

Business Plan

A community owned Inn for Kingsbarns

February 2023



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1. Introduction and Background

1.1 Executive Summary

The Inn at Kingsbarns is a historic 18th century village inn with a pub and hotel, located in the heart of the village of Kingsbarns. Kingsbarns is a small, rural village located on the Northeast coast of Fife.

The Inn at Kingsbarns has been on the open market for some time and although pre-covid the business was still operating with a small profit; no buyer has come forward. With the loss of the village shop and no other public amenities in the village, should the pub close, the village would lose an important social hub and would be less attractive to visitors.

In response to demand from the community, Kingsbarns Community Development Trust intends to purchase The Inn at Kingsbarns and run it as a community-led social enterprise. Redeveloping The Inn at Kingsbarns will allow Kingsbarns to join the 600 or so other Scottish communities that own and manage major assets for the benefit of local people. If we achieve our goal, we will have restored a well-loved building to its traditional place at the heart of our community, where among other things, locals and visitors can meet, socialise and enjoy food and drink in comfortable surroundings on a regular basis. It will also re-establish a shop in the village, an important amenity which has been lost. In addition to a social hub for the community, the Inn will allow people living in the village to buy basic essentials locally, without needing to travel to nearby towns and villages.

We believe that purchasing this important asset for the community will bring people living in the village together, improving the wellbeing and lives of local people.

1.2 The Organisation

Kingsbarns Community Development Trust (KCDT) is a company limited by guarantee (SC438679) and charity (SC044166). The Trust was incorporated in 2012 to benefit the community of Kingsbarns - as delineated by postcodes and within a 2-mile radius of the centre of the Village (former post office). The charitable purpose of the Trust is to:

- Acquire and/or manage community land, buildings and associated assets for the benefit of the community or public in general
- To provide, or assist in providing recreational or other facilities, which will be available to members of the community or public at large with the object of improving the conditions of life of the community
- To advance development of the community; and all other ancillary purposes which augment and support those set out in the articles.

To run The Inn at Kingsbarns, the Trust intends to form a Community Benefit Society under the 'Hybrid' Model Rules produced by Community Shares Scotland, which will act in line with the Trust's purposes of community development and rural regeneration and will pay all surplus profits to the Kingsbarns Community Development Trust, which will in turn apply them for the benefit of the community.

1.3 About the Community

Although The Inn at Kingsbarns project will serve both locals and visitors, the community of Kingsbarns will be the main beneficiary, and local people will have ultimate control over the venture (through membership) and therefore will have the greatest stake in its success.

Kingsbarns is a coastal village on the northeast coast of Fife, 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 Cambo Estate just outside the village from as early as 1793.¹ 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. The golf course received significant investment and is now on many 'must play' lists for golf tourists coming to Scotland. The village is one of the stops on the Fife Coastal Path, attracting many walkers and cyclists throughout the year.

The village has a church, village hall and a small but growing primary school which is the oldest active school in Fife. There are several self-catering accommodation outlets surrounding the village and two Bed and Breakfasts in the village. The nearest hotels are in Crail and St Andrews. The village has no shop or other amenities for locals or visitors, asides from the Inn at Kingsbarns.

Demographically, the village has an ageing population with a higher-than-average proportion of people over the age of 65 or who are nearing retirement age. There are also higher than average numbers of people living alone in the village. The loss of centres in community life puts people at risk of becoming increasingly isolated, especially those who live alone and in rural areas.

1.4 About the Inn at Kingsbarns

The Inn at Kingsbarns is a historic two-storey pub and hotel dating back to the 18th century. The building itself is B-listed and is centrally located on the village's Main Street and is within the Kingsbarns village conservation area.

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 a live-in manager. The financial projections have taken the use of the two upstairs rooms by the manager into account.
- Owner's 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

The business has been independently valued at £650,000 by J&E Shepherd (with the addition of the benefit of the existing business), vacant possession has been valued at £600,000.

The building and business have been marketed for sale for around 12 months at an asking price of £753,000.

¹ Undiscovered Scotland, Kingsbarns. Accessed 2/12/22.
<https://www.undiscoveredscotland.co.uk/kingsbarns/kingsbarns/index.html>

Current Management and Operations

The Inn at Kingsbarns has been owned and run by a husband-and-wife team for the past 8 years. They are supported by a small number of part time staff. The business operates primarily as a hotel, focusing on short stays, but has a small front room which is used as a public bar (10 covers). Since COVID, the Inn has been operating on a reduced staffing model. The Inn's restaurant has been closed since before the pandemic and re-opened early 2023.

1.5 How this business plan was developed

Engaging with the local community, gathering ideas, and feeding back to people who have contributed has been key to each stage of the development of this Business Plan:

- Surveys distributed at key locations, on social media and door to door between December 2022 and January 2023, with a total of 135 responses received – 85% of these supported the purchase of The Inn at Kingsbarns by the Kingsbarns Community Development Trust.
- Open meetings held in December to discuss early-stage plans with the community and gather feedback and ideas.
- Analysis of management accounts for the past 5 years provided by the current business owners.
- Independent Feasibility Study by Community Enterprise, including:
 - Statistical study to understand the demographics of the community and needs and challenges faced by local people
 - Market research into the tourism industry in Northeast Fife, as well as a study of the market outlook for community owned Inn's and shops
 - Competitive analysis to map existing provision and ensure that The Inn at Kingsbarns will complement rather than compete with what is currently offered in the village
 - One-to-one interviews with other community-based assets and relevant businesses/partners to scope out opportunities for partnership and develop a more in-depth understanding of community needs and interests.

2. Summary of Research

As outlined in the previous section, we have conducted extensive research within our community as well as market research into industry-level and local trends. We have summarised the main findings of the research below.

Community Support

Locally, there is very strong support for re-establishing the pub as a social space for the community and a place to eat and drink. Around 70 people in total attended an open day in December 2022, and 135 people responded to the community survey, 85% of them in favour of the community purchasing The Inn at Kingsbarns.

Consultation with local stakeholders echoed the feelings expressed in the survey responses, that there is a need for a place for people in the community to gather informally and for improvements to the services available to local people and visitors to the village.

