Room Hire Growth 5%

Year five		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan-24	Feb	Mar	Year	Assumptions / notes
	Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
	Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
INCOME															
Room Hire															
	Total income	£5,318.76	£6,731.59	£5,385.27	£7,153.78	£5,723.03	£5,318.76	£6,731.59	£5,318.76	£5,318.76	£6,648.45	£6,074.26	£6,412.01	£72,135	See Room hire income tab
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Gross profit:	£5,319	£6,732	£5,385	£7,154	£5,723	£5,319	£6,732	£5,319	£5,319	£6,648	£6,074	£6,412	**£72,135**	
Community events															
	Total income	1,092.73	546.36	1,092.73	1,311.27	1,311.27	1,311.27	1,049.02	1,049.02	1,311.27	1,049.02	1,311.27	1,311.27	£13,747	Two fundraising events each year.
	Direct costs	£437	£219	£437	£525	£525	£525	£420	£420	£525	£420	£525	£525	£5,499	Direct costs estimated at 40% of event income.
	Gross profit:	£656	£328	£656	£787	£787	£787	£629	£629	£787	£629	£787	£787	**£8,248**	
Community café															
	Total income	202.59	303.89	303.89	303.89	303.89	303.89	303.89	303.89	202.59	202.59	303.89	405.18	£3,444	See community café tab
	Direct costs	42.62	42.62	42.62	42.62	42.62	42.62	42.62	42.62	42.62	42.62	42.62	42.62	£511	
	Gross profit:	£160	£261	£261	£261	£261	£261	£261	£261	£160	£160	£261	£363	**£2,933**	
Total gross profit		**£6,134**	**£7,321**	**£6,302**	**£8,202**	**£6,771**	**£6,367**	**£7,622**	**£6,209**	**£6,265**	**£7,438**	**£7,122**	**£7,561**	**£83,316**	
Donations and Funding															
	Donations / Fundraising	£210	£250	£210	£220	£215	£200	£250	£220	£210	£220	£215	£200	£2,620	
	Revenue Funding	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Total fundraising and donations income	£210	£250	£210	£220	£215	£200	£250	£220	£210	£220	£215	£200	**£2,620**	
Total income		**£6,344**	**£7,571**	**£6,512**	**£8,422**	**£6,986**	**£6,567**	**£7,872**	**£6,429**	**£6,475**	**£7,658**	**£7,337**	**£7,761**	**£85,936**	
EXPENDITURE															
	Salaries	2,630.88	2,630.88	2,630.88	3,508.18	3,508.18	3,508.18	3,508.18	3,508.18	3,508.18	3,508.18	3,508.18	3,508.18	£39,466	See 'staffing' tab. Part time volunteer coordinator month of July
	Wages - hourly sessional staff	605.52	756.90	605.52	756.90	605.52	605.52	756.90	605.52	605.52	756.90	605.52	605.52	£7,872	See 'staffing' tab.
	Rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	See 'Running Costs' tab
	Water rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Light & heat	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£1,688	£20,259	
	Repair & maintenance	£563	£563	£563	£563	£563	£563	£563	£563	£563	£563	£563	£563	£6,753	
	Public Entertainment Licence	£338	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£338	
	Insurances	£2,185	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,185	
	Accountancy	£2,814	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,814	
	Accountancy package	£199	£199	£199	£199	£199	£199	£199	£199	£199	£199	£199	£199	£2,394	
	Security alarm and other contracts	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£675	
	HallMaster annual subscription	£349	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£349	
	Broadband / phone	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£675	
	Printing, postage, stationery etc	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£540	
	Marketing	£141	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£137	£1,643	
	Website hosting - includign Domian reg	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£844	
	Cleaning materials	£94	£94	£94	£94	£94	£94	£94	£94	£94	£94	£94	£94	£1,126	
	Refuse collection	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£56	£675	
	Sundry / Misc.	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£113	£1,351	
	Total expenses	**£12,004**	**£6,465**	**£6,314**	**£7,343**	**£7,191**	**£7,191**	**£7,343**	**£7,191**	**£7,191**	**£7,343**	**£7,191**	**£7,191**	**£89,959**	
	Profit or loss	**-£5,660**	**£855**	**-£12**	**£859**	**-£420**	**-£825**	**£280**	**-£982**	**-£926**	**£95**	**-£69**	**£370**	**-£6,434**	
	Opening balance	£8,612	**£2,953**	**£3,808**	**£3,796**	**£4,655**	**£4,235**	**£3,410**	**£3,690**	**£2,708**	**£1,782**	**£1,877**	**£1,808**	**£8,612**	
	Balance	£2,953	£3,808	£3,796	£4,655	£4,235	£3,410	£3,690	£2,708	£1,782	£1,877	£1,808	£2,178	£2,178	

