St Monans Auld Kirk Enterprise

Acquisition and operation of St Monans Auld Kirk

Business Plan



November 2026

Delfinity

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1 Executive Summary

The St Monans Auld Kirk has served as a place of gathering, sanctuary and worship for over 650 years. An A- listed building, much of its fabric dates from the 1360s, making it one of the oldest churches in Scotland. The Church of Scotland ceased using it for services in 2022, and the local community are seeking to adapt this iconic building, preserving it for future generations through uses which deliver community and economic benefits. St Monans is a small community of around 1,100 people in the East Neuk of Fife. It was traditionally a fishing and boatbuilding village, and although these industries have almost completely ceased St Monans retains its links to the sea and to its agricultural hinterland through food production, wholesale and retail. However the population has been steadily reducing and aging, and the village has an increasing proportion of second homes and holiday homes. Tourism is an increasing presence in the village; the Fife Coastal Path runs alongside St Monans and into the village at the harbour, but tourism facilities are limited.

Members of the community formed the St Monans Auld Kirk Enterprise (SMAKE) and carried out community consultation to inform what activities the community would support in the Auld Kirk. From these consultation processes, SMAKE formed a vision for the Auld Kirk

- An innovative social hub and cafe serving local people, tourists and walkers on the Fife Coastal path, strengthening local supply chains through serving locally- sourced produce and creating meaningful, sustainable employment for local residents, promoting economic empowerment within the community.

- The sanctuary will be available to hire, providing a unique, iconic setting for those of all faiths and none to celebrate important life events. The fees from private rentals by non- locals will subsidise the offering of lower- cost rates for events originating within the community, and for village celebrations such as the crowning of the St Monans Sea Queen, ceilidhs, Burns' suppers, and several worship services per year (at Christmas, Easter, Harvest).

- Additional permanent employment opportunity will be created through the management of these events & of the building itself.

- Climate- conscious alterations to the building to include exploration of energy efficiency improvements, the sensitive addition of kitchen and WC facilities, and embracing opportunities for renewable energy production.

SMAKE commissioned a Condition Survey of the building, architects OCA Studio to test architectural feasibility, and this Business Plan to test the financial viability. The Conditions Survey showed that while the building can continue to be used as-is, there are some minor urgent repairs required to prevent water ingress. In 2026 onsite investigation identified further necessary repairs, including critical structural remediation of the spiral stair, which serves as the only access to the upper tower rooms and roof spaces.

Architectural outline plans addressing the planned uses demonstrated that these could be delivered in the Auld Kirk in a manner which safeguards its historic features and its ambience. Whie the Auld Kirk can already be used to deliver ceremonies – particularly weddings - and events, the planned redevelopment would allow higher-quality provision and thus higher fees, and improved energy efficiency, so ensuring financial viability. It would include a kitchen and accessible WC provision, providing catering to events and enabling a community café, delivering enhanced community benefits. Once fully completed, the financial forecast shows

that in addition to seasonal work for local people, the enterprise would be able to employ a part-time Development Officer helping enable, catalyse and support community activities in the village.

SMAKE completed the purchase of the building in late 2025 and some initial safety and security upgrades in early 2026. It has been successful in gaining further funding from a range of funders, including the Heritage Fund, for the Development Phase, taking the project to RIBA Stage 3 and allowing an application for the full Delivery Phase to be made in November 2026.

The full redevelopment costs are estimated at circa £2.8m, including full repairs to the building, insulation, a new heating and electrical system which will also require re-flooring, enlarging the entrance to make it fully accessible, and putting in the kitchen and WCs. SMAKE plan to fund these through applications to the National Lottery Heritage Fund, Historic Environment Scotland, the Architectural Heritage Fund, and other heritage and community based funds. The timescale for the project is to re-open in 2029, following the full redevelopment.

This business plan demonstrates that the main economic activity will be for weddings, joining a growing but competitive market for wedding venues. Contemporary market research including key factors for success, review of national trends and the regional wedding venues and competitors indicate that the Auld Kirk could command prices in the top quartile for venue-only provision – which is the most popular choice for weddings. The income from this use would support the community events, including retention and expansion of the current East Neuk Festival and Sea Queen Festival events, additional local events to celebrate traditional dates such as Christmas or New Year, Easter and Harvest, and the community café. The increase in catered weddings at this venue will support local suppliers including those at the nearby Bowhouse, who have expressed strong interest in working in partnership with SMAKE.