Our research sought to identify what people needed from The Inn at Kingsbarns as well as how they would use potential services and facilities:

Need Identified	Evidence
Activities to bring people together and reduce isolation	<p>Stakeholder feedback from people who have lived in the village for many years describe what was once previously a well-used and vibrant pub that was at the heart of the community. It was felt that the Inn has real potential to be a resource for the local community as well as visitors, bringing the people of Kingsbarns together and creating a more connected community.</p> <p>Survey respondents also told us that the project would bring people together more, provide opportunities for people to help each other out and a chance for people to get to know one another in a social way and bond with neighbours.</p> <p>Kingsbarns is a rural community, within the 20% most deprived in terms of access to services (SIMD 2020), with limited public transport links. It also has an ageing population, with over a third of the households made up of pensioners, who are more likely to live alone. This means that it is particularly important to have easily accessible local meeting spaces. Research from the rest of the UK has shown that village pubs can have a positive effect on social cohesion.</p> <p>Several groups have expressed an interest in using The Inn at Kingsbarns as an informal place to meet including a local book club, yoga and arts groups, amongst others.</p>
A stronger and more resilient local economy	<p>40% of survey respondents said they 'strongly agree' that taking The Inn at Kingsbarns into community ownership will contribute to the economic development of the village, 37% agreed with this statement.</p> <p>Tourism (hotels and catering) is the primary industry in Kingsbarns. Consultation with local B&B owners indicated that limited local amenities already affect visitor experience. There is concern that the absence of a pub or restaurant for evening meals may put people off visiting, or negatively impact the visitor experience of those who do visit.</p> <p>Local employers already struggle to recruit and retain qualified staff in rural areas such as Kingsbarns. Having an Inn would be an asset for the</p>

community and would likely draw more working age people to settle in the village.

Local employment

The Inn at Kingsbarns currently employs a small number of part-time staff.

Enhancing services would create several staff posts, some full-time positions and several seasonal positions that would suit students or young people looking for variable hours or people looking for part time work. There is the potential to develop the Kitchen Assistant post as a traineeship in the future.

Income from the project will be reinvested back into the community which has the potential to generate further employment.

Volunteering opportunities for local people

25 survey respondents said they would be interested in volunteering at the Inn. There are several volunteer roles that could be developed across different aspects of the business, from supporting the community shop to helping run the café aspect of the business.

Many of the larger tourism and hospitality businesses in the area rely on recruitment outside the area. Providing volunteering, learning opportunities and seasonal staff posts will help to develop an experienced hospitality workforce within Fife.

Commercial demand

As part of the research, we have also studied the demand for the services offered at the Inn at Kingsbarns, which has provided us with the context for our financial projections. The key gaps identified are shown below:

Gap Identified

Evidence

A place for local people to get together for a meal or drink.

The Inn at Kingsbarns is the only restaurant and pub in the village open after 5pm. The Inn's restaurant reopened at the end of January 2023, before this locals and people visiting the village had to travel to the nearest towns, Crail and St Andrews to have a meal out or a drink in the evening.

Consistent feedback from the community survey and stakeholder consultation is that there is demand for good quality food and drink in the village. Many local people currently drive elsewhere to access food and drink services (this feedback was provided prior to The Inn at Kingsbarns owners re-establishing the restaurant offering).

Somewhere for visitors to go in the evening

The Inn at Kingsbarns is the only place for visitors to eat and drink during the evening in the village.

There are a number of self-catering accommodation providers in the village and its immediate surroundings (walking distance). Morton of Pitmilly resort is located just outside the village offering 4 (20 bedrooms) and 5-star (16 bedrooms) accommodation and amenities. They do not have their own catering or shop on-site. Industry research shows that self-catering groups spend on average £136 at pubs, restaurants cafés or bars during their stay.

	<p>Along with families, the area is popular with golfers and people on walking holidays or days out, who often prefer to go out for food and drink rather than cook.</p> <p>Feedback from local accommodation providers is that guests would be likely to visit The Inn at Kingsbarns and having a food and drink offering in the village would add value to the overall visitor experience.</p>
A venue for social events	<p>In the community survey, 92% of respondents support the idea of having live music and social events in The Inn at Kingsbarns, and 83% say that they would attend such events in Kingsbarns.</p> <p>A key theme emerging from the community consultation is the need for opportunities for people living in the village to meet and gather, and events and would help facilitate this across all age groups.</p>
Mid-market, short stay accommodation for visitors	<p>Most local accommodation is in the form of self-catering cottages available for longer stays (more than two nights). There are some local B&B's in the village which have limited capacity and are consistently busy. Therefore, the Inn at Kingsbarns has its own niche as a 4-star country style Inn, catering for short stays with in-house catering options.</p> <p>Strong passing trade from Fife Coastal Path visitors, around 500,000 people visit the route each year with around 35,000 people walking the entire path.² Golf tourism is also a big draw to the area, with Kingsbarns golf course gaining world recognition as a 'must play' golf course.</p> <p>The Northeast of Fife is also gaining a solid reputation as a destination wedding venue. There are several wedding venues nearby that host large weddings of 100+ guests regularly including Kinkell Byre, Cambo Estate and The Cow Shed. Most of these venues have their own accommodation but nowhere near enough for large wedding parties of over 100 guests, many of whom will be travelling from out with Fife. Kinkell Byre have already expressed interest in partnering with The Inn at Kingsbarns as a preferred accommodation provider.</p>
A local shop for people living in the village, visitors and people passing through	<p>There is no shop in Kingsbarns, the closest convenience store is in Crail, 3 miles away or 6 miles to St Andrews for access to larger supermarkets. Most people travel to access supermarkets 2 to 3 times per week. There are limited public transport options for those who do not have their own car.</p> <p>The community has consistently shown interest in using a community shop in Kingsbarns, throughout the consultation conducted by Community Enterprise late 2022 and KCDDT's own consultation earlier in the year. 94% of survey respondents (survey Dec 22) said they support KCDDT setting up a community shop in Kingsbarns, 86% of respondents said they would use a community shop in Kingsbarns.</p> <p>While online shopping continues to grow and it is likely that many people in the village will continue to order their shopping online or go to bigger supermarkets in nearby towns, there is a market for local shops to offer a personalised experience- stocking local produce and acting as a hub and</p>

²https://en.wikipedia.org/wiki/Fife_Coastal_Path#:~:text=About%20500%2C000%20people%20use%20the,35%2C00%20walk%20the%20entire%20route. Accessed 20/1/23

information point for local people alongside basic essentials required on a daily basis.

Competition and displacement

A competitive analysis was undertaken as part of feasibility research. Independent consultants from Community Enterprise carried out one-to-one interviews with the local community spaces and other businesses in the area. Several local businesses in the village and surrounding area chose to complete the survey, so their views are also captured in the research.

Other accommodation businesses reported that they would benefit significantly from having a popular, high-quality village pub with meals, which would make the village more attractive to visitors who may otherwise choose a different destination.

