

CHARITY BUSINESS PLAN



KIRKMICHAEL DEVELOPMENT TRUST

APRIL 2025

CONTENTS

Executive Summary - Pg 2

About Kirkmichael Development Trust

- Who we are - Pg 3
- Our Community - Pg 3
- Vision & Mission - Pg 3
- The Board - Pg 4 - 8
- Organisation Structure pg 9
- Community Consultation - Pg 10 - 12

What we will do

- Activities & Services - Pg 13 - 14
- Developing the Site - Pg 15 - 17
- Working in Partnership - Pg 17

Impact

- The need - Pg 18
- Strategic Fit - Pg 19
- Social Impact - Pg 20
- Monitoring & Impact Measurement - Pg 21

Marketing

- Marketing & Communications - Pg 22

Project Support - Pg 23

Fair Work First - Pg 24

Finance - Pg 25 - 28

Risk & Mitigation - Pg 29 - 31

Thank you - Pg 32

Contact Details - Pg 32

EXECUTIVE SUMMARY



KIRKMICHAEL DEVELOPMENT TRUST

Kirkmichael Ayrshire Development Trust is a newly established Scottish Charitable Incorporated Organisation (SCIO No. SC053662), registered on 20 September 2024. The organisation is known locally as Kirkmichael Development Trust (KDT). Its principal aim is to acquire and manage the McCosh Hall in Kirkmichael for the benefit of the community. The Trust was created following extensive community consultation, including discussions at the Kirkmichael Village Renaissance (KVR) AGM followed by a Public Meeting in 2023 and a Development Trust Planning Supper in February 2024, where there was strong endorsement for establishing a dedicated body to secure the hall's future.

Over the past five years, KVR has successfully leased and managed the McCosh Hall and operated a community café and shop on the ground floor. KDT plans to lease this space back to KVR, ensuring continuity of these much-valued community services. Since the community began leasing and managing the building five years ago, there has been a significant resurgence in hall use. This success has been further supported by KVR and more recently KDT contracting a self-employed Community Development Worker to regenerate and expand community engagement with the space. As a result, McCosh Hall has re-established itself as a vital gathering place and centre for activity in the village.

In addition to managing the hall, KDT will act as an umbrella organisation for local groups, promoting collaboration, resource sharing, supporting new village initiatives and providing sound governance and leadership.

With the village church being sold, McCosh Hall's role as a central gathering place has become even more vital. The forthcoming development of a new arts centre is also expected to boost footfall and bring wider economic benefits to the area.

Following guidance from the Creetown Initiative, KDT's business plan — along with a complementary plan for the shop and café — sets out a clear strategy for ensuring the long-term sustainability of the hall.

The Trust's newly appointed Board of Trustees bring strong oversight and experience, aiming to build on previous achievements and secure the hall's future as a thriving community asset. Immediate plans include the transfer or purchase of the McCosh Hall, with an offer of £70,000 and an additional investment of £150,000 earmarked for improvements and future projects. Priorities also include encouraging greater involvement from younger members of the community and maintaining the established partnership with the local bowling club, which continues to care for the hall's grounds.

In summary, the formation of KDT secures McCosh Hall's future for the residents and visitors of Kirkmichael, realising the community's vision of a vibrant, accessible, and financially sustainable facility. By maintaining the popular café and shop, strengthening governance, and actively engaging all generations, KDT will ensure McCosh Hall remains a vital hub of village life for years to come.

ABOUT KIRKMICHAEL DEVELOPMENT TRUST

WHO WE ARE

We are a 2-Tier SCIO (Scottish Charitable Incorporated Organisation), established in 2024, dedicated to benefiting the community of Kirkmichael, South Ayrshire which comprises the Kirkmichael Community Council area.

Our Charitable purposes are:

- 1.The advancement of citizenship or community development
- 2.The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of the persons for whom the facilities or activities are primarily intended

But only to the extent that such purposes are consistent with sustainable development

Our Goals:

- 1.To bring the McCosh Hall under community ownership and secure its future for generations to come.
- 2.To provide a meeting place and Hub in the village where activities can take place, thereby reducing social isolation, improving health and wellbeing, addressing rural disadvantage and creating a strong and resilience community
- 3.To support new and established village initiatives

We have over 72 members from "Ordinary", "Associate" and "Junior" Membership.

OUR COMMUNITY

The community we serve is the rural farming community of Kirkmichael within the beautiful countryside of North Carrick in South Ayrshire.

Kirkmichael is a ten mile drive south of central Ayr set amid the rolling hills of South Ayrshire. The Dyrock Burn runs through the core of the village of Kirkmichael, which started life as the focus of a well populated rural parish served by its church. The village's origins date back to the 13th century when John de Gemmelstoun founded a church beside the Dyrock Burn, which he dedicated to St. Michael. Kirkmichael is centred around two intersecting streets, largely occupied by white cottages built for hand weavers in the 1790s.

The red stone McCosh Hall on Patna Road serves as the village hall and was gifted to the village by the estate of John McCosh. At the junction of Patna Road and Straiton Road lies the white-painted Kirkmichael Arms, a long one-storey village inn. The village of Kirkmichael has a community run village shop and café situated within the hall that sells general groceries and household items as well as local products, and a range of eat in and takeaway food. The village is also home to the Kirkmichael Primary School, located in purpose built facilities that opened in 2014. The Bowling Club is situated beside the village hall. Kirkmichael was once renowned for its guitar festivals and nowadays the annual Gala attracts people from all over.

VISION & MISSION

Vision Statement

To create a vibrant, inclusive, and sustainable village for future generations in Kirkmichael by preserving and enhancing the McCosh Hall as a thriving hub for community life, collaboration, and opportunity.

Mission Statement

Kirkmichael Development Trust is dedicated to securing the long-term future of the McCosh Hall, supporting local groups, fostering community-led initiatives, and promoting active engagement across all generations. Through strong governance, strategic investment, and partnerships, we aim to safeguard vital services, encourage participation, and enrich the cultural and economic life of Kirkmichael for residents and visitors alike.



ABOUT KIRKMICHAEL DEVELOPMENT TRUST

THE BOARD

The Trust is governed by a Board of 12 Trustees, drawn from a wide range of local organisations, ensuring diverse community representation. They are supported by 8 active advisors and a part-time Community Project Worker who was instrumental in the Trust's formation and ongoing operations.

To support long-term resilience and sustainability, the Trust has prioritised succession planning by encouraging both Trustees and Advisors to attend monthly Board meetings. This approach enables the sharing of skills, knowledge, and community insights, while also helping to mentor potential future Trustees and build leadership capacity from within the community.

Collectively, our Trustees and Advisors bring a wealth of skills and experience to the management of the asset, including:

- Charity governance and leadership
- Financial management, bookkeeping, and grant funding
- Small business operation, administration, and public relations
- Architecture, trades, maintenance, and project supervision
- Youth work, education, and community development

The Trust is well-networked within Kirkmichael and maintains strong links with the 27 local groups and organisations in the village.

The Trust meets monthly and communicates regularly between meetings to ensure responsive and effective management. Community engagement is at the heart of our approach, and we host open public meetings and consultations to update residents and gather feedback — particularly on plans related to McCosh Hall.



JAN TORRANCE
TRUSTEE & CHAIR

Jan spent over 40 years in marketing communications and public relations across a wide range of sectors. This included extensive experience in the Third Sector for a number of large charities; working in community development for the Carnegie Trust in the early part of her career, and more recently as Head of Communications for Foundation Scotland.

Awarded the Diploma in Teaching in Further Education in 2011, Jan was also a lecturer at Glasgow Caledonian University and City of Glasgow college, delivering a range of courses for undergraduates and post graduates in Public Relations and Marketing.

Jan spent the final years of her career with the Scottish Qualifications Authority maintaining and developing qualifications in Management; HRM and Advertising Marketing and Public Relations. Prior to taking up her current voluntary role as Chair of Kirkmichael Ayrshire Development Trust, Jan was a Trustee of the Women's Fund for Scotland from 2019 to 2023 with a particular focus on Strategy and Marketing Communications.

BILLY THOMSON
TRUSTEE & VICE CHAIR

Billy worked as a Joiner with local authorities and held various roles within Council Housing departments before retiring, including Housing Officer, Project Planning Officer, and Programme Coordinator.

A resident of Kirkmichael for over 40 years, Billy is an active member of the community. His involvement with the McCosh Hall began when his wife, Margaret, served as caretaker, and he frequently assisted her in setting up and clearing the hall after events.

Previously, Billy served as Chair of the Kirkmichael Community Association. He is now a dedicated member of the Hall Committee, the Community Project Panel, and Bowling Club (which he is a former President of). Billy is part of a team of volunteers, that help maintain the Bowling Green and its surrounding grounds.

In 2022, alongside Rab White, Billy launched Carpet Bowls in the McCosh Hall as an indoor alternative during the off-season for outdoor bowling. These sessions take place on Tuesday mornings and Wednesday evenings. Beyond his community work, Billy enjoys playing golf and walking football.

ABOUT KIRKMICHAEL DEVELOPMENT TRUST



CATRIONA HASTON
TRUSTEE & SECRETARY

Catriona has had a varied career which included working in Germany as a translator and administrator in the Department of Biomechanics at the Hanover Medical School in Germany. From there she moved into nursing and midwifery for several years. Having taken a career

break to look after her four daughters, she went back to college to learn computer skills and didn't stop until she left Glasgow University with a PhD in contemporary European economic history in 2010.

Having also taught for a few years at the university she then moved into the Third Sector, initially working for Ailsa Horizons supporting the work of the Hadyard Hill Community Benefit Company. She then moved into community transport and was integral to the setting up of South Ayrshire Community Transport (SACT). Starting as transport coordinator, she then became manager of the social enterprise which she led until the end of 2021 acquiring skills in business, management, HR, writing funding applications, managing grant funding and reporting to funders.

Now retired, she volunteers her time with KVR, KDT, South Ayrshire Social Enterprise Network, Girvan Traditional Folk Festival and chairs the SACT board.



CAROLINE LORIMER
TRUSTEE & TREASURER

Caroline's degree from Cambridge was in education and she worked for several years at City and Guilds of London Institute, administering examinations in the arts and bakery subjects. Moving across to interior design, she opened a

fabric and curtain shop in Islington, North London and then continued in this field when she moved to Scotland in 1990. She finally put away her sewing machine last year and is now gardening, reading and studying for an Open University degree.

Alongside her professional life, Caroline feels passionately about volunteering and community engagement, spending three years as the National chairman of the youth programme for the Arts Society, acting on the board of the MacLaurin Art Gallery and the Ayrshire Arts Network and is currently on the board of the Textile Conservation Foundation in Glasgow. She moved to Kirkmichael over 30 years ago and has been the chair of KVR for the last 15 years. This has involved the running of the Shop, Café and Hall, raising funds through grants and fundraising activities and organising community events. She is keenly aware of how important a secure and friendly community is for all who live here, be they old or young and looks forward to continuing to contribute towards this.

PAT LORIMER
TRUSTEE



Patrick Lorimer was born in Ayr and grew up in Troon and Kilmarnock with grandparents who farmed in Barr. He read Architecture at Cambridge and founded the Ayr based firm of ARPL Architects in, 1974. He retired from the firm in 2016 but remains a Fellow of the Royal Incorporation of Architects in Scotland a fellow of the Royal Society of Antiquaries and a member of the Royal Institute of British architects. He is a supernumerary Deputy Lord Lieutenant and on the board of a number of Charitable organisations. He is also Chair of the Crosshill, Straiton and Kirkmichael Community Council and a founder member of KVR who run the Community Shop and Café in the McCosh Hall.