Summary financial forecast for the 5 years to 2031 are shown below.

		Apr-Dec 2026 meanwhile	2027 meanwhile	2028 closed	2029 reopen	2030 reopen	2031 reopen
Weddings surplus	Figure 25	3,600	8,443	-	52,590	65,211	81,577
Events surplus	Figure 26	2,545	2,749	-	2,335	2,437	2,540
Café surplus	Figure 29				1,328	1,589	3,981
Total gross profit		**6,145**	**11,192**	**-**	**56,253**	**69,238**	**88,097**
Overheads	Figure 30	7,517	22,759	-	37,638	40,921	48,962
Staffing	Figure 30			-	14,560	25,459	25,968
Total indirect costs		**7,517**	**22,759**	**-**	**52,198**	**66,380**	**74,930**
Reallocation from NLHF	Figure 30	(3,324)	(7,989)				
Surplus		**1,952**	**(3,578)**	**-**	**4,055**	**2,858**	**13,168**

2 Background

As Scotland becomes an increasingly secular country, almost all religious denominations have been affected in recent decades by declining numbers of attendees, leading to declining income and an ever-reducing number of volunteers helping to maintain Church buildings. The Church of Scotland was hardest hit, with significantly more churches than any other Scottish denomination.

In 2022, the Church of Scotland categorised St Monans Auld Kirk for disposal by 2027. Fife Historic Buildings Trust (FHBT) aims to ensure that every historic building in Fife is cared for and put the best use for its community. The number and quality of buildings affected by the Church of Scotland disposals presented a serious challenge for FHBT and others in the built heritage sector. FHBT carried out a high- level assessment of all seven A- listed churches in Fife in this position, and in 2023 followed up with feasibility work on three churches including St Monans, enabled by the Architectural Heritage Fund and Historic Environment Scotland.

Following initial action by the Community Council, St Monans Auld Kirk Enterprise (SMAKE) was formed shortly after the commencement of the study and worked with FHBT to conduct wide-reaching community consultation, resulting in a vision of the Kirk as a high-quality venue for life events such as weddings, with a café operating during the week and several annual community events.

SMAKE successfully applied to the Scottish Land Fund, Fife Rural Development Fund, the Architectural Heritage Fund, and St Monans' Common Good Fund, and were able to purchase the Auld Kirk in December 2025. Since then, SMAKE successfully applied to the National Heritage Lottery Fund for Development Funding to develop their plans in more detail, and are now applying for funding to carry out renewal and redevelopment work.

SMAKE envisions the Auld Kirk becoming a welcoming, warm, lively community asset, incorporating the following:

- An innovative social hub and cafe serving local people, tourists and walkers on the Fife Coastal path, strengthening local supply chains through serving locally- sourced produce and creating meaningful, sustainable employment for local residents, promoting economic empowerment within the community.
- The sanctuary will be available to hire, providing a unique, iconic setting for those of all faiths and none to celebrate important life events. The fees from private rentals by non-locals will subsidise the offering of lower- cost rates for events originating within the community, and for village celebrations such as the crowning of the St Monans Sea Queen, ceilidhs, Burns' suppers, and several worship services per year (at Christmas, Easter, Harvest).
- Additional permanent employment opportunity will be created through the management of these events & of the building itself.
- Climate- conscious alterations to the building to include exploration of energy efficiency improvements, the sensitive addition of kitchen and WC facilities, and embracing opportunities for renewable energy production.

This Business Plan updates the previous version of December 2024, taking into account the revisions from the work under the NLHF development funding, and the experience of SMAKE in running the Auld Kirk since its purchase was concluded.

3 About the Community

3.1 St Monans

St Monans is one of the chain of coastal fishing villages that line the north shore of the Firth of Forth in what is known as the East Neuk of Fife. Lying between Elie and Pittenweem, St Monans offers an extensive historical core running behind the harbour, backed by newer development as one moves inland.

St Monans has an ancient history. A village called Inverie existed here as far back as the 800s. In about 875 St Monanus or St Monan was buried at a shrine here and the village was renamed St Monans. The village became a significant fishing port by the 1200s. The shrine that had been built to mark St Monan's burial was developed into a church between 1265 and 1267, standing right behind the beach at the west end of the village. The church was extensively rebuilt between 1362 and 1370 during the reign of David II.

