

**community
enterprise**

Research Report and Options Appraisal

Kingsbarns Community Development Trust

February 2023



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1. Introduction & Summary

1.2 Background and original drivers

Kingsbarns Community Development Trust (KCDT) plans to purchase The Inn at Kingsbarns, an early eighteenth-century coaching Inn situated on Main Street at the centre of the village of Kingsbarns. Kingsbarns is a small, rural village situated near the coast of the Northeast of Fife. The centre of the village where the Inn is located is a conservation area with an approximate total area of 0.031 hectares.

The Inn at Kingsbarns building is a Grade B listed building consisting of a public bar, snug, commercial kitchen and six en-suite well-appointed bedrooms (two doubles and two-family rooms on the ground floor to the rear of the Inn and two double rooms on the first floor of the building at the front of the building which is currently used as a studio apartment for staff). There is also an outdoor seating area for 40 people and a car park with five spaces.

The Inn at Kingsbarns has been owned and run by a husband-and-wife team for the past 8 years, the building has been for sale since 2020. The business operates primarily as a hotel but has a small front room which is used as a public bar (10 covers). The Inn's restaurant has been closed to local people since before the pandemic, but has reopened in early 2023. The restaurant has space for 20 covers.

The property (including the business) is listed for sale at £753,000 including fixtures and fittings and goodwill.

KCDT propose to run the Inn at Kingsbarns as a community run enterprise, comprising the bar area and snug/restaurant while letting out the rooms as an income stream. There is also the possibility of incorporating a village shop into part of the building. It is intended that the building will become a hub for the community, offering local people and visitors a warm and welcoming place to meet informally- a resource adding value for both the local community and visitors.

KCDT has been awarded Stage 1 Scottish Land Fund funding to commission an independent valuation of the building and a feasibility study and business plan for the project. Community Enterprise has been commissioned to conduct a community consultation and feasibility study, which will be followed by the production of a business plan.

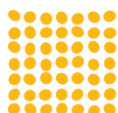
1.2 About this report

This report compiles findings from desk-based research and community consultation to enable KCDT trustees to make informed decisions about how to proceed with the project. This will be followed by a 5-year business plan and financial projections, much of which will be informed by the contents of this report. Baseline financial projections have been prepared for this feasibility study to show how the project can operate sustainably while still delivering benefits for the community

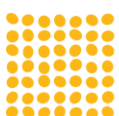
Methodology

Activities carried out by Community Enterprise to date include:

- Review of background documents and previous research conducted by KCDT
- Supporting KCDT to raise awareness of the project and consultation activities by providing promotional materials. KCDT trustees distributed flyers throughout the village and door to door to promote the survey and open meetings.



- Demographic profile using Community Insight, a software package that collects data from over 30 databases including Census Scotland, Department of work and pensions, NHS and others.
- An open meeting and drop-in session held in the village in December 2022, the drop in was attended by 53 people (the vast majority of whom live in or just outside the village) and the evening meeting was attended by 22 people.
- Community survey distributed online and on paper, receiving 135 responses between December 2022 and January 2023.
- Individual conversations with local organisations, individuals and business owners with insights into local needs and/or with potential links to the project. There are three other public or community owned assets in Kingsbarns; a primary school, the Memorial Hall and Parish Church, all of whom have been interviewed.
- Desk based market research into the local tourism industry in Fife and more locally in Northeast Fife and the market for community owned pubs and shops across the country.
- Competitive analysis including asset mapping of local businesses and facilities to ensure the proposal fits in well with existing activity and does not displace any other services.
- Case studies into successful community owned pubs, hotels, and shops
- Financial projections to demonstrate how the business could be run to generate an income while delivering stable opening hours and services for local people and visitors
- Options for management and operations for the Trust to consider before moving on to the Business Planning stage of the project.



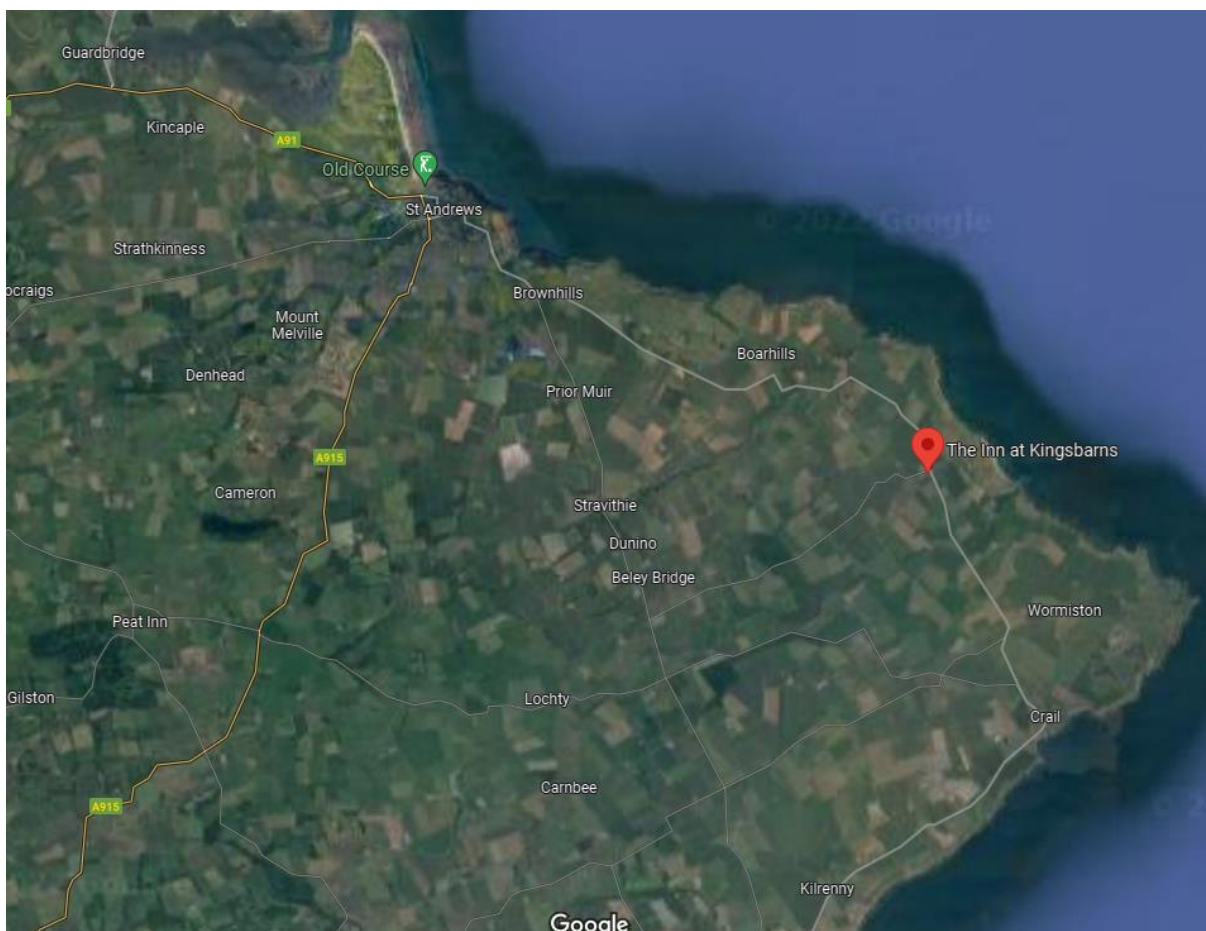
2. Demographic and Policy Context

2.1 Demographic study

About the Area

Northeast Fife stretches from the River Tay in the North, to the Firth of Forth in the south east. St Andrews is the largest town, followed by other main settlements, including Cupar, Newburgh, Auchtermuchty, Newport and Anstruther. The area is much less reliant on manufacturing and heavy industry than other areas in Fife, and is characterised by rural, agricultural, and fishing industries, together with tourism in the East Neuk and St Andrews.¹

Kingsbarns is a small and well-preserved conservation village located on the north-eastern coast of Fife. It is situated approximately 6.5 miles southeast of St Andrews and 3.6 miles north of Crail.

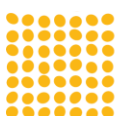


Historically, the village grew as an agricultural settlement with the name Kingsbarns coming from the barns used to store grain prior to transport to the Royal Castle at Crail and Palace at Falkland. The village also has a long golfing history with golf being played on part of the estate of Cambo House just outside the village from as early as 1793.² In 2000, the areas golfing tradition was brought to life with the opening of the Kingsbarns Golf Links to the south-east of the village.

¹ [North East Fife Local Strategic Assessment 2022](#)

² Undiscovered Scotland, Kingsbarns. Accessed 2/12/22.

<https://www.undiscoveredscotland.co.uk/Kingsbarns/Kingsbarns/index.html>

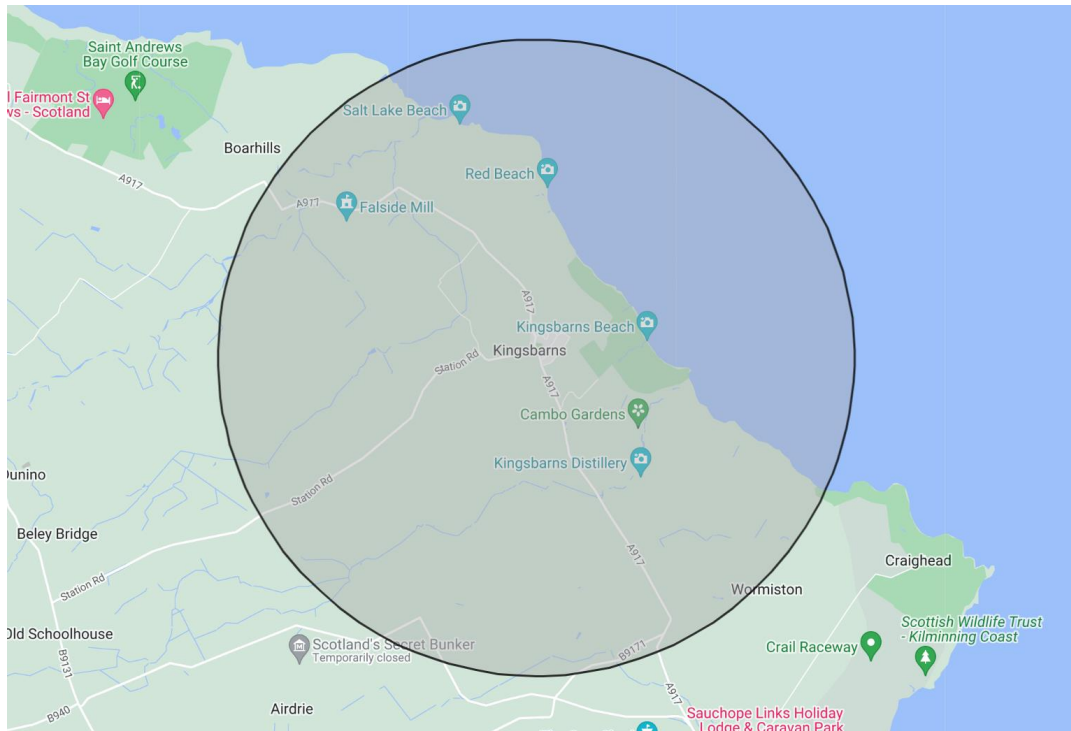


The golf course received significant investment and is now on many 'must play' lists for golf tourists coming to Scotland.

The village has a church, village hall and primary school which is the oldest active school in Fife.

Key Points

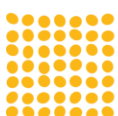
KCDT has identified the Kingsbarns area as a two-mile radius from the centre of the village, The Kingsbarns Parish Church, as shown below. Unless otherwise noted, the figures below have been obtained from Community Insight, a software package that collects data from over 30 databases including Census Scotland, Department of Work and Pensions, NHS and others. Community Enterprise does not own any of this data.



According to ONS mid-year estimates from 2020, there are 689 people living in the Kingsbarns area identified by the Trust. A full demographic profile of the identified area is included in Appendix 1. Key points from this report relevant to the development of a community owned Inn and shop in Kingsbarns are:

- The population of Kingsbarns is older than the national average. 28.9% of the local population are of retirement age (aged over 65), compared to 20.9% of people in Fife and 19.3% of people in Scotland. In addition, there is a high proportion of local people aged between 55 and 64, who will therefore soon be of retirement age.
- The population of Kingsbarns has decreased significantly compared to 2001. The local population dropped by 22% from 2001 to 2015, which is almost equivalent to losing a quarter of the local population in 15 years. The population has increased again in the recent years from 2015 to 2020. However, it is still currently 13% lower than it was in 2001. This contrasts with steadily rising populations across Fife and Scotland. This may be due to the number of second homes being purchased in the village during these years.
- There are 25.5% of one-person households locally, which is above the average of 21.6% in Scotland.

Due to its size, most people in Kingsbarns live within the same SIMD (2020) data zone. Overall, the levels of deprivation locally are relatively low. However, the area is considered



relatively deprived regarding geographic access to services (falling into the 20% most deprived areas in Scotland in the 'access to services' category).

- There is a significantly higher proportion of self-employed people in Kingsbarns than in the rest of Scotland. Indeed, 16.4% of local people are self-employed, which is more than double the average in Fife (6.6%) and in Scotland (7.5%).
- From the 2020 Business Register and Employment Survey, the largest industry sectors located in Kingsbarns are: 1. Hotels and catering (66% of people working in Kingsbarns work in this sector).
- 18% of people aged 16-64 in Kingsbarns have a limiting long-term illness, which is above the average of 15% in Scotland.
- From the 2011 Census, 11.0% of households in Kingsbarns do not own a car, compared to 25.6% in Fife and 30.5% in Scotland. Given the lack of access to services in the village, while 11% is lower than regional and national averages, it is still significant.

2.2 Policy Analysis

The following section shows how plans to offer space for local hospitality, retail and accommodation fit with national and local strategic direction around asset transfer and community empowerment.

It should also be noted that this project has been considered alongside the Local Place Plan for Kingsbarns. This plan will help the community to shape the appearance, form and function of the village and raise awareness of issues experienced in the community and explore actions that can be taken to improve them.

National policies

Scottish Government National Performance Framework

Scotland's National Performance Framework provides a vision for Scotland with broad measures of national wellbeing covering a range of economic, health, social and environmental indicators and targets. The Framework is intended to inform discussion, collaboration and planning of policy and services across Scotland, encompassing the public sector, businesses, civil society and communities. The table below sets out the National Outcomes of most relevance to the project:

<p>Communities: people live in communities that are inclusive, empowered, resilient and safe.</p>	<p>There is the potential for Kingsbarns Inn to become a community-owned space that encourages local people to come together. It can help achieve the government's aspiration that we live in friendly, vibrant and cohesive communities which value diversity and support those in need; where people are encouraged to volunteer, take responsibility for their community and engage with decisions about it. In addition, this aspiration includes ensuring that high quality, affordable and accessible public services, and facilities are available, which is especially important in a rural area like Kingsbarns.</p> <p>There is a particular focus on older people (which is relevant to the community in Kingsbarns with a high proportion of older people): <i>"Our older people are happy and fulfilled and Scotland is seen as the best place in the world to grow older. We are careful to ensure no-one is isolated, lonely or lives in poverty or poor housing"</i>.</p>
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<p>Fair Work and Businesses: people benefit from thriving and innovative businesses, with quality jobs and fair work for everyone.</p>	<p>Moving Kingsbarns Inn into community ownership can help to ensure that this local source of employment is re-established. In addition, it can become a space for local people of all ages to receive training and have volunteering and work opportunities across different sectors (hospitality, retail, etc).</p>
<p>Children and Young people: people grow up loved, safe and respected, so that they can realise their full potential.</p>	<p>Kingsbarns Inn can contribute by providing stimulating activities and workshops for children, as well as a place for local children to meet and socialise after school and over the weekend.</p>
<p>Environment: people value, enjoy, protect and enhance their environment.</p>	<p>This outcome includes a willingness to reduce reliance on cars and to encourage active travel. Having a shop in Kingsbarns would enable local people to shop locally and reduce the need to drive to other towns to buy basic necessity items.</p>

Scottish Government - Community Empowerment Act 2015

The Act aims to help empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decision making around public services. The Government recognises that asset ownership can provide revenue for community organisations, making them more sustainable in the long term as well as giving local people a renewed sense of control over their communities, a real sense of a stake in the future of the places they live and work.

How this project fits: Kingsbarns Inn would become owned by the community and run by local people. Local people are being extensively involved in the decision-process of buying and developing the building, including in discussions about the services that could be offered.

Scotland's Social Enterprise Strategy 2016-2026

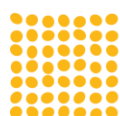
The Government has committed to placing social enterprise at the forefront of a new wave of ethical and socially responsible business in Scotland. It is intended that social enterprise will become a far-reaching and valued alternative and a key part of the Scottish way of doing business.

The most recent action plan under the strategy was launched in April 2021. Place based economic development through social enterprise is a key plank of this strategy – there is an action to “*create the conditions where place based social enterprise activity and communities can flourish, through enhanced promotion, developing capacity, and funding*”. There is also increasing focus on Community Wealth Building - an important approach that seeks to foster community economic development in a way that is responsive to local needs and provides the opportunity for a greater contribution from place-based social enterprises.

How this project fits: Under community ownership, Kingsbarns Inn will have a strong focus on responding to local needs and supporting the local community.

Scottish Government - Place Principle, 2019

Adopted by the Scottish Government in 2019, the policy intends to provide a collective focus to support inclusive economic growth and create places which are both successful and sustainable. It recognises that:



- Place is where people, location and resources combine to create a sense of identity and purpose and is at the heart of addressing the needs and realising the full potential of communities.
- A more joined-up, collaborative, and participative approach to services, land and buildings enables better outcomes for everyone and increased opportunities for people and communities.

How this project fits: Kingsbarns Inn would create an additional community space at the centre of the village where people can come together and connect informally, which will help to foster a sense of belonging and shared identity and purpose. In addition, community ownership of the place and improved local connections will help to ensure that no one is left behind and all opinions are considered in local developments.

A Connected Scotland: Scotland's social isolation strategy, 2018

The Scottish Government's strategy to tackle social isolation is underpinned by four priorities:

- Empowering communities and building shared ownership
- Creating opportunities for people to connect
- Supporting an infrastructure that fosters connections
- Promoting positive attitudes and tackling stigma

How this project fits: Kingsbarns Inn can play a key role in achieving the first three points of this strategy. The local community can be empowered by buying and running the Inn themselves in a way that best suits their needs. The projects for the Inn are centred around the idea of having a community hub that will allow local people to come together and connect through a variety of services and activities, or just by having an informal place to meet with friends and neighbours. It will provide opportunities for people to connect with one another around a shared interest and will promote intergenerational activity.

Scottish Government - A Fairer Scotland for Older People - A Framework for Action (2019)

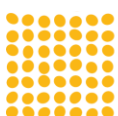
This framework aims to challenge the inequalities older people face as they age and identifies priority areas to be addressed.

It is centred around three priorities:

- Continuing to engage with and contribute to their communities. This includes ensuring that older people can be involved in their communities and have access to intergenerational activities.
- Accessing the public and other services they need.
- Ensuring financial security as older people move into retirement.

How this project fits: There is a high proportion of older people living in Kingsbarns, both of retiring age and close to retiring age. The Kingsbarns Inn project can help to make sure they are included in the local community and have access to the services they need, as per the first two priorities of this framework. The space will offer an opportunity to meet and interact with other local people of all generations. It will also help people to access important services, including basic food items if a shop is developed, which can be challenging to access for older people without a car or with mobility issues.

Scottish Government - Volunteering Action Plan (2022-2032)



The Scottish Government has developed this plan to ensure that volunteering in Scotland is valued and encouraged. The four specific goals are to:

- Increase volunteering participation by focusing on non-volunteers and lapsed volunteers, and especially those who'll gain most benefit.
- Widen access to volunteering by understanding and reducing the barriers to participation and supporting community-based, 'place-making' activities.
- Listen to volunteers by ensuring that the volunteer 'voice' is heard and that volunteers help make the decisions that affect them.
- Provide great experiences whereby volunteers feel supported, valued and recognised for their contribution.

How this project fits: The Kingsbarns Inn project can offer opportunities for local people of all ages to become volunteers, across a wide range of services. Being located in the centre of the village, it can help make volunteering more easily accessible and remove the need to travel to other towns to volunteer.

Visit Scotland - Tourism Development Framework for Scotland (2016)

The Tourism Development Framework recognises the key role that tourism plays in Scotland's economy. Key goals in the framework include the development of tourism accommodation and the provision of high-quality specialty food products.

How this project fits: The Kingsbarns Inn project is likely to provide visitor accommodation. In addition, a shop, restaurant and café would also be enjoyed by visitors and attract more visitors to the area, delivering a higher quality experience to those visiting the village.

Local policies

Fife Council – Volunteering Policy

Fife Council has designed its Volunteering Policy to be aligned with the Scottish Government's Volunteering Action Plan. It aims to ensure that volunteering in Scotland is valued and encouraged.

How this project fits: As with the national policy on volunteering, Kingsbarns Inn project can offer new opportunities for local people of all ages to become volunteers and make volunteering more accessible in the village.

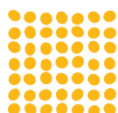
Fife Tourism and Events Strategy (2019-2029)

The Fife Tourism and Events Strategy 2019-2029 has been developed by the Fife Tourism Partnership in collaboration with Fife Council, with input from tourism businesses in Fife. Specific thematic groups include food and drink.

How this project fits: This is similar to the alignment with the national tourism policy. The Kingsbarns Inn project is likely to include visitor accommodation, restaurant/cafe and a shop that could offer local products. This could be enjoyed by visitors and attract additional visitors to the area.

Fife Council - Local Place Plans

Local Place Plans are a new type of community-led plan from the Planning (Scotland) Act 2019. Through this, Fife Council encourages community groups to make proposals for the development and use of land in their local area. Options include developing local services, including

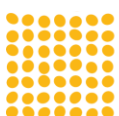


developing community facilities, the 20-minute neighbourhood concept and local resilience building.

How this project fits: The project is aligned with the values of community wealth building, local resilience and developing community facilities and will form a part of the Local Place Plan.

Kingsbarns Conservation Area Management Plan (2013)

Kingsbarns Inn (referred to as The Barns) is a category B listed building described in the report as “an important building in the history of the village, which occupies a prominent position”. The recognised importance of the building for the whole village can help to support the case that it should be moved into community ownership.



3. Market Research

3.1 Competitive Analysis

Overview

This market research looks at the assets in and around Kingsbarns. There is a clear concentration of assets in Crail, Anstruther and some around Boarhills and St Andrews (St Andrews itself is voluntarily excluded in this research). The research also highlights the limited number of assets within Kingsbarns itself.

The categories researched are:

- Shops and supermarkets
- Accommodation
- Smalls hotels and Inns
- Cafes
- Restaurants
- Wedding venues- to help determine demand for accommodation

Further details and asset maps can be found in the appendices of this report.

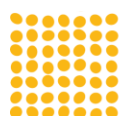
Pubs, restaurants, and cafes

There is no other pub or restaurant in the village. The nearest pubs and restaurants are in Crail (3 miles away) and St Andrews (7 miles away). Whilst some visitors to the East Neuk of Fife looking for a country pub for a meal out are likely to consider options across a wide area, others may be looking for something within walking distance of their accommodation. Local people have expressed a strong interest in having a local pub and eatery that they can reach on foot. There are several daytime cafes offering lunch options in the immediate area, although none are centrally located in the village.

In terms of daytime café provision, there are a number of options nearby, including the Cambo Gardens Café (located just outside the village- 24 minute walk from the centre) but none are located centrally in the village for locals, visitors and people passing through.

Kingsbarns does not have a local shop, the closest convenience stores are in Crail which is a short drive from the village. To access larger supermarkets, most villagers travel to St Andrews which is a 30-minute round trip or order their shopping online.

While most people in Kingsbarns own a car, there is a small but not insignificant number of people who rely on public transport to access the services listed above. The only public transport in Kingsbarns is one bus line, the number 95. The bus goes from Leven bus stop to St Andrews Bus Station, both ways, and stops in Kingsbarns. The bus also stops in other places on the way, including Crail, Anstruther and Elie. On both weekdays and weekends, the bus runs every hour from 7am to 11pm, in each direction. This is the only public bus going through Kingsbarns. There is no direct public transport to go to larger cities, such as Dundee or Edinburgh.