Patrick was an accredited Conservation architect and has had a wide and comprehensive experience with grant funded building projects and acted as an HLF assessor for a number of years. His practice won some 40 awards for their architectural work and in particular works to listed buildings in Public or Charitable ownership.

Amongst his hobbies are building, letter carving and saving buildings.

ABOUT KIRKMICHAEL DEVELOPMENT TRUST



JOYCE BYRNE
TRUSTEE

Joyce Byrne brings a wealth of experience to the Kirkmichael Development Trust through her background in Local Government, where she worked as a Committee Officer before retiring. Her role involved close collaboration with Community Councils and a strong focus on local issues—experience that has proven invaluable in her continued community involvement.

Now retired, Joyce has volunteered with a range of charitable organisations, including as an Adviser with Citizens Advice, where she also helped train new volunteers. She has supported the British Red Cross in administrative roles and worked with CASS in Plymouth, providing emotional support and guidance to vulnerable individuals attending court.

Since moving to Kirkmichael, Joyce has been an active member of the community. She has volunteered in the local shop, joined the Stage and Screen Group, and contributed to the Growing Together Kirkmichael project. She also serves on the Committee of the Garden Club. As a Trustee of the Kirkmichael Development Trust, Joyce is passionate about preserving and promoting the Village Hall as a vital resource for the community—ensuring it remains a space that benefits and brings together local residents for years to come.



BRENDA BYRNE
TRUSTEE

Brenda Byrne has become a valued member of the Kirkmichael community since moving to the village in recent years. Following a long and varied career in office management and administration, she has embraced a wide range of volunteer roles. Her previous experience includes managing stock at the RNLI shop and supporting individuals through the court system with CASS in Plymouth.

Since settling in Kirkmichael, Brenda has become actively involved in village life—volunteering in the community shop and participating in local groups such as the Garden Club, Stage & Screen, and Growing Together Kirkmichael. Brenda keeps the village up to date with events of the groups she is involved in, through creating adverts and notices for the community noticeboard and online platforms ie. Facebook and emails.

She is currently helping to teach gardening basics to pupils at the local primary school, supporting them in making the most of their newly installed polytunnel. The aim is to grow plants that will contribute to the community raised bed project—another example of Brenda's hands-on and community-minded approach.

BRIAN CALDER
TRUSTEE



Brian Calder has been a proud resident of Kirkmichael for over 20 years. He is the owner of a successful Events Production Company, which has delivered major national events including the Great Scottish Run and all of the Scottish Race for Life events on behalf of Cancer Research UK. His work has had a wide-reaching impact, combining professional excellence with a strong sense of purpose.

Brian's commitment to community life is just as impressive. He is actively involved in the Kirkmichael Development Trust, the village's Bowling Club, Carpet Bowls, and badminton group. A keen sports fan, he also enjoys walking football and is a loyal supporter of his local football club.

Earlier in his career, Brian worked in Community Education, focusing on youth work and closely supporting local groups. This background has shaped his ongoing dedication to community involvement and development.

Known for his energy, warmth, and community spirit, Brian continues to be a much-valued contributor to life in Kirkmichael

ABOUT KIRKMICHAEL DEVELOPMENT TRUST



**LINDSAY McQUATER
TRUSTEE**

Lindsay McQuater has been an active member of the Kirkmichael community since moving to the village in May 1990 to run Jock's Restaurant, which she successfully managed for six years before moving to a farm in November 1996. Alongside her professional career in the Department for Work and Pensions (DWP), Lindsay remained deeply involved in village life, continuing to work and volunteer in various capacities even after retiring early at 54.

Her longstanding commitment to the community is evident through her years of service in the Kirkmichael community shop, her active role in the Women's Group since 1990, and her deep involvement in the Church community, where she has served as an Elder, President of the Church Guild, and is currently the Treasurer. Lindsay is also a member of the Knit and Natter group, the Gardening Club, and enjoys singing with the Crossraguel Singers. She keeps active through the Maybole Leisure Club, participating in swimming and gym activities, as well as bowling.

In her spare time, Lindsay enjoys traveling when possible and loves spending time with her two daughters, helping to run them around to their various interests, including ponies, rugby, football, and music lessons.

As a Trustee of the Kirkmichael Development Trust, Lindsay is passionate about the future of the village, ensuring the continued success of the shop, hall, and village life while fostering opportunities for residents of all ages. At 67, she remains dedicated to supporting projects and initiatives that enhance the well-being of the community.

Matt was born and raised in Kirkmichael, where he has spent most of his life. He worked as an engineer and supervisor at Digital, a renowned local computer company with a global reputation. He later owned and managed a pub in nearby Maybole and now works as a freelance Painter and Decorator.

Over the years, Matt has been actively involved in the local fishing club, Bowling Club, and carpet bowls. A lifelong football enthusiast, he has played the sport for many years and previously managed the Maybole Amateur football team. Today, he enjoys walking football alongside other residents in the village.

For the past four years, Matt has organised the popular Hoolie in the Hall at New Year, an event that raises funds for various local charitable organisations. Kirkmichael is a thriving community, and Matt is passionate about encouraging all residents to get involved in any way they can.



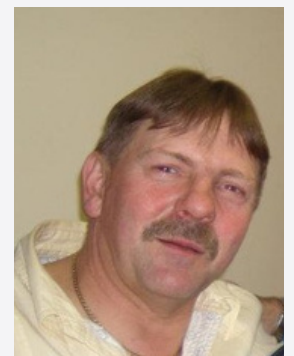
**RAB WHITE
TRUSTEE**

Rab White has lived in Kirkmichael for over 40 years and brings extensive community knowledge and practical experience to his role as Trustee. Born in New Cumnock and educated at Cumnock Academy, Rab has a long-standing commitment to local development and grassroots initiatives. With a career spanning various roles in manufacturing, Rab is currently employed as a Production Supervisor at a Maybole-based firm, bringing valuable operational and team management skills to the Trust.

Rab has been a key figure in local community life for decades. He has served as Secretary of Kirkmichael Bowling Club for approximately 20 years and took on additional responsibilities as Green Keeper for 10 of those years. His leadership extends to supporting young people through work with youth clubs in both Kirkmichael and Maybole. As a panel member of the Kirkmichael Community Project Fund, Rab plays an active role in decision-making processes, helping allocate funds to local groups through the NCCBC. He also contributes to the organisation of the Kirkmichael Carpet Bowls Club, held at the McCosh Hall.

Rab's combination of operational experience, community leadership, and long-term village residency ensures a grounded, practical perspective within the governance of the Trust. His involvement supports the Trust's mission to promote sustainable community development and enhance the quality of life for local residents.

**MATT DAVEY
ADVISOR**



ABOUT KIRKMICHAEL DEVELOPMENT TRUST



SHEILA McKECHNIE
CO-OPTED TRUSTEE

Sheila McKechnie has lived on the outskirts of Kirkmichael for over 40 years and has long been a dedicated and active member of the local community. As a Co-opted Trustee of the Kirkmichael Development Trust, Sheila brings a wealth of experience, local knowledge, and a deep-rooted passion for village life.

Now retired, Sheila spent her professional life as a Primary School Teacher, most recently teaching in Maybole. Throughout the years, Sheila has contributed to the heart of the community in many ways — serving as an Elder in the Church, being an active member of the Women's Group and the Rural, and participating in the Bowling Club and Carpet Bowls.

A lifelong horse enthusiast, Sheila has enjoyed riding and competing, and even qualified as a Dressage Judge — a testament to her dedication and skill in the sport. These days, she continues to embrace a hands-on lifestyle, spending cherished time with her family on her daughter's farm in Yorkshire, where she helps with all aspects of farm life. When she's not in Yorkshire or involved in community life, Sheila enjoys gardening and crafts, always finding joy in creating and nurturing.

With her kind spirit, strong sense of community, and wide-ranging interests, Sheila remains a much-loved and respected figure in Kirkmichael.

involved in the community since 2010, starting with the Community Shop and Café before becoming a Director of KVR. As a Director, Eleanor has played a key role in fundraising events and serves on the subcommittees for both the Shop and Hall. She manages hall bookings and oversees its income and expenditure.

In addition to her local commitments, she volunteers at a food bank in Ayr once a week. Eleanor enjoys reading and spending time with her grandchildren. More recently, she helped establish the Stage and Screen group in Kirkmichael, which hosts monthly cinema nights and rural theatre tours.

She takes great pride in giving back to the community and is thrilled to see it thriving. Committed to its future, she is passionate about ensuring its continued success for generations to come.



ANDREW HISLOP
CO-OPTED TRUSTEE

Andrew is the shared Headteacher of both Kirkmichael and Straiton Primary Schools, and is an active member of both communities. Having developed a passion for rural schooling during his first headteacher post at Dailly Primary, he has shown a dedication to making sure the young people of Kirkmichael play their part in community work, and that their voice is heard in decision making and event planning.

He is passionate about creating opportunities for intergenerational working, and understands the importance for all residents to share their experiences and talents with each other.

A father to three young boys, Andrew is a lover of sport and music and places value on the importance of offering young people a wide range of experiences to support their growth and development into responsible citizens. He truly believes that "it takes a village to raise a child".

ELEANOR SCOBIE
ADVISOR

Eleanor is a retired nurse who later worked in NHS administration before retiring. She has lived in Kirkmichael for 31 years and has been actively