Cambo Estate is located close to the village and offers a day-time café option and a range of community-based events. The owner was consulted and felt that KCDT plans for The Inn at Kingsbarns would add value to the tourist offering in the area and benefit locals, rather than displacing or competing with the services they offer.

Although The Inn at Kingsbarns will offer an informal community space where groups can get together, this will complement rather than compete with the Memorial Hall which was hard fought for by people living in the village and previous generations. The Inn at Kingsbarns will suit smaller groups who prefer to meet informally without having to pay to use space and use other services such as the bar or café at the same time, like the local book club, which may otherwise choose to meet in someone's house. We will continue to work as closely as possible with the Memorial Hall committee to ensure that this is the case. We will also continue to explore joint working arrangements for larger events and celebrations.

Financial Sustainability

Financial information for The Inn at Kingsbarns for the past 5 years was analysed as part of the research to understand where there was potential to develop the business. Although food and drink will bring in income, the high costs of running the pub, café and restaurant and seasonal and other fluctuations mean that having multiple income streams is key. Five-year financial projections show that continuing to build on the accommodation offering and developing a high-quality food and drink offering will be key to keeping The Inn at Kingsbarns as a whole sustainable. Income from food and drink has been minimal in recent years, as the existing staff team has been reduced to the owners only. Lack of clarity around opening hours have been a major factor in lack of community usage, therefore the Trust will need to work hard to re-establish the Inn as a hub at the centre of the community.

3. What We Will Do

3.1 What will be offered at the Community Pub and Hub

We have consulted with the community and come together as a board to agree a vision and way forward for the Inn under community ownership. The community want to see the Inn re-established as a hub and gathering place for the community and visitors alike, a warm and comfortable country-style Inn serving high quality and locally sourced food and drinks. It needs to be a place that offers value for money for local people and visitors and a friendly, welcoming environment. The addition of a café serving hot and cold drinks, home baking and light lunches is to ensure that the Inn becomes a social hub for the village, welcoming to all age groups in the community. The café will also be important in attracting the many walkers and cyclists using the Fife Coastal path who pass by the village looking for some refreshments.

The Inn's public areas will be used to host social gatherings and events such as music performances, quiz nights, games nights and tastings. The Inn at Kingsbarns will also be able to offer catering for events held at the nearby Memorial Hall, with larger events being held across the two venues.

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 walking breaks along the Fife Coastal Path and golfing breaks being promoted, more visitors are likely to visit the area for short stays and look for accommodation that is not self-catered. Those staying in nearby self-catering accommodation are likely to want something nearby (within walking distance) where they can enjoy food and drink, without having to cook for themselves. The Inn at Kingsbarns would be unique in offering rooms and short stays with the option of having evening meals in-house.

Local people would also like to see a community shop incorporated into the offer at The Inn at Kingsbarns, offering basic provisions and local produce at affordable prices, mitigating the need for people to travel to nearby towns for basic essentials. The stores offering will be primarily to meet the needs of the local community in terms of grocery products, fresh produce, key ingredients for meals and weekend treats. The store will place a strong emphasis on providing produce that is locally sourced wherever possible, supporting local businesses and makers. The sale of local produce and potentially crafts and other items made in the local area will create a unique shopping environment that people will want to return to. There may also be opportunities to build on additional services such as postal services, display for local artists and crafters and Amazon lockers. Demand for these additional services will continue to be explored over the coming months and years. Another key purpose of the shop will be to draw people into the building at key times and cross over with lunch time cafe provision, creating a real hub for the community and visitors to come together.

We also see the potential to offer volunteering opportunities across a range of different disciplines for local people, providing opportunities for people to get involved in community activities and support their village. We will provide a range of full time and seasonal employment opportunities for local people and will investigate the potential of providing some trainee positions in the future.

3.2 The Building

The Inn at Kingsbarns is a historical, B-listed building and the asset is of an age and character that will require regular maintenance, in particular to the external stonework and roofing. The building is located within a conservation area and is designated by the Planning Authority to preserve character. Planning permission would need to be sought for a range of works that would otherwise be considered permitted development

The internal building, including the hotel bedrooms has recently been upgraded and is in a suitable condition for the proposed business uses.

Usage Schedule

We plan to run The Inn at Kingsbarns on the following schedule:

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

3.3 Social Outcomes

The Scottish Land Fund will be one of our main funders for capital funding to purchase the building. We believe that the project is a strong fit with the Outcomes of this fund:

SLF Outcome	How the project will meet this
<p><i>Our communities will achieve more sustainable economic, environmental and/or social development through ownership of land and buildings</i></p>	<p>Purchasing and redeveloping The Inn at Kingsbarns as a village pub and hub under community ownership, will address many of the challenges the community of Kingsbarns faces and fits well with the Scottish Government's targets for growth, participation, and sustainability. Providing a comfortable and attractive space in which friends and family can meet to socialize, dine and pursue common interests, will enrich the lives of people who live in Kingsbarns, across all age groups. At the same time, it will boost the local economy by providing a place to stop and hospitality for visitors; thus, encouraging an increase in visits to the area.</p> <p>Revitalising a business that was formerly central to village life will improve employment opportunities. It will also provide opportunities for local people to gain skills and experience and give back to their community through a range of volunteering opportunities. Restoring the pub to its former position as the focal point of village life, working for the good of the village and its inhabitants, will remove their fears over what might happen if it disappeared.</p> <p>Our aspiration is to provide a welcoming, relaxed and attractive space for eating, drinking and social engagement, suitable for all ages. As such the project will strengthen our community and bring health benefits by impacting on social isolation.</p> <p>By offering good food, drink and accommodation at competitive prices, the project will encourage tourism and have a significant economic impact. It will benefit local businesses by making the area more attractive to visit.</p>