Accommodation for visitors

There is a wide range of accommodation available throughout the East Neuk of Fife, especially self-catering accommodation and Air BnB. With recent price surges the average price per night of Air BnB accommodation has surged to more than 40% higher than pre-pandemic pricing³, it is likely that visitors who would have once used Air BnB for accommodation may look to local hotels and Inns instead. The average cost for Air BnB accommodation in the area is £110 per night for a room within a larger property and £165 per night for an entire property. In addition, hotels offer a certain level of comfort, security and ease of use that is not guaranteed with self-catering accommodation. This is particularly relevant in rural areas without local amenities like Kingsbarns.

Morton of Pitmilley offers four and five star self-catering accommodation just outside of Kingsbarns, which are coupled with extensive leisure facilities and activities. The resort is primarily targeted at family and group holidays but is also a destination of choice for wedding guests in the area. While there are a range of facilities on offer at the Pitmilley resort, there are no in-house catering options.

The Inn at Kingsbarns has its own niche as a higher end (4 star) country style inn offering food and bar service (currently food for guests only), which is also dog friendly. There are two other BnB's in the village, each with two double rooms. The Inn would add to the overall offering and visitor experience by giving visitors a place to go for evening meals or a drink.

The closest four-star small hotel/inn competitor would be The Waterfront in Crail which offers a restaurant/bar and rooms around the same price point as The Inn at Kingsbarns. However, The Waterfront at Crail is not dog friendly. Therefore, The Inn at Kingsbarns may appeal to walkers who are looking to take their pets along on holiday. This has become more common in recent years.

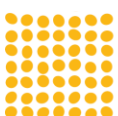
The East Neuk of Fife is a growing destination for weddings, presenting an opportunity for The Inn at Kingsbarns to attract business from wedding parties and guests. Most local venues tend to focus on large weddings with 100 or more guests and do not have enough on-site accommodation for all guests. The Cowshed is a particularly popular wedding venue locally, with a few accommodation places in Crail advertising themselves as "Near the Cow Shed" first thing in their venue title and description to attract clients. Cambo Estate is another popular wedding venue and is situated just outside Kingsbarns and hosts a variety of different options with the maximum number of guests being 250 and only 18 bedrooms. Kinkell Byre can host up to 200 guests for weddings (and has only 10 bedrooms for accommodating guests) and has already expressed an interest in partnering with The Inn at Kingsbarns to provide wedding party accommodation. Falside Mill is also less than 2 miles from the centre of the village, providing a venue for intimate and large functions, with a capacity of up to 250.

3.2 Market Trends and Analysis

A community owned Inn in Kingsbarns will primarily benefit residents but can be more financially secure by catering to visitors throughout the year. This section is intended to provide information on the visitor market in the area, including key market segments and trends, and will inform marketing strategy for the Community Shop. The information in this section is based on published reports.

Visit Scotland identify key trends in tourism across Scotland which a community owned Inn could tap into:

³ <https://www.ft.com/content/40f3b66a-1ac5-48ed-a488-9b884fc5c06d>



General trends:	Implications for Kingsbarns Inn:
'Adaptable adventures' - rising participation in adventure sports and interest in outdoor activities ⁴	There are currently no services for visitors to Kingsbarns, with people having to travel to Crail or St Andrews to buy essentials. Kingsbarns is one of the stops on the popular Fife Coastal Path. Many people pass by the village looking for a cup of coffee/meal. Facilities such as bike parking could increase appeal to outdoor tourists.
Desire for localism & authentic experiences ⁵	The community focus is likely to appeal to visitors. Give visitors the chance to meet people and 'live like a local'. Visitors (particularly international) want to go home with a unique story to tell – often, this comes from a chance conversation.
Focus on artisanal retail, food and drink ⁶	Emphasis on local, ethically produced food, drink and other products

Tourism is at the heart of Fife's economy, Fife welcomes over 8 million visitors each year and has been the annual holiday destination for domestic and overseas visitors since the Victorian era. In 2014, the Fife Tourism Partnership set out to achieve 4% economic growth annually with a target of £416 million by 2024. In 2016, this target figure was exceeded, with tourism in Fife now contributing £566 million annually to the Scottish economy, supports 11,500 full time equivalent jobs and represents about 9% of Fife's workforce.⁷ This growth highlights the huge potential of Fife's tourism sector. The Fife Economic Strategy 2017-2027 identifies tourism as a key sector within the Fife economy and recognises the importance of the sector in contributing to Fife's overall economic growth.

Visit Scotland (2019) Fife Tourism Insights report provides a summary of tourism statistics in the Fife region including:

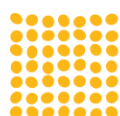
- 2019 was a very good year for overnight tourism in Fife. Annual figures (2019) suggest that the number of trips was well above the average for the 2013-2018 period, while overnight expenditure was the highest in seven years.
- Between 2017 and 2019, Fife attracted 705,000 overnight visits per year, a 5% increase from 2016-2018.
- The growth in overnight trips to Fife was driven by a significant rise in Scottish travellers, and to a lesser extent by an increase in North American visitors. As a result of the increases, Scottish travellers made nearly half of all overnight trips to Fife in 2017-2019. While overseas travellers accounted for less than a fifth of all overnight trips to Fife, they generated 45% of overnight tourism expenditure in the region over the same period.
- Domestic day tourism in Fife also grew, with day trips reaching 8.6 million per year in 2017-2019. The most popular activities undertaken as a part of a day trip to Fife were visiting family for leisure, having a meal in a restaurant/café/pub etc and a short walk or stroll.

⁴ [Visit Scotland Insight & Innovation: Adaptable Adventure](#)

⁵ [Visit Scotland Insight & Innovation: Localism & Authentic Experiences](#)

⁶ [Visit Scotland Insight & Innovation: Artisanal Retail, Food & Drink](#)

⁷ Fife Tourism and Events Strategy 2019-2029



- In 2019, hotel room occupancy rates were an average of 66% (peaking at 80% in July) and self-catering accommodation had an average unit occupancy of 51% (peaking at 82% in July). As shown in the figure below, hotels had less fluctuation between peak and off season than self-catering accommodation.

Occupancy Rates by Accommodation Type and Month, Fife 2019

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Hotel (Room Occ.)	41%	47%	50%	68%	82%	78%	80%	86%	81%	75%	55%	45%	66%
Self-Catering (Unit Occ.)	29%	25%	33%	53%	46%	56%	82%	60%	59%	53%	48%	33%	51%

Source: SAOS, 2019.

- Post pandemic trends have shown a huge rise in staycations across the UK. According to new research by Sykes Holiday Cottages, four in five (80%) Scots will holiday in Scotland instead of going abroad – with more than two in five (42%) stating that it will be their main summer holiday. New data from Sykes’ 2022 Scotland Staycation Index shows the demand for Scotland as a preferred holiday destination is being seen more widely across the UK too, with a third (32%) of all UK holidaymakers already having a trip booked to Scotland in 2022, and a further 29% planning to before the end of the year.⁸

North East Fife is a key tourist destination within the local authority, particularly the town of St Andrews. There are opportunities to build on this and on the area’s proximity to the V&A, with cruise tourism and international flights to Edinburgh airport being potential sources of visitors. The area has a rich heritage, in particular natural heritage is a huge draw bringing people into Kingsbarns via the Fife Coastal Path. Many international hotel brands have chosen St Andrews as a location, drawing thousands of bed nights each year with an **average hotel occupancy of 80-86% between March and September.**⁹

A list of key tourism attractions surrounding Kingsbarns Village is included below:

- *Fife Coastal Path & Kingsbarns Beach*

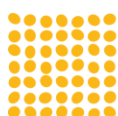
Fife Coastal Path runs for 183km through the varied landscapes of Fife linking some of Scotland’s most picturesque former fishing villages to St Andrews. Kingsbarns (also known as Cambo sands) is one of the stopping points on the coastal path. Cambo Sands/Kingsbarns Beach is situated just outside of the village of Kingsbarns, stretching for 2 miles and is backed by extensive sand dune systems. Kingsbarns beach was winner of the 2018 Keep Scotland Beautiful beach awards and attracts visitors to the area, particularly in the summer months.

- *Cambo Estate*

The Cambo Estate is roughly 1,200 acres; comprised of about 900 acres of farmland, 100 acres of woodland and 200 acres of golf course. The estate includes Cambo Walled Garden and visitor centre which features a heritage exhibition, café and gift shop selling crafts and gifts by local makers, as well as flowers, plants and produce directly from the walled garden. The Cambo Estate also offers a wide range of events and celebrations throughout the year including; seasonal events, arts and creative workshops, family and sporting events.

⁸ <https://www.scottishfinancialnews.com/articles/scotland-set-for-record-number-of-staycations-this-year#:~:text=New%20data%20from%20Sykes'%202022,the%20end%20of%20the%20year.>

⁹ [Investfife.co.uk/sectors/tourism](https://investfife.co.uk/sectors/tourism)

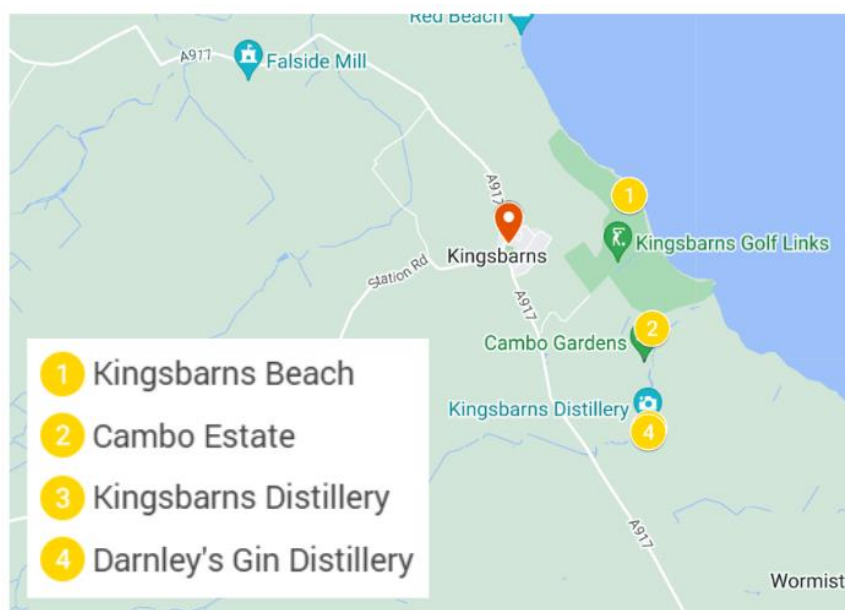


- *Kingsbarns Distillery and Visitor Centre (part of the Cambo Estate)*

Whisky distillery sitting in an 18th century converted farm steading offering distillery tours, tastings, a shop and café with an outdoor seating area. The visitor centre is open 7 days a week 10am-5pm with tours running daily.

- *Darnley's Gin Distillery and Gin School (part of the Cambo Estate)*

Situated behind the whisky distillery in a small cottage- the distillery offers tours and tastings. The Gin school runs at the weekend.

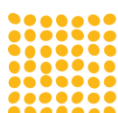


Golf Tourism Northeast Fife

The golf tourism and events industry makes a key contribution to the Scottish visitor economy and economy as a whole. Golf is one of Scotland's unique selling points which attracts visitors from all over the world. A study conducted by VisitScotland, and Scottish Enterprise shows the value of golf tourism and events increasing by 30% between 2008 and 2017, supporting 4,700 jobs and spreading benefits across the country's golfing regions. The study revealed that overseas golfing visitors spent on average £338 per night during a trip to Scotland, which is more than 4 times the daily spend of an average overseas visitor. On average golfing visitors spend an average of 7 nights on their trip, with overseas visitors spending an average of 10 nights per trip. St Andrews is known worldwide as the home of golf and is renowned for its golf courses. The economic value of golf tourism in 2016 was £51.7 million, supporting 1,802 jobs.¹⁰

Kingsbarns specifically attracts a significant number of golf enthusiasts. Opened in 2000, Kingsbarns Golf Course is one of the newer golf courses in Scotland which has quickly gathered a large following and is well known as one of Scotland's must play golf courses. Kingsbarns Golf Links is now considered to be an essential element of St Andrews and Fife tourism experiences. The course is open from March-November.

¹⁰ Visit Scotland: Scotland Golf Visitor Survey 2016



Pubs & Community Owned Pubs

Pre pandemic, pubs and brewing supported 900,000 jobs across the UK and contributed £23million to the UK economy.¹¹ As well as the trade's economic contributions, pubs also provide a 'third space' – a neutral environment outside of the home or workplace whose primary purpose is relaxation and social interaction. This has measurable benefits, including community cohesion, reduction of loneliness and social isolation, and creation of informal friendship networks.

They are also a significant draw for tourists, who make an estimated 600 million visits to pubs annually. Thousands of pubs also provide accommodation for tourists and research shows that customers planning a trip would rather stay in a pub (48%) than a branded hotel (27%).¹² Before the pandemic, pubs often provided a wide range of facilities to their communities, including meeting spaces, physical and mental health services, post offices, book clubs, grocery shops, and training spaces. Those in rural areas particularly rely on local pubs as a meeting point to facilitate community networking and activities. In this environment, pubs also act as a link between the past and the present – which research has shown rural communities and residents place high value on.

96% of pub-goers in the APPG survey described their local pub as very or fairly important to them, and licensees and pub staff spoke of their concern for the mental health and wellbeing of their regulars. Survey respondents described pubs as a 'safe haven' that were very important to them and their communities.

The Covid pandemic has put thousands of pubs across the UK at risk of closure, resulting in job losses and closure of vital community meeting places. However, in May 2021 the percentage of pub and bar owners who had 'high confidence' about their business survival peaked above 20% for the first time since November 2020.¹³

Community Owned Pubs

The Plunkett Foundations [Community Pubs Research Report \(2022\)](#) provides up to date qualitative and quantitative information about the size, characteristics and performance of the community pub sector, which is showing encouraging levels of growth and resilience. A summary of the main points includes:

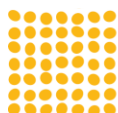
- Despite the pandemic, in 2021 the community pub sector grew by 11% with 15 new pubs opening during the year bringing the total number currently trading as community owned to 146 by 31 December 2021
- Once opened community pubs are resilient and sustainable businesses. No community pubs ceased trading in 2021, the rate of survival of community pubs is 99%. Plunkett Foundation recommends community ownership as the best way to ensure that pubs are meeting the needs of the community.

Most community pubs offer food, through a restaurant, bar food menu or café as this is a good income generator for the business. Some pubs offer services for tourists, such as B&B accommodation to further supplement the revenue of the business. A small but growing number of community pubs are also now offering postal services, with six survey respondents saying they

¹¹ Raising the Bar: All Party Parliamentary Enquiry November 2021

¹² Raising the Bar: All Party Parliamentary Enquiry November 2021

¹³ Raising the Bar: All Party Parliamentary Enquiry November 2021



offered these through a collection point for parcels, hosting an outreach Post Office, or even in two cases having a permanent Post Office on the premises.

Many community-owned pubs aim to offer “more than” the traditional food and drink services. This ethos is driven by a commitment to be responsive to the needs of local residents, as a community led project. Community pubs offer a wide diversity of other services and activities that are tailored to their communities, through adapting their physical space to best suit these extra functions. For example, from 58 responses to the 2022 survey:

- 45 (76%) provide a community meeting space
- 45 (76%) hold live music events
- 26 (45%) raise funds for local charities or good causes
- 20 (34%) have a community garden
- 13 (35%) host fitness classes, health services and wellbeing events.
- The pandemic has changed the way that community pubs offer services to their communities with a significant number continuing to offer takeaway services as part of their core offering, with a smaller number continuing to offer home delivery.

Market outlook for rural and community owned stores

The share of retail spending taking place online has risen steadily over past decades, then much more rapidly during 2020 and 2021. Although online sales have decreased slightly from their 2020 peak of 34% of all spending, they remain significantly above the pre-pandemic levels¹⁴. Increasing numbers of people use the internet for grocery shopping (a trend which accelerated during the Covid-19 pandemic). At the same time, this environment offers opportunities. Many customers look to in-person shopping to offer a more personal experience and a chance to meet and catch up on local information, with community shops acting as a hub for the local community.

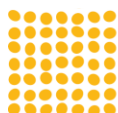
The ACS Rural Shop Report (2022) revealed that almost half (49%) of rural stores operate with no other retail or service businesses close by, acting as a vital lifeline for customers by providing access to services including the use of free cash machines, local grocery delivery and post offices. The 2022 report highlighted that if these shops were no longer there, customers would have to travel an average of 3.3 miles to feed themselves and their families.¹⁵

According to the Rural Shop Report:

- The average rural customer visits their local store 2.5 times per week with an average spend of £8.72. 35% of respondents to KCDT’s community shop survey in March 2022 said they would use a community shop 2-3 times a week and 20% said they would use it once a week.
- The most popular services offered by rural convenience store include mobile phone top ups, lottery, bill payment services, cash back and free to use cash machines. A smaller number offer parcel collection points, local grocery delivery and post office services. Customers voted cash machines, post office and click and collect as the most valuable services offered by their local convenience stores.

¹⁴ ONS

¹⁵ ACS: Rural Shop Report 2022. Accessed 2/12/22. [https://www.acs.org.uk/research/rural-shop-report-2022#:~:text=ACS%202022%20Rural%20Shop%20Report,and%20Post%20Offices%20\(22%25\)](https://www.acs.org.uk/research/rural-shop-report-2022#:~:text=ACS%202022%20Rural%20Shop%20Report,and%20Post%20Offices%20(22%25).).



- The average opening hours of rural convenience shops is 12.3 hours from Monday to Saturday and 11.2 hours on a Sunday. Typical local stores are open from 7am to 10pm.

Community Shops

According to research conducted by The Plunkett Foundation, in 2022, there were 401 community owned shops in the UK, providing essential services to 150,000 people in remote, rural communities. The research also indicates encouraging growth and resilience in the community shop sector:

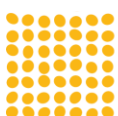
- In 2021, the average turnover of community shops increased by 10% to £184,000.
- The long-term survival of community shops was 92%
- The majority of community shops (57%) have between 100 and 300 members and shareholders.

3.3 Case Studies

Case studies have been carried out on other community shops: see appendix 2 for in depth details of each case study.

Summary case study findings, relevant to the development of a community owned Inn in Kingsbarns:

- Having a spread of income streams under one roof is important to overall viability. This spreads the risk, but also gives people multiple reasons for people to visit.
- Carry out ongoing and detailed consumer research to find out what members of the community want in stock in the shop and their preferred brands prior to purchasing stock.
- Stocking fresh produce is popular but involves added complexity. Actively manage stock by reducing prices so that fruit and vegetables do not go to waste (older produce can be promoted as being good for soups or baking). Look at options to distribute stock that cannot be sold.
- Working with local suppliers can allow for greater flexibility to meet customer needs: e.g. small pack sizes for self-catering visitors. It will also demonstrate that the project is supportive of other local businesses and adds value to the overall economy of the area, improving the circular economy and opening up opportunities for new businesses.
- Pre-launch and post-launch communications are important in terms of gaining publicity for fundraising campaigns and to demonstrate to community members (and potentially investors) project progress.
- Once established, a regularly updated website and active social media presence are increasingly important to keep customers updated about opening hours, services, offers and events, promote seasonal goods, attract volunteers and raise awareness of social outcomes.
- Relying on a large number of volunteers for day-to-day running of the shop and other facilities can work but is risky. There is a big impact when volunteers do not show up. Volunteer incentives and good management may help: give volunteers well-defined tasks. Providing proper training for volunteers is also key.
- A project manager or business manager will play a vital role in making the project a sustainable commercial operation. Special care should be taken during recruitment and interviewing to find someone with the right range of skills and attitudes.



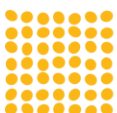
- All case studies describe a slow start to operations with sales gradually increasing in line with customer awareness. Although challenging in terms of cash flow, a quieter start offers some room for new staff to learn on the job.
- Connect with other groups that have experience in setting up and running a community shop or pub. The Plunkett Foundation moderates a Facebook group for discussion and networking: see plunkett.co.uk/join-the-network/.

Tenanted model

- The George and Dragon in Yorkshire is an example of a very successfully community owned Inn that is managed day to day by a tenant. The current tenants have been in place since 2014 and have built up the reputation of the pub for fine ales and good home cooked food, so much so that the pub has won several regional and national awards including the 2016 pub of the year award by the Campaign for Real Ale. The current tenants have managed to greatly increase visitor trade while ensuring the pub operates as a hub for the local community by offering a range of additional services for local people including a village shop, library and allotments. The village shop is run by the Community Benefit Society (with volunteer support) rather than the tenants and has its own access.
- While the tenant is responsible for running the business within the broad terms set by the board, the board held quarterly review meetings with the tenant to set mutually agreed targets and track progress towards them. The lease agreement contains clauses that allow the board of directors to terminate the tenancy at each anniversary of the lease commencing should performance falls seriously below mutually agreed expectations.

Community share offering

- The Old Forge CBS acquired a Community Shares Standard Mark prior to launching their share offer. As the FCA does not approve or regulate share offers, the standard mark helps people to feel confident in their community shares investment that meets the national standard for best practice.



3. Community Consultation

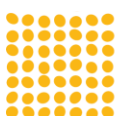
3.1 Survey Analysis

KCDT Community Shop Survey, March 2022

In March 2022, KCDT distributed a survey to every household in the village to investigate the need and interest in a community shop and café in Kingsbarns. 174 responses were received, with most of them from people who live in the village. The initial response to the proposal of a community shop and café was very positive, 67% of respondents felt that having a shop in the village was either extremely or very important.

A summary of survey findings is included below and will inform the findings and recommendations within this report:

- The largest group of respondents (35%/ 58 people) said they would use a community shop 2-3 times per week. A smaller proportion (20%/33 people) said they would use a community shop once a week. 28% of respondents said they would use a community shop occasionally.
- There was significant interest in using the community shop to purchase; bakery and dairy products (including milk), fruit and vegetables and other local produce (including eggs). Other services of interest included stamps, an advertisement board and deliveries.
- The most popular usage times were from 8am to 12pm and 2pm to 6pm, although there were significant levels of interest in using a community shop at all hours between 8am-6pm and after 6pm.
- Currently, many survey respondents are travelling to do convenience shopping 2-3 times per week (46%), a smaller number (29%) are travelling to do convenience shopping once a week.
- 60% of respondents travel between 4 and 7 miles to do convenience shopping.
- 81% of respondents (132 people) said they would be prepared to change their shopping habits to support a competitively priced and well stocked village shop.
- Survey respondents were also asked if they would still support a community shop if it was located away from its original premises in the village. The vast majority of respondents (84%) said they would support a community shop in alternative premises.
- 51% of survey respondents (85 people) said they would use a community run café in the village occasionally, 26% (42 people) said they would use a café once a week. A smaller number said they would use a café once a fortnight (10%) and 2-3 times a week (6%). Only 8% of survey respondents (13 people) said they wouldn't use a community café at all.



Community Survey- A community owned Inn in Kingsbarns, December 2022

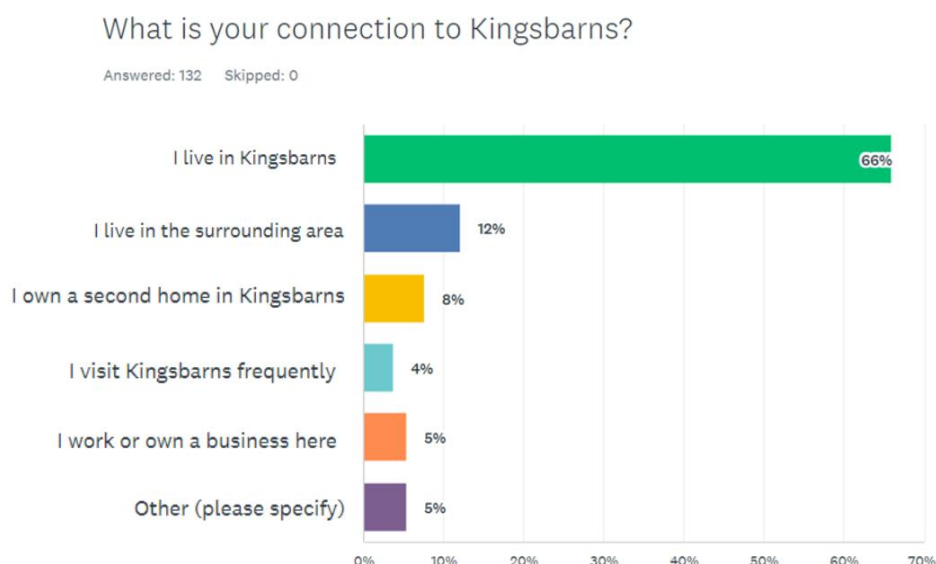
The survey was advertised online and around the village. Local people and visitors were given the possibility to share their views via an online survey or a paper copy survey from early December 2022 to mid-January 2023.