ABOUT KIRKMICHAEL DEVELOPMENT TRUST

ORGANISATION STRUCTURE

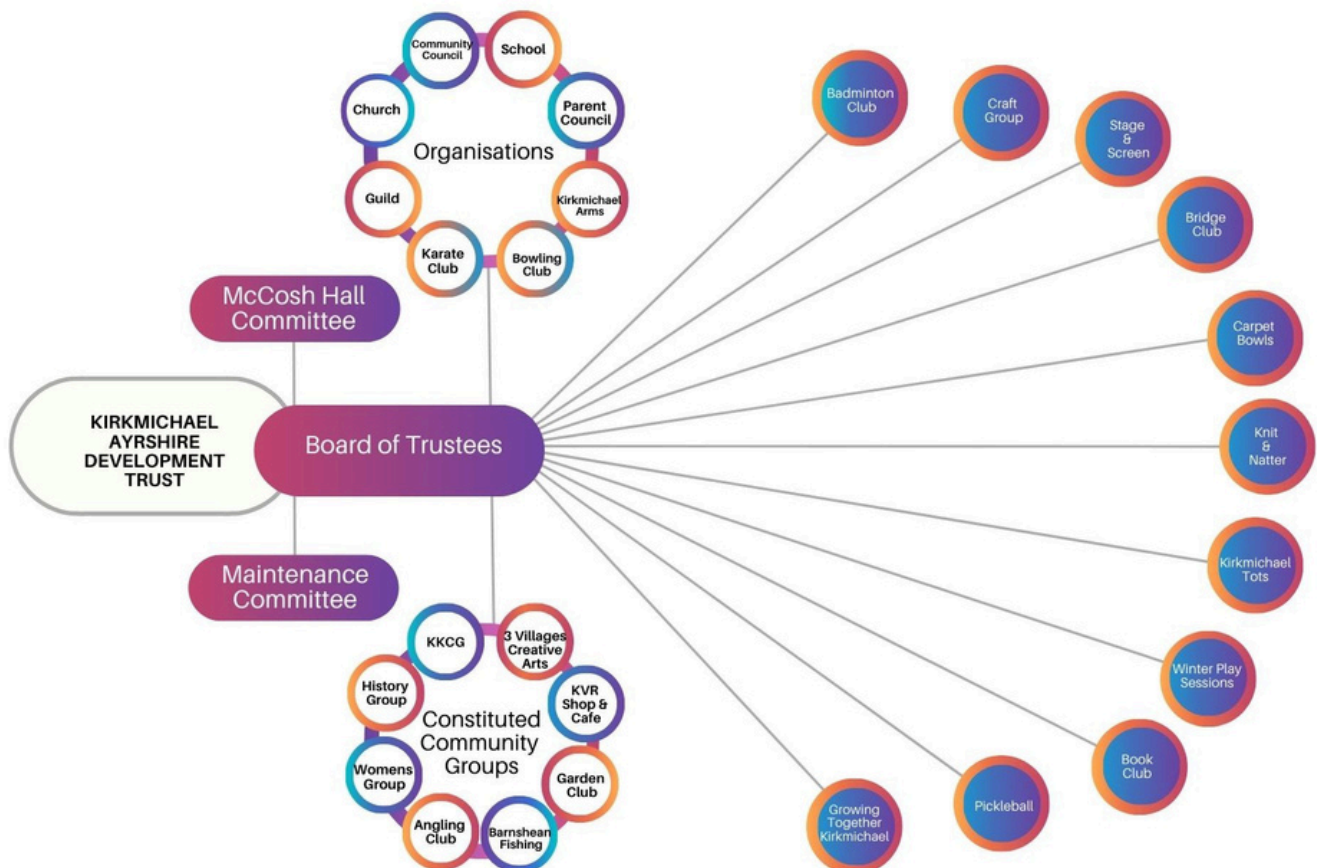
Kirkmichael Development Trust (KDT) was established following extensive community consultation, evolving from an Association of Associations model. One of the Trust's core objectives is to secure the future of McCosh Hall through a Community Asset Transfer. Beyond this, KDT has successfully united a wide network of Kirkmichael community organisations, strengthening collaboration, resource sharing, and collective impact across the area.

KDT is a community-led organisation that embraces an enterprising approach to regeneration, operating under four guiding principles:

1. Independent, community-owned and community-led
2. Committed to the economic, environmental, and social regeneration of a defined area
3. Fully independent, while fostering partnerships initiated by the community to maximise positive outcomes
4. Enterprising in approach and outlook

As illustrated by the diagram below, the Board of Trustees maintains strong connections with key village organisations such as the local school and the Community Council, as well as constituted groups including the Garden Club and the Women's Group. Trustees and Advisors also serve as important links to a range of community-led (currently unconstituted) groups, which have been supported by KVR and, moving forward, will operate under the KDT umbrella.

To ensure effective management, the Board will establish sub-committees, each led by a Trustee. These will oversee specific areas such as the operation and maintenance of McCosh Hall and its grounds. Additional sub-committees, such as those for Events and Fundraising, have been and will continue to be created as needed to support the Trust's activities and community ambitions.



ABOUT KIRKMICHAEL DEVELOPMENT TRUST

COMMUNITY CONSULTATION

In response to South Ayrshire Council's plans to transfer responsibility for village halls back to their respective communities, KVR commissioned consultants, Creetown Initiative Ltd, in 2021 to assess the situation. The assessment focused on whether KVR had sufficient community support and the capacity to manage McCosh Hall, whether the community shop and café contributed positively to this aim, and what level of asset transfer – short-term lease, long-term lease, or purchase – might be viable.

Following a community consultation and a report from Creetown Initiative, the recommendations were:

- To wind down KVR and establish a new, inclusive Development Trust SCIO.
- Not to pursue the purchase of McCosh Hall.
- To contract a Development Worker to regenerate use of the hall and seek to maximise use of McCosh Hall, building on existing strengths (such as the large upstairs hall) while aligning with a post-Covid recovery agenda.
- To secure a long-term (20 or 30-year) lease, which would better support funding opportunities for improvements and programming.

As part of this process, a Community Project Worker (CPW) was contracted and tasked with working alongside the community to establish the new Development Trust, which would take on the long-term lease of McCosh Hall from South Ayrshire Council and manage it.

Initially, the KVR Board, following Creetown Initiative's recommendations, planned to wind up KVR and transfer its activities—including management of the shop, café, hall, and other community initiatives—to the new Development Trust. However, after discussions with the CPW, the Board considered an alternative: that KVR would remain in place to continue managing the community shop and café, while a new Development Trust would be created specifically to manage McCosh Hall and wider community projects. This approach would allow the Development Trust to emerge as a fresh, inclusive organisation that the community could feel excited about joining, rather than being seen as a continuation of the "old KVR." Meanwhile, KVR could continue its well-established work with the shop and café.

It was essential that the new Development Trust be developed with full community involvement every step of the way.

At the KVR AGM in October 2023, the newly formed community groups were invited to affiliate with KVR. This allowed them to benefit from KVR's constitution and financial systems while continuing their independent activities. The concept of Development Trusts and their potential role in Kirkmichael was introduced, with plans for a dedicated public meeting later that month.

A public meeting chaired by [REDACTED] was held to explore the idea of creating a Development Trust. Guest speaker [REDACTED] from Beith Development Trust shared inspiring experiences from Beith, showcasing how a small initiative had grown into a thriving community organisation. Positive community feedback enabled the Development Trust idea to move forward to pursue a long term lease of McCosh Hall.

2021
Creetown Initiative
Community consultation
commissioned by KVR

2022
Community Project
Worker Contracted to
regenerate use of
McCosh Hall & new
community groups
established

Oct 2023
KVR AGM
Concept of Development
Trust Introduced

Oct 2023
Public Meeting
Positive feedback for a
Development Trust
in Kirkmichael to pursue
a long term lease

ABOUT KIRKMICHAEL DEVELOPMENT TRUST

Throughout late 2023, meetings with South Ayrshire Council's (SAC) Colin Love ensured SAC was kept informed. In February 2024, a community supper event brought together 30 representatives from 26 groups. Discussions centred on how a Development Trust could support existing groups and create a stronger community network. Positive relationships and collaborations began to form, such as between the local school and the Angling Club. The event concluded with a decision to establish a Steering Group to formally progress the Development Trust.

The Steering Group began work in March 2024. Two subgroups were formed:

- Constitution Subgroup: tasked with drafting a constitution suitable for registering the Trust as a SCIO (Scottish Charitable Incorporated Organisation) and enabling a long lease or asset transfer.
- Business Plan Subgroup: responsible for drafting a Business Plan for funding and application processes.

Helpful guidance was received from DTAS and SAC officers. By May, a draft constitution was shared for comments with DTAS and SAC, and the Trust officially adopted the name Kirkmichael Ayrshire Development Trust.

By August 2024 Trustees conducted the first constituted Board meeting and office bearers were elected. During this time, discussions with SAC and another community group, Barr (SCIO), highlighted that most communities preferred purchasing their halls rather than leasing them. This prompted the Development Trust to reconsider its initial position on pursuing a long lease. A number of factors in favour of purchasing McCosh Hall were considered, including:

- Greater access to funding opportunities.
- More favourable terms for grants and renovations.
- Full community ownership and decision-making power over the building's future.

After some reflection on this decision Trustees voted in favour of pursuing a purchase and agreed to host a community consultation in September 2024.

The Community Consultation and Information Event was held with community groups in attendance showcasing their activities and Trustees available for attendees to speak to and find out more information about the Development Trust and the plan to bring the McCosh Hall under community ownership through a Community Asset Transfer. 48 people supported the plan to purchase the hall and no-one opposed the plan. At the event 43 people completed membership application forms for the Development Trust. After the event the Development Trust which by this time was a registered charity began the process of applying for a Community Asset Transfer with South Ayrshire Council.

In early 2025 a local Graphic Designer was commissioned to develop a logo and branding for the organisation. He collaborated with children at the Primary School and from their input during a workshop the new Logo design was inspired.



Feb 2024
Planning Supper
with
30 representatives from
26 community groups

March 2024
Steering Group
with
30 representatives from
26 community groups

August 2024
KADT became a
constituted organisation
awaiting charitable status
and Trustees voted in
favour of pursuing a
purchase of McCosh Hall

September 2024
Community Consultation
48 people supported a
purchase
No-one opposed the
recommendation
43 applied for
membership

ABOUT KIRKMICHAEL DEVELOPMENT TRUST

A further Community Consultation was held in April 2025 to launch the Development Trust Logo, update the village residents on the progress of the CAT2 application and provide the opportunity for hall users and residents to speak to Architects about their ambitions for the hall. 45 residents attended the event on 10th April 2025, which focused on future plans for the McCosh Hall. The aim was to provide residents with an opportunity to speak on a 1:1 basis with the architects ARPL who had been appointed by the Scottish Land Fund to consult and prepare costs and detailed plans for a number of phases of work to the McCosh Hall.

Following a short presentation by the Chair, Jan Torrance on the progress of the acquisition work and relevant funding, [REDACTED] of ARPL Architects then spoke to the audience about previous work that had been carried out in 2021 and the process going forward to update these plans taking into account changes in use of the hall, the views of Trust members and residents in general.

Residents engaged fully in the process with a number of 1:1 conversations with the architect and group discussions with a number of helpful ideas on what they would like to see with storage, a range of meeting rooms and a new floor in the upper hall being the main priorities of residents. The boundary walls, trees and other external repair work were also mentioned.

[REDACTED] then prepared estimated costs splitting the work into essential repairs, renewables and development work reflecting the input from the community. These improvements have been built into the future plans of the Development Trust for McCosh Hall. At this event more residents took the opportunity to complete a membership application increasing the number of members to 72 - over 10% of the population of Kirkmichael.



March 2025
Logo Designed in
collaboration with local
school children

April 2025
Community Consultation
with
ARPL Architects
&
Launch of new Logo

April 2025
72 members of the
Development Trust
over 10% of the village
population

April 2025
Community Asset
Transfer Application
submitted to South
Ayrshire Council

WHAT WE WILL DO

ACTIVITIES & SERVICES

Kirkmichael Development Trust is an independent, community-owned, and community-led organisation established to drive the social, economic, and environmental regeneration of Kirkmichael village and the surrounding area. Through local ownership, strong partnerships, and an enterprising outlook, the Trust is committed to building a sustainable, resilient future for our rural community.

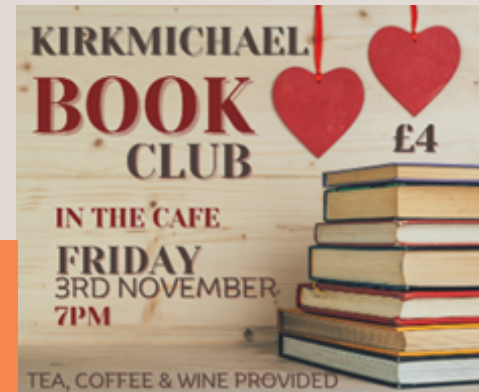
The Trust's first major initiative is the Community Asset Transfer (CAT) of McCosh Hall from South Ayrshire Council. Ownership of McCosh Hall will provide the security, autonomy, and long-term vision required to protect and enhance this essential community resource. It will enable us to make the investments needed to maintain, upgrade, and adapt the hall to meet the evolving needs of the village.