	<p>In terms of environmental impact, the creation of a small village shop in Kingsbarns- mitigating the need for locals to drive to access basic essentials multiple times per week, therefore reducing emissions.</p>
<p>Our communities will have a stronger role in and control over their own development</p>	<p>The possibility of buying The Inn at Kingsbarns on behalf of the community, first arose from recognition of the opportunities that doing so would offer for local people. It also arose because the pub's future depended on commercial interests and decisions, over which the local community had no control. Ownership will enable the Trust to shape the future and ethos of this important facility, expanding the business and ensuring that the needs of the community, including those of local businesses, are at its heart.</p> <p>With its membership and a Board drawn from the local area, the Trust aims to facilitate control by local people of developments in their community. This motivation underpins the intention to launch a Community Share Offer to part fund purchase of the building, thus encouraging the feeling of ownership and control. It is of particular importance to us that this approach to community shares is democratically rooted, in that each shareholder, regardless of their financial stake, has one vote.</p> <p>By establishing a new Community Benefit Society to oversee the enterprise, which will include new members from the wider community, alongside members of the Trust subgroup that will lead the project, we will ensure that the community's interests are at the heart of the project.</p>
<p>Our communities own well-managed, financially sustainable land and buildings.</p>	<p>A mix of different services pitched not just at one section but the whole community, regardless of age, will ensure The Inn at Kingsbarns will be a sustainable project. While they can be challenging to finance and set up, the survival rate of community shops and pubs is over 90% according to The Plunkett Foundation. Research by The Plunkett Foundation also suggests that the most successful community pubs are responsive to the needs of local people by offering diverse services and activities such as music nights, fundraising events, community gardens and health and wellbeing events or activities.</p> <p>Community based research, including the survey and open meetings, indicated a high level of support and interest in using a pub, restaurant, café and community shop, as well as for a series of regular events including music nights and live performances. This indicates that under community ownership a local Inn in Kingsbarns would be well used by local people. Market research into the tourism industry in the area indicates that the accommodation side of the business will be a key income generator.</p> <p>Cash flow forecasting for this project indicates that under the community ownership, with significant efforts to rebrand and market the Inn, the business as a whole could be operating at a profit within the first year.</p> <p>The Trust has a skilled and experienced board in many of the areas required to run this project successfully. The intention is to hire a</p>

	<p>skilled manager/tenant with significant experience in the hospitality sector to run and manage the business day to day. With the combined experience of the manager and trustees, we have every confidence this will be a well-managed and financially sustainable project.</p>
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4. Delivering the Project

4.1 Governance and strategic management

Kingsbarns Community Development Trust has an existing board of 8 trustees.

An independent skills audit was carried out as a part of the feasibility study and found that our board has strong experience in; 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.

A number of trustees have experience at a leadership or managerial level, and one has direct experience of running their own BnB business in the village. Our current board has been recognised that there is the need to bring in someone with specific expertise in this area to help drive the project forwards.

At the next stage, we anticipate forming a Community Benefit Society to run The Inn at Kingsbarns, using the Hybrid Model developed by the Development Trusts Association Scotland (DTAS) which allows the Community Benefit Society to remain linked to the Development Trust. In line with the Hybrid Model Rules, the Kingsbarns Community Development Trust will hold a Community Anchor Share in the Community Benefit Society once this is formed, which will allow the Trust to appoint a number of directors to the board, while other directors will be elected by shareholders. As the Community Anchor Shareholder, the Trust will receive any profit from the Inn at Kingsbarns, which will be reinvested into the community in line with its charitable purposes.

The Board of Kingsbarns Community Development Trust is aware of the amount of time, commitment and hard work that will be required to develop and manage this project. Trustees meet regularly to discuss progress, plan ahead and all decisions are fully discussed, minuted and approved before implementation.

We understand the risk of reliance on one key staff or board member and will ensure through succession planning that we mitigate this risk by ensuring that various members of the board undertake training, shadowing, and mentoring.

Robust processes and procedures will be drawn up and implemented to ensure compliance and monitor performance. These will be reviewed to ensure that they are suitable to cope with the increased levels of activity and responsibility that will come with managing The Inn at Kingsbarns.

We will write new policies and procedures where necessary for The Inn at Kingsbarns project, reviewing these on a regular basis at our board meetings, one of our board being responsible for reviewing policies and bringing them to the board for amendment where appropriate. Support will come from other community groups, the Plunkett Foundation and Fife Voluntary Action (our local Third Sector Interface).

4.2 Staffing

Staff will be required to run the business. The current trustees have experience recruiting, training, managing and supervising staff.

Manager(s)

There will be a need for an experienced, full-time live-in manager to run the business. The Manager will be responsible for marketing and promotion (in partnership with trustees), bookings, customer service and experience, stock control and supervising other staff. The

Manager is likely to undertake a certain amount of hands-on work in addition to management duties but may specialise in either front-of-house or back-of-house.

The skills and experience of the Manager are vital to the success of the project: they should have experience of running a pub/restaurant with accommodation, with an understanding of marketing to both visitors and local people. Having the right personality will also be extremely important. The Manager will be a key part of the community and should have the drive and enthusiasm to try new things to attract people. This post could also be undertaken as a job share between a couple.

The annual salary for this post will be £27,000, with the option to live-in the building.

Chefs

The Inn will require a chef with seasonal hours. The chef will be responsible for managing the kitchen and kitchen assistants.

The Chef will have variable hours paid at £12.05 per hour (hourly equivalent of an annual salary of £25,000).

At least 2 chefs will be required in the peak season to cover 80 hours. This will reduce to 55 hours during the off-peak season.

Shop Manager

The Shop Manager will be responsible for the effective development and day to day operations of the shop. This will include volunteer management, stock management, maximising shop income by achieving income targets and keeping within budgeted expenditure and marketing and advertising.

Annual salary £23,000, 40 hours per week (1FTE).

Bar and waiting staff, kitchen assistants

Part-time staff, with staffing growing as the business develops. In the long term, we will look to work with partners to offer training placements within The Inn at Kingsbarns enabling young people to gain qualifications in hospitality along with experience in the industry.

Bar and waiting staff; peak season 80 hours (2FTE) and off-peak 62 hours (1.3FTE). Likely to be split between three or more part time posts.

Kitchen assistants; peak season 45 (1FTE) and off-peak 30 hours (0.7FTE).

Real living wage £10.90 per hour.

Cleaning

Part-time cleaner responsible for cleaning and day-to-day upkeep of bedrooms, public areas and reception.

Peak season 28 hours per week (0.6FTE) and off-peak 15 hours (0.3FTE).

Real living wage £10.90 per hour.

Volunteers

As a social enterprise with a clear income stream, the Trust will operate the pub/hub and accommodation on a fully staffed basis. The shop will be developed and managed by a paid shop manager but is likely to need volunteer input for tasks such as stock taking, potentially deliveries.

Over 20 people came forward in the community survey and said they would be interested in volunteering to support the project as non-trustees.

4.3 Monitoring and Evaluation

Grant funding for purchase and development of the building will enable us to create a sustainable community-owned asset both meeting local needs and generating income more effectively. We are aware that because of this, we will have multiple outcomes to achieve. The Board is committed to monitoring progress towards social and financial targets.