Overview

135 people completed the survey. 98 of them responded online, and 37 used the paper copies. In addition, many respondents said their answers covered the view of other household members. In total, the view of 85 household members are included too. This is equivalent to a total of 217 views represented in the survey.

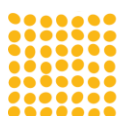
Two respondents out of three (66%) live in Kingsbarns. This is followed by one in ten respondents living in the surrounding area (12%), and one in ten owning a second home in Kingsbarns (8%). One in twenty respondents works or owns a business in Kingsbarns, which is the same number as people visiting Kingsbarns.

Finally, another one in twenty respondents reports a different connection to the area. Most of them have their children schooled in Kingsbarns.



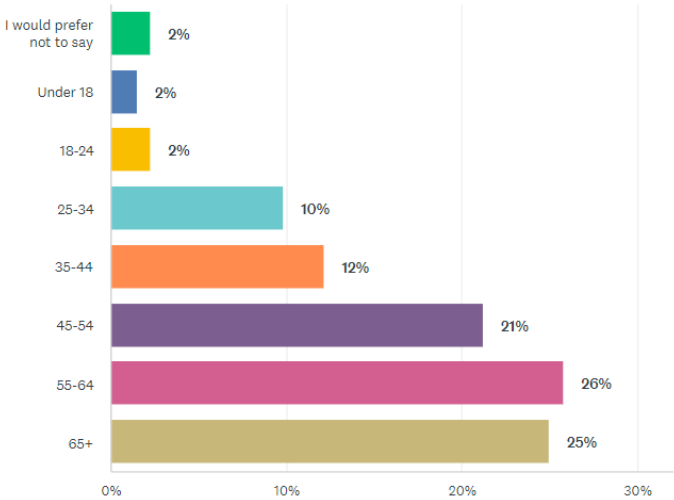
The survey received responses from participants of all ages. There is a notable difference in the age groups of the respondents. There are 4% of respondents aged under 24, 22% aged 25 to 44, 47% aged 45 to 64, and 25% aged over 65.

The higher rate of responses from older people means that the demographics of the survey respondents are aligned with the demographics of the population of Kingsbarns. Indeed, the high proportion of respondents aged over 65 is aligned with the local demographics, where it is estimated that 29% of people in Kingsbarns are aged over 65 (ONS 2020). The high number of respondents aged over 45 is also aligned with the local demographics. With only around 7% of people locally being aged between 15 and 24, it is not surprising that the proportion of respondents aged under 24 is low.



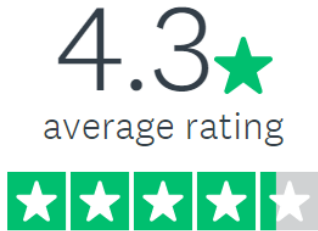
We would like to make sure we are collecting views from all age groups across the community. Please tell us your age.

Answered: 132 Skipped: 0



Importance of The Inn

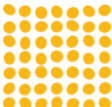
Respondents were asked how important they feel it is to have a local Inn in Kingsbarns, from 1 (not important) to 5 (very important). When averaging all the responses, the average level of importance of having an Inn in Kingsbarns is 4.3 out of 5, which is very high.



Two respondents out of three (65%) say that having an Inn is very important to them, placing its importance as 5/5. 13% of respondents find it important (4/5) and 11% of respondents are neutral (3/5).

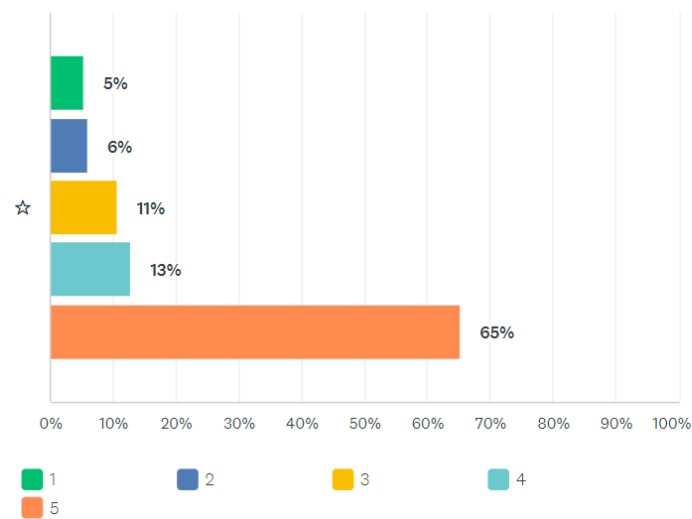
Only 6% of respondents think it is not very important (2/5) and 5% do not find it important (1/5).

The numbers remain similar when looking only at the responses of people living in Kingsbarns. In that case, 68% of local inhabitants find it very important, and only 3% do not find it important.



On a scale of 1-5 (with 1 being not important and 5 being very important), how important do you think it is to have a local Inn in Kingsbarns

Answered: 132 Skipped: 0

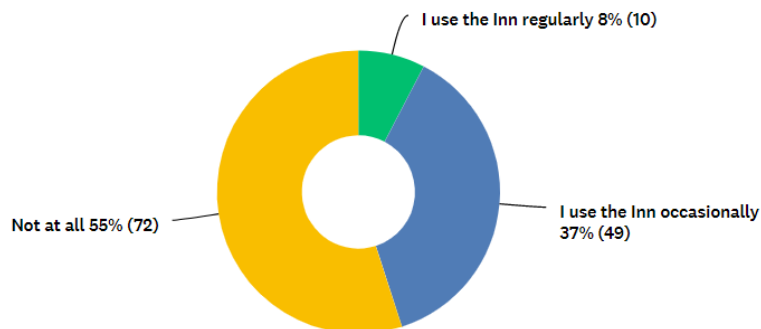


Current use of The Inn

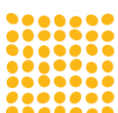
Despite finding The Inn very important, less than half of the respondents currently use the Inn. 55% of respondents report that they do not use the Inn at all. This is followed by 37% of respondents using the Inn occasionally. Only 8% of respondents report using the Inn regularly.

Do you currently use The Inn at Kingsbarns?

Answered: 131 Skipped: 1

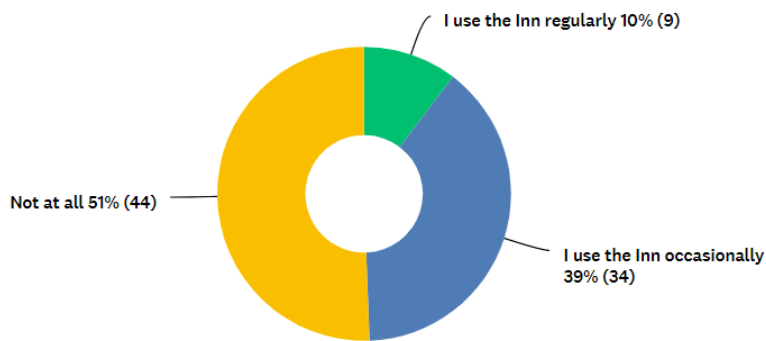


This is very similar to the results when only considering the responses of people who live in Kingsbarns. Indeed, 51% of Kingsbarns residents report that they do not use the Inn at all. 39% of Kingsbarns residents use it occasionally, and only 10% of them use it regularly.



Do you currently use The Inn at Kingsbarns?

Answered: 87 Skipped: 0

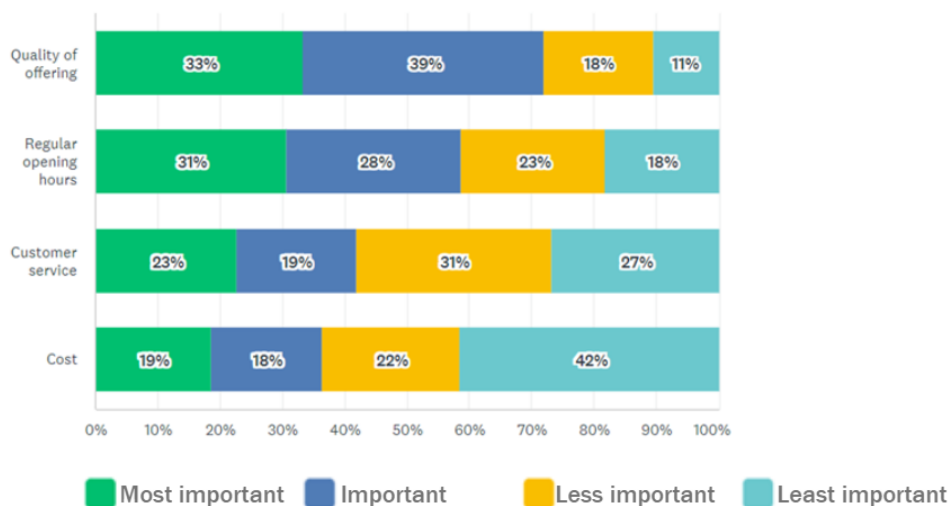


Respondents were asked to rank four options and to say how much these would encourage them to use The Inn more frequently.

- The most highly ranked option overall is the quality of offering. 33% of respondents rank this as the most important option, in addition to 39% ranking it as the second most important element. Only 11% of respondents selected the quality of offering as the least important element.
- The second most highly ranked option is regular opening hours. 31% say it is the main thing that would encourage them to use the Inn more often, in addition to 28% of respondents saying it is the second most important element.
- This is followed by customer service. It is selected as top option by 23% of respondents, and as second most important thing by 19% of respondents.
- Finally, perceptions of the importance of the cost vary across respondents. 19% of respondents say that it is the most important factor for them, while 42% say that it is the least important.

What would encourage you to use The Inn at Kingsbarns more frequently? Please rank from most important (1) to least important (4).

Answered: 130 Skipped: 2



New services at The Inn

When asked what new services they would like to see at The Inn, the most popular options are food and drinks at the Inn, a shop, and live events.

Six options have received support from over 90% of respondents, with at least 3 respondents out of 4 saying they would use the service themselves.

Those are:

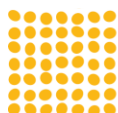
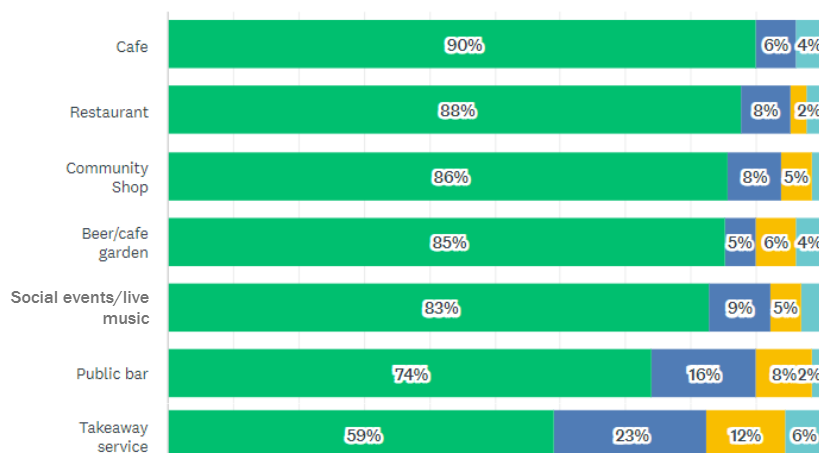
- Café. Most popular option, with 96% of respondents supporting it, including 90% saying that they would use it themselves.
- Restaurant. Very popular option, with 96% of respondents supporting it and 90% who would use it themselves.
- Community Shop. Very popular option. 94% of respondents support it, and 86% would use it.
- Beer/café garden. Very popular option. 90% of respondents support it, and 85% would use it themselves.
- Social events/live music. Very popular option. 92% of respondents support the idea, and 83% say that they would attend such events in Kingsbarns.
- Public bar. Very popular option. 90% of respondents support having a public bar at The Inn, and 74% would use it.

Three additional options are popular too, although respondents are less likely to use them. These are the takeaway service and a meeting space and Wi-Fi space without specific events being organised. While all three of them are widely supported, only around half of the respondents say they are likely to use it themselves.

Finally, the electric vehicle charging point, accommodation and parking also have high support, but significantly less likely to be used by respondents. This can be expected, as most residents

Which of these things would be beneficial to you, your family and the wider community? (You can choose more than one)

Answered: 132 Skipped: 0



live locally and are unlikely to need parking and accommodation at The Inn. Electric vehicle ownership rates are still low in the UK.

Comments on new services

Some respondents commented on the additional services that could be offered at The Inn. Four participants said they would like to see collection point for deliveries, such as Amazon Lockers or an Evri collection point. A few participants commented that they would like the Inn to offer healthy food options.

Regarding the stocking of the shop, a few participants commented to say the most important for them would be to have access to basic products such as milk, bread and newspapers. Two participants also mentioned wanting the shop to sell local products.

Importance of a community shop

Respondents were asked how important they find it to have a community shop at Kingsbarns, from 1 (not important) to 5 (very important). When averaging all the responses, the average level of importance of having an Inn in Kingsbarns in 4.2 out of 5, which is very high.



Over half of the respondents (59%) say that having a community shop is very important to them, placing its importance as 5/5. 16% of respondents find it important (4/5) and 14% of respondents are neutral (3/5).



Only 3% of respondents think it is not very important (2/5) and 8% do not find it important (1/5).

The numbers remain relatively similar when looking only at the responses of people living in Kingsbarns. In that case, the average rating is 4.1 out of 5, with 55% of local inhabitants finding it very important, and 6% not finding it important.

Meeting space

All respondents were asked if they are members of a group, organisation or business that might hire space at The Inn. 12 respondents say that they are part of a group that would be interested, and 11 are part of a group that may be interested.

The majority of groups are interested in a small meeting space, either as a small independent meeting room or as a separate table. A few respondents would also be interested in using a larger hall space.

Group	Type of space	Frequency
Book club	Small room	Monthly
Spark design	Small room	Every few months
WRI	Small room	Monthly
Children's Hospices Across Scotland	Small room	Weekly or monthly meetings
Yoga group	Small room	Once or twice a week
Art group	Small room	Weekly or monthly meetings



Kingsbarns Golf Society	Small room	Quarterly
Barking Mad	Space for a group to have coffee	A few times a year
Kingsbarns PS Parent Council	Small room	A few times a year
Strathtyrum	Space for 20 people	Annually
Venue for friends and family events	Hall (up to 50 people)	A few times a year
Table tennis	Hall with a high ceiling	Weekly
Badminton	Hall with a high ceiling	Weekly
Singing	Hall	Weekly

In addition, a person working at Kinkell Byre expressed their interest in the space, saying that they could “put the Inn forward to their customers as an option for wedding parties”. Two respondents from Cambo Estate also expressed their interest, potentially for the same reason.

A respondent from the Kingsbarns Distillery also expressed their interest in the space, mentioning that they might do local tasting or event collaborations at The Inn. For more information, see the partnership section of this report.

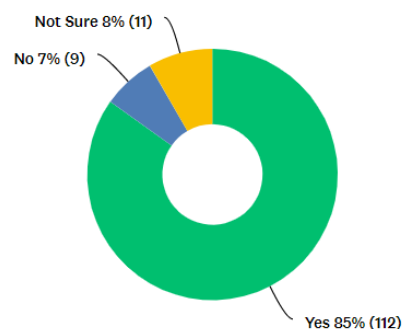
A few participants said they would be interested in hiring the facilities for events for family and friends a few times a year. Finally, a musician said they would be interested in playing in the pub.

Support for community ownership

Respondents were asked if, in principle, they support KCDT purchasing The Inn at Kingsbarns to use it for the benefit of the community. Overall, over four respondents out of five (85%) support the purchase. The remaining 15% are divided between people who are unsure (8%) and people who do not support it (7%).

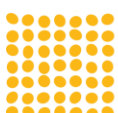
In principle, do you support KCDT purchasing The Inn at Kingsbarns to be used for the benefit of the community?

Answered: 132 Skipped: 0



Comments on community ownership

14 respondents commented to their thoughts about a community purchase of The Inn.



Seven respondents expressed some doubts about the ability of the group to effectively manage The Inn if it became community owned. Concerns raised relate to the level of expertise needed to run such a business, to the number of potential clients, and to the management of the involvement of the community, including profit sharing. All these comments are below:

- *“I fear if KBDT buy the Inn without proper management the windows will potentially be boarded up in the future.”*
- *“Running the community hub / shop / bar / restaurant needs to be financially viable. If current owners struggle with this, how will the community buy-out succeed?”*
- *“I am not convinced the KCDT have the skills and knowledge to make it work”*
- *“I’m not sure that the community is large enough to sustain the business. The catchment area isn’t huge. I think that there will need to be a USP that will attract people as a destination.”*
- *“Management expertise and experience of pub/restaurant / hospitality industry will be very important. This is not a venture for well-meaning amateurs.”*
- *“Not sure that the village is big enough to support such an ambitious proposal.”*
- *“Profit sharing might be a problem.”*

Three respondents commented to express their support for the project.

- *“It would be good”*
- *“The Inn at Kingsbarns has enormous community potential that is not currently being utilised.”*
- *“Every village needs an inn, a church, a shop and a post office.”*

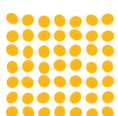
Impact of community ownership

Respondents were asked about the potential impact of transferring The Inn into community ownership. Overall, over 3 respondents out of 4 estimate that this change will have a positive impact at least on some aspects.

The three elements that respondents agree the most strongly on are contribution to the economic development in the village, bringing the community together and improving the local environment. At least three respondents out of three (75%) agree with each of these statements, including over one out of three (33%) strongly agreeing.

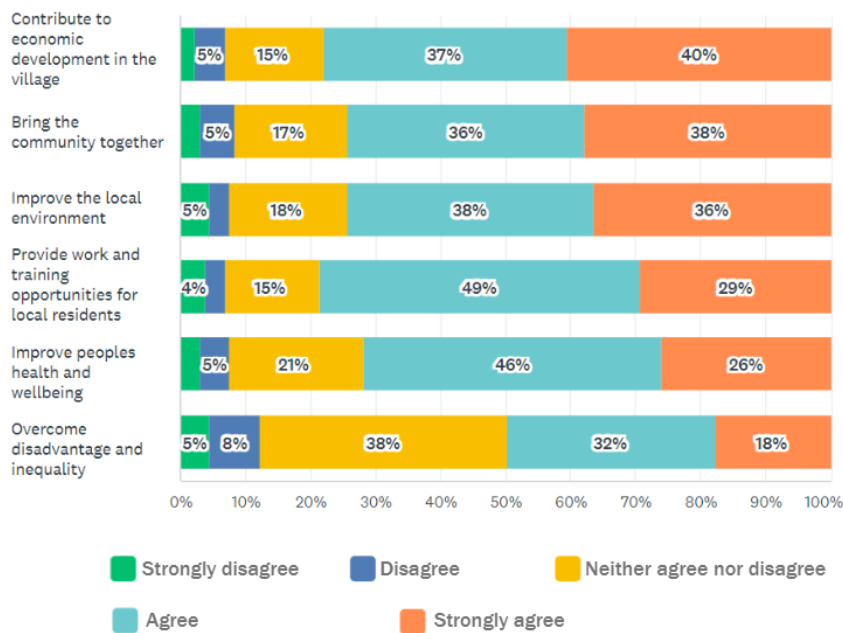
The expected impact of two further elements is also high. These are providing work and training opportunities for local residents and improving health and wellbeing. For both, over 70% of respondents agree, including over one in four (25%) strongly agreeing.

The expected impact on overcoming disadvantage and inequality is more mitigated. 50% of respondents think it will have an impact, including 18% strongly thinking so. 38% do not agree nor disagree. In addition, 8% of respondents disagree with the statement and expected impact, and 5% strongly disagree.



Do you agree or disagree with the following statements? Bringing The Inn at Kingsbarns into community ownership will...

Answered: 132 Skipped: 0



Comments on the impact of community ownership

23 respondents commented on this question to detail the impacts that the community ownership of the shop would have. All of them listed positive impacts:

“A local community shop/cafe would bring people together more”

“I think it would encourage tourism and more people to stop off in the village or come to the village”

“It will bring some life to the village”

“[It will] offer opportunities for people to help each other out.”

“[It will] bring community members together - been in the village 6 years but still have not met everyone”

I would love there to be a community owned cafe/restaurant and a small shop. It's something the village desperately needs. I would use it.”

“Chance to meet others from the village in a social way as often see people around but don't actually get to know them.”

“Would be nice to have a place to sit around and bond with neighbours, and have a place to have a cup of coffee.”

Potential use under community ownership

Respondents were asked how often they would visit The Inn if it was community owned and offered additional services. Over 4 respondents out of 5 say that they would go to The Inn at least a few times a month.

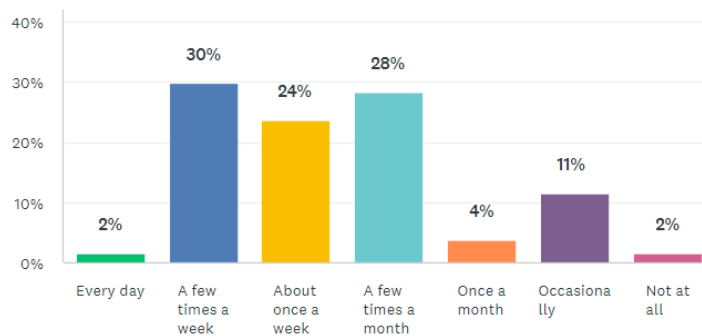
98% of respondents say they would use The Inn. This is significantly higher than the current usage of The Inn, as only 45% of respondents currently go to The Inn at least occasionally.



- 87% of respondents say that they would use The Inn at least once a month if it was community owned and offered additional services. This includes 2% of people who would use it daily, 30% who would use it a few times a week, and 24% who would go about once a week. In addition, 28% of respondents report they would go a few times a month, and 4% would go monthly.
- 11% of people would go to The Inn occasionally.
- Only 2% of respondents say they would not go to The Inn.

If The Inn at Kingsbarns were owned by the community (and offered the services you selected in Q3), how often would you visit?

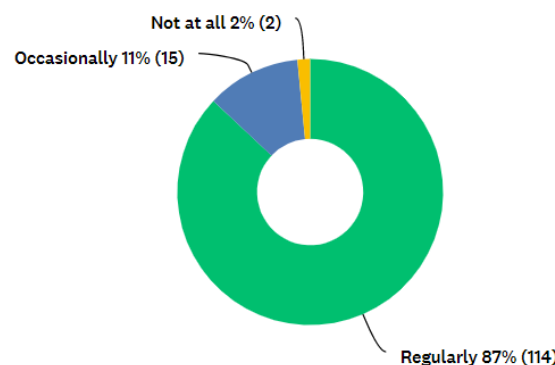
Answered: 131 Skipped: 1



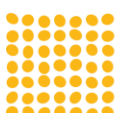
The chart below combines the options from “every day” to “once a month” into the “regularly” category. This allows a direct comparison between the current level of usage of The Inn detailed earlier and the potential usage of The Inn if it was community owned and offered additional services.

If The Inn at Kingsbarns were owned by the community (and offered the services you selected in Q3), how often would you visit?

Answered: 131 Skipped: 1



Respondents were asked what facilities they would want to see in the village if KCDT was unable to purchase The Inn. The responses are very aligned with the project, as 53 respondents said they would like a shop, and 27 would want a café. A further 8 respondents mentioned a pub, 4 would like sport venues for young people and children, and 3 mentioned a post office with longer opening hours.



“A shop - somewhere to buy milk and canned goods without needing to go to Crail all the time.”

“A village shop is important to the village. With people running a shop/café, customers are more likely to return.”

Interest in the future of project

There is a high level of interest in the project among respondents to the survey. Participants were able to select multiple types of interest. Overall, only 23 respondents are not interested in being involved or kept up to date, and only 11 skipped this question.