As with many of the East Neuk villages the harbour began as a simple natural inlet protected by natural rock outcrops. The first structures were the slipways for launching small boats. St Monans has three piers. The original one, built in 1596, still stands as the central of today's piers. The eastern pier was added in 1865, and the western pier in 1900 at a time when over a hundred fishing boats still sailed from St Monans. The landward end of the eastern pier used to be home to the shipbuilders JN Miller & Sons which closed in 1992, bringing to an end over 200 years of shipbuilding in the village. Among the last ships built here were the CalMac ferries MV Loch Tarbert and MV Loch Buie. The shed itself was demolished in late 2009, and its site has since been used as a boat park. The harbour remains a working harbour, owned by Fife Council, and is used for leisure boating and fishing.

St Monans' industrial past extended beyond fishing and shipbuilding. At one point the harbour was used to export locally extracted iron ore, and there was once a thriving (if short lived) centre for salt production, in which sea water was evaporated over fires stoked with locally mined coal. This tradition has been continued by the artisanal East Neuk Salt Company which sells locally-produced salts.

St Monans today has a picturesque and historic village centre and is now a tourist destination situated on the Fife Coastal Path. The former burgh rests on a hill overlooking the Firth of Forth, with views to North Berwick, the Bass Rock and the Isle of May. Like other East Neuk villages, it is rich in vernacular fisher and merchant houses of the 17th to early 19th centuries, with characteristic old Scots features such as forestairs, crow-stepped gables, datestones and pantiled roofs.

The Fife Coastal Path passes on the narrow tidal stretch between the sea and St Monans Kirk, fabled as the Church in Scotland which is closest to the sea.

St Monans remains true to its heritage as a fishing and boatbuilding centre. In and around the village many of the businesses still have a link to seafood, fish and farming. St Monans retains four Wholesale/Retail fish merchants, the East Neuk Salt Company selling handcrafted local seasalt, a fine dining restaurant - CraigMiller@16, the East Pier Smokehouse (closed from October to March) and the Giddy Gannet Café which advertises “A quick bite for lunch, excellent coffee, homemade cakes, weekend wine and good conversation!”. However the Hotel and Bar closed in 2018, which has not reopened and there is now no pub in St Monans.

The nearby Bowhouse food hub is a five-minute drive away outside the village. Its strapline is, “A food hub for small businesses to collaborate and call home”, and it holds monthly weekend food markets with a range of local traders and hosts 7 local producers, including a catering and events producer. The Bowhouse has regular events around the themes of food and of producing. There is also a café at the Bowhouse which is open Thursdays to Sundays.

St Monans has a Town Hall, owned and managed by Fife Council which contains the library managed by Fife Cultural Trust. St Monans Town Hall is advertised as suitable for meetings, club/group activities, coffee mornings, social events, functions, parties, wedding ceremonies, wedding receptions, concerts, fairs, exhibitions, dinners, theatre productions, councillor surgeries and public consultations. There is a range of activities at the Town Hall for all age groups - Oor Space, Art Club, Yoga, Zumbini, Dance Classes, Food Larder and Clothes Swap Shop. Clubs and organisations can also hire the facilities.

The Church Hall in the centre of the village now hosts the Sunday Worship services, and also provides accommodation for groups including The Guild and the Autumn Club which is aimed at older people. The Hall has two separate hall spaces and kitchen and toilet facilities.

St Monans Auld Kirk holds an “Open Doors” event each year as part of the local Open Doors events, and volunteers enable it to be open every weekday afternoon from the beginning of May until the end of September.

St Monans is rich in heritage and arts, and over the last 20 years various festivals have been developed and continue to grow.

3.1.1 St Monans Arts Festival

Since 2009, the picturesque fishing village of St Monans has organised an annual Arts Festival. What sets the festival apart from many others is the focus on the local Community, which is central to its organisation, purpose and participation.

The Festival promotes the work of local artists and crafters, and offers opportunities for everyone to become involved with the arts, with an exciting range of free workshops, exhibitions and events.