We have identified the following key performance indicators (KPIs), which we will monitor and review with the Manager on a regular basis. We expect to see uptake of services growing steadily after the first year of operation:

- Bar takings
- Number of covers served
- Occupancy for accommodation
- Community and customer satisfaction
- Economic impact on the community, profit re-invested back into the business and/or community more generally

We will gather this information from:

- Financial data gathered through the Electronic Point of Sale system and booking platform
- Short, simple customer feedback surveys, and reviews on social media and on travel platforms such as Trip Advisor
- A less frequent but more in-depth local survey to record wider community benefit, conducted annually. This will seek feedback on how people use the Inn, what difference it makes and suggestions for improvement.
- Feedback from local accommodation providers and other tourism businesses to monitor the impact of The Inn at Kingsbarns on other local businesses.

The information gathered through our monitoring and evaluation work will be used for a number of distinct purposes:

- To help us make The Inn at Kingsbarns as attractive as possible to the people of Kingsbarns and visitors
- To ensure we are delivering to meet the needs of local people and to ensure we are benefiting the community of Kingsbarns
- To communicate what we are doing with local stakeholders
- To ensure that our services meet demand and are financially sustainable
- To show funders and investors that we have achieved what we have set out to do
- To contribute to marketing material

4.4 Partners and Learning from Others

We will work with a range of partners. The following will be key to the success of this project:

Potential Partners	How Kingsbarns Community Development Trust can work with them
Community Shares Scotland	Advice on formation of Community Benefit Society and Community Share Offer.
Visit Scotland	<p>Support services such as an audit of digital platforms and market presence, strategy, identifying key target markets and working with travel trade.</p> <p>Marketing of Fife Coastal Path to visitors and Kingsbarns as a destination along the route.</p>
The Plunkett Foundation and the Pub is The Hub Campaign	Providing advice and support on running a community pub and shop.
Fife Coastal and Countryside Trust	Joint promotion of the Fife Coastal Path and accommodation providers / attractions on the route.
Voluntary Action Fife	<p>Support with trustee training, volunteer development and general capacity building.</p> <p>Support to link up with other groups and charities working in the local area which may be able to benefit from the Inn project.</p>
Cambo Estate	Supportive partner, potential to organise joint events and share volunteers/staff.
Local wedding venues: Cambo House, Kinkell Byre, The Cow Shed etc.	Wedding venue accommodation provider of choice for larger weddings that need additional accommodation.
Local B&Bs and self-catering accommodation	B&Bs will continue to signpost visitors to the Inn for evening meals and drinks.

4.5 Risk Mitigation

We have identified a number of potential risks which could impact on the success of the Pub & Hub, along with actions required to mitigate these.

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Preparation, Development and Construction phases					
Difficulty securing capital funding	Medium	Medium	Discussions with funders being planned, preparations being made to set up CBS and subsequent share offer. Discussions with local business owner about the possibility of interest free loan.	<p>Form a Community Benefit Society, which will enable Kingsbarns Community Development Trust to raise funding through Community Shares, initially for working capital. Future share offers can be considered.</p> <p>Develop a local fundraising plan, to include opportunities from Crowd Funding, corporate donations, sponsorship, 'buy-a-brick' schemes and similar.</p> <p>Develop a phased approach to upgrades to develop the community shop with most urgent and beneficial repairs prioritised.</p>	<p>Board, with support from Community Shares Scotland practitioner</p> <p>Designated Trustees within board</p>
Delivery phases					
Demand lower than expected	High	Medium	Marketing strategy in place	<p>Review and implement marketing strategy with new Manager</p> <p>Re-branding of The Inn at Kingsbarns to coincide with relaunch</p> <p>Work with partners and other local businesses to promote the food and drink offering to visitors.</p>	<p>Manager, with guidance from Board</p>

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Difficulty recruiting and retaining a suitable manager and other staff	High	Low	Attractive live-in accommodation and location for manager, competitive salaries	Clearly defined job description and professional processes for recruitment, training and ongoing management and support. Comprehensive training opportunities (licence certification, food hygiene, customer service).	Subcommittee of Kingsbarns Development Trust
Low levels of volunteer availability	Low	High	Low reliance on volunteers for day-to-day running of The Inn at Kingsbarns built into business plan. The essential income generating parts of the business will be fully staffed, with volunteer involvement as a desirable but not essential. Survey scoped out interest in volunteering and trustees will follow up with those who have expressed an interest.	Follow up with local people who expressed an interest in volunteering in the community survey. Development of appropriate volunteer roles with clearly defined responsibilities.	Board
Loss of Key Personnel or Board Members	High	Medium	Good range of skills across board Low reliance on volunteers	Training, mentoring and succession planning within board. Follow up with community members who have expressed an interest in getting involved as trustees.	Board
Insufficient reserves to manage cash flow	Medium	Low	Board with experience of managing and monitoring budgets- interest in upskilling in this area.	Effective management of community share offer to ensure that a portion of this income can be used to support cash flow in initial year. Regular monitoring of management accounts by board	Board, with regular financial monitoring by manager

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				Careful budgeting and an overdraft facility if required.	
Complaints from other organisations/ communities concerned about competition	Medium	Low	Competitive analysis undertaken during feasibility study. Good existing relationships with other tourism and hospitality businesses, who will also benefit from the project.	Manager to develop working links with other accommodation providers in and around Kingsbarns and to develop offering accordingly. Ongoing consultation with the Memorial Hall committee to ensure there is minimal cross over.	Board, Manager

5. Marketing

Bringing the Inn at Kingsbarns into community ownership presents an opportunity to bring members of the community and new groups of people, including visitors, into The Inn at Kingsbarns. We will work hard to re-brand and raise the profile of The Inn at Kingsbarns locally, marketing Kingsbarns as a destination for visitors across Scotland, the UK and in key international markets.

In general, our marketing strategy aims to:

- Establish a new identity for The Inn at Kingsbarns as a community owned Inn offering high quality local produce in a warm, welcoming environment.
- Attract local residents to use The Inn at Kingsbarns for meals, snacks, as a place to meet friends, neighbours and family, shop for basic items and local produce and take part in a range of activities and events.
- Raise awareness of the pub and accommodation among visitors, particularly new and growing segments: people visiting the Fife coast for day trips and short breaks, people on golfing holidays, walkers and coach and touring visitors.
- Raise awareness of the accommodation as a short stay option for people staying in the area for weddings.
- Develop mutually beneficial marketing links and materials with other local organisations and businesses that draw visitors to the village and surrounding areas.
- Attract investment in The Inn at Kingsbarns from the community, other businesses and funders.

A named contact on the Board of the new Community Benefit Society will be responsible for overseeing communications to ensure good relationships with customers, although day-to-day marketing activity will be undertaken by staff.