- 6 respondents report being interested in becoming a member of the steering committee and 25 would be interest in volunteering.
- 20 are interested in donating to support the project, and 48 respondents are interested in purchasing community shares.
- A further 79 people would like to be kept up to date with the project.

3.2 Open Meetings

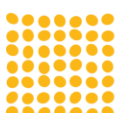
Two open meetings were held on the 15th December 2022; an afternoon drop in session and an event presentation and discussion event. The afternoon drop in event was attended by approximately 53 people, many of whom were parents collecting their children from the local primary school and representatives from local businesses. Feedback was sought from as many participants as possible; however, it should be noted that all attendees did not leave comments on boards and some feedback was gathered through informal conversations with Community Enterprise staff. The information below captures thoughts left on boards.

An evening information meeting was held on the same day and was attended by around 20 people. The feedback gathered at the evening meeting has been incorporated into the summary below.

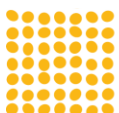
Summary

Attendees felt that Kingsbarns is a village with many positives, mainly a friendly and small community with a great small primary school. Local people also value local walks, the nearby beach and local assets such as the Cambo estate. Whilst attendees feel that Kingsbarns is a good place to live, a number of challenges and drawbacks were highlighted, the main one being lack of amenities (shop, restaurant, pub, café), lack of spaces to meet people informally and limited public transport options.

Good things/assets	<ul style="list-style-type: none">• Great school with amazing teachers!• School• Great school• Amazing school• Great school• Awesome small school!• Great school• Amazing school
--------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



	<ul style="list-style-type: none"> • School
	<ul style="list-style-type: none"> • Local walks • Nice walks • Paths for access • Cycle path
	<ul style="list-style-type: none"> • Lovely community • The population and community it creates • Lovely people • Excellent welcoming community- coffee mornings and activities • Friendly community • Community events such as coffee mornings, Christmas fayre, open gardens etc. • Very friendly community • Small community • Friendly folk, wide range of people • Small community • Lovely events • Quiet and rural • No crime • Small and friendly community
	<ul style="list-style-type: none"> • Beautiful beach • The beach • Beautiful place • Access to the beach and woods • Beach • Beach • Beach close by • Beach
	<ul style="list-style-type: none"> • Small village
	<ul style="list-style-type: none"> • Good park

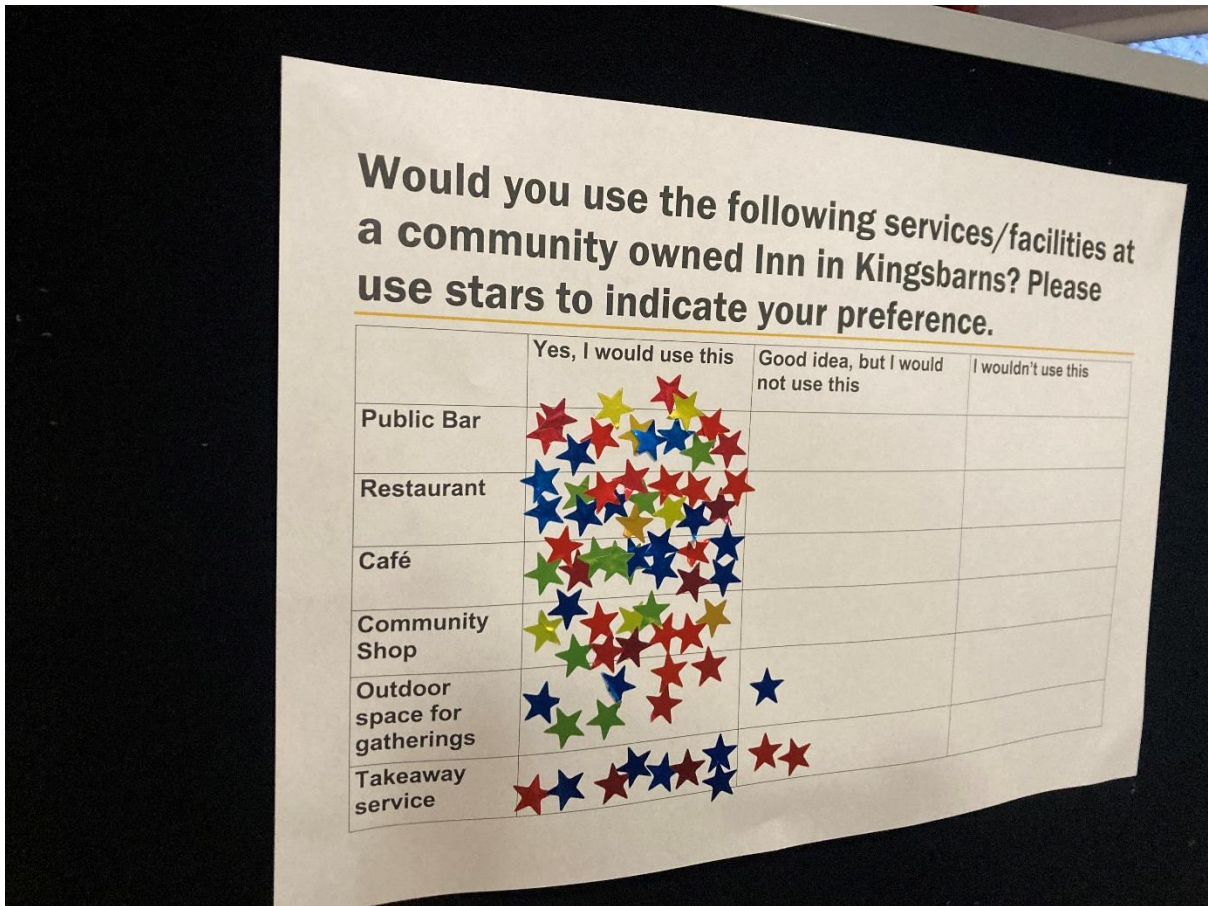


	<ul style="list-style-type: none"> • Cambo close by • Cambo café and gardens • Cambo and Pitmilly • Cambo
	<ul style="list-style-type: none"> • Community garden • Community garden
	<ul style="list-style-type: none"> • Good church
	<ul style="list-style-type: none"> • Golf course • Internationally recognised golf
	<ul style="list-style-type: none"> • Wedding guests • Cambo, Kinkell, Falside & Cowshed

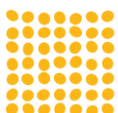
Challenges/draw backs	<ul style="list-style-type: none"> • Lack of restaurant, shop or café • Lack of shops • Restaurant or pub needed • Lack of access to shops and services • No shop • Getting food basics without having to travel 6 miles • Lack of local shops/cafes • Lack of shops • No shop • Lack of services- shops, cafes, restaurant
	<ul style="list-style-type: none"> • Spaces to meet local people • Lack of informal meeting place • There isn't somewhere to meet informally • Lack of place to meet and socialise • Nowhere in the village itself to meet and socialise
	<ul style="list-style-type: none"> • Pre school childcare is lacking • Childcare



	<ul style="list-style-type: none"> • Need more activities for children outside of school hours
	<ul style="list-style-type: none"> • Infrequent bus service • Transport • Limited public transport • Flexibus does not cover Kingsbarns • Public transport inland does not exist!
	<ul style="list-style-type: none"> • Expensive • Housing • Housing
	<ul style="list-style-type: none"> • Lack of opportunities
	<ul style="list-style-type: none"> • No seating on the Green
	<ul style="list-style-type: none"> • Path network for walks/cycling could be extended/improved



Participants were asked to indicate which services and facilities they would use in a community owned Inn in Kingsbarns. A restaurant was the most popular choice- 25 people indicated they would use this service, closely followed by a café which 24 people said they would use. 22 people



said they would use a public bar and 19 said they would use a shop. A smaller number said they would use an outdoor space for gatherings (17) and a takeaway service (17).

Service	Yes, I would use this	Good Idea but I would not use this	I wouldn't use this
Public Bar	22	3	
Restaurant	25		
Café	24		
Community Shop	19		
Outdoor space for gatherings	17	1	
Takeaway service	17	2	

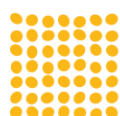
Evening meeting participants had a discussion around what markets a community owned Inn in Kingsbarns should be focusing on. Some participants felt that accommodation and restaurant provision should be higher end and the bar should provide pub style food marketed towards locals and passing visitors. Others felt that the restaurant should be mid-market and offer takeaway options to help bring in an income to support staff costs.

People also highlighted that the Inn should be for locals and visitors alike and should offer a friendly and welcoming hub with reliable opening hours.

Participants were also asked if there is anything else they would like to see happening at a community owned Inn at Kingsbarns. There was a strong interest in music events, including live music performances, open mic nights etc. Several suggestions indicate a good level of interest in regular community events such as pub quizzes, seasonal events (summer BBQ's etc) and film nights. A full list of suggestions can be found below:

What else could happen at a community owned Inn?

- Meetings, meals, events such as ladies nights etc.
- Drop in café for older people
- Regular community events- pub quiz, space for local groups etc.
- Repair workshop
- Tool share
- Local info/orientation, place for maps etc.
- Live music
- Open mic nights, music nights
- Social space
- Small shop for essentials



- Folk club
- Meeting outsiders in a cosy, authentic Kingsbarns place
- Community bike shed
- Pub quiz
- Seasonal events
- Lots of music
- Secure, weatherproof community bike shed
- After school club (x1)
- Dinner
- Film nights
- Quiz nights
- Live music
- Takeaway lunches for workers, pick up service for driving through
- Kids menu
- Pre-bookable events like BBQ, afternoon tea etc
- Takeaway options
- Dinner hall for school pupils

3.3 Stakeholder Interviews

To expand on the findings of the survey, one-to-one interviews were carried out with local organisations, businesses and individuals with a particular insight into the community and the project. Several of the organisations and businesses contacted for interviews chose to fill out the survey, and their views can be found under the community survey section of this report.

Local community:

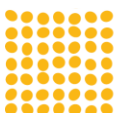
- Kingsbarns Memorial Hall Committee
- Kingsbarns Primary School
- Kingsbarns Parish Church

Interested individuals

- Local resident and academic working in the field of hospitality

Local Businesses

- Cambo Estate
- Kinkell Byre



- Local BnB's

Findings from the interviews are summarised below:

Assets- Positive things about the community

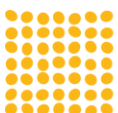
- A friendly and supportive community where people look after one another.
- An interesting and constantly evolving community which has grown as a result of covid and affordable house building. New housing and residents have breathed life back into the community.
- Golfing and walking (coastal path) provide huge opportunities for tourism, as well as recent growth in staycations, offering people a rural location close to the beach with the buzz of St Andrew nearby.
- The village has a thriving and growing primary school with a strong and inclusive community of parents surrounding it. Stakeholders remarked that the school is at the heart of the Kingsbarns community.
- Some stakeholders feel that the village is well connected by public transport, others feel that the service is not reliable or regular enough. Public consultation and survey responses also indicated mixed views about the local public transport service.
- There is a great deal of investment going into the tourist offering in the area, in particular Kingsbarns golf course is being invested in heavily, it is now the fifth most profitable golf course in the world.

Challenges

- There is no shop or anywhere to buy basic provisions in the village, meaning that local people without a car need to rely on public transport.
- There is a lack of affordable visitor accommodation for people visiting the area, lots of people walking the coastal path (with dogs) that aren't willing to pay high prices for accommodation.
- One stakeholder remarked that there is a tendency for community organisations to work in isolation and not support one another. Another marked that there is a declining sense of community in the village.
- One stakeholder remarked that many people who have lived in the village for a long time have family in the area. The challenge is for incomers that need connection and need to have somewhere to go and meet other people. These are usually the people trying to make things happen as they need to build a life for themselves.
- The prevalence of second homes means that the East Neuk is very busy in the summer but lacks activity in winter months.
- There is no youth provision or out of school care in Kingsbarns.
- Kingsbarns Memorial Hall has an aged committee and it is a struggle to get the volunteer commitment required to make it a success.

Thoughts about the Inn at Kingsbarns

- Stakeholders were in agreement that the pub is not well used and does not work for the local community under current ownership.



- Lack of use due to erratic opening hours, plenty of people would use it if it had stable and well-advertised opening hours.
- Stakeholders agreed that it would be a real loss to the community should The Inn at Kingsbarns cease to operate as an Inn.
- One stakeholder commented that she has lived in the village for many years and has seen The Inn at Kingsbarns as a busy and vibrant country pub and remarked that it is 'a little gem in the East Neuk that has everything going for it'.

The Inn at Kingsbarns under community ownership

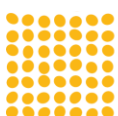
- Most stakeholders felt that a well-run and friendly country style Inn would be well used by visitors and locals alike. However, it was cautioned that the Inn would not be sustainable relying on business from locals and would need to capture the visitor market to generate a sufficient income. One stakeholder emphasised the importance of looking out with the current operating model for the business by capturing a mixed visitor market, including golfers but also offering more affordable accommodation for people walking the coastal path. Another suggestion was provision of takeaway food and coffees for people passing through the village.
- One stakeholder remarked that new management and business model presents an opportunity and example of success for others to follow.
- It was raised by stakeholders that a community owned Inn should have a wider impact than it does currently, acting as a real community hub and offering services to people that need it, not just those who can afford it. However, it was mentioned by a few stakeholders that the Trust should be mindful of competition with the Memorial Hall if they chose to develop the Inn at a community hub.
- In terms of wider impact for the community, it was felt that a community owned Inn would give local people the opportunity to get to know others and play a wider role in their community. It could serve as an information point and as a place to celebrate occasions throughout local people's lives.
- One stakeholder commented that the Inn should offer opportunities and activities for all age groups, not focusing on any group in particular and that it would need to be lots of things to many people to be a real success.

Community Shop

- The majority of stakeholders felt there was need and demand for a local shop stocking essentials and local, seasonal produce. It was recognised that there could be a wider role for the shop as an educational resource, offering advice on healthy eating and how to prepare seasonal produce.
- It was noted that for a community shop to be successful it would need to have consistent and reliable opening hours.
- It was acknowledged that many people shop online and there may not be a need for a local shop- there could be a role for a community shop in acting as a distribution hub for supermarkets.

3.4 Partnership Analysis

Having conducted the market research and community consultation, the research suggests that partnerships could be developed with the following organisations:



Name of group/organisation	Potential for competition/partnership opportunities
Kingsbarns Memorial Hall	<ul style="list-style-type: none"> - Impact on the Hall's income would be a concern if The Inn at Kingsbarns were to offer and promote meeting space available to hire. Informal use of pub for group meetings would be less of a concern. - Avoid competing for volunteers by using a staffed model except for occasional events. - The Inn could offer catering for events at the hall and is a convenient place for people to go after an activity or function.
Kingsbarns Parish Church	<ul style="list-style-type: none"> - Potential for joint community events. - Opportunity for the Inn to host receptions for weddings and funerals taking place in the Church, being mindful of competing with the Memorial Hall.
Kingsbarns Primary School	<ul style="list-style-type: none"> - Potential for The Inn to provide lunches for school children as the Primary School is struggling for space. - Outdoor event space for school events, or out of school care.
Kingsbarns Distillery	<ul style="list-style-type: none"> - Local tastings and joint events. - Provision of rooms for visitors. - Joint experiences.
Kinkell Byre	<ul style="list-style-type: none"> - Promoting the Inn as a potential venue option for wedding parties and guests. Kinkell Byre is used for weddings almost every weekend of the year and are usually around 100 guests, the availability for local accommodation is a big concern for couples and often look for accommodation suggestions from the venue.
Cambo Estate	<ul style="list-style-type: none"> - Potential for shared staffing structure to be explored. - Cross marketing. - Generally supportive of the proposal and the impact it will have on the village and visitor market in the area.
Kingsbarns Golf Course	<ul style="list-style-type: none"> - Supportive partner - Cross marketing



4. About the asset

4.1 Overview

The Inn at Kingsbarns building is a Grade B listed former 18th century coaching Inn.



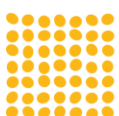
The building and grounds consist of:

- A country style bar (10 covers)
- Guest/breakfast room (20 covers)
- Commercial kitchen
- Six en-suite bedrooms- four to the rear of the building and two on the first floor. The two bedrooms on the first floor are currently used by the owners and could be used by Inn tenants.
- Owners lounge and galley kitchen
- Courtyard, outside terrace and BBQ area (for 40 people)
- Car parking (5 spaces)
- Cellar and multiple storage spaces, pantry, utility room and pantry



4.2 Current Operations

The Inn at Kingsbarns has been owned and run by a husband-and-wife team for the past 8 years. The business operates primarily as a hotel but has a small front room which is used as a public



bar (10 covers). The Inn at Kingsbarns currently operates primarily as a hotel, focusing on short stays. The business owners also run a small public bar. The business stopped serving meals just before the pandemic but has restarted the restaurant late January 2023. Since COVID, the Inn has been operating on a reduced staffing model and is currently managed and run day to day by a husband-and-wife supported by a small number of part time staff.

The Inn is open all year round. Business is derived from normal room letting channels as well as benefiting from nearby wedding venues as well as the world class golf courses located in the immediate vicinity.

The Inn at Kingsbarns website states that the opening hours for non-residents are as follows. It should be noted that the website also states that management reserve the right to adjust opening hours as required.

Wednesday-Friday	5pm-10pm
Saturday and Sunday	4pm-10:30pm

Rooms and pricing

The three rooms that are available at present are currently priced as follows. These rates have been based on current pricing and the market rate for accommodation in the area.

Room type	Price per night incl breakfast	Other notes
Double en-suite	£125 (low season) £150 (high season)	En suite room with shower but no bath, flat screen tv
Deluxe double en-suite	£125 (low season) £150 (high season)	En suite with bath, flat screen tv
Deluxe quadruple room 4 people	£145 (low season) £160 (high season)	En suite with bath, flat screen tv

Check in for staying guests is between 2pm and 11pm, check out until 10:30am

The following facilities are available for guests:

- All prices include breakfast, which is highly rated by guests on Booking.com
- Tea and coffee machine in rooms
- Pets are allowed at no additional cost (one per room)
- WiFi is available in some but not all rooms



4.3 Trading Performance

We have been provided with extract profit and loss accounts for the 3 years to 31st March 2021. This can be summarised as follows.

	2021	2020	2019	2018	2017
Accommodation	£38,368	£130,931	£102,459	£97,749	£103,523
Bar Sales	£14,076	£47,005	£53,657	£66,030	£70,761
Food Sales	£6,485	£26,113	£59,620	£104,299	£113,740
Turnover (Excluding VAT)	£58,929	£204,049	£215,736	£268,078	£288,024
Gross Profit	£301	£85,879	£98,596	£110,343	£96,449
Net Profit	-£32,872 (Government grant received £56,985) to offset losses	£36,666	£39,880	£44,520	£46,795

The trading figures in 2021 have clearly been impacted by the COVID outbreak and the subsequent closures/lockdown etc and the losses made by the business have been largely offset by a government grant. The business did not employ staff during the COVID pandemic.

	2021	2020	2019	2018	2017
Accommodation % of overall turnover	65%	64%	48%	37%	36%
Bar Sales % of overall turnover	24%	23%	25%	25%	25%
Food Sales % of overall turnover	11%	13%	28%	39%	39%

Across the 5 years, the average split was around 50% of income coming from accommodation, 25% from drink sales and 26% from food sales. The figures show accommodation becoming an increasingly important income generator for the business over the years. Food sales decrease significantly across the 5-year period. In 2018, the restaurant was open on a regular basis (seasonal hours) with the restaurant serving food from Wednesday- Saturday (evenings only) and on a Sunday for both lunch and dinner. The restaurant has re-opened as of late January 2023, open from Wednesday-Saturday 5pm-10pm and Saturday-Sunday 4pm-10pm.



The figures show significant potential for improving upon existing levels of trade by offering a bar and dining experience for those visiting the area and local trade, alongside a service for residents.

5. Options Appraisal

5.1 Analysis of potential services

Having considered the findings from the research, which are detailed in this section, several ideas for future use of space have emerged. Those that will meet the needs of the community as well as generate an income and social and community benefit, are noted below. Each option considers what would be offered, pros and cons of offering this and summary financial projections to indicate how sustainable these service may be.

Food and Drink

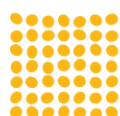
There is a clear demand to re-establish The Inn at Kingsbarns as a place for both food and drink. Both the idea of a community café (day time option serving light meals and snacks) and a restaurant serving evening meals were tested. Pre-pandemic, the restaurant and bar were important income generators for The Inn at Kingsbarns under its current ownership, together bringing in more money than the accommodation side of the business. This has changed in recent years as the business has focused more on its accommodation offering.

Both survey respondents and stakeholders emphasised the importance of having a high quality food and drink offering at The Inn at Kingsbarns. 88% of survey respondents (114 people) said they would use a restaurant, 90% (116 people) said they would use a café and 74% (97 people) said they would use a public bar.

From survey responses, it can be assumed that around 30 local people would use The Inn at Kingsbarns as a place to eat and drink a few times each week. The Inn at Kingsbarns will also be used by visitors, both those staying in the accommodation, people passing through the Village and people visiting from the surrounding area.

Although further work will be needed to determine the exact offering, it is likely that future food and drink provision at The Inn at Kingsbarns would focus on showcasing local ingredients and produce. Rotating specials and promotions, including Sunday lunches, may help to draw in repeat business, both among locals and people visiting the area for longer periods of time.

Benefits	Risks
<ul style="list-style-type: none"> • Strong support in the community • Little competition in immediate area, few open after 4pm • Informal social space for local people to meet • Well-developed market of self-catering visitors in/around the village, owners likely 	<ul style="list-style-type: none"> • Operating costs will rise due to increased staffing; need to generate steady income to support this. • General trend towards reduced business at pubs and bars, particularly small and rural. Need for active marketing and high-quality offering to avoid this.



<p>to recommend an improved food and drink offering</p> <ul style="list-style-type: none"> • Benefits to local tourism by ensuring visitors have somewhere to eat and things to do in the evening within walking distance. 	<ul style="list-style-type: none"> • Market research points to need for stable opening hours and flexible mealtimes, but this requires higher staffing costs. • Pub has a relatively poor reputation in the community under its current ownership; Trust will need to bring people back who have lost the habit of visiting. • Community is too small to sustain activity so visitors must be drawn here.
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Income generation

The pub/restaurant/cafe will generate income from sales of evening meals, light lunches and snacks, breakfasts (for accommodation guests), alcoholic and soft drinks and teas and coffees.

To give an idea of potential income generation, we have assumed that after 1 year of marketing and re-branding, food and drink services at the Inn will reach full capacity, serving the following number of customers each day:

Year 1

Customer numbers (per day)	Low	High
Lunches (café)	20	30
Dinners	20	40
Drinks	30	60
Teas/coffees	10	20

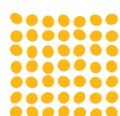
Costs for food and drink offering

We have assumed cost of sales of 45% for bar sales and 42% for food sales. This is in line with figures published by the British Beer and Pub Association.

Salaries and wages will be the largest running cost associated with this service, although these will depend on the management model.

Operating Costs

Annualised running costs for bar/restaurant	
Premises license annual fee	£280
Personal license renewal	£50
Visit Scotland QA	£0 (if also assessed as an accommodation provider)



Sky TV	£4,800
Laundry costs	£260
Maintenance & repair	£1,000
TOTAL	£6,390

A portion of the core costs has not been included here.

While the pub and restaurant does have the potential to generate a large amount of income even based on affordable pricing and relatively conservative numbers of covers served, it may not be enough to cover all staffing using a fully staffed model and replacing the time currently put into the business by the owners with paid staff. For this reason, a seasonal staffing structure has been used to demonstrate how the business could be run in a financially sustainable way until a loyal customer base has been built up to allow for salaried staff to be employed in future years.

Accommodation

Market research suggests that there is a healthy demand for accommodation in the area, and catering to this will help to support sustainability of The Inn at Kingsbarns overall. With touring itineraries, golf holidays and walking breaks being promoted, visitors are likely to visit the area for one or two nights and look for accommodation that is not self-catered. The Inn would be unique in offering rooms with the option of breakfasts evening meals (and potentially packed lunches for day trips), which also makes it attractive to people visiting the area for active breaks and golfing holidays.