The Festival has a feature packed programme that includes workshops, exhibitions, music, open houses and fun events for the whole family. The popular Festival Café is accompanied by craft stalls and workshops in the Church Hall in the centre of the village. Meanwhile in the Town Hall there are Art and Photography exhibitions, and further workshops; plus elsewhere there is live music, open studios and fun events including the always popular giant bubbles. In 2024 the Open Houses featured 26 artists in 17 venues, with a further twenty artists exhibiting in the spacious Town Hall.

Workshops in 2024 included art demonstrations by local artists Anne Barclay and Joanna Scott, craft sessions include shell, stones and glass painting. Polymer Clay jewellery making, English Paper Piecing and Crazy Patchwork. There was also a Pottery Demonstration, a History Walk, Music Theory for beginners, pianola demonstrations, storytelling, a Drink and Draw evening, and the village’s 3000-camera museum and its heritage centre were open both days of the festival.

St Monans Kirk was used as a venue for this festival for the first time in 2024 and has continued thereafter; ongoing additional space for new events will help the Arts Festival to expand.

3.1.2 Sea Queen Festival

The Sea Queen Festival is a traditional festival for St Monans, with a fair, raffles, stalls, the Sea Queen procession, and a ceilidh in the evening at the Town Hall. The Sea Queen day is entirely run and supported by volunteers, and represents a significant community effort to retain this local festival. On the Sunday the Queen leads a celebration at the church, the Kirkin O' the Sea Queen, linking the 65 year old festival with the faith that supported fishing families at times of great risk and uncertainty in what remains a highly dangerous livelihood.

3.1.3 East Neuk Festival

This music Festival was founded in 2004 and takes place each year in Crail, Anstruther, Kilrenny, Elie and St Monans. The 2024 festival programme showcased musicians of 18 nations converging on East Neuk for a 5 day feast of live music ranging from classical to jazz, experimental, traditional and contemporary. The Festival attracts internationally-renowned musicians, has twice been awarded the Royal Philharmonic Society Award for Audience Development (the only Scottish music festival to have done so). It uses venues across the East Neuk, including St Monans Kirk, other churches, halls, an ex-nuclear bunker, caves, an RAF base, a Scout hall, stately homes and gardens, and the streets of the East Neuk.

3.2 Community Demographics

The civil parish had a population of 1,542 in 2001, falling to 1,357 in 2011; the population at the 2022 Census was 1,088, representing a fall of 25% in 10 years and 30% in 20 years.

Together with a falling population, St Monans population is also proportionately older than that of Fife or of Scotland. Census data for the St Monance parish shows that 25% of the parish population are over 65 compared to 22% for Fife and 20% for Scotland.

Over 12% of St Monance parish – 142 people – are over 75; compared to 10% for Fife and 9% for Scotland.

Figure 1. Population by Age, Census 2022

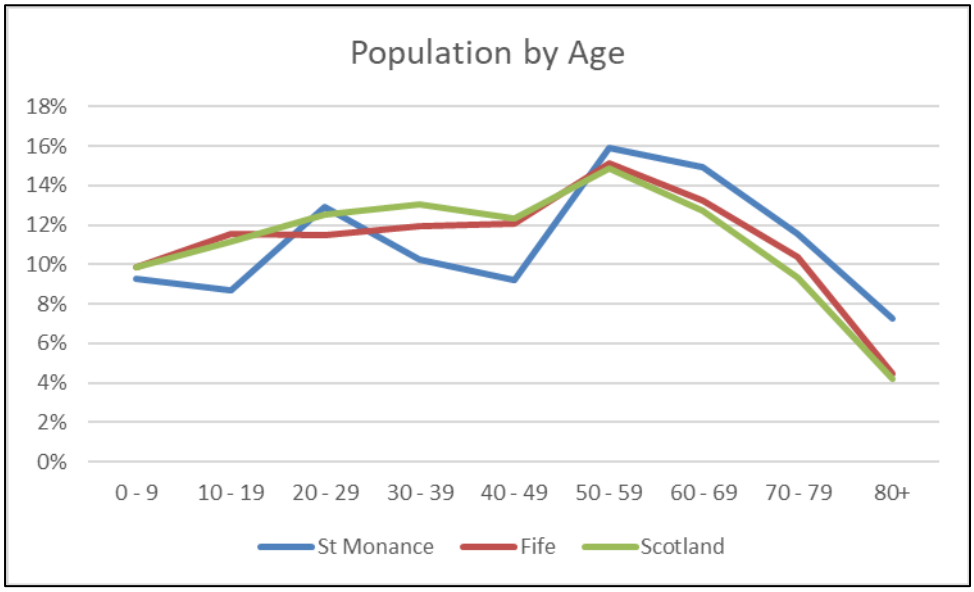


Figure 2. Key population changes

	St Monance	Fife	Scotland
Under 15	14%	16%	15%
16 - 65	60%	63%	65%
over 65	25%	22%	20%
Over 75	12%	10%	9%