Alongside managing and developing McCosh Hall, the Trust is actively building a strong and connected network across Kirkmichael by:

- Bringing together all local community groups, fostering collaboration, shared initiatives, and joint projects.
- Supporting new village initiatives, by offering expertise, structure, and governance to help community-led ideas grow into viable projects.
- Providing facilities and affordable space for existing groups to continue thriving, including KVR's successful community-run Shop and Café and the long-established Kirkmichael Bowling Club, both of which will receive long-term leases from the Trust following the CAT.

McCosh Hall already supports over 18 local groups and activities ranging from:

- Physical activities such as Pickleball, Badminton, Karate, and Carpet Bowls
- Social connection through Cinema Nights, Women's Group meetings, Garden Club, Toddler Groups, Winter Play Sessions, Music Sessions, and Knit and Natter groups
- Cultural engagement with the Book Club, the History Group, and management of the village archive.



WHAT WE WILL DO

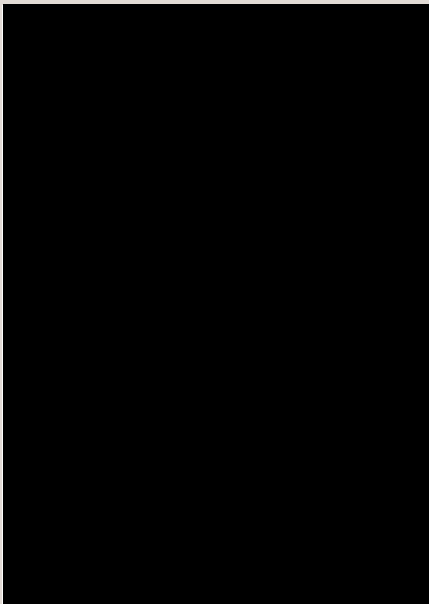
The hall also acts as a vital venue for private events, public meetings, and celebrations, enhancing its economic value to the village and offering accessible opportunities for all age groups.

By securing ownership, the Trust will unlock the ability to:

- Enhance infrastructure, with plans to extend the building to provide much-needed additional storage.
- Improve facilities, such as installing a new floor in the upper hall to better support sports and physical activities—identified as a key need during recent community consultations.
- Increase hall flexibility, creating more opportunities for income generation through hires, events, and pop-up activities that support local enterprise.

Our approach ensures that Kirkmichael Development Trust remains fully independent, led by local people, but works closely in partnership with the community to maximise positive outcomes for all residents. We are building an organisation with the skills, capacity, and vision not just to sustain existing services, but to support future regeneration projects that respond to the ambitions and needs of our rural community.

The Community Asset Transfer will secure McCosh Hall's future, strengthen community resilience, and create a platform for ongoing village renewal—rooted in local ownership, driven by local leadership, and delivered for the benefit of everyone in Kirkmichael.



2025 SEASON
APRIL TO SEPTEMBER

KIRKMICHAEL BOWLING CLUB

Kirkmichael Bowling Green, behind McCosh Hall

MONDAY - NON-MEMBERS WELCOME
WEDNESDAY - MEMBERS ONLY

Monday Evenings at 7pm

Open to non-members
Beginners are always welcome
Flat soled shoes are required all other equipment can be provided

KIRKMICHAEL BADMINTON

WEDNESDAY 10.30AM - 12NOON

SUNDAY 7PM - 8.30PM

MCCOSH HALL

£2 PER SESSION

ALL EQUIPMENT PROVIDED

16YRS - BEGINNERS WELCOME

PICKLEBALL

MONDAYS 3-30PM - 5-00 PM

£2.50 PER PERSON (16YRS +)

McCosh Hall, Kirkmichael

Come along and have a go

KNIT AND NATTER

Thursday 10.30am upstairs in the McCosh Hall.

Why don't you join us for coffee and a natter?

Bring your knitting/crochet/embroidery/needlepoint.

Or just come for a blether.

Lyn and Lindsay

£2 per head to cover cost of the hall.

Kirkmichael Stage & Screen

KIRKMICHAEL COMMUNITY SHOP & CAFE

WHAT WE WILL DO

DEVELOPING THE SITE

The McCosh Hall is situated in the heart of Kirkmichael in a prominent position on Patna Road along from the Kirkmichael Arms Restaurant and opposite the proposed site for the 3 Villages Creative Arts Hub. The Bowling Green is to the rear of the property. The hall was constructed just over 125yrs ago.



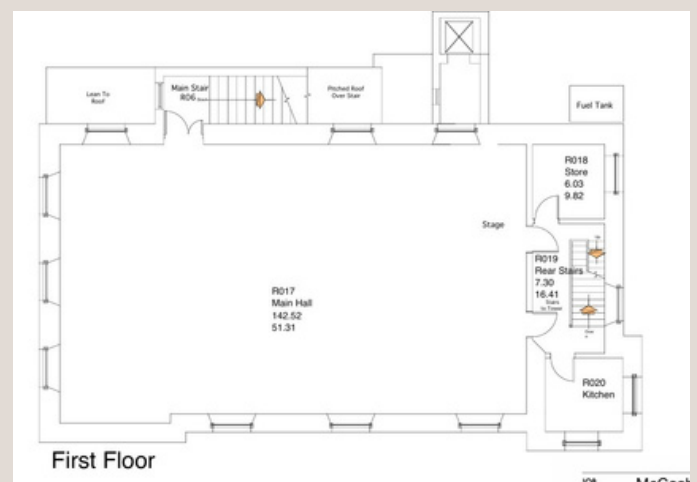
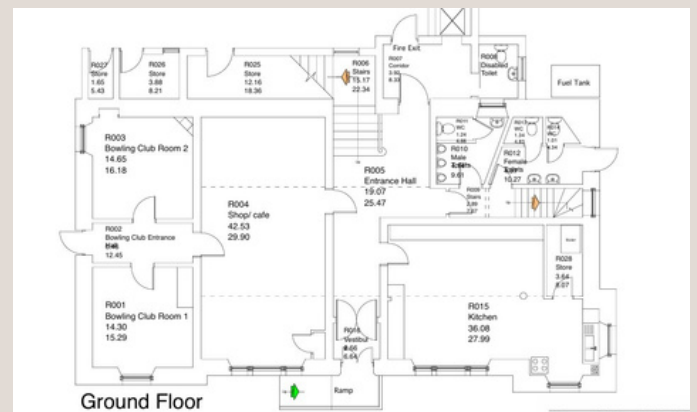
John McCosh was born in 1805 in the Kirkmichael parish, where his father was a teacher. He became a doctor, and in 1831 he travelled to India. For the next 25 years, he worked as a military surgeon in the army of the British East India Company, often attending to the wounded under fire during battles. In addition to his medical duties, he had several hobbies. One was writing poetry, and another was photography - a recent invention at that time. He took some of the earliest photographs of Indian and Burmese peoples, architecture, and British soldiers on active service.

John retired in 1856 and returned to Britain. When he died in London in 1885, he left a sum of money to be used for three purposes: to provide bursaries for medical students at Edinburgh University; to provide bursaries for pupils at Ayr Academy; and to build a village hall and working men's club in Kirkmichael.

The money was first given to his niece so that the interest accrued from it could support her during her lifetime. After her death, it was allocated to the purposes John had specified in his will. The village hall in Kirkmichael was opened in 1899 and was named the McCosh Hall.



The property is a C-listed detached, two storey building of red sandstone construction with a distinctive clock tower. It currently consists of a large hall on the upper floor, a shop, cafe and kitchen on the ground floor and ancillary facilities such as toilets and storage. The community bowling club occupies two ground floor meeting rooms.



A valuation was jointly instructed by KDT and SAC. Shepherds Commercial provided a summary valuation and placed a market value of £80,000 on McCosh Hall.

WHAT WE WILL DO

The approximate floor areas of the building are as follows:

Ground Floor - 178.58 sqm 1,922 sq ft

First Floor - 176.32 sqm 1,898 sq ft

Total - 354.90 sqm 3,820 sq ft



In 2022, ARPL Architects carried out a series of Condition Reports on key community assets across North Carrick, commissioned through the North Carrick Community Benefit Company's Foundations for Recovery Programme. McCosh Hall was included in this study, providing an initial assessment of the building's condition and highlighting areas for future improvement.

Over the past three years, significant progress has been made in regenerating the hall's use, with new community groups being established and supported by a Community Project Worker. The increased use of the upper hall has been a positive development, but it has also brought new challenges, particularly around lack of storage. Larger equipment items are currently stored behind screens within the hall space, which reduces the available seating capacity for larger events and impacts the flexibility of the hall's use. During this period, while Kirkmichael Village Renaissance (KVR) managed the hall, they successfully secured grant funding to support minor improvements and new equipment acquisition, including:

- Installation of drapes to improve acoustics and create a flexible theatre-style environment.
- Provision of a 100" TV and protective cabinet for cinema nights and community screenings.
- Equipment for new activities, including carpets and storage for carpet bowls, badminton and pickleball stands and nets.
- Improved seating and foam mats to support martial arts and exercise activities.
- Floor lining for a marked badminton court.

Thanks to its domed ceiling and layout, the hall has proven particularly well suited to sports like badminton and pickleball, both of which have seen growing community participation.

At the recent community consultation event, organised by KDT, hall users and residents clearly identified three key priorities for future development:

- Improved storage facilities for community group equipment.
- Creation of smaller meeting rooms to support a broader range of activities.
- Refurbishment of the hall floor to improve safety and performance for sports and physical activities.

With the support of Stage 1 Scottish Land Fund funding, KDT commissioned ARPL Architects to update the 2022 Condition Report and incorporate feedback gathered during the community consultation. Architect [REDACTED] from ARPL attended the consultation event and engaged directly with residents and users to ensure community priorities were accurately reflected.

An updated and detailed report is currently being prepared, with preliminary cost estimates already provided based on community input and previous assessments.

KDT is firmly committed to ensuring that McCosh Hall is well maintained, fully fit for purpose, and responsive to community needs. Following successful completion of the Community Asset Transfer, KDT will seek to secure grant funding to implement essential repairs, improvements, and enhancements to the building in the short term, as outlined below.

Repairs

- 1 External wall repairs lime repointing, stitching cracks, steel, stone indents, chimney repairs
- 2 Roof re- slating, leadwork, timber treatment
- 3 Rainwater goods replace corroded cast iron, de-rust and redecorate
- 4 Windows repair and redecorate 17 windows, replace 7 no windows
- 5 Boundary walls part re-build, lime repointing

Renewals

- 1 LED light fittings and hall lighting upgrade
- 2 Insulate roofs
- 3 Hall Floor
- 4 Compliant means of escape

WHAT WE WILL DO

Beyond the initial five-year financial projection, Kirkmichael Development Trust (KDT) has identified several potential development opportunities to enhance the functionality and sustainability of McCosh Hall.

One key priority is the creation of additional storage space to meet the needs of the multiple organisations now using the facility. Expanded and organised storage will enable groups to access and store equipment more efficiently, significantly reducing set-up and breakdown times, improving health and safety standards, and making it easier to host a wider range of events, classes, and social gatherings. Improved facilities are expected to support increased hall usage and maximise the building's potential as a vibrant community hub.

Another future development under consideration is the reorganisation of the Shop, Café, and Kitchen areas. Redesigning these spaces could better meet the operational needs of the community-run Shop and Café while also creating a smaller, flexible meeting space to accommodate additional activities and community services.

All future developments will be progressed through a community-led approach, ensuring that residents and hall users are fully involved in shaping priorities. Larger-scale projects will require additional capital investment and KDT is committed to seeking grant funding and partnership opportunities to deliver these improvements.