Benefits	Risks
<ul style="list-style-type: none"> - Potential to generate steady income for the building - Boosts footfall to pub. Likely to attract short visits, special interest tourism (golf, walking) - Attractive to visitors looking to visit the St Andrews area, who prefer a more rural and peaceful location - Other accommodation providers not concerned about competition (especially as this is an existing part of the business) 	<ul style="list-style-type: none"> - Need to understand key systems, such as online booking platforms and related commissions - Not focused on the community directly - Not an unmet need – other provision in the area - Catering to touring visitors and walkers means short stays, late check-in, early check-out, early breakfast are desirable, but this can be a challenge in terms of staffing - Business still likely to be seasonal (quieter January to April)

Income generation



Even with conservative occupancy rates and affordable prices (compared to the market), accommodation would generate a profit.

Considerations will be the mix of accommodation, pricing policy, prices for each room, charging lower prices during off-peak times (we have used peak/off peak rates but midweek deals and long stay discounts could also be investigated), occupancy rates and commissions from booking sites.

We have assumed that rooms are priced at £125 per night in low season and £145 per night in high season (prices per room, no single occupancy tariff). This is a competitive rate for en-suite rooms in the area. Roughly in line with occupancy rates for hotels in Fife, low season occupancy has been set at 54% and high season at 70%.

Costs (specific to accommodation)

Running accommodation creates little need for extra dedicated staff. Bar staff can welcome guests and manage keys when the manager is not present, and the Trust may wish to look into self-access (e.g. key code entry) for very late arrivals. Administration will be undertaken by the manager, who will also assume overall responsibility for marketing and partnership development.

RUNNING COSTS (annual)	
Cleaner (rooms)	£11,249
Online booking system	£300
Visit Scotland QA	£247
Repairs & maintenance	£2,000
Total running costs (accommodation)	£13,796

Community Shop

Kingsbarns currently has no village shop or anywhere to buy basic provisions, the nearest shops are in Crail and larger supermarkets are available in St Andrews. Most village residents are travelling between 4 and 7 miles to do convenience shopping or rely on deliveries.

Community consultation has revealed significant demand for a community shop in Kingsbarns. 86% of survey respondents (December 2022 survey) said they would use a community shop. 35% of respondents to KCDT's survey in March 2022 said they would use a community shop 2-3 times per week.

Benefits	Risks
<ul style="list-style-type: none"> - Filling key gap in services in Kingsbarns - Reducing emissions by promoting shopping local - Supporting local suppliers and producers - Opportunities to make Kingsbarns a more attractive place to live and visit 	<ul style="list-style-type: none"> - Stocking fresh produce may result in waste if demand is low - Will need to be staffed and likely will have to rely partially on volunteer input - May be challenging to find staff and/or volunteers with the right experience to manage the shop



<ul style="list-style-type: none"> - Way to bring people into the Inn building and encourage use of other services such as bar area and café - A few different models could be considered including an ordering system to prevent wastage 	<ul style="list-style-type: none"> - Limited experience in trustee group in running and managing a community shop - The shop manager will need to be paid regardless of business success, which will increase fixed costs.
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Income generation

Financial projections are based on interest in the community surveys conducted by KCDT and Community Enterprise. It is assumed that 25% of households in the village would use the shop 3 times per week, spending an average of £10 per visit. Visitor income is variable throughout the year; during 'peak season' (May-October) the shop would expect 20 visitors to the village to be using the shop each day, off season 10 per day, spending an average of £8 per visit.

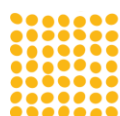
In line with demand, it is assumed that the shop will be open 5 times per week (half days), with three days lining up with café provision to drive up the number of people visiting the Inn.

Shop Opening Hours	
Monday	10am-4pm
Tuesday	10am-4pm
Wednesday	10am-4pm
Thursday	10am-4pm
Friday	10am-4pm
Saturday	10am-4pm
Sunday	10am-4pm

Costs

The average cost of sales for a community shop is 72%- there could be a higher mark up on some items such as local crafts, hot drinks and takeaway food and lower mark ups on other items.

There is a full-time paid shop manager working 40 hours per week- salary £23,000 per annum (FTE) plus employers NI and pension. The shop is also likely to require volunteer input, especially



during the busier summer months, therefore expenses have been allowed for volunteer training and support.

Community Activity / Events at The Inn at Kingsbarns

People are keen to have a space to meet up informally with neighbours and friends. Smaller get-togethers and social activities could be run from the pub – this occurs currently when the Hall is fully booked or not considered to be a suitable option, and for some activities where catering is required. There is also potential to develop new events suited to the pub setting, such as pub quizzes, games nights, live music performances, gourmet nights, gin tasting, etc. Many of these will appeal to visitors as well as locals if properly promoted: for example, a ‘What’s on’ sheet could be published periodically and shared with accommodation providers, via information boards in the village, online and on social media, etc.

Pros and cons of community activities and events

Benefits	Risks
<ul style="list-style-type: none"> - Strong community support for live music in the survey - Link with local food festivals - Brings in business from the local community and visitors in high season - Reducing social isolation locally, providing local people with opportunities to come together - Opportunities to make Kingsbarns a more attractive place to live and visit 	<ul style="list-style-type: none"> - Need to avoid any duplication of the Memorial Hall activity - Entertainment will involve costs; need to carefully monitor bar takings versus cost.

Sustainability

Events in the pub will increase footfall and contribute to bar and food sales, but will also require staff/volunteer time to organise and promote. Providing space for community events when other spaces are fully booked will not generate significant income but the gains will be in social outcomes, bringing people together and encouraging community cohesiveness.

Shared Overheads

Running costs shared between the different strands of the business are shown below.

	Annual cost
Manager	£30,588
Rates	£8,000
Insurance	£2,600



Licenses and subscriptions	£1,500
Light & heat	£13,000
Repair & maintenance	£4,000
Printing, postage, stationery, internet	£1,000
Website hosting	£100
Card payment service	£40
Memberships and subscriptions	£547
Telephone	£1,000
Accountancy	£3,000
Advertising	£5,000
Motor running costs	£800
Sundry	£500
Total core costs:	£71,128

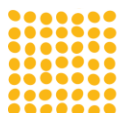


6. Finance and Funding

6.1 Financial Sustainability

The table below shows The Inn at Kingsbarns could operate as a sustainable social enterprise under new ownership, with stable seasonal opening hours and new marketing strategies implemented. As shown by previous year's figures provided by the current owners, the food and drink offering at The Inn at Kingsbarns has the potential to be the largest part of the business, generating 50% of profits (after staffing and other costs). The accommodation offering is expected to generate 40% of overall income and the shop the remaining 10% (after costs).

Full cash flow forecasts which break down income and expenditure for each element of the business can be found in the appendices of this report and in a separate Financial Projections spreadsheet. 5-year cash flow forecasts have been developed as a part of the associated business plan. These projections represent year 1 (the first year of operations is year 0), after the Inn has been re-branded and re-launched under community ownership.



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year
Restaurant and bar days	26	26	26	26	26	26	26	16	16	16	16	14	16
Cafe days	30	31	30	30	31	31	30	31	30	31	31	28	31
FOOD AND DRINK (expand to view)													
Daily customers: lunches	30	30	30	30	30	30	30	20	20	20	20	20	20
Daily customers: evening meals	40	40	40	40	40	40	40	20	20	20	20	20	20
Daily customers: drinks	60	60	60	60	60	60	60	30	30	30	30	30	30
Daily customers: teas/coffees	20	20	20	20	20	20	20	10	10	10	10	10	10
Income from food	£29,800	£30,100	£29,800	£30,100	£30,100	£29,800	£12,600	£12,400	£12,600	£12,600	£11,200	£12,600	£12,600
Income from drink	£11,160	£10,920	£10,920	£10,920	£10,920	£10,920	£3,360	£3,360	£3,810	£3,360	£2,940	£3,360	£3,360
Income from food and drink	£40,960	£41,020	£40,720	£41,020	£41,020	£40,720	£15,960	£15,760	£16,410	£15,960	£14,140	£15,960	£339,650
Cost of sales (food and drink)	£17,538	£17,556	£17,430	£17,556	£17,556	£17,430	£6,804	£6,720	£7,007	£6,804	£6,027	£6,804	£145,232
GROSS MARGIN	£23,422	£23,464	£23,290	£23,464	£23,464	£23,290	£9,156	£9,040	£9,404	£9,156	£8,113	£9,156	£194,419
Community Shop													
No of households	213	213	213	213	213	213	213	213	213	213	213	213	213
% of Kingsbarns households as customers	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Weekly usage	3	3	3	3	3	3	3	3	3	3	3	3	3
Average spend	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10	£10
Number of visitors	20	20	20	20	20	20	20	10	10	10	10	10	10
% of visitors that are customers	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Average spend	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8	£8
Income from sales	£8,228	£8,228	£8,228	£8,228	£8,228	£8,228	£8,108	£8,108	£8,108	£8,108	£8,108	£8,108	£98,010
Cost of sales	£5,842	£5,842	£5,842	£5,842	£5,842	£5,842	£5,756	£5,756	£5,756	£5,756	£5,756	£5,756	£69,587
GROSS MARGIN	£2,386	£2,386	£2,386	£2,386	£2,386	£2,386	£2,351	£2,351	£2,351	£2,351	£2,351	£2,351	£28,423
ACCOMMODATION (expand to view)													
Number of rooms (en-suite)	4	4	4	4	4	4	4	4	4	4	4	4	4
Price (en-suite)	£145	£145	£145	£145	£145	£145	£125	£125	£125	£125	£125	£125	£125
Occupancy	70%	70%	70%	70%	70%	70%	54%	54%	54%	54%	54%	54%	54%
Number of room nights sold (en-suite)	84	86.8	84	87	87	84	67	65	67	67	67	60	67
Percentage of rooms booked through 3rd party	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Income from accommodation (total)	£12,180	£12,586	£12,180	£12,586	£12,586	£12,180	£8,370	£8,100	£8,370	£8,370	£7,560	£8,370	£123,438
Laundry services	£420	£434	£420	£434	£434	£420	£434	£420	£434	£335	£302	£335	£4,822
Commission	£457	£472	£457	£472	£472	£457	£314	£304	£314	£314	£284	£314	£4,629
GROSS MARGIN	£11,303.25	£11,680.03	£11,303.25	£11,680.03	£11,680.03	£11,303.25	£7,622.13	£7,376.25	£7,622.13	£7,721.33	£6,974.10	£7,721.33	£113,987
GRANTS AND FUNDRAISING													
Contribution to salary costs													
Community shares for cash flow													
Total income from funding													
TOTAL INCOME	£37,111.23	£37,530.00	£36,979.23	£37,530.00	£37,530.00	£36,979.23	£19,129.30	£18,767.43	£19,376.80	£19,228.50	£17,438.28	£19,228.50	£336,828
EXPENSES													
Wages and salaries	£16,277	£16,277	£16,277	£16,277	£16,277	£16,277	£12,745	£12,745	£12,745	£12,745	£12,745	£12,745	£174,132
Rates	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£667	£8,000
Licenses	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£125	£1,500
Insurance	£217	£217	£217	£217	£217	£217	£217	£217	£217	£217	£217	£217	£2,600
Light & heat	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£1,083	£13,000
Repair & maintenance (all including rooms)	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Laundry	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£22	£260
Printing, postage, stationery, internet	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000
Website hosting	£100												£100
Card payment service	£40												£40
Membership and subscriptions	£547												£547
Telephone	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000
Motor	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£800
Accountancy	£3,000												£3,000
Sky TV	£4,800												£4,800
Personal lisenese fees	£330												£330
Sundry	500												£500
Marketing and advertising	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£5,000
Total Expenses	£28,857	£19,540	£19,540	£19,540	£19,540	£19,540	£16,009	£16,009	£16,009	£16,009	£16,009	£16,009	£222,609
Profit or loss	£8,254	£17,990	£17,439	£17,990	£17,990	£17,439	£3,121	£2,759	£3,368	£3,220	£1,430	£3,220	£114,219
Balance	£8,537	£26,527	£43,966	£61,956	£79,945	£97,384	£100,505	£103,264	£106,632	£109,852	£111,282	£114,520	



6.2 Fundability

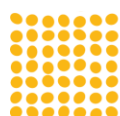
The table below shows funders that the Trust (or a new community-run body) could approach. We have assumed that the project will not itself have charitable status, although it may be run by body that is a subsidiary of the Trust, a charity. Only funds where there is a likely fit with general eligibility criteria (such as location and charitable status) have been included. It is advisable to build relationships with local and other prospective funders speaking to them at an early stage about the project to improve chances of success with funding applications.

Grant funding: purchase

Fund	Notes	Target amount	Relevant eligibility criteria
Scottish Land Fund	Support to purchase the building and fixtures Can sometimes support urgent repairs and essential revenue costs; check this with SLF officer.	95% of valuation= £570,000	Officer will review M&As and advise. BenComs eligible and no need to be a charity as long as other criteria (e.g. membership, geographic boundaries and asset lock) are met.
Community Ownership Fund	Set up to ensure that communities can support and continue benefiting from the local facilities, community assets and amenities most important to them. Mostly capital but some funding is also available for capacity building and initial running costs if it can be shown the result will be a viable and sustainable business.	Up to £100,000 to match the amount raised by the community so far.	Will need to demonstrate that there is a risk of the asset being lost to the community in order to be prioritised for this fund. The government has not set out a definitive list of assets that can be funded but will be driven by what is important to the community.

Grant funding: capital for building upgrades

Fund	Notes	Target amount	Relevant eligibility criteria
Garfield Weston Foundation	Will fund up to 10% of capital project budgets. For local community projects, grants are unlikely to exceed £30k.	£30,000 or 10% of project costs	Note: will not fund unless the organisation has a track record of service delivery. Will need to wait until



			first annual return to OSCR has been completed before applying.
Screwfix Foundation	<p>Provides small grants of up to £5,000 for capital projects. Examples of projects funded include:</p> <ul style="list-style-type: none"> - Improved energy efficient lighting & heating - Installation of new kitchen, bathroom etc. - Installation of a sensory room - General painting & decorating - Improving safety and security of a building 	£5,000	This grant should cover the majority of the project costs so is suitable for helping to fund small renovations or upgrades/purchases.
The Tudor Trust	Usually funds revenue and capital. Currently closed to new applicants but reopening with a renewed strategy and focus from April 2023.	TBC	Check funders website for new criteria. It is possible to connect with Grant Managers before the fund reopens.
Princes Countryside Trust	<p>Community assets and enterprise a priority. Keen to support projects in Scotland.</p> <p>Supports projects taking places in villages and towns in rurally isolated areas, where access to services is limited.</p> <p>Will fund capital costs</p>	£10,000 for shop fit out.	Check funders website for fund opening dates.

Revenue and project funding

Some revenue funding would be beneficial for the start-up period. Possibilities include:

Fund	Notes	Target amount	Relevant eligibility criteria
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National Lottery Awards for All	Start up costs or salaries, very flexible. Could be used to support the community shop in year 1.	Up to £10K	No relevant exclusions
Prince's Countryside Fund	Could also be used as a revenue funding source. Community assets and enterprise a priority. Keen to support projects in Scotland. Supports projects taking places in villages and towns in rurally isolated areas, where access to services is limited.	Up to £25K for up to 2 years	BenComs eligible

Community shares

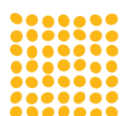
Community pubs in England have raised six-figure amounts through community share offers. Given the different funding environment and the lower profile of community pubs in Scotland, the target would probably be more modest; however, a review of similar projects suggests that a target of around £25,000 – £50,000 should be achievable.

Source	Notes	Amount
Community Shares	Fewer restrictions than grant funders so can be useful for initial cash flow, match funding, purchase of stock. Withdrawable after initial period so has implications for cash flow management. Can reopen share offer for future work if desired.	Say £25K min target for initial share offer.

Loan Funding

The Trust will probably aim to avoid repayable finance (other than community shares) if possible, but the following may offer an additional option depending on total cost and limitations on grants and community shares:

Fund	Notes	Amount
Coop Foundation loans for community spaces	Interest free loan over 5 years. Also possibility of some capital funding as part of grant-loan package – new programme to be launched shortly.	Up to £50K



7. Governance, Management and Operations

7.1 Legal Structure

Kingsbarns Community Development Trust is a company limited by guarantee and a Scottish charity. The Trust's Articles of Association allow it to own and manage community assets for the benefit of the community and in pursuance of its charitable purposes.

Provided that bar and food sales and accommodation remain a key part of the business, the vast majority of trading at The Inn at Kingsbarns will not be classed as primary purpose charitable trading. Charities must pay tax on non-primary purpose trading over and above 25% of the charity's total annual turnover. The Trust may also want to protect itself from any possible trading losses at The Inn at Kingsbarns. It is therefore likely that some form of trading subsidiary will be required.

The Trust is actively considering issuing Community Shares as part of fundraising for the buyout; in order to do this there must be a Community Benefit Society (BenCom). Only a Cooperative or Community Benefit Society can issue community shares. A BenCom provides limited liability for shareholders and trustees in the same way as a limited company. In some cases an existing organisation can be restructured to become a BenCom or a new organisation can be set up which is linked to the charity (KCDT).

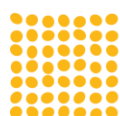
At the next stage, the Trust will seek advice from Community Shares Scotland on the structure of this society. The Plunkett Foundation also offer free support and advice on setting up as a BenCom, as well as model rules which are used by many community shops and pubs.

7.2 Board Capacity

Kingsbarns Community Development Trust has 8 directors (one of whom has been co-opted on to the board to support with digital and website development). Trustees were asked to complete a skills survey to determine areas of strength and areas for development, specifically relating to The Inn at Kingsbarns project. A more detailed skills audit analysis can be found in the appendices of this report.

- Areas of strength (more than half of trustees have experience and knowledge in this area) include; project development and planning, understanding responsibilities as a trustee and chairing meetings, working with volunteers, supporting and supervising staff, event management, speaking and presenting, liaising with professionals, understanding accounts, setting targets/KPI's and gathering and monitoring data.
- Areas where skills will need to be developed or brought on to the board through recruitment include; operational planning, facilities management, knowledge and experience of community asset development, compliance, knowledge of legal structures and employment law. Financial management is also a weak area that will be of importance in setting up and running a community business. Knowledge of community shares and developing a share offering is also lacking but this is a specialist area that support organisations such as Community Shares Scotland will provide guidance and support around.

Trustees have some experience in the hospitality industry, but it has been recognised that there is the need to bring in someone with specific expertise in this area to help drive the project forwards. Four existing trustees have experience of working in the hospitality industry. One of whom has worked in and run a village coffee shop, and another has experience sharing management of a café and running their own BnB business in the village. There is at least one



trustee with experience with each area of the hospitality industry; two trustees have experience of working in a hotel or hostel, two in self-catering holiday accommodation, one in bars and clubs, two in restaurants and three in cafes.

As a part of the skills survey, trustees were asked to identify any areas where they feel there might be skills gaps related to the development and management of The Inn at Kingsbarns. Finance and financial management were identified as an area where the board may lack skills and experience. There was also the recognition that there is a lack of specific hospitality and retail experience amongst trustees. However, there is a local person living in Kingsbarns who has significant knowledge and experience of the hospitality industry has offered to be co-opted on to the board, which will go some way to filling this skills gap. There is also a strong level of interest amongst existing trustees in gaining experience in this field, four trustees said they were very interested in developing skills in this area.

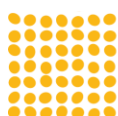
Analysis of the skills survey shows a strong commitment to developing the correct skill set required to drive forwards the project. There is a good level of interest in developing skills across all subject areas. Areas of interest for skills development including working with people and HR, business planning and management and projects and initiatives.

7.3 Management Model

This project has a number of elements being offered from one building. The Trust may feel this can be easily managed with the right staff in place. However there are options that should be considered at this stage. The final decision about how to run the project should be made by the Trust and will be further developed in the Business Plan. Some options are offered below:

1. **Staff the Project through the Trust** – The Trust (or other community-led body such as a Community Benefit Society) may want to retain control over how the project is run and what is offered. To do this, staff would be employed to manage the operation. Working with a sub-committee to oversee the operation, this will allow the Trust to monitor key targets and milestones but will rely on the Manager having the right experience to run this successfully with little management input from the board.
2. **Lease the pub and/or hotel out to an experienced hotelier** – Trustees may not have the time or will to be too closely associated with running the project. If this is the case, one option would be to lease out The Inn at Kingsbarns (or even a part of the business) to an experienced hotelier/pub proprietor who would run it their own way with no input from the Trust. This would provide a regular income to the Trust with little financial risk. The risks here would be that a suitable lessee cannot be found, and that the Trust would not be able to control what is offered and how it is run.
3. **Enter into a profit sharing partnership** - with a separate organisation or individual(s) – A third option to consider might be to work in partnership with a separate organisation or individual who has experience of managing accommodation and a restaurant. For example the Trust can request that the partner employs local people and provides certain services for local people. Profits could be shared with a minimal monthly rental being charged to the partner.
4. **Splitting the business** – in theory, aspects of the business could be ‘outsourced’ along the lines of options 2 or 3 above: for example, the pub and food operations could be run by a tenant or profit-sharing partner while the Trust runs the accommodation and additional projects such as the shop.

The pros and cons for the two main management options have been set out below:



1. Kingsbarns Community Development Trust leases the space to a local sole trader or small business

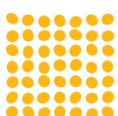
Details: Leasing the space to a small business or sole trader, ideally local, and charging rent and utilities.

Pros	Cons
<ul style="list-style-type: none"> - Terms of lease can ensure that the building remains as a shop and post office - Less burden on voluntary Management Committee - Consistent income from rent (assuming a suitable tenant can be found) - Provides an opportunity for a business (ideally local) - An experienced shop operator will have a better understanding of running a shop than a volunteer Management Committee (at least in the short term) 	<ul style="list-style-type: none"> - Less control over stock, pricing, hours, customer service, additional community-focused services etc. - May be challenging to find a tenant with skills and experience locally who is interested in running the Inn and shop year-round. - Funding may be more difficult to secure for accommodation tied to the business. - Assuming that the community pursues other projects within the building, e.g. community growing, outdoor meeting space etc., access to and use of spaces would need to be negotiated with the tenant.

2. The community body runs The Inn

Details: Not letting the Inn out to a tenant but managing it directly and hiring staff to run it.

Pros	Cons
<ul style="list-style-type: none"> - High level of control over all aspects of the shop. - Knowing the shop is operated by a local not-for-profit group may increase customer loyalty in the community and be a draw for visitors. - More scope to use the shop to promote positive outcomes: reducing isolation, intergenerational work, waste reduction, local supply chains, etc. Better integration with other projects making use of the building and garden. - Community retains any profit. 	<ul style="list-style-type: none"> - KCDT trustees little experience of managing a community shop - Higher burden on trustees who will need to closely monitor the operation, even once staff are in place. - The shop manager will need to be paid regardless of business success, which will increase fixed costs. - May be challenging to find a manager with skills and experience locally who is interested in running the shop.



7.4 Opening Hours

Bar/Restaurant/Café (April-September)

	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Café (for light lunches)	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm
Bar	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-9pm
Restaurant		5pm-9pm	5pm-9pm	5pm-9pm	5pm-9pm	5pm-9pm	12:30-3:30pm 5pm-9pm

Bar/Restaurant/Café (October-March)

	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Café (for light lunches)	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm	10am-4pm
Bar	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-11pm	5pm-9pm
Restaurant				5pm-9pm	5pm-9pm	5pm-9pm	12:30-3:30pm 5pm-9pm

Shop Opening Hours

Monday	10am-4pm
Tuesday	10am-4pm
Wednesday	10am-4pm
Thursday	10am-4pm
Friday	10am-4pm
Saturday	10am-4pm
Sunday	10am-4pm

Accommodation	<p>Open year-round, 7 days a week.</p> <p>Guests can check in in person whenever bar is staffed or manager on duty.</p> <p>Recommend investigating code access or other unstaffed check-in for late arrivals.</p>
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Feedback from the community and stakeholders is that the irregularity of The Inn's current opening hours is a major barrier to use. Therefore, establishing regular seasonal opening hours is an important part of planning for the business, ensuring that the Inn will be well used by locals and visitors alike.

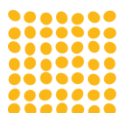
There are some aspects of the business, those that are more focused on the local community- the shop and café, which will open all year round several times a week.