Room Hire

		Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Year	Assumptions / notes
	Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365	
	Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52	
														£0	
Hall	Badminton / Dance/ other exercise													£0	
	Pricing per hour: community use.	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£360	increased cost to reflect current hall prices
	Hours booked per week: community use	22	22	22	22	22	22	22	22	22	22	27	27		i.e. 5 nights per week (2 hours per booking); 4 morning/afternoon sessions of 3 hours per booking. In cluding Sat am session
	Pricing per hour: commercial use.	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
	Hours booked per week: commercial use	2	2	2	2	2	2	2	2	2	2	2	2		one 2 hour commercial booking per week.
	Total income	£3,040	£3,800	£3,040	£3,800	£3,040	£3,040	£3,800	£3,040	£3,040	£3,800	£3,640	£3,640	£40,720	
	Occupancy	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	35%	35%		Assume: 84 per week - i.e. 12 hours *7 days.
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	Assume no direct costs for room hire.
	Main hall gross profit	**£3,040**	**£3,800**	**£3,040**	**£3,800**	**£3,040**	**£3,040**	**£3,800**	**£3,040**	**£3,040**	**£3,800**	**£3,640**	**£3,640**	**£40,720**	
Room	knit and natter, Tutoring, music lessons														
	Pricing per hour: community use.	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15		
	Hours booked per week: community use	9	10	10	15	15	9	10	9	9	9	10	15		i.e. booking increased over summer for summer actives holidays and lower in January, otherwise averying 1 hr books 9 hrs per week
	Pricing per hour: commercial use.	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25		
	Hours booked per week: commercial use	2	2	2	2	2	2	2	2	2	2	2	2		two 1 hour commercial bookings each week.
	Total income	£740	£1,000	£800	£1,375	£1,100	£740	£1,000	£740	£740	£925	£800	£1,100	£11,060	
	Occupancy	13%	14%	14%	20%	20%	13%	14%	13%	13%	13%	14%	20%		Assume: 84 per week - i.e. 12 hours *7 days.
	Direct costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Room gross profit	**£740**	**£1,000**	**£800**	**£1,375**	**£1,100**	**£740**	**£1,000**	**£740**	**£740**	**£925**	**£800**	**£1,100**	**£11,060**	
Total income		**£3,780**	**£4,800**	**£3,840**	**£5,175**	**£4,140**	**£3,780**	**£4,800**	**£3,780**	**£3,780**	**£4,725**	**£4,440**	**£4,740**	**£51,780**	
Total direct costs		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	**£0**	
Gross profit for room hire		**£3,780**	**£4,800**	**£3,840**	**£5,175**	**£4,140**	**£3,780**	**£4,800**	**£3,780**	**£3,780**	**£4,725**	**£4,440**	**£4,740**	**£51,780**	