Community ownership of McCosh Hall unlocks the potential to pursue these longer-term enhancements, securing the hall's role as a flexible, accessible, and sustainable asset for generations to come.

WORKING IN PARTNERSHIP

Kirkmichael Development Trust (KDT) recognises that strong partnership working is essential to achieving our vision for a thriving, resilient community. Building on a foundation of collaboration, KDT is committed to working closely with a range of local organisations and groups to maximise the impact of McCosh Hall as a community-owned asset and to support wider village regeneration.

Key partnerships include the KVR Community Shop and Café, a vital local service that will continue to operate from McCosh Hall under a long-term lease agreement; the Kirkmichael Bowling Club, which occupies adjacent ground floor spaces and outdoor facilities which it maintains; and the Kirkmichael Arms, the village's local pub and an important social and tourism asset. We are also developing strong links with 3 Villages Creative Arts, supporting arts-based activities and events, and with Kirkmichael Primary School, encouraging educational projects, intergenerational learning, and family engagement.

Beyond these formal partnerships, KDT is actively building a village-wide network, fostering collaboration with all community groups to strengthen social connections, encourage shared projects, and support new initiatives. This inclusive approach ensures that McCosh Hall remains a flexible, accessible, and welcoming space that reflects the needs and aspirations of the whole community.

Through these partnerships, KDT will deliver a joined-up, community-led approach to local development—maximising the use of shared resources, encouraging innovation, and ensuring that the benefits of community ownership reach every part of Kirkmichael.



THE NEED

Why McCosh Hall Matters

- **Vital Rural Hub:** McCosh Hall combats rural isolation by providing a welcoming, accessible space for all ages to connect, socialise, and thrive.
- **Proven Community Impact:** In 2024, an evaluation showed that 78% of participants felt more connected, 56% grew their social circle, and one-third reported improved health and wellbeing through activities centred around the hall.
- **Catalyst for Growth:** Initiatives like 3 Villages Creative Arts, born from community engagement at McCosh Hall, show the hall's role in inspiring creativity, building skills, and strengthening the rural economy.
- **Future-Ready:** Under community ownership, McCosh Hall will continue to evolve, meeting the changing needs of residents and ensuring a vibrant, resilient future for Kirkmichael.

Rural communities, including Kirkmichael, face distinct challenges that impact the health and wellbeing of their residents. Higher levels of loneliness and social isolation are common, driven by geographical remoteness, limited public transport, and reduced access to services. These issues are particularly acute among older residents, with rural Scotland's ageing population placing increasing pressure on local healthcare systems and social services. Older adults living in rural areas are more vulnerable to poor health outcomes, due to fewer opportunities for social connection and specialist medical care. Addressing these challenges requires a multifaceted, community-led approach, strengthening not only physical and mental health but also supporting economic stability, community cohesion, and local engagement. Creating and maintaining vibrant, accessible spaces where people can connect is crucial to building healthier, more resilient rural communities.

Recognising these needs, in 2022, Kirkmichael Village Renaissance (KVR) contracted a Community Development Worker to revitalise the use of McCosh Hall and strengthen community ties across the village. The Development Worker engaged extensively with residents through both one-to-one and group conversations, helping to identify shared interests and unlock the potential of local skills and talents. Existing groups were supported to thrive, and new community groups were established, making full use of available village assets such as McCosh Hall, the Community Café, and local greenspaces.

An evaluation of this work in early 2024 showed the tangible impact of these efforts:

- 210 new attendances at community activities were recorded.
- 78% of participants felt more connected to their community.
- 56% reported an expanded social circle.
- One-third of residents said their health and wellbeing had improved.

These results demonstrate clearly the critical role that McCosh Hall, and the activities based within it, play in reducing social isolation, improving health outcomes, and enhancing quality of life in Kirkmichael.

One of the key new initiatives to emerge during this period was the formation of 3 Villages Creative Arts. This charity evolved from a grassroots creative arts project developed through the community engagement process, and it exemplifies the type of social and cultural initiatives KDT can support.

Ownership of McCosh Hall by the community through KDT will ensure that vital activities and services ie. Community Shop and Cafe and the Bowling Club continue to flourish, with the hall acting as a hub for reducing isolation, improving mental and physical health, fostering cultural expression, and strengthening the social fabric of the village.

IMPACT

STRATEGIC FIT

The community ownership of McCosh Hall by Kirkmichael Development Trust (KDT) demonstrates a strong strategic fit with both Scottish Government and South Ayrshire Council priorities.

At a national level, the project directly supports the aims of the Scottish Government's Community Empowerment (Scotland) Act 2015 by placing control of vital community assets into local hands. Ownership of McCosh Hall will allow the people of Kirkmichael to shape the future of their village, ensuring that local needs are met and opportunities for community development are maximised. This transfer promotes greater equality by providing accessible spaces for activities that reduce social isolation, improve mental and physical wellbeing, and create new social connections—particularly for groups often at risk of disadvantage in rural areas, such as older adults and young families.

Through investing in McCosh Hall and strengthening its role as a hub for activities, enterprise, and services, KDT is also supporting the Scottish Government's wider economic and social goals. By providing flexible spaces for local entrepreneurs, hosting markets and pop-up events, and encouraging volunteering and training opportunities, the hall will contribute to sustainable economic development. Planned building improvements that focus on energy efficiency and reducing the environmental footprint of the hall further demonstrate alignment with national ambitions for a greener, fairer, and more resilient Scotland.

Locally, KDT's plans strongly support South Ayrshire Council's strategic objectives as set out in its Council Plan 2023–2028. By taking on McCosh Hall, KDT is helping to create a thriving, empowered community in Kirkmichael, where residents are actively involved in decision-making and service delivery. The continued operation of the hall will help tackle rural inequalities by providing accessible, inclusive services and opportunities for residents of all ages, particularly in a village where transport links and alternative facilities are limited.

The hall's use for sports, social activities and events will directly contribute to improving health and wellbeing outcomes, supporting South Ayrshire's goal to enhance physical and mental health across its communities. In addition, by securing the future of essential local services such as the Community Shop and Café and the Bowling Club—both of which depend on access to McCosh Hall premises—KDT's ownership of the building will preserve key elements of local infrastructure, promote economic regeneration, and sustain local employment and volunteering opportunities.

The newly developed Community Led Action Plan for Crosshill, Straiton and Kirkmichael 2025 - 2030 states a priority for Kirkmichael under the heading of "Live, Work and Learn" is to "actively pursue the asset transfer of the McCosh Hall to the community: support and encourage the development of the building to enhance the Community Shop, Cafe and Bowling green/club"

In summary, the community ownership of McCosh Hall by Kirkmichael Development Trust will deliver clear, measurable benefits that align strongly with Scottish Government priorities, South Ayrshire Council's strategic vision for empowered, healthy, sustainable communities and Local Action Plan.



IMPACT

SOCIAL IMPACT

The social impact of a village hall, particularly when it is under community ownership, is profound and wide-reaching.

A village hall acts as the heart of rural life, offering an inclusive, welcoming space where people can come together to socialise, learn, celebrate, and support one another. In communities like Kirkmichael, where rural isolation, limited public services, and ageing demographics can lead to loneliness and poorer health outcomes, the hall provides a vital lifeline. It creates regular opportunities for residents of all ages to engage in activities that promote physical wellbeing, mental health, social cohesion, and community resilience.

Under community ownership, the social value of the hall is deepened and protected. Decisions about the hall's management, activities, and improvements are made locally, ensuring that the facility truly reflects the needs and aspirations of its users. Ownership gives the community the security to invest in long-term projects, expand activities, and adapt the hall to meet emerging needs, whether that be providing more accessible spaces, improving energy efficiency, or creating facilities that attract new groups and services.

The hall becomes more than just a venue; it becomes a catalyst for wider community development. It supports volunteering, skills development, social enterprise, and cultural expression. It strengthens the local economy by providing spaces for markets, pop-up shops, and local events. It also ensures that essential services like the Community Shop and Café and the Bowling Club—critical to social connection and daily life—have stable, affordable bases from which to operate.

Critically, community ownership fosters a shared sense of pride, responsibility, and belonging among residents. It empowers people to actively shape their environment, tackle local challenges collaboratively, and build a stronger, more connected and resilient community.

In short, having the village hall under community ownership ensures that it remains a vibrant, sustainable, and vital asset at the very heart of community life, delivering lasting social benefits for current and future generations



IMPACT

MONITORING IMPACT & MEASUREMENT

By bringing McCosh Hall into community ownership, the Kirkmichael Development Trust will secure and enhance a critical local asset. This initiative will deliver wide-reaching benefits across public health, social inclusion, economic regeneration, and environmental sustainability—while ensuring that all residents, regardless of circumstance, have equal opportunities to participate in and benefit from village life.

The key benefits of community ownership and how impact will be evidenced are as follows:

<p>Sustainability and Long-Term Security: Ownership will enable investment in the hall's maintenance and development, ensuring this vital asset remains available for the community long into the future. This will be evidenced by tracking the completion of maintenance projects and investments made through a maintenance log and financial reports</p>	<p>Economic Development and Regeneration: Community ownership will support local enterprise, training, and employment. The hall will offer flexible space for local businesses, crafters, and food producers to host markets, workshops, and pop-ups—encouraging entrepreneurship and stimulating the local economy. Planned improvements to the building will also create work for local tradespeople and long-term income through lettings and tourism. We will use event booking records and feedback from business while also recording hall income to evidence the benefit</p>	<p>Health and Wellbeing: The hall supports a wide variety of social and physical activities that contribute to mental and physical wellbeing. In a rural area where access to services is limited, it plays a key role in preventing isolation and promoting active lifestyles. The Trust will continue to work with health and social care partners to tailor programmes that meet local needs. This will be evidence by keeping a record of participation in health and social activities through attendance sheets and testimonials.</p>
<p>Environmental Improvements: Community ownership will allow the Trust to make sustainable upgrades to the hall, including better insulation, renewable energy sources, and waste reduction initiatives—improving efficiency and lowering operating costs. Energy use records and green audits will be used to monitor energy bills and waste reduction.</p>	<p>Equity and Inclusion: The Trust is committed to ensuring the hall remains inclusive and accessible for all. Local decision-making will involve residents from all backgrounds. Subsidised hire rates are already available—and will continue—for voluntary groups, young people, and those on low incomes, ensuring cost is never a barrier to participation. We will track who is using the hall (age groups, backgrounds) through attendance records.</p>	<p>Essential Access in a Rural Location: Kirkmichael is a rural village with limited public transport links and few alternative venues. Without McCosh Hall, many residents—particularly those without private transport—would have significantly reduced access to services, social interaction, and opportunities for community participation. To evidence this benefit postcode data and surveys can be used to map usage by those with limited transport options.</p>
<p>Enhanced Facilities for Users: A pressing need identified by users is the lack of storage. With more groups using the space and requiring equipment, the hall must adapt to meet their needs. Better storage will allow for more flexible use of space, particularly for larger events and private hires. Increase storage is a long term plan for the Development Trust. This will be evidenced through users surveys on satisfaction with new storage/facilities and before and after photos.</p>	<p>The Development Trust will publish an annual report showing what has been achieved and including – numbers, charts and stories from hall users; before and after comparisons; challenges and how they are being addressed and future plans. This will evidence the benefits of the project while also keeping members and the wider community informed.</p>	<p>An AGM each year will provide the opportunity for members, hall users and the community to share successes and provide feedback for improvements.</p>

MARKETING

MARKETING & COMMUNICATIONS

Marketing will be essential in ensuring the success of Kirkmichael Development Trust's management of McCosh Hall, helping to raise awareness, build engagement, and maintain strong connections across the community. KDT will use a mix of targeted communication methods to reach residents and stakeholders effectively.