5.1 Our Customers

It will be necessary to attract new groups to the Inn at Kingsbarns, as well as to encourage local people to visit regularly. Based on our market research, our main customer groups are:

Customer Group	Profile	Needs
Pub, restaurant and café		
Kingsbarns Residents (2 miles from the centre of the village)	Village population has a mixed and changing demographic. The population is generally older, over a quarter of the population is over the age of 65 and a significant proportion of the population will soon be reaching retirement age. With new houses being built there have been a number of young families moving into the area in	<ul style="list-style-type: none"> • A place for drinks or casual meals out, especially at weekends • Somewhere to meet friends in the evening • Changing specials to encourage repeat visits

	<p>recent years, so the Inn will be serving a broad age range. Although some are current customers of the Inn, many local people will need to be encouraged to return.</p>	<ul style="list-style-type: none"> • Weekly or monthly social events • A warm and welcoming atmosphere which brings people together
<p>Holiday visitors to Kingsbarns and surrounding area</p>	<p>Young families staying at cottages and holiday parks, and older couples with extended families at holiday parks or nearby caravan parks.</p> <p>Groups of friends or couples staying at self-catering accommodation. Drawn by the coastal landscape, fresh air, walks, scenery and an escape from city life.</p> <p>People visiting the area to use the golf course, individually or in groups.</p> <p>People staying in the Inn itself looking for the convenience of a small hotel with in-house catering options.</p> <p>Most are British, with some visiting from the EU and US.</p>	<ul style="list-style-type: none"> • Somewhere to go out during their stay, especially in the evenings for dinner and some drinks. • A place to have dinner without having to leave their accommodation after a day of exploring, walking or playing golf. • Family and dog-friendly environment • Changing specials and weekly/monthly activities (such as Sunday roasts) to encourage repeat visits during a stay • Events and activities that are welcoming for both visitors and locals
<p>Day trippers</p>	<p>Couples and families visiting the wider area, for example using the Fife Coastal Path, or visiting nearby Kingsbarns beach.</p> <p>People staying in St Andrews or other nearby towns such as Crail, looking to explore the wider area.</p>	<ul style="list-style-type: none"> • Somewhere cosy to get out of the rain when necessary • Quick service (especially during the day) • High quality food, local specialties, seasonal dishes • Takeaway drinks and food options • Information about what to do in the local area onward journey planning • Up-to-date online presence, including menus; opening hours on Google/Apple Maps and Trip Advisor

Shop		
Kingsbarns Residents	As above	<ul style="list-style-type: none"> Affordable basic provisions- milk, eggs, bread etc. Local produce including fruit and veg, potentially sourcing special orders from local butchers/bakeries based on orders for local people. Takeaway coffee, breakfast rolls
Visitors and passing tourists (day-trippers)	As above, mainly people staying in self-catering accommodation nearby who are looking for something within walking distance or passers-by looking for a quick pit stop and refreshments.	<ul style="list-style-type: none"> Basic provisions for people staying in nearby self-catering accommodation- breakfast food, milk, bread. Takeaway coffees/hot drinks, breakfast rolls.
Accommodation		
Kingsbarns Residents	As above	Somewhere for visiting family members to stay.
Holiday visitors to the area	<p>Particularly couples and those visiting for a single night (those with larger groups and longer stays are likely to use self-catering options elsewhere).</p> <p>European visitors are especially likely to visit as part of a longer trip, while UK visitors may be on a short getaway.</p> <p>International visitors (particularly US) likely to visit the area for the nearby golf resort.</p>	<ul style="list-style-type: none"> A welcoming place to stay that gives visitors a chance to connect with the community and get a taste of village life En-suite rooms Flexible check-in and breakfast Reliable Wi-Fi
People attending weddings in the area	Short (one- or two-night stays) for people visiting the area to attend weddings at one of the nearby venues.	<ul style="list-style-type: none"> Online presence and instant booking Late night check-in (possibly via self-check-in) and early check-out Breakfast A place to share a meal with family/friends as a part of their trip

5.5 Brand and selling points

There are a range of key selling points that the Trust will be able to call upon to advertise the facilities at The Inn at Kingsbarns.

- A focus on high quality local ingredients
- A friendly, community-oriented space, which strives to be inclusive and welcoming for all.
- A social enterprise which re-invests profits back into the local community.
- A venue for social gatherings, offering professional catering and a licensed bar.
- Community-owned. The story of local people coming together to buy the building for the community is an inspiring one.
- Social Impact. The project will market itself as a social enterprise and as it develops will feature a wider range of local and ethical suppliers.

A new brand will be needed to reflect these, and we will commission this along with a website for the business.

5.6 Marketing Strategy

	Community Share Offer and Crowdfunder	Launch year (after the asset has been secured)	Growth and consolidation
Web	<ul style="list-style-type: none"> • Dedicated page for share offer information, with call to action on landing page • Just Giving page for crowdfunding (as a follow up to community shares) • Regular updates to website on progress towards goal • Business plan available to view on website 	<ul style="list-style-type: none"> • Contact online directories to update contact details and ensure old links are removed • Secure a branding and design agency and web developer to create an instant-booking enabled site • Create profile for accommodation on key booking platforms: Booking.com, Airbnb, Trip Advisor Instant Booking and Visit Scotland • Update contact details and opening hours on Google and Apple Maps and refresh photography • Some targeted advertising through Google ad words 	<ul style="list-style-type: none"> • Regularly analyse bookings from website and platforms to ensure effective use of marketing budget • Monitor feedback from review platforms and respond to all reviews • Seasonal web advertising campaigns to tie into events and trends throughout the year: e.g., golfing season, Christmas period, festivals
Social media	<ul style="list-style-type: none"> • Create social media profiles: Facebook, Twitter, Instagram • Create content guidelines for social media to build following. Content could include Community Pub/Shop and social enterprise success stories, Community Shares FAQs, etc. • Regular updates on progress of share offer and Crowdfunder 	<ul style="list-style-type: none"> • Social media campaign to generate interest prior to and during launch. Content could include features on local suppliers, competitions, etc. • Cross promotion between Kingsbarns Community Development Trust, the Inn and other organisations in the village and surrounding area 	<ul style="list-style-type: none"> • Social media profiles regularly updated with specials, offers and events • Work with travel bloggers with an established following to feature The Inn at Kingsbarns and other attractions in the village/surrounding area