Together with a falling and aging population, St Monance parish has a higher proportion of single person households, and a higher proportion of single person households where that person is 66 or over.

There were 604 households in the parish at the Census in 2022, with 263 single person households of which 118 where the householder was 66 or over. 20% of households were in this category, compared to 15% for Fife and 14% for Scotland.

Figure 3. Single person households

	St Monance	Fife	Scotland
% single person households	44%	35%	37%
% single person households, 66 or over	20%	15%	14%

The rise in the proportion of older households brings both challenges and resources to the community. People living alone are more at risk of loneliness, a significant health challenge; and this is compounded by mobility, hearing, and sight issues which increase with age and may significantly restrict the ability to get out and about.

The higher proportion of older people also brings resources; this age group are most likely to volunteer and support community initiatives.

Since the 2022 Census, a new development of 86 homes was built on the west of St Monans; 46 private and 40 affordable. Allotments were also to be provided on the site. This represents a very substantial increase (15%) to the number of households in St Monans. While no official information is available as to how this has affected the demographics of the community, the Community Council are of the view that many inhabitants of the bungalows in particular are older people who moved from inaccessible homes in the village.

Figure 4. Google Earth view of St Monans and additional housing

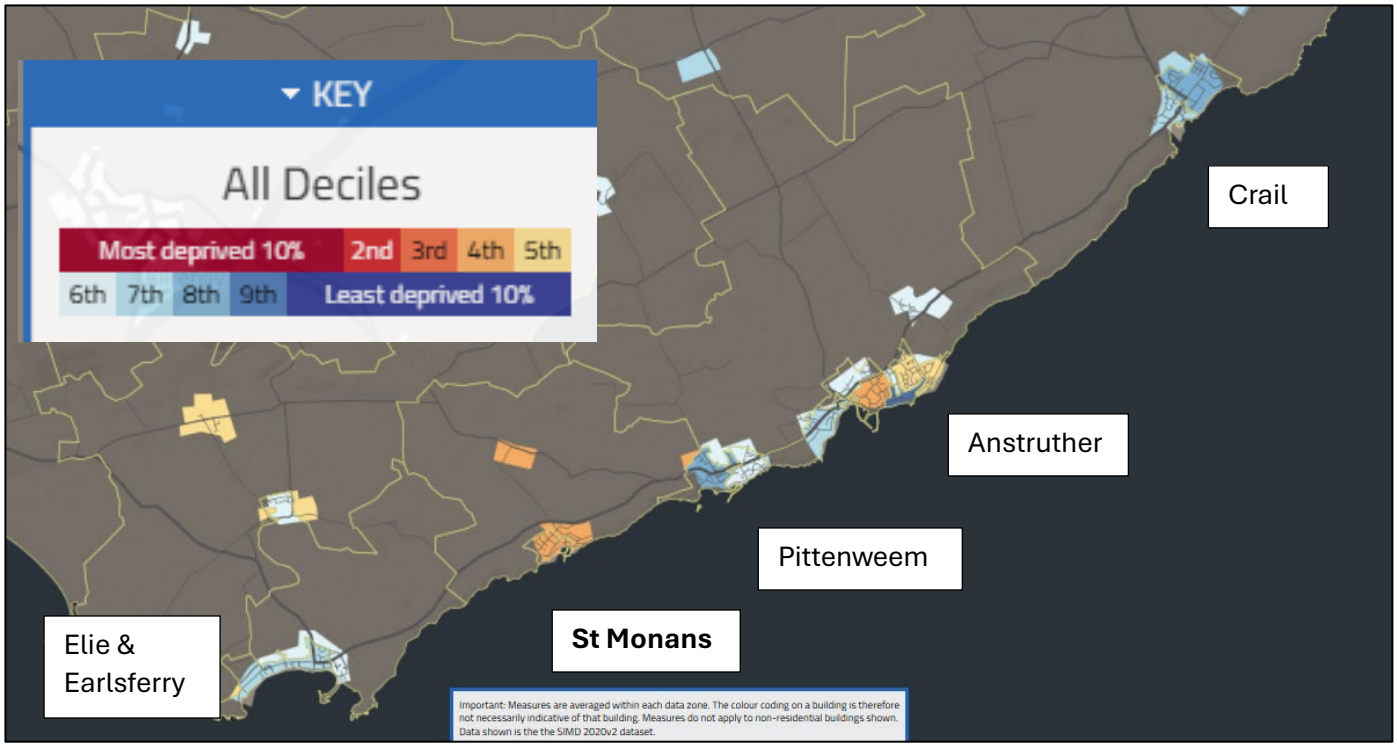


3.3 Community Socio-economics

While the East Neuk of Fife has seen an increasing influx of people with relative wealth over the last 20 years, this has not been evenly distributed. St Monans is the most deprived of the East Neuk villages, according to the Scottish Index of Multiple Deprivation 2020.