To estimate staffing needed and costs, we have assumed that The Inn at Kingsbarns would regularly operate on the above schedule. Due to the size of the village, it is likely that the Inn will need to operate the restaurant/bar under seasonal opening hours with extended opening hours between April and September to accommodate and generate an income from increased tourism in the area. There is significant enough demand from local people for a café serving light lunches, home-baking and hot drinks to be open seven times a week all year round. Café opening hours have been aligned as closely as possible with shop opening hours to help up footfall and establish the Inn as a community hub of activity.

7.5 Staffing

Staffing the pub/restaurant and accommodation operations will depend on the management model selected, but the following roles would need to be filled either by the Trust, its tenant or partner, and have been used to undertake initial cash flow projections:

- Manager; live in, full time (45 hours) Annual salary £27,000 plus employer costs.
- Chef; hourly rate £12.05. 2 full time chef's in peak season working a combined total of 80 hours per week (2 FTE), off season 55 hours (1.2 FTE) split between one full time and one part time post.
- Kitchen Assistant; hourly rate £10.90 (living wage). Peak season hours 45 (1FTE), off season 30 hours (0.7 FTE). There is a possibility this could be a trainee post.
- Waiting/bar staff; hourly rate £10.90 (living wage). Peak season hours 80 (2FTE), off season 62 hours. Most likely split into two or more part time posts.
- Cleaner (for rooms and public areas only); hourly rate £10.90 (living wage). Peak season hours 28 (0.7 FTE), off season 15 hours (0.4 FTE).
- Shop Manager; full time (40 hours) annual salary £23,000.



8. Findings and Recommendations

8.1 Findings

The full findings from the research are shown in the main body of this report but a summary of the key points is shown below:

Assets and challenges in the area

Local people told us that Kingsbarns is a village with many positives, mainly a friendly and small community with a great small primary school. Local people also value local walks, the nearby beach and other local assets such as the Cambo estate. In terms of community, one stakeholder commented that there is a growing community of parents and a primary school which is very much at the heart of the community.

Stakeholders painted a picture of an evolving community that has changed in recent years, with new and affordable housing bringing new people into the village and changing perspectives. One stakeholder commented that these recent changes have 'breathed some life back into the village'.

The area is also a prominent tourist destination. Kingsbarns itself attracts visitors due to its world-famous golf course and location on the coastal path. Wedding tourism is also a growing market bringing people into the area all year round.

Whilst locals were generally very positive about life in Kingsbarns, a few challenges and drawbacks were highlighted, principally the lack of amenities including a shop, restaurant, pub or café, lack of spaces to meet people informally and limited public transport options. One participant at an open meeting remarked that she had lived in the village for some years but felt that there had been very limited opportunities to get to know anyone locally. Similarly, a stakeholder felt that there was a split between people who have lived in the area for a long time and have family and friends living nearby and those who are new to the village and need connection and opportunities to meet people and set down roots.

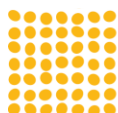
The Inn at Kingsbarns

Current operations

- The Inn primarily operates as a hotel, which contrasts with its focus in previous years. The Inn is currently run by the owners and a few other members of part time staff; the restaurant reopened in early 2023.
- The Inn is currently underutilised by the community. Despite finding The Inn very important, less than half of the respondents currently use the Inn. 55% of respondents report that they do not use the Inn at all. This is followed by 37% of respondents using the Inn occasionally. Only 8% of respondents report using the Inn regularly. Several reasons for this have been raised with a particular focus on irregular opening hours.

Future services under community ownership

- There are plenty of opportunities to continue to develop the accommodation offering at The Inn at Kingsbarns. Kingsbarns has a well-developed self-catering accommodation offer, but there is a gap in the market for hotel accommodation in the immediate area, nor are there any restaurants/shops within walking distance for people staying in self-catering accommodation in the village. There are plenty of options in St Andrews, which is nearby, but Kingsbarns offers a more rural and relaxing stay which will appeal to a different market. Other markets include golf tourism (related to world renowned



Kingsbarns Golf Course which is just outside the village) and wedding parties as the Northeast of Fife grows as a destination for larger weddings.

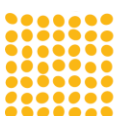
- There is also plenty of demand and scope to re-establish the food and drink offering at The Inn at Kingsbarns, which was once a profitable part of the current owner's business. 90% of survey respondents said they would use a daytime café, 88% said they would use a restaurant and 74% said they would use a public bar.
- There was significant interest in establishing a community shop in Kingsbarns, which local people feel is an important asset for the village. 86% of survey respondents said they would use a community shop.
- Local people have also expressed an interest in using the Inn as a place for live music and events, opportunities for people to gather and get to know one another. 83% of survey respondents said they would attend live music and social events at the Inn.

Creating positive outcomes

- Research from the rest of the UK has shown that village pubs can have a positive effect on social cohesion, and this is the aim for many community pub and hub projects. The community shop sector has been steadily growing in recent years, not just in numbers but also in terms of the impact these small businesses are having in rural areas across the country, providing local employment opportunities and improving the health and wellbeing of their communities. Not only are these projects delivering benefits for their communities, but they have proven themselves to be resilient once set up, the long-term survival rate of community shops was 92.5% in 2021.
- Survey respondents were asked about the potential impact of a community owned Inn in Kingsbarns. Two in three respondents agreed that a community owned Inn would contribute to the economic development of the village, bring the community together and help to improve the local environment.
- Local people also told us that a community owned Inn with the right services and regular opening hours would help to bring people in the village together, to socialise and bond with one another. They also felt that it would have a benefit in terms of tourism, encouraging people to visit and passers-by to stop off in the village.

Finances and Sustainability

- Most stakeholders felt that a well-run and friendly country style Inn would be well used by visitors and locals alike. However, it was cautioned that the Inn would not be sustainable relying on business from locals and would need to capture the visitor market to generate a sufficient income. Therefore, the financial model produced for this report is based on seasonal opening hours. This will enable the Trust to provide a service to the community while also prioritising financial sustainability.
- One stakeholder emphasised the importance of looking out with the current operating model for the business by capturing a mixed visitor market, including golfers but also offering more affordable accommodation for people walking the coastal path.
- The current business run at The Inn at Kingsbarns has been a successful and profitable business in the past, particularly when food and drink was a core part of their offering. Income and expenditure reports for the past 5 years indicate significant potential for improving upon existing levels of trade by offering a bar and dining experience for those visiting the area and local trade, alongside a service for residents.



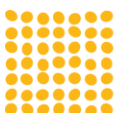
- Another income generating suggestion was provision of takeaway food and coffees for people passing through the village.

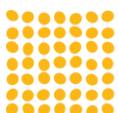
Management and Operations

- The Trust have opted to oversee management and day to day operations. At least in the initial years of operation to ensure that the project is beneficial to the community and reflects residents needs and interests. The Trust is aware that this will require a lot of input from trustees and are actively recruiting for new board members.
- A full time (probably live in) manager will be hired to run the Inn on a day-to-day basis and manage staff. Trustees will take an active role in recruiting other staff involved in the running of the Inn.

8.2 Recommendations and Next Steps

- Meeting between Kingsbarns Community Development Trust and Community Enterprise to discuss findings and determine preferences in terms of services and management model
- Consultation with Community Shares Scotland on legal structure, model rules and share offer
- Business Plan for preferred option
- Apply for funding Stage 2 Scottish Land Fund
- Approach other grant funders while waiting for SLF outcome
- Initiate Community Share Offer
- Launch Crowdfunder for donations
- Consider loan finance
- Purchase the asset

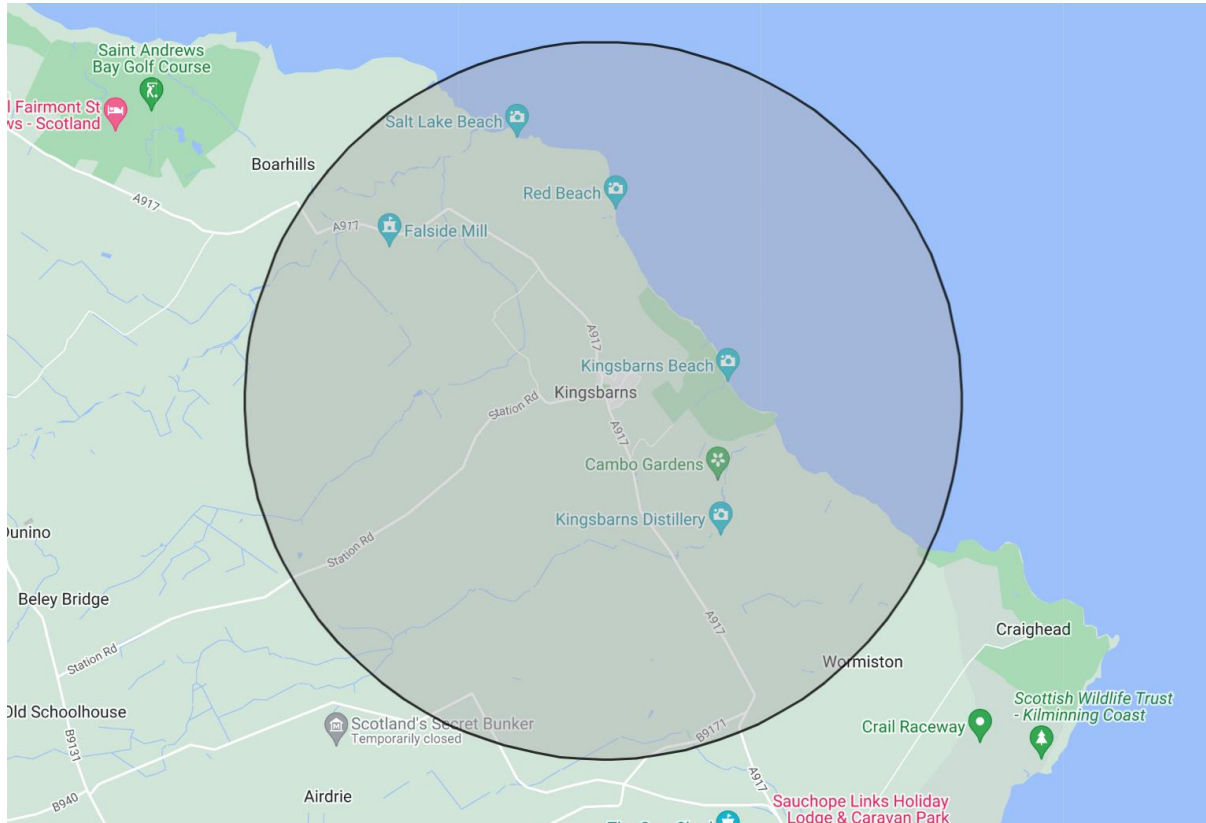




9. Appendices

9.1 Full Demographic Report

The data presented here represents the area of Kingsbarns. It is defined as a 2-mile radius circle from the church in Kingsbarns and is referred to here as “Kingsbarns”. It is represented on the map below.



Unless otherwise noted, the figures below have been obtained from Community Insight, a software package that collects data from over 30 databases including Census Scotland, Department of Work and Pensions, NHS and others. Community Enterprise does not own any of this data.


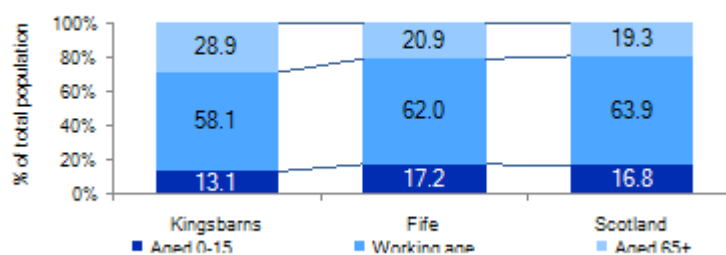
 <p>Population</p>	<p><u><i>Population and age</i></u></p> <p>According to ONS mid-year estimates from 2020, there are 689 people living in the Kingsbarns area.</p> <p>The population of Kingsbarns is older than the national average. 28.9% of the local population are of retirement age (aged over 65), compared to 20.9% of people in Fife and 19.3% of people in Scotland. This is associated to a lower population of young people and working-age people locally.</p>
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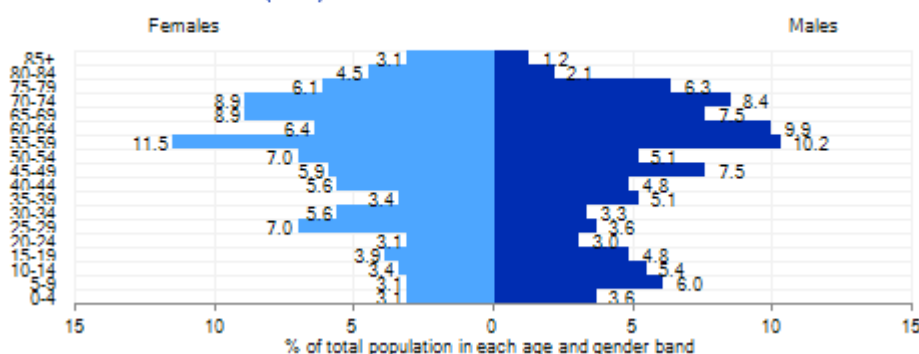
Figure: Population by age
Source: Mid-Year Estimates (ONS) 2020



58.1% of local people are of working age, compared to 62.0% in Fife and 63.9% in Scotland. Only 13.1% of the local population are young people aged 0-15, which is below the average of 17.2% in Fife and 16.8% across Scotland.

In addition, there is a high proportion of local people aged between 55 and 64, who will therefore soon be of retirement age. The figure below shows the population of Kingsbarns by 5-year age band. This clearly shows an imbalance of age groups, with a large proportion of people aged over 55 locally.

Figure: Population estimates by 5 year age band
Source: Mid-Year Estimates (ONS) 2020



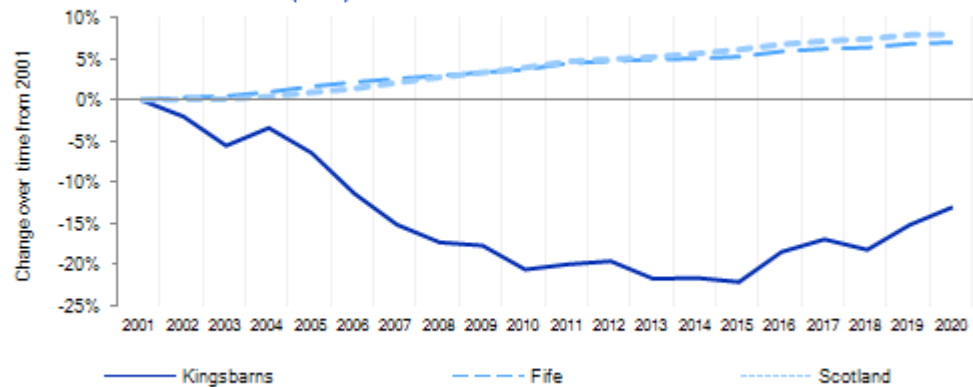
Change in population

The population of Kingsbarns has decreased significantly compared to 2001. The local population dropped by 22% from 2001 to 2015, which is almost equivalent to losing a quarter of the local population in 15 years. The population has increased again in the recent years from 2015 to 2020. However, it is still currently 13% lower than it was in 2001.

In the meantime, the population of Fife and Scotland have been increasing steadily, and are now around 8% higher than in 2001.



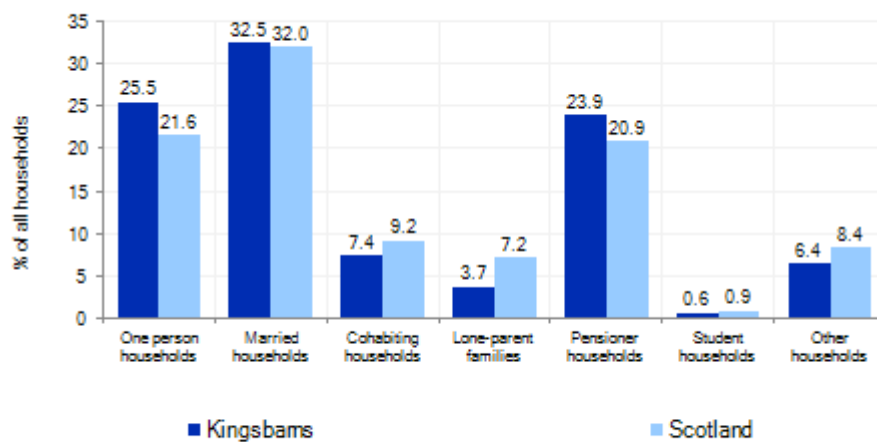
Figure: % change in total population from 2001-2020
Source: Mid-Year Estimates (ONS)



Household types

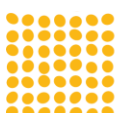
From the 2011 Census, most households in Kingsbarns are married households, one-person households and pensioner households. The main household type in Kingsbarns is married households (32.5%), compared to 32.0% in Scotland. There are 25.5% of one-person households locally, which is above the average of 21.6% in Scotland. This is followed by 23.9% of pensioner households, 7.4% of cohabitating households, 3.7% of lone-parent families, 0.6% of student households and 6.4% of other types of households.

Figure: Population by household composition
Source: Census 2011



Ethnicity

There is a high proportion of people living in Kingsbarns who were born outside of Scotland. Indeed, 69.8% of people in Kingsbarns were born in Scotland, compared to 83.3% of people in Scotland. 22.5% of people living in Kingsbarns were born in England, which is much higher than the average of 9.7% of people across Scotland. 7.7% of people living here were born outside of the UK, compared to 7.0% of people in Scotland.





Deprivation

Low-income families

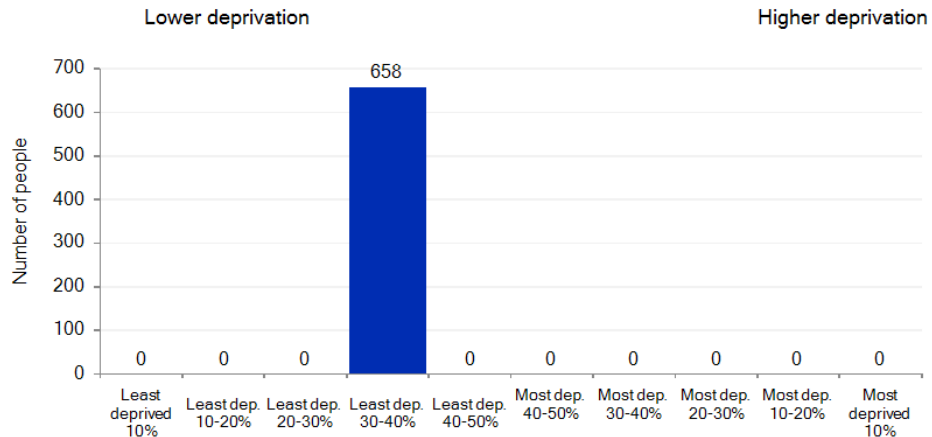
There are few relative low-income and absolute low-income families in Kingsbarns. Relative low income is defined as a family on low income Before Housing Costs in the reference year. Absolute low income is a family on low income Before Housing Costs in the reference year in comparison with incomes in 2010/11. Less than 20 children locally live in relative low-income families or absolute low-income families.

SIMD

The Scottish Index of Multiple Deprivation (SIMD) measures the level of deprivation across 6,976 data zones in Scotland. It includes seven domains: income, employment, education, health, geographic access to services, housing and crime. The most recent data is from 2020.

Due to its size, most people in Kingsbarns live within the same data zone. Overall, the levels of deprivation locally are relatively low as Kingsbarns is within the 30 to 40% least deprived areas in Scotland.

Figure: Number of people in each deprivation decile, Index of Multiple Deprivation 2020
Source: Scottish Government (Scottish Index of Multiple Deprivation 2020)



However, the area is considered relatively deprived regarding geographic access to services. The local population live within the 20% most deprived areas in Scotland regarding geographic access to services. The area is also largely considered within the 40 to 50% most deprived areas in Scotland regarding housing. No data zone in Kingsbarns is situated within the 50% most deprived areas in Scotland in the five other domains (income, employment, education, health and crime).



Employment

Qualifications

From the 2011 census, only 15.8% of adults aged 16-74 in Kingsbarns have no qualifications, compared to 26.4% in Fife and 26.8% in Scotland. Close to one person in two in Kingsbarns (45.5%) have qualifications equivalent to a degree (level 4+), which is significantly above the average of 23.8% in Fife and 26.1% in Scotland.

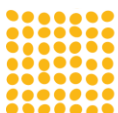
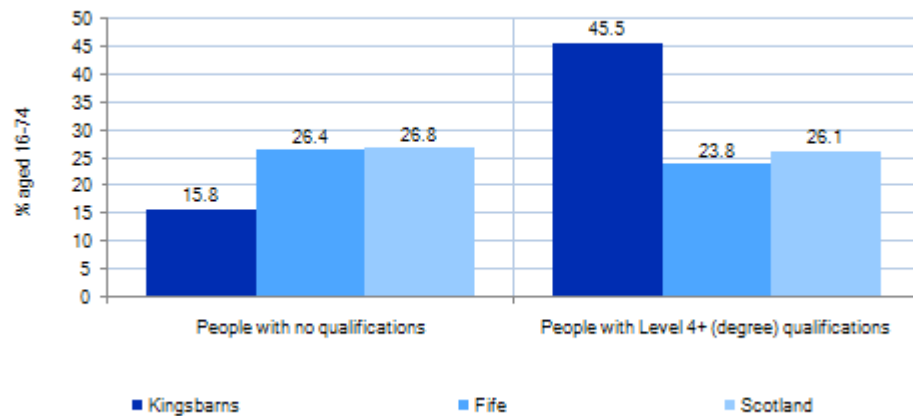


Figure: People with no qualifications and degree level qualifications
 Source: Census 2011

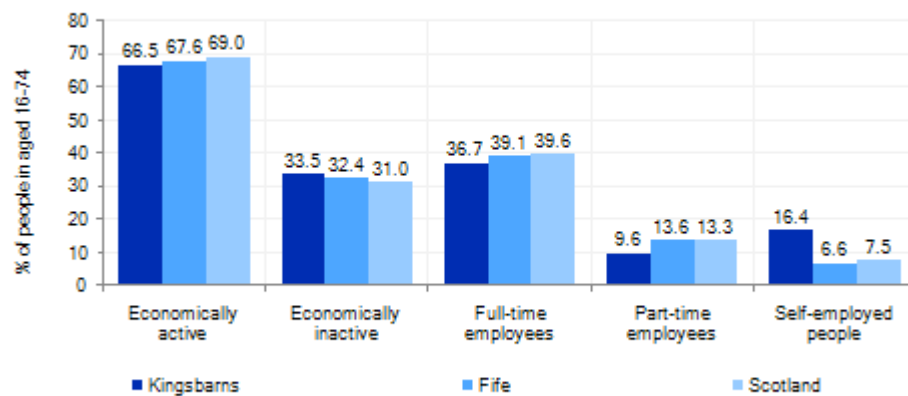


Economic activity

According to data from the 2011 Census, 66.5% of people aged 16-74 in Kingsbarns are economically active, which is slightly below the average of 67.6% in Fife and 69.0% in Scotland.

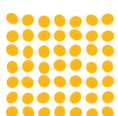
There is a significantly higher proportion of self-employed people in Kingsbarns than in the rest of Scotland. Indeed, 16.4% of local people are self-employed, which is more than double the average in Fife (6.6%) and in Scotland (7.5%). In addition, 36.7% of local people are full-time employees and 9.6% are part-time employees. The details of the economic activity and employment in Kingsbarns can be seen in the figure below.

Figure: Economic activity
 Source: Census 2011



Occupational status

From the 2011 census, 41.0% of people in Kingsbarns work in managerial, professional or associate professional occupation, which is above the average of 36.4% in Fife and 37.8% in Scotland. 12.4% of people in Kingsbarns work in elementary occupations, compared to 11.5% in Fife and 11.6% in Scotland.



From the 2011 Census, most people living in Kingsbarns work in: 1. Education (26% of people *living* in Kingsbarns work in this sector); and 2. Agriculture, forestry and fishing (12%).