Email	<ul style="list-style-type: none"> • Begin to build GDPR-compliant customer database (starting with community share owners) 	<ul style="list-style-type: none"> • Develop newsletter via MailChimp or similar with a timetable of activity and updates on services etc. 	<ul style="list-style-type: none"> • Regular updates to community share owners • Build on database and investigate promotions to attract repeat custom
Print and press	<ul style="list-style-type: none"> • High profile stories in local press • Leaflet drop during community share offer • Posters displayed on community notice boards and in other key locations around the village 	<ul style="list-style-type: none"> • Stories in all local press to coincide with launch • Flyers for Visitor Information Points and local accommodation providers 	<ul style="list-style-type: none"> • Regular 'What's On' update leaflets for the local community and to be distributed by partner and supporting organisations
Events and word-of-mouth	<ul style="list-style-type: none"> • Carry out a community shares launch event or series of events and drop ins 	<ul style="list-style-type: none"> • Launch event or offer to attract initial customers • Business to business campaign targeting local employers and tour/coach companies 	<ul style="list-style-type: none"> • Periodic seasonal events and promotions • Conduct customer satisfaction survey periodically
Onsite / point of sale	<ul style="list-style-type: none"> • Prominent signage on The Inn at Kingsbarns building following transfer of ownership explaining Trust's aims and community share offer 	<ul style="list-style-type: none"> • Install attractive noticeboards, leaflet displays 	<ul style="list-style-type: none"> • Display positive ratings and encourage satisfied guests to leave positive reviews (but avoid pressure)

6. Funding and Finance

6.1 Income Generation and Sustainability

Our key income streams will be from food and drink sales, accommodation, and shop sales. Cash flow forecasts start at year 0, launch year, to consider it will take the Trust time to re-introduce locals to using the Inn on a regular basis. This year will also be used to fundraise for, set up and fit out the community shop, which will be a completely new part of the business.

Food and drink

Income projections for food and drink are based on expected customer numbers and average spend for daytime and evening meals, teas and coffees and drinks at the bar. We anticipate that food and drink income for the first year after transfer of ownership (year 0) will be modest as the Trust goes through a marketing and re-branding period. We have estimate this will be around 50% of full capacity which will be reached by the end of the first year of operations.

It will take time to put in place the marketing activities required to attract customers, particularly those from outside the village. By year 1, we expect to see growth in customer footfall, with food and drink sales generating a gross profit of £194,419 (before staffing and other overhead costs). After this point we expect to see footfall and sales stabilise for years 2 to 4. Staffing costs for the pub and restaurant are estimated to come to approximately £106,515 (including 10% cover for sickness and holidays).

We have used figures published by the British Beer and Pub Association for similar pubs to estimate the cost of sales for food and drink. 45% for bar sales and 42% for food sales.

Accommodation

As accommodation is an already established part of The Inn at Kingsbarns business, we have estimated that from launch occupancy rates will be 50% in the low season (October-March) and 70% in high season. This is just below the average occupancy rates for hotels in the area.

With increased activity in the Inn, including a quality food and drink offering, we expect to see increased occupancy in line with market statistics. By year 1, we expect to see occupancy rates up by 5% in the low season to 54% in low season and 70% in high season.

By year 3, as the community owned Inn grows in popularity and reputation, we expect to see a further 5% increase of occupancy rates to 57% in the low season and 74% in the high season, bringing this in line with the average occupancy rates for hotels in the area. We expect to see this usage stabilise and continue into year 4.

The accommodation offering will be a key income generator for the business, due to the minimal expenditure required for this part of the business. We expect to see the hotel offering bring in the following gross profit:

Year of operation	Gross margin (before staffing costs)
Year 0	£110,484
Year 1	£113,987

Year 2	£113,987
Year 3	£120,701
Year 4	£120,701

Community Shop

The figures for the community shop income are based on interest from the community and the visitor market in Kingsbarns. 86% of survey respondents said they would use a community shop (out of 135 survey responses). 35% of respondents (out of a total of 174 respondents) to KCDDT's own survey said they would use the shop 2-3 times per week.

As with the food and drink offering, we expect that it will take time to build up a community shop service and usage. The first year (year 0 in projections) has been allowed for renovations and fit out, this may require additional fundraising efforts.

Year 1 will be the first year of operations. Year 1 and 2 projections show 25% of households in the community using the shop 3 times per week, with this growing to and 30% in year 3 and 4.

It is expected that visitors and passers-by (mostly people walking the coastal path or staying in holiday accommodation in the village) will use the shop, particularly if it offers hot drinks to take away. While visitor numbers will fluctuate between peak and off-peak season, it is expected that around 30% of visitors will use the shop in year 1 and 2, rising to 40% in years 3 and 4.

The shop will be staffed with a full time Shop Manager, who will manage a team of volunteers. Linking in with café provision, we expect the shop to drive up footfall in the building, contributing to the financial viability of other parts of the business while providing an important service for the local community.

Based on these usage figures, the shop will generate a gross margin of (after deduction of cost of sale 71% and before staffing costs).

Year of operation	Gross margin
Year 0	Renovation and set up year
Year 1	£28,423
Year 2	£28,423
Year 3	£28,632
Year 4	£28,632

Financial projections

Our full financial projections are shown in the Appendix in this Business Plan. We have shown 5 years, for all income streams.

6.2 Funding Strategy

Grant and loan funding- Capital works

We have obtained a feasibility-stage cost plan for fit out of the community shop. The rest of the building does not require capital investment at this stage. Capital work will be required to create a shop area within the building and project/start-up funding will be required to fit out the area and purchase essential equipment and licences.

Grant and Loan Funding: Asset Acquisition

We are in the process of writing an application to the Community Ownership Fund in addition to the Scottish Land Fund grant money, to go towards purchase of the building. We are aware that this is a highly competitive fund and are exploring loan funding options should this bid be unsuccessful.

Community shares and local fundraising

A key part of our funding strategy will be to secure investment from the local community through Community Shares. Studying Community Share Offers for similar ventures elsewhere, shows that a target of about £25,000 would be conservative and we may be able to raise much more if shares are attractively packaged. We are receiving support from Community Shares Scotland to do this.

Community Shares investment will be used as working capital to support the business in its first year of operations. We are aware that Community Shares are withdrawable after the initial investment period and will manage cash flow to allow for this.

Members of our board have taken responsibility for developing a fundraising plan to complement the community share offer and grant funding applications. This is likely to involve activities such as reward-based crowdfunding, auctions, ticketed fundraiser events, individual and corporate donations. We have already had a number of offers for substantial donations to support the purchase of the building. Therefore, we have estimated approximately £45,000 can be raised through a local fundraising campaign.

Grant Funding: revenue

We will seek revenue funding towards the cost of employing a manager in the first year. This individual will be key to the development of the business and securing this funding will mean that the manager will be able to be employed at an earlier date to ensure that the launch period is successful. The cash flow forecast shows a contribution of £10,000 in grant funding to support the Managers position.