St Monans is in the lower 40% for deprivation in Scotland, unlike the more affluent East Neuk villages.

Figure 5. SIMD deciles, East Neuk



The ranking reflects the relatively higher levels of employment deprivation and of income deprivation compared to other East Neuk villages. While St Monans is not significantly deprived compared to other parts of Fife, it is declining both in absolute terms and compared to its

neighbouring villages; since the 2012 SIMD index it has dropped from the 50% ranking to the 40% ranking in Scotland.

The 2018 Community Action Plan (see section 3.4) noted that "there are currently 761 households in St Monans and Abercrombie. 62% are owner occupied, while 12.4% are privately rented. A large proportion of homes are provided under social rent by Fife Council and Kingdom Housing, amounting to 24.3% of housing."

The 2018 Community Action Plan also noted that, "Although St Monans' historic industries of fishing and boat building have disappeared, employment within the community is high and provided by a variety of industries within East Neuk and beyond. Besides family businesses employed in trades and the thriving fish processing enterprises in the Netherton industrial estate, an increasing number of residents are working flexibly from home while employed in service industries. The increasing size of the University of St Andrews is also driving employment in the East Neuk. With the local increase in tourism and the provision of holiday accommodation, there has been some generation of seasonal employment."

The Commuter Flow Map from Understanding Scottish Places demonstrates the flow of commuters from St Monans, particularly to St Andrews. Of the 250 commuters mapped, 75 commuted to St Andrews and 75 to Anstruther. This information was last updated in 2018.