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Year		Assumptions / notes		
Days in month	30	31	30	31	31	30	31	30	31	31	28	31	365				
Weeks in month	4	5	4	5	4	4	5	4	4	5	4	4	52				
													£0				
Number of café sessions per week	2	3	3	3	3	3	3	3	2	2	3	4					
Number of attendees	30	30	30	30	30	30	30	30	30	30	30	30					
Average donation per café session	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90			Average donation:	£3	
Income from community café sessions	£180	£270	£270	£270	£270	£270	£270	£270	£180	£180	£270	£360	**£3,060**				
Cost of stock per session	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39			Cost per attendee	£1.50	Estimate - TBC.
Total cost:	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	£39	**£468**				
Community café gross margin:	**£141**	**£231**	**£231**	**£231**	**£231**	**£231**	**£231**	**£231**	**£141**	**£141**	**£231**	**£321**	**£2,592**				

Running Costs

See staffing tab for wages and salaries.

Premises costs:	**Monthly**	**Annual**	
Rates	£0	£0	The Rateable value is unknown becaue not built. Assumption is that this is 80% manditory plus 20% discretionary rates relief. This is a risk if not the case. Guidance required from Council.
Water rates	£0	£0	The Water and Sewerage Charges Exemption Scheme should apply (although be aware of the restrictions around cafes): https://www.mygov.scot/water-sewerage-exemption
Light & heat	£1,500	£18,000	Very rough estimate. Specialist will be required during the develpoment phase to advise on renewable energy, likely loading and cost
Repair & maintenance	£500	£6,000	Post new build this should be a relatively low figure
Admin costs			
Staff expenses, training and conferences	£200	£2,400	
Volunteer expenses	£100	£1,200	
Public Entertainment Licence	N/A	£300	https://www.south-ayrshire.gov.uk/article/24859/Public-Entertainment-licence. Allows advertised events from 500 to 2000 people.
Insurances	N/A	£2,000	Rough estimate - quote would be needed.
Accountancy	N/A	£2,500	Rough estimate - quote would be needed.
Accountancy package	£17	£204	Rough estimate - quote would be needed.
Hall Master	£26	£310	paid annually to take booking and issue invoices
Subscriptions, software	£7	£81	Rough estabite based on NFP license per perrons for 360
Security alarm and other contracts	£50	£600	Rough estimate - quote would be needed.
Broadband / phone	£50	£1,200	Rough estimate - quote would be needed.
Printing, postage, stationery etc	£40	£480	Estimate.
Marketing	£125	£1,500	Estimate.
Website hosting	£63	£750	Rough estimate - quote would be needed.
Cleaning materials	£83	£1,000	Estimate.
Refuse collection	£50	£600	Rough estimate - quote would be needed.
Sundry / Misc.	£100	£1,200	
		£40,325	

Wages and staffing

Salaried positions

	Salary	FTE	Pro Rata	NI	Pension	Expenses	Total emp costs per individual
Project Manager	£30,000.00	0.5	£15,000		£750	£0	£15,750.00
Total		**0.5**	**£15,000**	**£0**	**£750**	**£0**	**£15,750.00**

Assume no staff in for the community hall.

Beneath ENI threshold of £10,500

Hourly sessional staff:

	Hourly rate	Hours per week	Total cost per week:
Cleaner	£13.45	10	£135

Hourly rate is the Scottish Living Wage - https://scottishlivingwage.org/what-is-the-real-living-wage/

Wages and staffing - Year 2 onwards

Salaried positions

	Salary	FTE	Pro Rata	NI	Pension	Expenses	Total emp costs per individual
Project Manager	£30,000.00	0.8	£24,000	£2,850	£1,200	£0	£28,050.00
Total		**0.8**	**£24,000**	**£2,850**	**£1,200**	**£0**	**£28,050.00**
Volunteer Coordinator	£28,275.00	0.4	£11,310	£947	565.5	**£0**	**£12,822.00**
Total		0.6	£11,310	£947	565.5		**£12,822.00**
Combined Total							£40,872.00

With special thanks to



Community Enterprise

for working with us to develop this document.

Tarbolton Community Development Trust
Charity no. SC054279

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