Community consultations in Kirkmichael have shown that email is a preferred form of communication for many residents. As a result, email marketing will be a key tool, providing regular updates on activities and community group opportunities. Social media will also play a vital role, with platforms used to share information, promote events, celebrate successes, and encourage community participation. In addition, KDT will develop a dedicated website where residents can easily access up-to-date information about hall activities, booking information, news, and opportunities to get involved.

Offline communication methods will continue to be important in reaching all members of the community, particularly those less active online. Community events, printed newsletters, posters, and local press engagement will help keep residents informed and involved. Word of mouth remains a powerful communication tool in Kirkmichael, and KDT will actively encourage community ambassadors and group leaders to spread information and invite wider participation.

KDT recently commissioned a local Graphic Designer to develop a Logo and Branding for the Trust. This was launched at a Community Consultation event. The Logo was designed with input from local children and represents many iconic aspects of Kirkmichael woven into the design and colours were inspired by the locality. The Logo was well received at the launch and Trustees are confident that generations to come will be proud of the image which represents Kirkmichael Development Trust. This branding will be clearly identifiable and will become well known locally. Also outwith his remit the Graphic Designer produced a hand drawn Logo specifically for the McCosh Hall and to celebrate its 125yrs. These Logos will be used on all forms of communication.

By combining digital and traditional approaches, KDT will ensure that McCosh Hall remains visible, accessible, and welcoming to all, building a strong foundation of trust, community pride, and sustainable engagement.



KIRKMICHAEL DEVELOPMENT TRUST

PROJECT SUPPORT



Jen Williams is a self-employed community development practitioner with a strong background in asset-based community development (ABCD). Over the past three years, she has worked closely with the community of Kirkmichael on a series of contracts focused on revitalising local assets and strengthening community-led initiatives.

Asset-based community development is a strengths-focused approach that builds on the existing skills, relationships, and resources within a community to create sustainable, locally driven change. This philosophy underpins Jen's work, which has included supporting the establishment of several new community groups, regenerating use of McCosh Hall, and assisting in the formation of the Kirkmichael Development Trust and 3 Villages Creative Arts.

Jen is a passionate advocate for the health and wellbeing benefits of being actively involved in community life. She believes that inclusive, connected communities not only foster resilience but also improve individual and collective wellbeing.

A resident of the neighbouring village of Straiton, Jen is actively involved in her own community. She is Chair of the McCandlish Hall Committee and a Director of the Straiton Village Co-operative, which runs the local community shop. She has also led Straiton's Badminton Club for the past 16 years, reflecting her long-standing commitment to grassroots community development and local wellbeing.

Jen began working in Kirkmichael in 2022 when (post-covid) she was contracted by KVR to regenerate use of McCosh Hall. In 2023 she was awarded a further contract with a wider remit which included the potential to create links across the 3 villages of Crosshill, Straiton and Kirkmichael while supporting the establishment of the Development Trust and 3 Villages Creative Arts. Although contracted to KVR Jen's role has allowed her to work alongside any Kirkmichael community groups for the benefit of the whole village.

Kirkmichael was awarded a Community Project Fund of £10,000 from North Carrick Community Benefit Company in November 2024. This fund was able to be distributed by a panel of local residents to address the priorities in the village. KDT applied for just over 50% of the fund to retain the service of the Community Project Worker. This fund was granted, showing that the support of Jen was a priority for Kirkmichael. Through this fund Jen is contracted to KDT until June 2025. Her role has been pivotal in providing support to the Trustees of the Development Trust with community consultations and the CAT application to SAC, while also working with the newly formed 3 Villages Creative Art charity. This community led initiative has just received part funding for the next 3 years from the Lottery and is awaiting a decision from NCCBC for match funding for the first year to revitalise a disused property in the village and turn it into a Creative Hub where artisans from across the 3 villages will share their creative talents with others.

KDT is seeking funding to contract Jen for a further 2 years to to work across the community led organisations in Kirkmichael including the 3 Villages Creative Arts, Kirkmichael Village Renaissance and Kirkmichael Development Trust. Her knowledge and experience of Kirkmichael will be instrumental in supporting KVR and KDT through the transition stage when the McCosh Hall comes under the community ownership of KDT and KVR adapts to ensure the future success of the Community Shop and Cafe. More work is required to develop the network within the village and improve communication while also encouraging more residents to engage in village life. As an Asset Based Community Development Practitioner, Jen's long term aim is that the Development Trust, once well established, will have the network and resources to be able to provide the support mechanism for new initiatives locally, thereby no longer requiring the support of a Community Project Worker.

Other supportive roles being considered by the Development Trust for the future include:

A Caretaker or Hall Manager for the McCosh Hall to ensure the current need to set up and clear the hall is not a barrier to groups booking the hall.

A Development Trust Worker to provide administrative support.

Kirkmichael Development Trust is committed to Fair Work First.

FAIR WORK FIRST

How does my organisation stack-up against the Fair Work First Criteria?

Project/Organisation Name:

Responsible Person: Kirkmichael Ayrshire development Trust

Date: 11.3.25

Fair Work First Criteria

	Demonstrating	Working Towards	Unable to Commit	Action Required	Action Review Date
1. Does this project/organisation pay the Real Living Wage? % of staff on Real Living Wage: Choose an item.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
2. Does this project/organisation have any inappropriate use of zero-hours contracts? % of staff on zero-hours contracts: Choose an item.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
3. Does this project/organisation invest in workforce development?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
4. Does this project/organisation have appropriate channels for effective voice?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
5. Consider what action is being taken or is needed to tackle the gender pay gap and create a more diverse and inclusive workplace.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
6. Offer flexible and family friendly working for all workers from day one of employment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25
7. Oppose the use of fire and rehire practice.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30.9.25

Fair Work Action Plan

Actions within this plan should be SMART: Specific, Measurable, Achievable, Relevant, and Time-Bound



Effective Voice

Effective voice is more than just communication channels - though this is important. It requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought, listened to and can make a difference.

What does your organisation do already to demonstrate effective voice?

Currently all Trustees are members alongside the many volunteers, therefore all have a voice and can be heard. Each member can represent themselves at regular meetings and provide feedback into the direction of the organisation.

What specific actions are you going to take to progress effective voice within your organisation, and by when?

Continue to build the structure to enable all the community to have a voice in the exciting new organisation.



Opportunity

Fair and equal access to work and to progressing in work improves life chances and creates opportunities for social mobility. Irrelevant barriers to access and participation are removed, so that employers and employees can focus on merit, performance and contribution.

What does your organisation do already to demonstrate opportunity?

The organisation is about developing life chances, it supports the community across a wide range of support mechanisms from reducing isolation, improving health and wellbeing and offering employment opportunities through KVR.

What specific actions are you going to take to progress opportunity within your organisation, and by when?

We will Fair and Inclusive Hiring Practices and use standardised interview questions to ensure consistency and fairness. Collaborate with local schools to ensure the youth are part of this ongoing development process

FINANCE

The financial strategy underpinning the Kirkmichael Ayrshire Development Trust's (KDT) Business Plan is designed to ensure long-term sustainability, responsible stewardship of funds, and the successful acquisition and operation of McCosh Hall. This section outlines the projected income, expenditure, cash flow, and funding model over a five-year period. Funding from Community Wealth Building (South Ayrshire Council) enabled the engagement of [REDACTED] B.A. (Hons), F.C.M.A., C.G.M.A., to support the development of the five-year Financial Forecast and Business Plan. As Kirkmichael Village Renaissance (KVR) currently leases and manages McCosh Hall alongside the Community Shop and Café, [REDACTED] was able to disaggregate the financial data, producing a distinct income and expenditure profile for the hall. He has also contributed to the Business Plan for the Community Shop and Café. Having [REDACTED] involved in both projects has been highly beneficial, ensuring that the financial strategies for both community assets are aligned and mutually supportive.

KDT's plan demonstrates the organisations ability to manage both capital and operational costs through a balanced mix of grant income, earned revenue, and community support. Financial forecasts have been developed with conservative assumptions, providing a clear picture of the Trust's capacity to meet its obligations while building reserves for future resilience.

This financial model supports not only the immediate viability of McCosh Hall but also its development into a thriving, self-sustaining community asset.

KDT is currently in its first year of operation. Table 1 outlines the organisation's financial position from October 2024 to September 2025. During this period, KDT received a grant of £5,012 from the Kirkmichael Community Project Fund to extend the contract of the Community Project Worker for an additional four months. An additional £700 was provided by Kirkmichael Village Renaissance (KVR), with agreement from the National Lottery, allowing unspent funds from the previous contract to be reallocated towards a Community Consultation Event and professional fees for a graphic designer.

A further £2,000 was granted by South Ayrshire Council's Community Wealth

Table 1 - YEAR 1

Kirkmichael Ayrshire Development														0.00%
Cashflow														60
YEAR 1 to end September 2025														6%
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	£
Income														
CWB				5,012										5,012
KCPF					2,700									2,700
Awards for All						3,900								3,900
SLF									18,650					18,650
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	5,012	2,700	3,900	0	0	18,650	0	0	0	0	30,262
Expenses														
Stock														0
Materials														0
Internal work														0
Refurb														0
Equipment														0
Land														0
Rent and Rates														0
Project Worker Contract	0	0	0	0	0	0	1,139	854	1,139	1,709	0	1,350		6,192
Project Worker Expenses	0	0	0	0	0	0	40	30	40	60	0	38		208
Community Activities	0	0	0	0	0	0	350	0	0	0	0	0		350
Insurance														0
Telephone Costs														0
Accountancy Fees														0
Legal & Professional Fees	0	0	0	0	0	2,000	600	3,300	0	0	0	0		5,900
Postage And Stationery														0
Web & Marketing	0	0	0	0	0	0	350	0	0	0	0	0		350
Sundries														0
Loan Interest														0
Loan Capital Repayment (5 yrs)														0
Employee Wages														0
ERNI	0	0	0	0	0	0	0	0	0	0	0	0		0
Dividends														0
VAT	0	0	0	0	0	0	0	0	0	0	0	0		0
VAT Payment				0			0			0				0
TOTAL	0	0	0	0	0	2,000	2,479	4,184	1,179	1,769	0	1,388		12,999
Net cash flow	0	0	0	5,012	2,700	1,900	2,479	-4,184	17,471	-1,769	0	-1,388		17,263
Opening balance	4,856	4,856	4,856	9,867	12,567	14,467	11,988	7,804	25,274	23,506	23,506			
Closing balance	4,856	4,856	4,856	9,867	12,567	14,467	11,988	7,804	25,274	23,506	23,506	22,118		

Building Team to support the development of the Financial Forecast and Business Plan. KDT was also successful in securing a Stage 1 grant of £3,900 from the Scottish Land Fund. This funding covered 50% of the valuation costs for McCosh Hall and enabled the appointment of ARPL Architects to update their previous report and participate in the April Community Consultation.

To date, KDT has not incurred any ongoing operational expenses. However, the Trustees plan to organise a fundraising event later in the year to contribute to future running costs and annual requirements, such as registration with the Information Commissioner's Office (ICO) for GDPR compliance. In its first year, KDT also aims to retain the Community Project Worker for a full additional year, and the associated cost has been included in the Year 1 income and expenditure projections as part of upcoming funding applications.