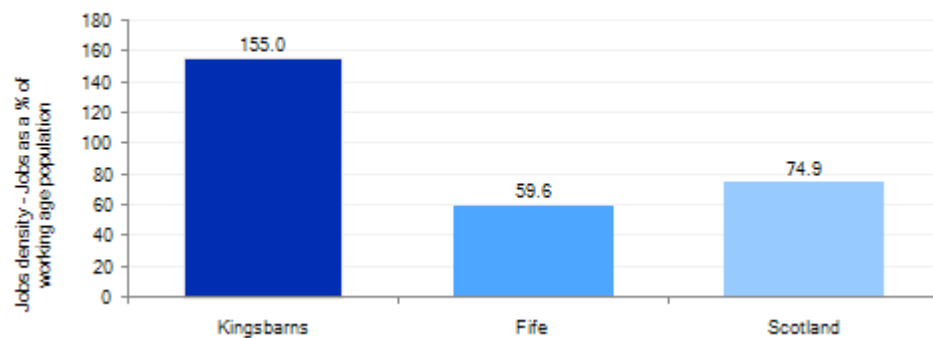
From the 2020 Business Register and Employment Survey, the largest industry sectors located in Kingsbarns are: 1. Hotels and caterings (66% of people *working* in Kingsbarns work in this sector); 2. Arts, entertainment, recreation and other services (13%); and 3. Transport (5%).

Only 1% of people in Kingsbarns work in the public sector, compared to 23.2% of people in Scotland. 90% of local people work for the private sector, which is above the average of 73% across Scotland.

Job density

Job density reflects the number of jobs available in the area as a percentage of the working age population. In 2020, the job density in Kingsbarns was significantly higher than in Fife and the rest of Scotland. The job density in Kingsbarns was 132.0%, compared to 56.3% in Fife and 72.8% in Scotland. A job density over 100% reflects that there are more jobs available than working-age people locally.

Figure: Jobs Density (jobs as a % of working age population)
Source: Business Register and Employment Survey (BRES)



Universal credit

5.6% of people in Kingsbarns receive Universal Credit, which is significantly below the average of 14.5% in Fife and 13.2% in Scotland. 1.3% of people in Kingsbarns receive Universal Credit while being employed, and 4.3% while being unemployed.



Health and wellbeing

From the 2011 Census, around 130 people in Kingsbarns have a limiting long-term illness. This means 20% of local people have a limiting long-term illness, which is the same as the average of 20% in Fife and in Scotland.

18% of people aged 16-64 in Kingsbarns have a limiting long-term illness, which is above the average of 15% in Scotland.

Figures from 2012 relating to admissions to hospital by main health condition indicate higher instances of coronary heart disease locally, but lower rates of disease of the digestive system, cancer, respiratory disease and cerebrovascular disease in Kingsbarns compared to national data.

Rates of emergency hospital admissions are slightly lower for all patients, with the exception of those aged over 65 are higher in Kingsbarns than in Scotland.



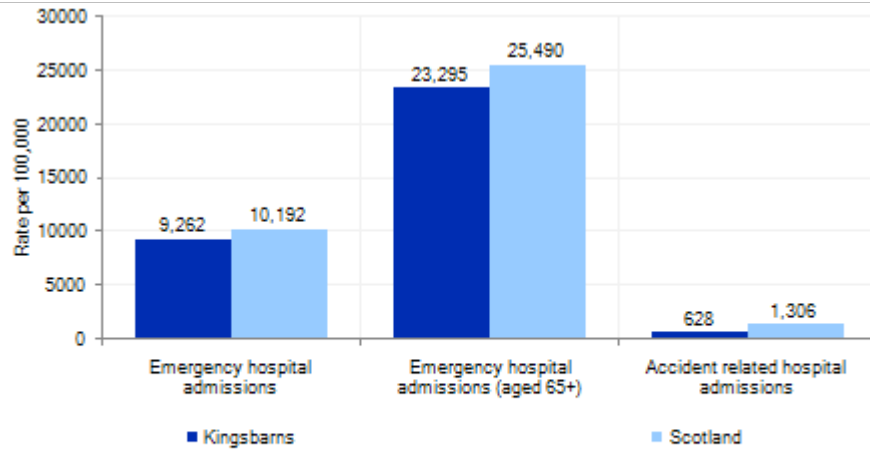


Figure: Emergency and accident related hospital admissions
 Source: ISD Scotland, Secondary Care Team, 2012



Transport and connectivity

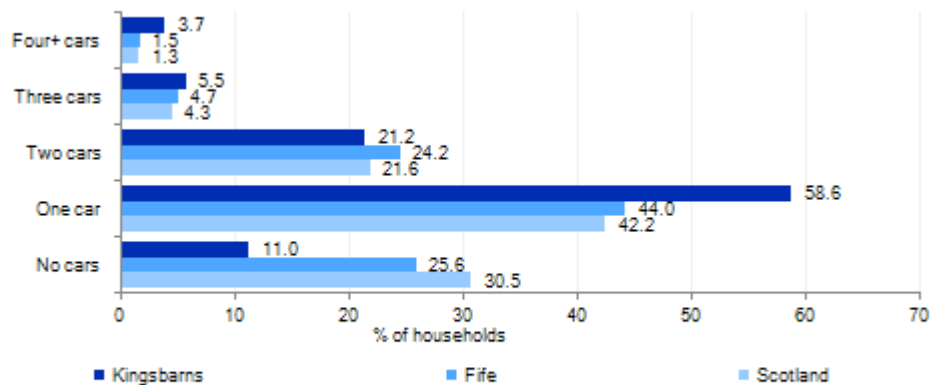
Connectivity

10.3% of premises in Kingsbarns have broadband speeds below the Universal Service Obligation, which is above the average of 3.7% across Scotland. Both the average broadband download speed and average broadband upload speed in Kingsbarns are lower than the Scottish averages.

Car ownership

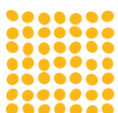
From the 2011 Census, 11.0% of households in Kingsbarns do not own a car, compared to 25.6% in Fife and 30.5% in Scotland. While this is a low number, it is significant considering the limited availability of public transport locally.

Figure: Car ownership
 Source: Census 2011



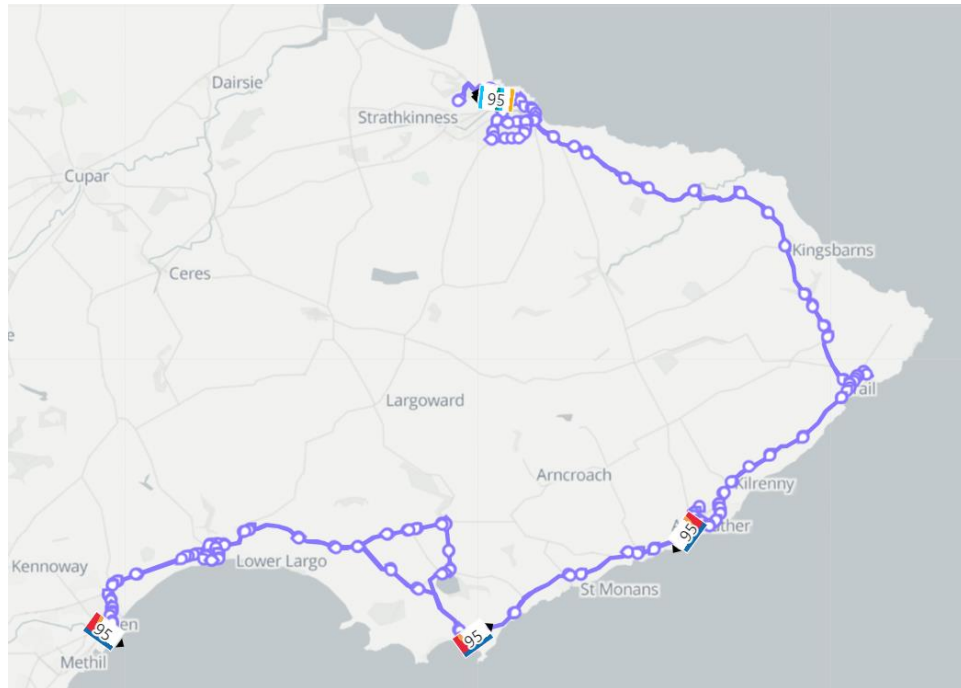
Public transport

The only public transport in Kingsbarns is one bus line, the number 95. The bus goes from Leven bus stop to St Andrews Bus Station, both ways, and stops in Kingsbarns. The bus also stops in other places on the way, including Crail, Anstruther and Elie. On both weekdays and weekends, the bus runs every hour from 7am to 11pm, in each direction. It is operated by Stagecoach East Scotland. This is the only public bus



going through Kingsbarns. There is no direct public transport to go to larger cities, such as Dundee or Edinburgh.

The bus 95 route is shown on the bus below, with each stop shown as a white dot. This map is from Stagecoach East Scotland.



Access to services

For an understanding of how far the services around Kingsbarns are:

Driving from Kingsbarns to Crail takes 6 minutes (12-minute round trip).

Going from Kingsbarns to Crail by public transport (bus number 95) takes 10 minutes, with one bus per hour (20-minute round trip).

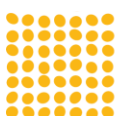
Driving from Kingsbarns to St Andrews takes 15 minutes.

Going from Kingsbarns to St Andrews by public transport takes 25 minutes, with one bus per hour.

Driving from Kingsbarns to Anstruther takes 15 minutes.

Going from Kingsbarns to Anstruther by public transport takes 30 minutes, with one bus per hour.

Going to larger cities such as Dundee and Edinburgh by public transport require at least two separate buses. Going to Dundee by public transport takes around an hour, with a change of bus in St Andrews. This is 50% longer than the 40-minute car journey to go to Dundee.





Housing

Second homes

12.7% of dwellings in Kingsbarns are second houses. This is significantly higher than the average of 1.0% across Scotland (National Records of Scotland, 2017).

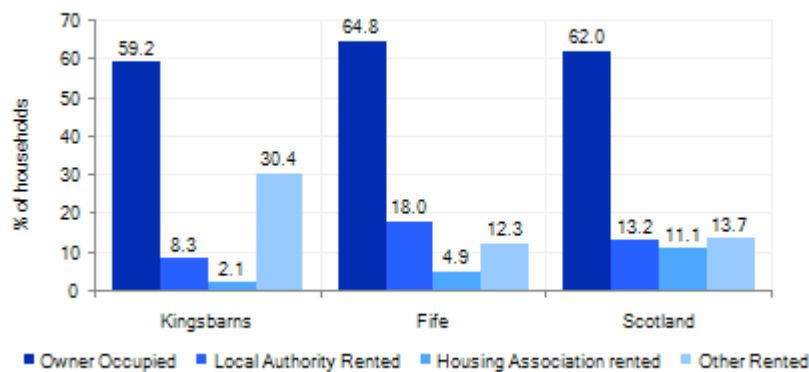
Dwelling type

The most common types of dwellings in Kingsbarns are terraced housing and detached housing. Terraced housing make up 34.2% of local dwellings, while detached housing make up 33.7%. This is followed by 25.4% of semi-detached housing and only 6.4% of flats, maisonettes and apartments.

Ownership

As at the 2011 census, 59% of households in Kingsbarns owned the dwelling they lived in, compared to 62% in Scotland. 22% of local households rent through a private landlord or letting agency, which is double the average of 11% in Scotland. Only 10% of local households live in a socially rented place, compared to 23% of households in Fife and 24% in Scotland. Out of these, 8.3% are rented from the council, and 2.1% are rented through a housing association or a social landlord. The remaining 9% of households in Kingsbarns live in other types of rented dwellings (e.g. renting from a family member).

Figure: Housing tenure breakdowns
Source: Census 2011



Property value

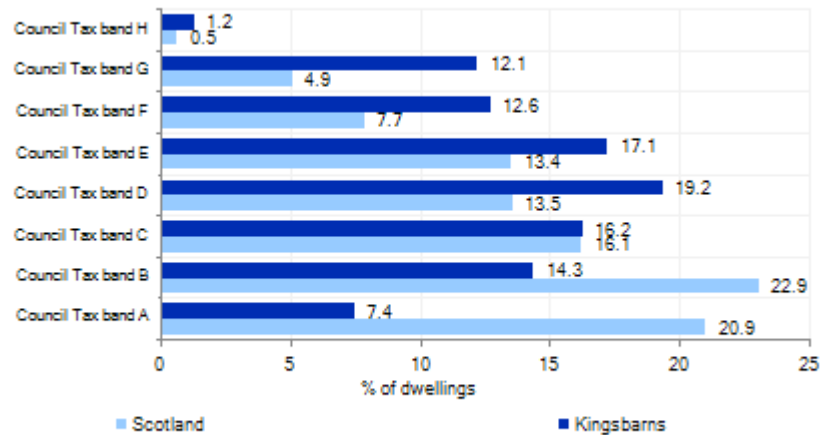
Council tax bands can be used as measure for property value and levels of affordable housing with Band A representing the lowest property value and Band H representing the highest property value.

Looking at Council Tax Bands in Kingsbarns shows that housing locally is much less affordable than across Scotland, with half of the local dwellings being in the three highest Council Tax Bands.

There are significantly fewer affordable dwellings in Council Tax Band A to C in Kingsbarns (37.9%) than in Scotland (59.9%). There are more dwellings in the relatively high value Council Tax Band D and E locally (36.3%) than in Scotland (26.9%). In addition, there is a significantly higher proportion of very high value properties in Council Tax Band F to H locally (25.9%) than across Scotland (13.1%).



Figure: Dwellings by council tax band
 Source: National Records of Scotland, 2018



Vulnerable Groups

Pensioners

From ONS 2020 estimates, there are 200 people of retirement age living in Kingsbarns. From the 2011 Census, around 45 households in Kingsbarns are pensioners living alone. Overall, 14.1% of pensioner households in Kingsbarns are pensioners living alone, which is above the average of 13.1% in Scotland.

5.0% of pensioners in Kingsbarns are considered to be living in poverty due to needing to claim pension credit, compared 12.1% of pensioners in Scotland.

Debt

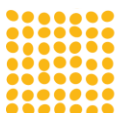
Debt levels are lower in Kingsbarns than across Scotland. Personal debt averages £272 per person in Kingsbarns, compared to £502 in Scotland. Residential mortgage debt is also lower. The average residential debt is £21,368 in Kingsbarns compared to £27,173 in Scotland. However, the average SME lending debt is higher in Kingsbarns (£2,172) than in Scotland (£1,881).

Disability and mental health

4% of people in Kingsbarns claim Attendance Allowance, which is for people over 65 who need significant help or supervision due to a physical or mental illness. This is below the average of 12% in Scotland.

Personal Independence Payments are intended to help with some of the extra costs caused by long-term disability, ill-health or terminal ill-health. 5% of people in Kingsbarns receive Personal Independence Payment, compared to 9% in Fife and 9% in Scotland.

The proportion of people receiving this help due to mental health issues is also lower in Kingsbarns than nationally. Less than 1% of people of Kingsbarns receive the Personal Independence Payment due to mental health issues, compared to 2.5% in Fife and 3.4% in Scotland.



9.2 Competitive Analysis

Cafés

While St Andrews has dozens of cafes and restaurants, we are focusing on places near Kingsbarns that are less touristic. There are many cafes locally, most of which are open all year and close around 4pm. It includes both takeaway only places and places with seating available.

There used to be a café in Kingsbarns, the Simpatica café. However, it closed in winter 2021 and did not reopen in 2022 due to a change of owner.



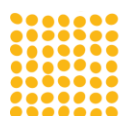
Number on the map	Name	Opening times	Additional information
1	The Cheesy Toast Shack	Wednesday to Sunday. Open year round. 10am – 4pm.	No indoor seating. Take away only.
2	Cambo Gardens Café	7 days a week. Open year round. Monday to Saturday: 9am to 4pm. Sunday: 10am to 4pm.	Indoor and outdoor seating. Includes lunch food.
3	Distillery Café	7 days a week.	Take away and outdoor seating only. Includes lunch food.

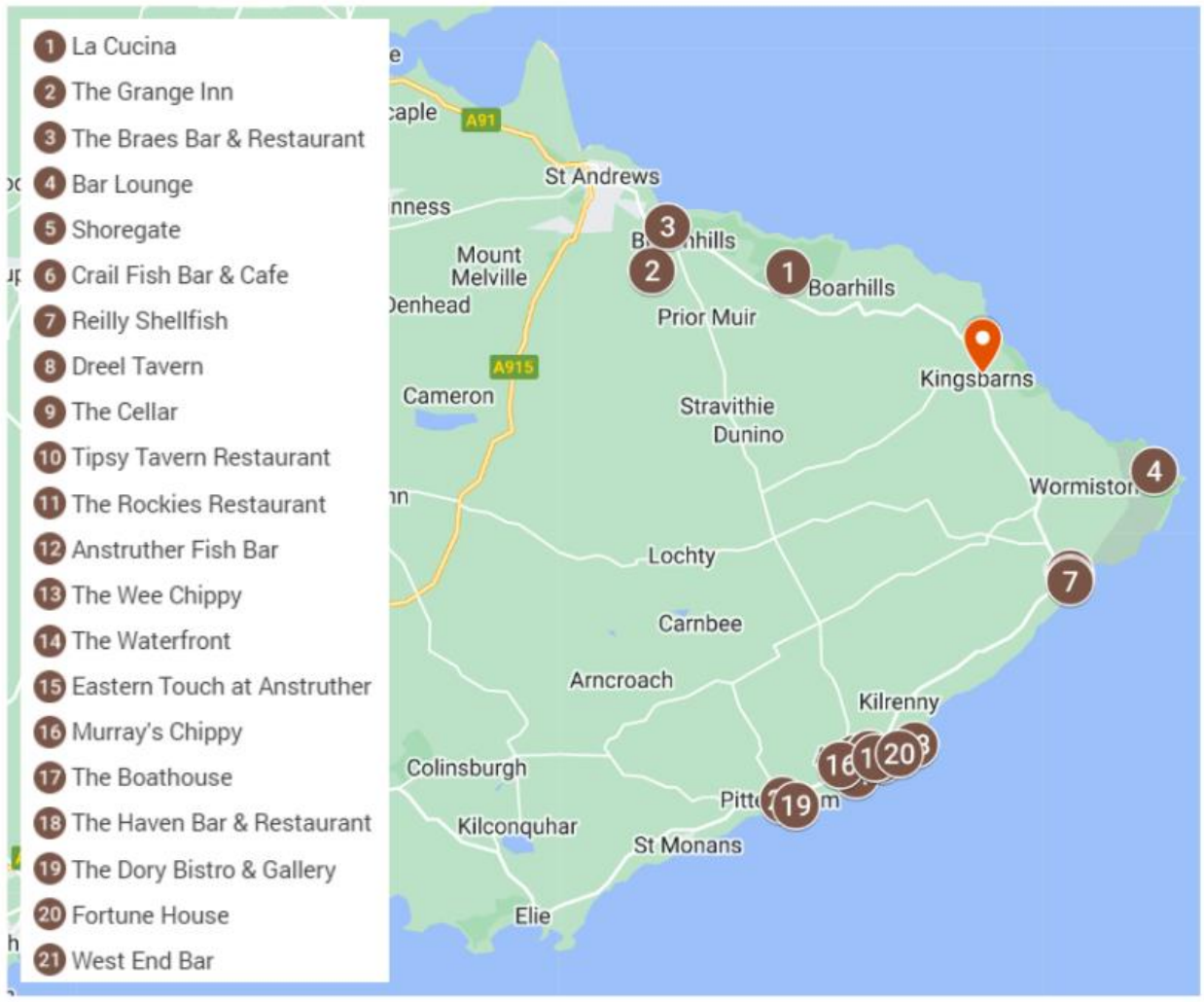


4	Scotland's Secret Bunker Café	7 days a week. From 1 st February to 31 st October. Monday to Sunday: 10am to 4pm.	Indoor seating. Includes some lunch food. Located within Scotland's Secret Bunker.
5	Crail Harbour Tearoom	7 days a week. Open year round. Monday to Sunday: 10:30am to 5pm.	Indoor and outdoor seating.
6	Dan's Goods Café	7 days a week. Open year round. Serving drinks all days from 6am to 8pm (Costa machine). Food from 6am to 2pm.	Outdoor seating and takeaway only. Mostly breakfast food. Attached to a shop.
7	Craigtoun Café	5 days a week, Wednesday to Sunday. Open during the main season only. Wednesday to Sunday: 10am to 4pm.	Indoor and outdoor seating. Located within Craigtoun Country Park.
8	Coast Coffee	7 days a week. Open year round. 7:30am to 4:30pm.	Indoor and outdoor seating.
9	Bread & Butter Café	5 days a week, Thursday to Monday. Open year round. 9am to 4:30pm.	Indoor seating.
10	The Clock Tower Café	7 days a week. Open year round. 9am to 4pm.	Indoor and outdoor seating.

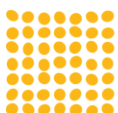
Restaurants

This section shows the restaurants available around Kingsbarns. It can be noted that most of the cafes listed above serve food. The restaurants cited below serve full meals, open in the evening and with the possibility to sit in. Over ten restaurants in Anstruther are included on the map. However, due to the very high number of restaurants in Anstruther, only restaurants from Boarhills to Crail are included in the detailed table. Budget ranges are estimated from information from TripAdvisor.





Number on the map	Name	Budget
1	La Cucina	Mid-range
2	The Grange Inn	Mid-range
3	The Braes Bar & Restaurant	Affordable
3	St Andrews Bar & Grill	High-end
4	Bar Lounge	Mid-range
5	Shoregate	High-end
6	Crail Fishbar and café	Affordable
7	Reilly Shellfish	Mid-range
7	Golf hotel	Mid-range



Shops and supermarkets

This section focuses on where locals and visitors can buy groceries near Kingsbarns.

In Kingsbarns, Morton of Pitmilley Countryside Resort has a pantry in their reception area. It includes basics for travellers such as pasta, pizzas, frozen meals and snacks. They also have a selection of local products such as local eggs, ice cream, beer and gin.¹⁶ However, it mostly aims to cater to people staying in their accommodation.

The closest grocery shops are in Crail. Green's, Dan's Goods and the Coop in Crail are small shops with a limited range of products. The large supermarkets that are the closest to Kingsbarns are Morrisons, M&S Food and Aldi in St Andrews, and the Coop in Anstruther. These larger shops are around 15-minute drive away from Kingsbarns, or 30 minutes by public transport. The Road End Farm Vending is also included as it offers local farm produces.

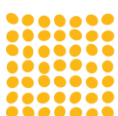


Accommodation

This section shows the small hotels and inns available near Kingsbarns. The area researched goes from Boarhills and Anstruther, to be equivalent to a 15-minute drive from Kingsbarns.

Large hotels, Airbnbs and properties in St Andrews are voluntarily excluded from the detailed table, as they cater for different needs from the Inn in Kingsbarns. St Andrews is excluded for multiple reasons. The town is extremely touristic, with over 10 hotels and 400 rooms and properties listed on Airbnb in St Andrews. Prices for accommodation are significantly higher in St

¹⁶ https://www.pitmilly.co.uk/uploads/tiny_mce/PITMILLY%20PANTRY%20MENU.pdf



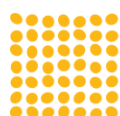
Andrews (£300 per night on Airbnb on average) compared to the area around Kingsbarns (£160 a night on Airbnb on average).