The table below shows how we intend to secure the funding needed for the project:

Purchase				
Item	Amount	Source of Funding	Amount	Status
Site Acquisition	£693,000	Scottish Land Fund	95% of valuation £570,000	Application in course
		Community Ownership Fund	£123,000	Application in course

Legal fees and VAT assessment		Scottish Land Fund	£5,000	Application in course
Total for Purchase:			£693,000 for purchase price + £5,000 in legal fees	

Shop: Capital			
Item	Source of Funding	Amount	Status
Shop fit out and capital work	Community Ownership Fund	£25,000	Application in course

Revenue			
Item	Source of Funding	Amount	Status
Contribution to cash flow on year 0-1	Community Ownership Fund	£29,600	Application in course
Contribution to cash flow in year 0-1	Community Shares	£25,000	Share offer in planning stages
Contribution to Manager Salary and revenue in early years to develop activity.	National Lottery Community Fund	£10,000	Potential
Contribution to cash flow in year 0-1	Donations	£41,000	Some donors have approached the Trust independently. Planning for a local fundraising campaign is underway.
Contribution to cash flow in year 0-1	Crowdfunder	£5,000	Some donors have approached the Trust independently. Planning for a local fundraising campaign is underway.

6.3 VAT and Corporation Tax

The Inn at Kingsbarns will surpass the VAT threshold and will need to be VAT registered. Most of the products sold will be subject to VAT at standard rate (including hot food to be eaten on the premises or taken away, alcoholic drinks, soft drinks, crisps and savoury snacks).

We will seek a formal VAT assessment at an early stage to provide us with guidance on this.

The Community Benefit Society will be subject to corporation tax. However, the assumption is that the CBS will gift profits to Kingsbarns Community Development Trust as its anchor share holder to be used for community benefit.

Appendix 1: Financial Projections

YEAR 0- launch year

	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	15	15	15	15	15	15	15	10	10	10	10	10	10
Daily customers: evening meals	20	20	20	20	20	20	20	10	10	10	10	10	10
Daily customers: drinks	30	30	30	30	30	30	30	15	15	15	15	15	15
Daily customers: teas/coffees	10	10	10	10	10	10	10	10	10	10	10	10	10
Income from food	£14,900	£15,050	£14,900	£15,050	£15,050	£15,050	£14,900	£6,300	£6,200	£7,800	£6,300	£5,600	£6,300
Income from drink	£960	£960	£960	£960	£960	£960	£960	£570	£570	£570	£570	£720	£570
Income from food and drink (total)	£15,860	£16,010	£15,860	£16,010	£16,010	£15,860	£6,870	£6,770	£8,370	£6,870	£6,320	£6,870	£137,680
Cost of sales (food and drink)	£6,690	£6,753	£6,690	£6,753	£6,753	£6,690	£2,903	£2,861	£3,533	£2,903	£2,676	£2,903	£58,106
GROSS MARGIN	£9,170	£9,257	£9,170	£9,257	£9,257	£9,170	£3,968	£3,910	£4,838	£3,968	£3,644	£3,968	£79,575
Community Shop	FIRST YEAR UNDER DEVELOPMENT												
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	£145	£125	£125	£125	£125	£125	£125
Occupancy	70%	70%	70%	70%	70%	70%	70%	50%	50%	50%	50%	50%	50%
Number of room nights sold (en-suite)	84	86.8	84	87	87	84	62	60	62	62	62	56	62
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	£7,750	£7,500	£7,750	£7,750	£7,000	£7,750	£119,798
Laundry services	£420	£434	£420	£434	£434	£420	£434	£420	£434	£335	£302	£335	£4,822
Commission	£457	£472	£457	£472	£472	£457	£291	£281	£291	£291	£263	£291	£4,492
GROSS MARGIN	£11,303.25	£11,680.03	£11,303.25	£11,680.03	£11,680.03	£11,303.25	£7,025.38	£6,798.75	£7,025.38	£7,124.58	£6,435.10	£7,124.58	£110,484
Grant Funding (Start up costs)	£20,000												£20,000
Revenue Funding (Managers Post)	£30,000												£30,000
Shares contribution	£10,000												£10,000
TOTAL INCOME	£80,473	£20,937	£20,473	£20,937	£20,937	£20,473	£10,993	£10,708	£11,863	£11,092	£10,079	£11,092	£250,058
EXPENSES													
<i>Start up costs</i>													
Shop fit out and start up costs	£20,000												£20,000
Start up costs for whole business	£8,346												£8,346
<i>Running expenses</i>													
Wages and salaries (exc shop manager)	£15,807	£15,807	£15,807	£15,807	£15,807	£15,807	£12,503	£12,503	£12,503	£12,503	£12,503	£12,503	£169,859
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 licence fees	£330												£330
Sundry	£500												£500
Marketing and advertising (increased for first year)	£800	£800	£800	£800	£800	£800	£800	£800	£800	£800	£800	£800	£9,600
Total Expenses	£57,117	£19,454	£19,454	£19,454	£19,454	£19,454	£16,149	£16,149	£16,149	£16,149	£16,149	£16,149	£251,282
Profit or loss	£23,356	£1,483	£1,019	£1,483	£1,483	£1,019	(£5,156)	(£5,441)	(£4,286)	(£5,057)	(£6,070)	(£5,057)	
Balance including £10,000 working capital from community shares	£23,356	£24,839	£25,859	£27,342	£28,826	£29,845	£24,689	£19,247	£14,961	£9,904	£3,833	(£1,224)	

YEAR 1

	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	31	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	£11,200	£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	£17,955	£17,955	£17,955	£17,955	£17,955	£17,955	£14,651	£14,651	£14,651	£14,651	£14,651	£14,651	£195,639
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 licence fees	£330												£330
Sundry	£500												£500
Marketing and advertising	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£417	£5,000
Inflationary increase in costs	5%	£1,808	£1,345	£1,337	£1,345	£1,345	£1,337	£795	£790	£805	£790	£748	£790
Total Expenses	£30,536	£21,219	£21,219	£21,219	£21,219	£21,219	£17,914	£17,914	£17,914	£17,914	£17,914	£17,914	£257,353
Profit or loss	£6,575	£16,311	£15,760	£16,311	£16,311	£15,760	£1,215	£853	£1,462	£1,314	(£476)	£1,314	£79,475
Balance	£5,352	£21,663	£37,423	£53,734	£70,046	£85,806	£87,021	£87,874	£89,336	£90,651	£90,174	£91,489	