Year 2 (October 2025 to September 2026) is expected to be a pivotal financial year for the Development Trust, marked by anticipated success in funding applications and the completion of the asset transfer of McCosh Hall.

In April 2025, South Ayrshire Council (SAC) and KDT jointly commissioned a valuation of McCosh Hall, carried out by Shepherds Commercial, which assessed the market value of the building and grounds at £80,000.

Following this, KDT submitted a Stage 2 Community Asset Transfer (CAT) application to SAC, proposing a community purchase price of £70,000. The proposed discount reflects the building's established value to the local community, as well as cost savings SAC has benefited from over the past five years through KVR's voluntary management of the hall.

FINANCE

In parallel with the CAT application, KDT submitted a funding application to the Ayrshire Community Asset Fund (ACAF) for £99,990 intended to cover the repair work costs identified by ARPL Architects. A decision on both the asset transfer and the funding application is expected from SAC Cabinet in June 2025. Estimated costs provided by [REDACTED] of ARPL are provided below along with estimated costs for renewals. A contingency of 10% has been included in the costs to reflect the expected rise by the time the work will be due to be carried out next year.

1.4.2 INDICATIVE PROJECT COSTS		McCosh Hall
PROPOSED WORKS		
Prices include contingency @10% and VAT @ 20%		
A Repair works		
.1 External wall repairs lime pointing, stitching cracks, steel, stone indents, chimney repairs £20,000 plus contingency and VAT		£26,400
.2 Roof re- slating, leadwork, timber treatment £23,000 plus contingency and VAT		£30,360
.3 Rainwater goods replace corroded cast iron, de-rust and redecorate £6,000 plus contingency and VAT		£7,920
.4 Windows repair and redecorate 17 windows, replace 7 no windows £22,700 plus contingency and VAT		£29,964
.5 Boundary walls part re-build, lime pointing £4,050 plus contingency and VAT		£5,346
SUB- TOTAL REPAIR ITEMS incl. contingency and VAT		£99,990

1.4.2 INDICATIVE RENEWAL AND UPGRADE COSTS		McCosh Hall
PROPOSED WORKS		
Prices include contingency @10% and VAT @ 20%		
B Renewals		
.1 LED light fittings and hall lighting upgrade		£10,560
.2 Insulate roofs		£12,540
.3 Hall floor		£13,200
.4 Interior- plaster repairs, redecoration		£13,200
SUB-TOTAL RENEWAL ITEMS Incl. contingency and VAT		£49,500

To enable the community to purchase the building and carry out improvements through the "Renewal" work, KDT has discussed a funding application with North Carrick Community Benefit Company (NCCBC). A funding application will be prepared and submitted to NCCBC in July 2025 for a decision at their August meeting. KDT intend to apply for 10% of the cost of purchase £7000 and a further £49,500 to cover the cost of the renewals which include the Hall Floor which is a priority for Hall Users. The total funding application to NCCBC will be for £56,500.

The Stage 2 application to the Scottish Land Fund (SLF) will be submitted in August 2025 for decision at their November meeting. This funding bid will be for 90% of the cost of purchasing the building which equates to £63,000 along with legal fees, insurance and professional fees to over see the work. The total funding application to SLF is expected to be for £128,800.

Table 2 - YEAR 2

KirkMichael Ayrshire Development Trust	VAT % = 0.00%													
Cashflow:														
YEAR 2 to end September 2026	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Income														
SLF for initial costs							128,800						128,800	
NCCBC								56,500					56,500	
Capital Grant						99,990			56,500				99,990	
Fundraising activities	1,000	3,000	0	0	0	0	0	0	0	0	0	0	4,000	
Donations	0	0	0	0	0	0	0	3,000	0	0	0	0	3,000	
Lease KVR Shop and Café	0	0	0	0	0	0	0	0	1,000	1,000	1,000	0	3,000	
Lease Bowling Club	0	0	0	0	0	0	0	0	453	453	453	0	1,359	
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL	1,000	3,000	0	0	0	99,990	128,800	59,500	1,453	1,453	1,453	0	296,649	
Expenses														
Stock	0	0	0	0	0	0	0	0	0	0	0	0	0	
Materials	0	0	0	0	0	0	0	0	20	20	20	20	80	
Internal work	0	0	0	0	0	0	99,990	0		12,540	10,560	26,400	149,490	
Property Purchase									70,000				70,000	
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	
Rent and Rates	0	0	0	0	0	0	0	0	0	0	0	0	0	
Contractor Fees	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	3,016	3,016	3,016	1,608	21,514	
Contractor Expenses	38	38	38	38	38	38	38	38	38	38	37	0	412	
Community Activity	0	0	0	0	0	350	0	0	0	0	0	0	350	
Legal & Professional fees	0	0	0	0	0	0	0	0	5,100	0	20,000	20,000	45,100	
Accountancy Fees	0	500	0	0	0	0	0	0	0	0	0	0	500	
Insurance	0	0	0	0	0	0	0	0	800	0	0	0	800	
Property Maintenance	0	0	0	0	0	0	0	0	0	553	553	553	1,659	
Web and Marketing	0	0	0	0	0	0	385	0	0	0	0	0	385	
Janitorial services	0	0	0	0	0	0	0	0	113	113	123	113	461	
Equipment	0	0	0	0	0	0	0	0	20	20	20	20	80	
Subscription	0	0	0	0	0	0	0	0	0	0	1,000	0	1,000	
Loan Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	
Loan Capital Repayment (5 yrs)	0	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Wages	0	0	0	0	0	0	0	0	0	0	0	0	0	
ERNI	0	0	0	0	0	0	0	0	0	0	0	0	0	
Dividends	0	0	0	0	0	0	0	0	0	0	0	0	0	
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0	
VAT Payment	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL	0	1,388	1,888	1,388	1,388	1,388	1,738	101,763	1,388	79,106	10,299	35,328	48,772	291,830
Net cash flow	0	-388	1,113	-1,388	-1,388	-1,388	96,253	27,038	56,113	-77,653	-14,846	-33,875	-48,772	4,819
Opening balance	22,118	22,118	21,731	22,843	21,456	20,068	18,681	116,933	143,971	202,083	124,430	109,584	75,709	
Closing balance	22,118	21,731	22,843	21,456	20,068	18,681	116,933	143,971	202,083	124,430	109,584	75,709	26,937	

Table 2 shows projected finances with the purchase being concluded in June 2026 and ownership and management of the McCosh Hall being transferred to KDT. Ideally work to the hall would be carried out during the summer months when bookings in the hall a bit less. Therefore no donations from community groups are shown during these months and the cost of the works are shown as being paid out.

FINANCE

In October and November 2025, the financial forecast includes income from fundraising activities organised by KDT to help cover operational costs. KDT is in discussion with KVR to co-host the annual community fireworks event as a joint fundraiser. KDT will fund and deliver the fireworks display, while the Community Shop and Café, operated by KVR, will run a hot food stall. Based on the success of previous years when KVR managed the event, it is anticipated this fundraiser will generate approximately £3,000.

In preparation for the transfer of ownership of McCosh Hall, KDT expects to receive a donation of around £3,000 from KVR. This sum represents the balance of the "Hall Fund," which was accumulated by the Hall Committee through revenue from hall bookings and contributions from community groups during KVR's management. In line with KVR's constitution, this fund will be transferred to KDT upon completion of the asset transfer.

Once ownership is secured, projected income will include lease payments from KVR's Community Shop and Café, set at £1,000 per month. Additionally, income is expected from the Kirkmichael Bowling Club, which will lease two meeting rooms and outdoor grounds. While the Bowling Club's payment is modest, it reflects a cost-offset agreement due to their voluntary maintenance of the grounds and is therefore recorded as an expense under property maintenance rather than direct income.

Contractor fees in Year 2 include the continued employment of the Community Project Worker and the appointment of a six-month Project Manager to oversee the repair and refurbishment of McCosh Hall. Professional fees also account for architectural services and legal costs associated with the acquisition.

For Year 2, total projected income stands at £290,158 against expenses of £285,240, resulting in a forecasted year-end balance of £4,918

Table 3 - YEAR 3

Table 3 - The financial forecast for Year 3 Oct 2026 to Sept 2027 reflects a more stable operating period following the purchase and refurbishment of McCosh Hall. By this time, regular hall bookings are expected to have resumed, particularly during the peak usage period from October to March. This year's projection outlines consistent income and expenditure associated with the routine operation of the hall. Although some grant funding is included in the income forecast, it is

Kirkmichael Ayrshire Development Trust		VAT % = 0.00%													
Cashflow															
YEAR 3 to end September 2027		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total	
Income		£	£	£	£	£	£	£	£	£	£	£	£	£	
Hire of the hall		320	320	320	320	320	320	320	320	320	320	320	320	3,840	
Donations (Community Groups)		520	520	260	520	520	520	520	520	130	130	130	130	4,160	
Grant funding		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
Comfort Scheme		67	67	67	67	67	67	67	67	67	67	67	67	800	
Bowling Club Lease		454	454	454	454	454	454	454	454	454	454	454	454	5,444	
KVR Lease		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	
Fireworks profit			3,500											3,500	
Fundraising		250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Charity Shop		208	208	208	208	208	208	208	208	208	208	208	208	2,500	
VAT		0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL		4,069	7,569	3,809	4,069	4,069	3,809	4,069	4,069	3,679	3,679	3,679	3,679	50,244	
Expenses															
Stock			0	0	0	0	0	0	0	0	0	0	0	0	
Materials														0	
Internal work														0	
Property Purchase														0	
Land														0	
Rent and Rates		0	0	0	0	0	0	0	0	0	0	0	0	0	
General		29	29	29	29	29	29	29	29	29	29	29	29	350	
Development Officer		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	
External maintenance		454	454	454	454	454	454	454	454	454	454	454	454	5,444	
Cleaning		208	208	208	208	208	208	208	208	208	208	208	208	2,500	
Light, Heat & Power		792	792	792	792	792	792	792	792	792	792	792	792	9,500	
Renewals		94	94	94	94	94	94	94	94	94	94	94	94	1,129	
Subscription		83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Wages - cleaning		250	250	250	250	250	250	250	250	250	250	250	250	3,000	
Telephone / internet		83	83	83	83	83	83	83	83	83	83	83	83	1,000	
Insurance		292	292	292	292	292	292	292	292	292	292	292	292	3,500	
Professional		110	0	0	0	0	0	0	0	0	0	0	0	110	
Loan Interest		0	0	0	0	0	0	0	0	0	0	0	0	0	
Loan Capital Repayment (5 yrs)		0	0	0	0	0	0	0	0	0	0	0	0	0	
Employee Wages		0	0	0	0	0	0	0	0	0	0	0	0	0	
ERNI		0	0	0	0	0	0	0	0	0	0	0	0	0	
Dividends		0	0	0	0	0	0	0	0	0	0	0	0	0	
VAT		0	0	0	0	0	0	0	0	0	0	0	0	0	
VAT Payment		0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL		0	3,645	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	3,535	42,533	
Net cash flow		0	423	4,003	273	533	533	273	533	533	143	143	143	7,711	
Opening balance		26,937	26,937	27,360	31,394	31,667	32,201	32,734	33,007	33,541	34,074	34,218	34,361	34,504	
Closing balance		26,937	27,360	31,394	31,667	32,201	32,734	33,007	33,541	34,074	34,218	34,361	34,504	34,648	

specifically allocated for retaining the Community Project Worker for an additional year. This role will continue to support the Trust and the wider community in revitalising hall usage and increasing engagement and revenue. Importantly, the forecast shows that KDT will not be dependent on grant funding for the day-to-day running of the hall. KDT also aims to raise between £8,000 and £9,000 through community fundraising events during this period.