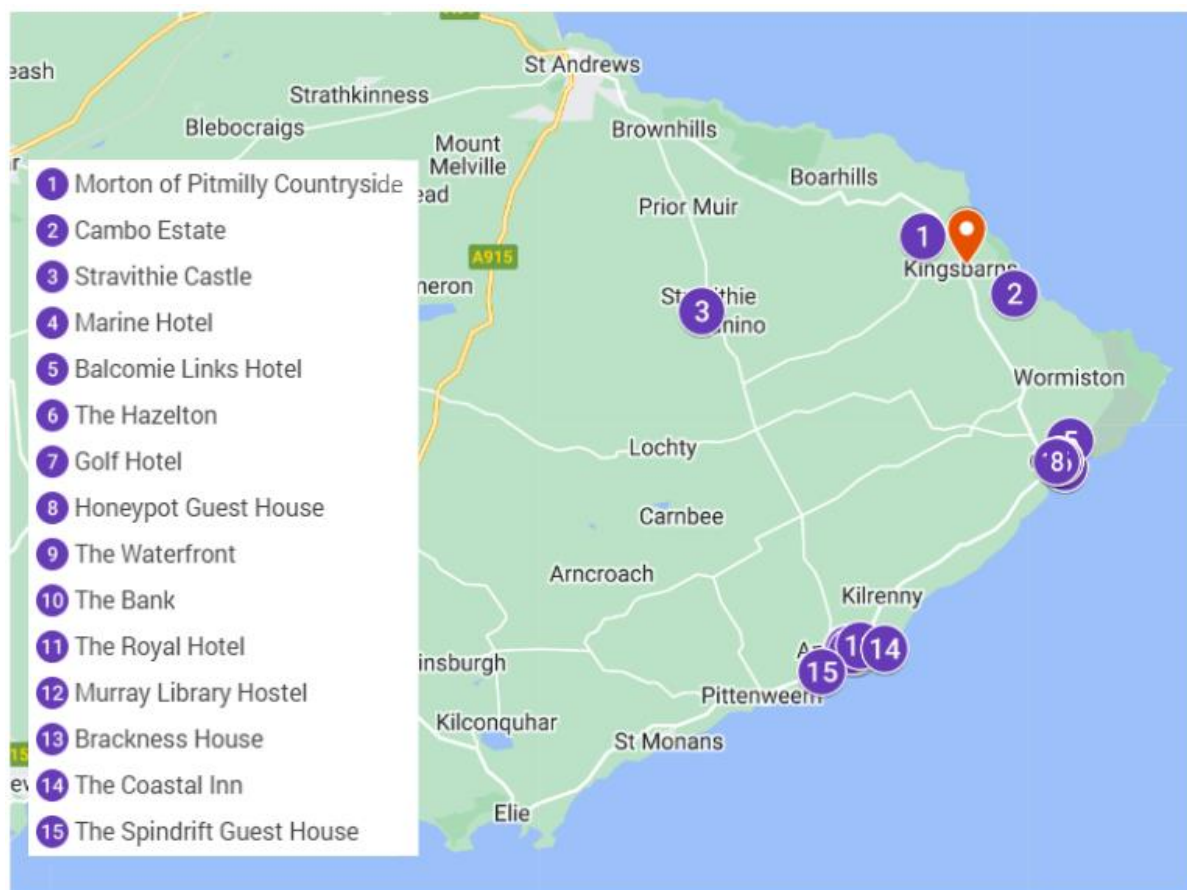
The below table sets out accommodation available for visitors in (or just outside) Kingsbarns. There are two small BnB's in the village but the majority of accommodation options are self catering

Accommodation Name	Type	Rooms Available	Other Details
The Yards BnB	Bed and Breakfast	One double room and one twin room	Pets allowed Breakfasts available
Kingsbarns BnB	Bed and Breakfast	2 double rooms	Breakfast available
The Yards Cottage	Self-catering Accommodation	3 bedrooms, sleeps 6	
Scotchacre Kingsbarns	Self-catering Accommodation	2 bedrooms, 2 double rooms	
Daisybank	Self-catering Accommodation	3 double bedrooms	Pets allowed
The View	Self-catering Accommodation	3 double bedrooms	
Cambo Estate	Self-catering Accommodation	3 cottages; 2 bedrooms and the other is a 1 bedroom	

Overall, there are 373 properties or rooms listed on Airbnbs for 2 guests around Kingsbarns. 29 of these are a room within a larger property, with an average price of £110 a night across the year. This is closer to the offer at the Inn. The remaining 344 listings on Airbnb in the area are for entire properties, including entire houses, cottages and flats. They have an average price of £165 per night.

The table below gives details on hotels and inns around Kingsbarns with up to 15 rooms. They are numbered based on their distance from Kingsbarns.





Number on map	Name	Number of rooms	Price per night for a double room	Other
1	Morton of Pitmilly Countryside Resort	Self-catering cottages, with one to four bedrooms.	£150-£200 for a one-bedroom cottage	Facilities include an indoor pool and tennis courts.
2	Cambo Estate	Rooms and cottages.		Accommodation attached to the wedding venue, although it can be booked separately.
3	Stravithie Castle	10 double rooms.	£85	Large castle
4	Marine Hotel		From £70	Small hotel.
5	Balcomie Links Hotel 2-star hotel	14 en-suite rooms.	£135 per night Flat price. Three nights for the price of two from	Bar meals and restaurant, open to non-residents



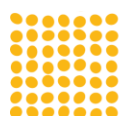
			October to mid-December.	
6	The Hazelton, 4-star hotel	3 rooms.	£110	
7	Golf Hotel, 2-star hotel	5 rooms.	£140	Restaurant open to non-residents. From 12pm to 8:30pm.
8	Honeypot Guest House	3 rooms.	£90	Tearoom on the ground floor, open to non-residents.
9	The Waterfront, 4-star hotel	11 rooms.	£100-£130	Restaurant. Associated to the Bank hotel.
10	The Bank	7 rooms.	£70-£110	Restaurant. Associated to the Waterfront hotel.
11	The Royal Hotel	7 rooms.	£80	Bar (not serving food) and function suite.
12	Murray Library Hostel	Up to 22 guests. Group only.	From £380 per night for groups.	Open to the community for meetings, talks, clubs, etc.
13	Brackness House	3 rooms.	£115-£145	
14	Coastal Inn	3 rooms.	£80-£100	
15	The Spindrift Guest House	8 rooms.	£140	

Wedding venues

This section focuses on weddings venues around Kingsbarns. While there is a variety of venues for different styles of weddings and budgets, most local venues tend to focus on large weddings with high budgets.

The cowshed is a particularly popular wedding venue locally, with a few accommodation places in Crail advertising themselves as “Near the Cow Shed” first thing in their venue title and description to attract clients.

We are focusing on wedding venues and town halls that have hosted multiple weddings before. We are excluding large hotels such as Fairmont and the Old Course in St Andrews.





Location and number on map	Name	Number of guests	Price	Additional information
Kingsbarns 1	Cambo Estate	120 (House only). 250 (Full exclusive hire).	£11500- £14500 (House only)	18 bedrooms.
Kingsbarns 2	Falside Mill	300 guests.	£3750-£6450	No accommodation
Kingsbarns 3	Kingsbarns Whisky Distillery	80 guests.	Pricing is being developed. Only started hosting weddings recently.	They have plans to extend the venue and will be able to host larger weddings.
Crail 4	Cow Shed	200 guests with the marquee. 20-60 guests in parts of the venue.	£4700-£6000 Can have custom prices for small weddings.	9 cottages that sleep up to 41 people. Extending to 55 people in total in 2023.
Crail 5	Crail Community Hall	120 in the large hall. 50 in the small hall.	From £750	Has hosted multiple weddings. Dedicated pages on their website for weddings, with wedding brochure etc. Shared on Bridebook etc.



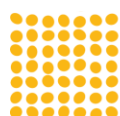
Boarhills 6	Kinkell Byre	200 guests.	£5550-£12950	10 bedrooms
Anstruther 7	Cellardyke Town Hall	120 guests.	£17 per hour on weekends, for the main hall.	Has been used for weddings before. As with Anstruther Town Hall, their website is basic and not oriented towards weddings.
Anstruther 8	Anstruther Town Hall	150 guests.	£30 per hour on weekends, for the main hall.	Has been used for weddings many times, for years. However, their website is basic and not oriented towards weddings.

9.3 Case Study Research

The Old Forge Community Benefit Society- The Old Forge Pub, Knoydart

Formed in 2021 by a group of Knoydart residents to bring the local pub under community ownership for the benefit of local people and visitors. Following an extensive fundraising campaign, The Old Forge was taken into community ownership in March 2022. The groups vision is for the Forge to be a vibrant and environmentally conscious community-owned pub, welcoming to all and investing in the regeneration and stability of Knoydart. The goals of community ownership are to:

- Create a friendly and inclusive social hub welcoming to all residents and visitors
- Create an environmentally conscious business model that takes direct action to tackle climate change
- Offer year-round employment
- Offer training and career development opportunities
- Actively collaborate with local businesses and organisations that offer complementary services to the community and visitors
- Operate a sustainable and robust business model that invests profit back into the community

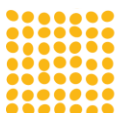


- Support local producers, in turn improving the circular economy



Project Timeline

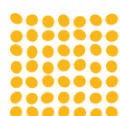
Date	Stage of development
January 2021	An initial consultation to seek views on a community buy out was launched after the community were informed about the owners intention to put The Old Forge on the market.
February 2021	A steering committee was formed to take the project forwards and a stage 1 application was submitted to the Scottish Land Fund for early stage feasibility work. The group launched its website The project received national press coverage
March 2021	Feasibility study, valuations began. The steering committee began working with Community Shares Scotland and Plunkett Foundation to register as a Community Benefit Society. Facebook supporter photo frames launched Article about the project featured in the financial times
April 2021	Fundraising plan finalised and crowdfunding campaign announced. First community consultation for the Business Plan was launched.



June 2021	<p>Application submitted to the FCA to register the Community Benefit Society.</p> <p>First meeting held with current pub owner.</p> <p>Second community consultation event to gather more feedback before finalising Business Plan</p> <p>Stage 2 Scottish Land Fund application submitted</p>
July 2021	<p>Business Plan finalised</p> <p>FCA registration approved for Community Benefit Society</p> <p>First management committee formed</p>
August 2021	<p>Community share offer prospectus submitted for assessment for Community Shares Standard Mark Certification</p> <p>Application to Community Ownership Fund submitted</p>
September 2021	<p>Share prospectus approved and received Standard Mark</p> <p>Share offer launched (10th September- minimum target of £204.5k received in the first week)</p>
October 2021	<p>Share offer total reached (closing a week early)</p> <p>SLF award granted</p> <p>Community Ownership Fund award granted</p>
November 2021	<p>Offer submitted to owner to purchase the pub</p> <p>Crowdfunder launched (18th November)</p>
December 2021	<p>Crowdfunder closed</p> <p>Continued negotiations between the committee and seller</p>
January 2022	<p>Continued negotiations between the committee and seller</p> <p>Recruitment for Project Officer begins</p>
February 2022	<p>Negotiations with the seller to finalise the sale of the pub</p> <p>Project Officer appointed</p>
March 2022	<p>The Old Forge CBS takes ownership of the pub.</p>

Funding Sources

- Scottish Land Fund= £508,000
- Community Ownership Fund= £219,096
- Community Shares= £204,500
- Crowdfunder= £66,946 (towards renovations)



Operations and staffing

The pub is run by a full-time manager, who works alongside a full time Development Manager who is responsible for developing and project managing renovations and construction work. The employees are supported by a board that is experienced in the hospitality industry and licensed trade. The pub's business plan indicates that the board are open to the idea of offering a tenancy to a manager who proves themselves to be competent and who has a long term commitment to living in the area.

The role of the Development Manager in the project is two-fold; firstly the post holder is tasked with re-establishing the bar and restaurant operation and liaising with other local businesses to put the pub back on the map with a sustained marketing effort. The second part of the job is to develop a longer term solution to staff accommodation needs. Projections assume that the post will be grant funded for the first two years and supported by trading income thereafter.

5 year projections included within the Business Plan are based on the pub serving almost 20,000 meals and 6,000 bar customers. Over the 5 year period the pub is projected to make a profit of £232,889. The staffing structure required to reach this level of service includes; 1 full time senior cook and a full time assistant cook, 1 full time and 2 seasonal kitchen porters, 1 full time waiter/supervisor and 4 seasonal waiting posts, a full time Manager and a full time Development Manager.

Opening Hours

Opening hours have been planned in line with financial projections prepared as a part of the business planning process; the restaurant and bar opening 7 days a week during the summer months (opening at 12 noon) and the bar opening 3 days a week during the winter (opening evenings only). There is a desire in the community for enhanced winter opening hours which the board have committed to experimenting with in the future.

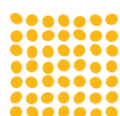
Bar and restaurant financial projections

- Projected income is a mix of lunches, dinner and non-food bar customers in the summer. The 4 winter months are bar only sales.
- The average spend per person in year 1 is assumed to be £16 per person for lunch and £32 per person for dinner, with the average non-food customer spending £20 per head.
- Customer numbers are assumed to be 100-120 food customers and 20 bar customers each week in the summer months. In the winter season it is expected that only 10 bar customers will be served each week over the three opening evenings.
- It is anticipated that sales will increase by 5% per annum with a sustained marketing effort.
- Sales are based on a gross profit margin of 65% on food and bar sales to keep prices attractive to locals.

Board skills and capacity

The Old Forge Pub steering group consisted of 10 members when the business plan was being prepared. While many of those on the steering group still work (some full time) there is a high level of willingness on the part of steering group members to make substantial time commitments to assist in taking the buy out of the pub forwards. This is evidenced by the consistent month on month progress in project development (see timetable above).

Steering group members have significant experience in managing businesses and staff, financial reporting, marketing, organising fundraising events and managing volunteers. Crucially, the



steering group has been able to draw on significant hospitality industry experience from the steering group and wider community. The steering group has one member which has specific skills and expertise in managing and developing kitchens, and another who grew up in a rural pub/small hotel business and has experience of running a bar.

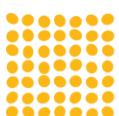
Learnings for KCDT

- The business plan commits to expanding current operations (opening hours, staffing, level and quality of service) and to working with local producers as much as possible, improving the circular economy and opening up new opportunities for local businesses.
- Consistent month on month progress towards goal. The community share prospectus also sets out a solid and clearly set out three year relaunch plan.
- High profile press coverage in national publications attracting donations; people outside the community given the possibility to donate
- Community shares offer, one member=one vote attaching voting rights to membership, not share capital to ensure control remains within the community. Individuals or corporate bodies that reside out with the community are still able to be members and purchase shares but 75% of membership must be made up of residents.
- The Old Forge CBS acquired a Community Shares Standard Mark prior to launching their share offer. As the FCA does not approve or regulate share offers, the standard mark helps people to feel confident in their community shares investment that meets the national standard for best practice.
- The share offer was made accessible to local people with limited disposable income, minimum investment for resident (type A) members was £25. Non resident/corporate/joint members minimum investment was £24,000.

The George and Dragon, Yorkshire



The George and Dragon is the only pub in the North Yorkshire village of Hudswell, which has a population of 200 people and no other facilities apart from the village hall. The pub closed in



August 2008 following the bankruptcy of the then landlords. After a long campaign, Hudswell Community Pub Ltd (HCP Ltd) successfully acquired the freehold in February 2010.

HCP Ltd is a Co-operative for Community Benefit, and most of the funds to purchase and renovate the pub were raised from the 180 members of the Co-operative and supplemented by grant aid. Tenants were appointed by the Co-operative to run the licensed business, based on their enthusiasm, the wealth of ideas that they had for promoting the business, driving up the food sales and developing a range of service for the village. The pub has had two tenants since re-opening in 2010, the first staying for four years and retiring due to ill health and the second taking on the tenancy in 2014 and is stepping down this year to start his own brewing business.

Services and Activities

Hudswell has a village hall, but no other shop, post office, or any public facility. The reopened George and Dragon has now filled this void and has already become a meeting place at the centre of the social life of the village and it has become a thriving business.

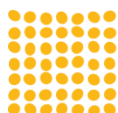
HCP Ltd were always determined that the George and Dragon would offer far more than a traditional pub. So, as well as acting as a meeting place, venue for village events, celebrations and regular cultural and sporting activities, the pub also hosts the village library, with books provided by the County Council Library service, and hosts a monthly book club. There are also ten allotments provided on land at the rear of the pub and these are all let to villagers and/or member of HCP Ltd, and have provided some produce for the pub kitchen. A village shop has also been constructed in part of the pub; this has its own door onto the street and is managed by HCP Ltd (rather than the tenants) and staffed by volunteers. The pub also provides free internet access for customers of the shop and the pub, and a laptop can be hired for a small fee.

Rental agreement with tenant

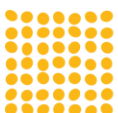
The terms agreed with tenants gives them every incentive to build a profitable business for themselves and also ensure that the society receives a benefit (through increased rent), as the business becomes more profitable. The lease also requires the tenant to provide for community events, celebrations, and cultural and social activities and to allow HCP Ltd to establish a village shop from the premises. Tenants are responsible for day-to-day operations and decisions involving opening times, pricing and menu.

The appointment of tenants to run the business was a crucial step. As soon as HCP Ltd had acquired the George and Dragon, the position was advertised through Sydney Phillips Ltd. From about a dozen enquiries, eventually four applicants were short-listed. The initial tenant was selected on the basis of their enthusiasm, ideas for developing the business and wide variety of experience in the hospitality industry and took up a three year lease. The advantage of this arrangement for the CBS was that the tenant carries the business risk; the tenants are provided with a well-equipped and recently refurbished pub and they are responsible for trade as well as ongoing management and maintenance of the building. The attraction for the tenant is that they benefit from a low initial rent, which has been agreed in advance for three years. This enables them to build a profitable business from which they will directly benefit from increased income for the business that they own. Therefore, they have every incentive to ensure that the business thrives.

- Tenants are wholly responsible for the management and development of their business. The board is not involved in the day-to-day running of the business or attempt to micro manage the pub.
- The initial three-year lease was agreed on a mutually agreed 'open book policy' to allow for the rent agreement to increase or decrease after the first three year period depending on the business profitability.



- While the tenant is responsible for running the business within the broad terms set by the board, the board held quarterly review meetings with the tenant to set mutually agreed targets and track progress towards them. The lease agreement contains clauses that allow the board of directors to terminate the tenancy at each anniversary of the lease commencing should performance falls seriously below mutually agreed expectations.
- Tenants are running their own business within the HCP Ltd premises and they carry all the risk of failure and debt. If the business were to fail and the tenants leave, there would be no legal access to the co-operatives assets. The George and Dragon remains in the hands of HCP Ltd who could then seek another tenant to take on the business.



9.4 Skills Audit Analysis

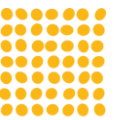
Summary

The below chart indicates the level of confidence across the trustees in specific areas relevant to the development and ongoing management of a community owned asset.

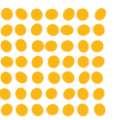
- Areas of strength (more than half of trustees have experience and knowledge in this area) include; project development and planning, understanding responsibilities as a trustee and chairing meetings, working with volunteers, supporting and supervising staff, event management, speaking and presenting, liaising with professionals, understanding accounts, setting targets/KPIs and gathering and monitoring data.
- Areas where skills will need to be developed or brought on to the board through recruitment include; operational planning, facilities management, knowledge and experience of community asset development, compliance, knowledge of legal structures and employment law. Financial management is also a weak area that will be of importance in setting up and running a community business. Knowledge of community shares and developing a share offering is also lacking but this is a specialist area that support organisations such as Community Shares Scotland will provide guidance and support around.

Subject Area	Task	% of trustees with average/good/high levels of knowledge and experience	Number of trustees who have high levels of experience in this area
Projects and initiatives	Planning and developing a project	57%	0
	Participating in the delivery of a project	43%	0
	Managing or leading a project	43%	0
	Fundraising for projects or initiatives	29%	0
	Planning and prioritising tasks	71%	0
	Resource management	29%	0

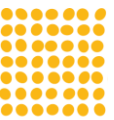
Business planning and management	Managing an organisation	29%	1
	Leadership of an organisation	43%	1
	Managing a business	29%	1
	Strategic planning	43%	0
	Operational planning	14%	0
	Liaising with strategic partners and relationship building	43%	1
	Change Management	43%	0
	Risk Management	29%	0
	Data Protection	29%	0
	Health & Safety	43%	0
Buildings and Asset Management	Facilities Management	14%	0
	Repairs & Maintenance	29%	0
	Implementing & managing booking systems	43%	0
	Knowledge/experience of community asset development	14%	0
	Compliance	14%	0
Governance	Understanding my responsibilities as a board member/charity trustee	71%	1
	Chairing meetings	71%	1



	Being a company secretary	43%	0
	Being a treasurer	29%	0
	Knowledge of legal structures	14%	0
Working with people	Working with creatives- musicians, artists etc.	43%	0
	Working with volunteers	57%	0
	Managing/coordinating volunteers	29%	0
	Recruiting staff	29%	1
	Managing staff	43%	1
	Providing support and supervision for staff	57%	1
	Knowledge of employment law	14%	0
	Managing conflict	14%	1
Marketing	Carrying out market research	14%	0
	Preparing a marketing strategy	29%	0
	Branding	29%	1
	Using social media as a promotional tool	29%	0
	Marketing/PR on behalf of a business or organisation	29%	0
	Running a campaign	29%	0



Communications	Organising events	71%	0
	Speaking and presenting	71%	2
	Writing press releases	43%	0
	Liaising with statutory bodies	43%	0
	Liaising with professionals	71%	1
	Liaising with other third sector organisations	43%	0
Finance	Financial management of an organisation	14%	0
	Understanding budgets	29%	0
	Planning and preparing budgets	29%	0
	Monitoring and reporting on budgets	14%	0
	Understanding cash flows	29%	0
	Understanding annual accounts	57%	0
Digital & ICT	Knowledge of the funding landscape	29%	0
	Knowledge of community shares and developing a share offering	14%	0
	Developing a digital strategy	29%	0
	Website/online platform development	29%	1



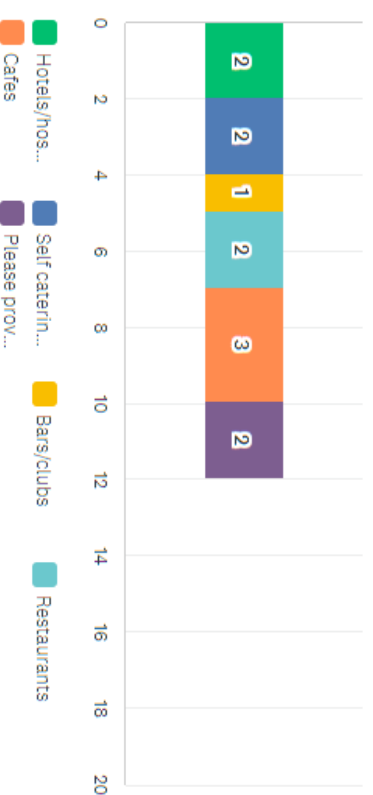
	E-commerce	29%	0
	Digital service delivery	43%	0
	Digital marketing	29%	1
Impact Assessment	Designing and developing an evaluation framework	43%	0
	Setting targets/KPI's	72%	0
	Gathering and monitoring data	86%	0
	Carrying out stakeholder consultations	43%	0
	Analysing and reporting on impact	43%	0

Hospitality Industry Experience

- 4 trustees have experience of working in the hospitality industry, one of whom has worked in and run a village coffee shop and another has experience sharing management of a café and running their own BnB business in the village.
- 2 trustees with experience of working in the hospitality industry said they would be willing to mentor new employees to help establish a new community business at The Inn in Kingsbarns. One trustee who does not have direct experience in the hospitality industry has put themselves forward for mentoring in other relevant areas for business development including PR and media relations, people management, marketing and communications, finance and estate management.

What areas of the hospitality industry do you have experience in?

Answered: 5 Skipped: 5



- There is at least one trustee with experience with each area of the hospitality industry: two trustees have experience of working in a hotel or hostel, two in self-catering holiday accommodation, one in bars and clubs, two in restaurants and three in cafes.

Skills Gaps

As a part of the skills survey, trustees were asked to identify any areas where they feel there might be skills gaps related to the development and management of The Inn at Kingsbarns. Finance and financial management were identified as an area where the board may lack skills and experience. There was also the recognition that there is a lack of specific hospitality and retail experience amongst trustees. However, there is a local person living in Kingsbarns who has significant knowledge and experience of the hospitality industry has offered to be co-opted on to the board, which will go some way to filling this skills gap. There is also a strong level of interest amongst existing trustees in gaining experience in this field, four trustees said they were very interested in developing skills in this area.

Skills Development

- Analysis of the skills survey shows a strong commitment to developing the correct skill set required to drive forwards the project.
- There is a good level of interest in developing skills across all subject areas. Particular areas of interest for skills development include: working with people and HR, business planning and management and projects and initiatives.
- 3 trustees said they would be willing to spend 30 hours over the next 12 months developing these skills, 2 trustees said they would be willing to spend between 16 and 30 hours, 2 trustees said they would be willing to spend between 6 and 15 hours developing skills. No trustees said they would not be willing to invest time in skills development to help drive the project forwards.

How interested are you in developing these skills?