Hall bookings will be managed using the successful model established by KVR. To support the development of new community-led groups, KDT will maintain a flexible pricing structure: open-access community groups will be encouraged to contribute a suggested donation of £2 per adult and £1 per child rather than a fixed hourly rate. This inclusive model has proven effective over the past three years in enabling a wide range of groups to use McCosh Hall and making the facility accessible for all.

FINANCE

Private hires and occasional bookings—such as birthday parties, Stage and Screen cinema nights, and fundraising events—will continue to be charged at an hourly rate. This rate will be reviewed annually to ensure it remains fair and does not compete with neighbouring village halls, such as McCandlish Hall in Straiton.

In Table 3, projected income from “Hall Hire” refers to revenue from private and occasional bookings, while “Donations (Community Groups)” represents contributions made by community group attendees under the suggested donation model.

All regular operating expenses—such as cleaning, utilities, subscriptions, and minor renewals—have been fully accounted for. Projected income for Year 3 is £50,244, with forecasted expenses of £42,533, resulting in a healthy surplus of £7,711. This surplus demonstrates the organisation’s capacity to establish and grow a dedicated maintenance fund for the ongoing upkeep of McCosh Hall.

Table 4 - YEAR 4

Kirkmichael Ayrshire Development Trust Projected Income and Expenses YEAR 4	
	£
REVENUE	51,500
Materials	0
Employee Wages	0
	0
	0
GROSS INCOME	51,500
Expenses	
Land	0
Rent and Rates	361
General	15,450
Development Officer	5,607
External maintenance	2,575
Cleaning	9,785
Light, Heat & Power	1,163
Renewals	1,030
Subscription	3,090
Wages - cleaning	1,030
Telephone / internet	3,605
Insurance	113
Professional	0
Loan Interest	0
	43,809
SURPLUS	7,691

Table 5 - YEAR 5

Kirkmichael Ayrshire Development Trust Projected Income and Expenses YEAR 5	
	£
REVENUE	54,075
Materials	0
Employee Wages	0
	0
	0
GROSS INCOME	54,075
Expenses	
Land	0
Rent and Rates	379
General	16,223
Development Officer	5,888
External maintenance	2,704
Cleaning	10,274
Light, Heat & Power	1,221
Renewals	1,082
Subscription	3,245
Wages - cleaning	1,082
Telephone / internet	3,785
Insurance	119
Professional	0
Loan Interest	0
	46,000
SURPLUS	8,076

Tables 4 and 5 show the project finances in years 2027 to 2028 and 2028 to 2029. Operating costs continue to be covered by revenue.

KDT’s financial projections confirm the organisation’s capacity to purchase, operate, and maintain McCosh Hall sustainably over the long term. With diversified income streams, prudent cost management, and contingency planning in place, the Trust is well-positioned to deliver lasting community benefit while maintaining financial health. The outlined funding strategy and five-year forecasts provide confidence to stakeholders and funders that KDT will uphold its commitments and manage McCosh Hall as a resilient and dynamic community asset.



RISK & MITIGATION

While community ownership of the village hall is overwhelmingly seen as a positive step for Kirkmichael, the Development Trust recognises the importance of identifying and addressing any potential negative consequences for the local economy, environment, or specific groups within the community. We are committed to being transparent, inclusive, and proactive in reducing or removing these risks.

RISK	MITIGATION
<p>Financial Sustainability Concerns</p> <p>Concern: Some community members have expressed concern that the financial burden of maintaining and running the hall may become unsustainable, especially if regular income cannot be guaranteed.</p>	<ul style="list-style-type: none"> • A robust business plan has been developed, including a mix of revenue streams such as venue hire, community events, grants, and enterprise activities. Hall improvements with better storage, additional space and flexibility should attract new activities and revenue opportunities. • We will seek long-term funding partnerships and explore social enterprise models. • Community ownership allows access to funding not available to private or council-owned halls, improving financial viability. • Regular financial reviews will ensure transparency and early identification of any issues.
<p>Risk of Volunteer Fatigue</p> <p>Concern: In a small rural community, there is concern that too much reliance on a small group of volunteers may lead to burnout or lack of capacity.</p>	<ul style="list-style-type: none"> • The Trust will implement a volunteer recruitment and support strategy to widen participation and share responsibilities more evenly. • Roles will be clearly defined, and volunteers will receive training and support to feel confident and valued. • We will actively encourage intergenerational involvement, ensuring young people and new residents are also engaged in shaping the hall's future. • The Board of the Development Trust includes Trustees and Advisors (members of community groups without Trustee responsibility), this will support succession planning for Trustees. Advisors will become comfortable attending Board meetings and can be elected as Trustees when they are ready to take over the responsibility.
<p>Unequal Access or Representation</p> <p>Concern: There is a risk that some groups—such as younger people, those with disabilities, or lower-income households—might not feel equally welcome or able to access the hall's services.</p>	<ul style="list-style-type: none"> • Accessibility improvements (physical, financial, and social) are a key part of our refurbishment and programming plans. • A community engagement group will be formed to ensure a diverse range of voices are included in decision-making. • Subsidised rates, inclusive events, and targeted outreach will ensure equitable access to all. • Continued work with the school, Kirkmichael Kids and Community Group and other Children's groups through membership and participation in KADT
<p>Environmental Impact During Renovation</p> <p>Concern: Building works to improve the hall may temporarily increase waste, noise, and carbon emissions.</p>	<ul style="list-style-type: none"> • Contractors will be selected based on their commitment to environmentally responsible practices. • We will prioritise low-impact, sustainable materials and techniques. • Improvements such as insulation, renewable energy systems, and energy-efficient lighting will ensure long-term environmental gains outweigh any short-term disruption.
<p>Impact on Other Local Venues or Services</p> <p>Concern: There is a potential that increased use of the hall could divert activity or income from other local venues or groups.</p>	<ul style="list-style-type: none"> • The Trust is committed to collaboration, not competition. We will work closely with other local organisations and other villages to coordinate programming and share resources. • The hall will be positioned as a complementary facility—filling service gaps, hosting joint events, and creating new opportunities rather than duplicating existing ones.

RISK & MITIGATION

By anticipating potential challenges and responding with clear, community-led strategies, Kirkmichael Development Trust will ensure that ownership of the village hall delivers lasting and inclusive benefits with minimal risk or disruption.

SWOT

STRENGTHS 1.People 2.Reach of Board 3.Skills 4.Organisation structure 5.Relationships 6.Procedures 7.Buildings 8.Vision 9.Considerable support from a wider community	1. Board breadth, considerable experience 2. Large network of expertise and knowledge 3. Board has a broad skill base 4. Individuals allocated to specific roles within the organisation 5. Local and Regional 6. Many in place to enable future developments 7. Ability to reuse several spaces for the benefit of the wider community 8. Strong vision from the Board and supporters. 9. Council, Councillor, other local groups.
WEAKNESSES 1.Capacity within the events venue 2.Cashflow 3.Marketing	1. To make a revenue generating venue, the capacity requires further development. i.e. storage 2. Improved cash flow will follow from above. 3. Improvements on both web and social marketing to develop a wider client base.
OPPORTUNITIES 1. Development of the ground floor to attract more clients 2. Better use of the assets to generate income 3. Succession Planning 4. Funding Enhancements	1. Refurbish the space for events and community activities. 2. To completely review the use of each of the assets. 3. To encourage participation and build confidence. Build a youth panel. 4. Find additional sustainable revenue streams and funds
THREATS 1.Access to funds 2.Changes in Board structure 3.No local government support for the project	1. Access to funds needs to be strategic 2. Board membership will always continually flow. However, the current Board has a diverse variety of skills, and a wide skill set to deliver the requirements to make the difference 3. Core to the programme's success will be continued backing and support for the project. As funds become tighter, this could reduce.

RISK & MITIGATION

Mitigation of Financial Risks (Cash-flow, Liquidity, Capacity)

The Trust is committed to careful financial management to ensure the long-term sustainability of Kirkmichael Village Hall. Our mitigation strategies include:

- Building up and Maintaining a cash reserve equivalent to at least 3 months of essential operating costs (utilities, insurance, basic maintenance) to protect against unexpected income shortfalls or increased costs.
- Regular financial monitoring through monthly management accounts, reviewed by the Trust's Treasurer and Board, allowing early identification of any emerging issues.
- Diversified income streams: We will not rely solely on hall hire. Income will be generated through a mix of leases to long-term tenants, short-term lets, community events, and fundraising activities.
- Cost control measures: We will keep core operational costs lean and prioritise essential spend to maintain liquidity if required.
- Access to emergency grant funding: We are familiar with emergency funding routes that could be accessed quickly if necessary.

Plans if Income is Lower Than Projected

Should projected income from hall hire, leases, or events not materialise as planned:

- We will prioritise critical operating costs (insurance, utilities, basic maintenance) and scale back non-essential expenditure such as optional refurbishments or new non-critical projects.
- Alternative income generation will be activated, including:
 - Running additional fundraising events (e.g., ceilidhs, craft fairs)
 - Applying for small community grants to cover shortfalls
 - Exploring short-term seasonal leasing opportunities (e.g., pop-up shops, workshops)
- Community consultation will take place to adapt services to better meet local demand and maximise hall use.

Plans if the Trust Faces Operational Difficulties or Ceases Trading

In the unlikely event that the Kirkmichael Development Trust encounters operational difficulties or ceases trading:

- The Hall would be transferred to another suitable community-led organisation committed to maintaining the asset for community benefit, in line with our constitutional aims and asset transfer conditions.
- Our constitution and asset ownership policies include a 'community asset lock', meaning the hall cannot be sold privately for profit but must remain a public resource.
- We would work with key stakeholders (including the Local Authority, funders, and local organisations) to ensure continuity of access and use for the community.

Additional Relevant Information

- The Trust Board has a diverse range of skills ensuring strong oversight of risk and governance.
- Our Business Plan includes conservative income projections, stress-tested against lower usage scenarios, to ensure resilience.
- Many of the Development Trust Trustees and members have experience of managing the hall successfully over the last 5 years, and will apply the same principles of caution and care going forward.
- The Trust has established positive relationships with local partners (such as the Council, other Development Trusts, and health/social services) who it is hoped would support interim operations if difficulties arose.

Kirkmichael Development Trust is confident that through prudent financial management, diversification of income, and robust contingency planning, we can manage risks effectively and ensure the long-term sustainability of Kirkmichael Village Hall for the benefit of the community

THANK YOU

THE TRUSTEES OF KIRKMICHAEL DEVELOPMENT TRUST ARE GRATEFUL FOR THE SUPPORT RECEIVED IN PRODUCING THIS CHARITY BUSINESS PLAN

Tom Henderson - Community Wealth Building Officer, South Ayrshire Council

[REDACTED] B.A. Hon's, F.C.M.A, C.G.M.A



ARPL Architects
11 Wellington Square, Ayr, KA7 1EN.
w: <http://www.arpl.co.uk>
e: [REDACTED]
m: [REDACTED]
t: 01292 289777

CONTACT US

Chair - Jan Torrance - chair@kirkmichaelayrshiretrust.org

General enquiries - info@kirkmichaelayrshiretrust.org

<https://www.facebook.com/KirkmichaelAyrshireDevelopmentTrust>



KIRKMICHAEL DEVELOPMENT TRUST