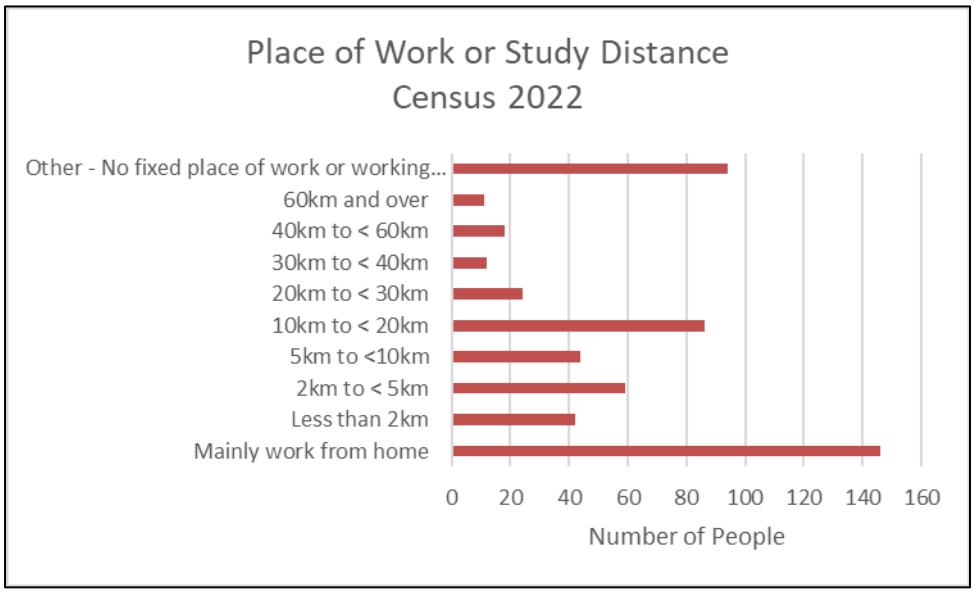
Figure 6. St Monans Commuter Flows



The 2022 Census data shows a picture of a community where 27% of the 538 people in work or full time study, work from home. Of the 297 who regularly commute, 42 commuted within the village (less than 2km); 103 commuted less than 10km; 86 commuted a distance equivalent to St Andrews of between 10 and 20km; and 65 commuted further.

This indicates that there are work and employment opportunities to local people, and at the time of the Census there was a significant proportion able to access work from home.

Figure 7. Place of work or study: commuting



3.4 Community needs

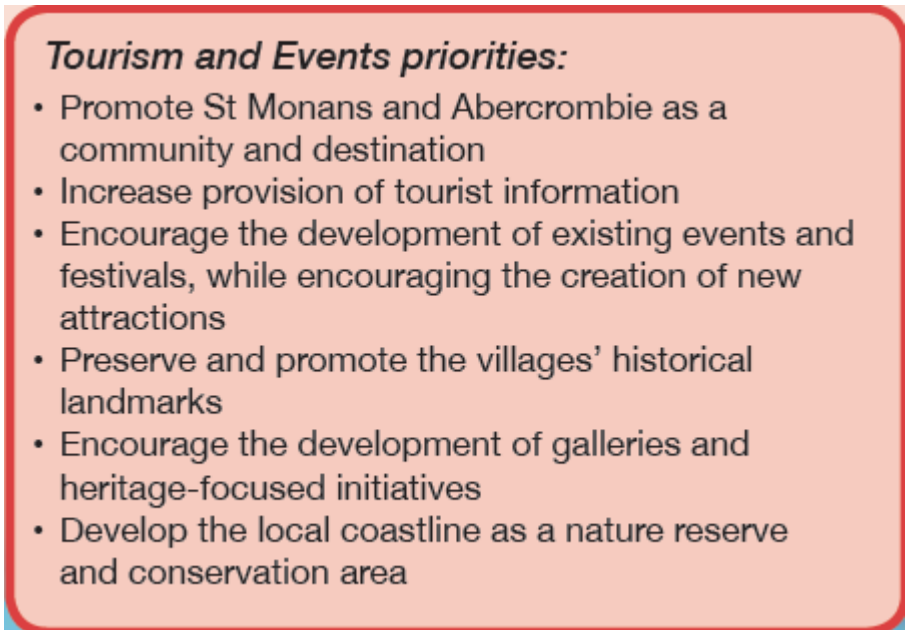
In 2018, and subsequent to its Local Development Plan of 2017,Fife Council assisted a community-led Action Plan (CAP) for St Monans and Abercrombie (the village inland of St Monans).

This CAP process found that people enjoyed the natural environment, sense of community, living in a historic village, low crime and St Monans being “a good place to bring up children”.

The CAP states, “The character and history of St Monans and Abercrombie were consistently referred to by respondents as being integral to the appeal of the villages as places to live. These are also important in drawing visitors to the area. While there is an acknowledgement that tourism will continue to form an important element of the local economy, there is a concern that this may detract from the character that makes St Monans and Abercrombie a rewarding community to live in. It is important to ensure the social and economic viability of the community through residential and commercial development which is sympathetic to the character of the villages. We need to balance the attraction of St Monans and Abercrombie as a tourist destination with the needs of its residents....”

Tourism is fast becoming the economic mainstay of St Monans and Abercrombie. This brings a substantial number of visitors throughout the year, including in the off-season. With many of the historical sites in St Monans being situated on the coastal path, these are popular attractions, but relatively little information is provided about specific landmarks or the industrial history.”

Figure 8. Community Action Plan 2018 – 2022: Tourism and Events Priorities



There were concerns raised in the 2018 CAP about the increasing prevalence on second homes in an area that was increasingly attracting visitors. People noted "*Unaffordable house prices due to houses being sold as second homes & holiday homes pushing local families out of the village"*.

This issue is only likely to increase as older homeowners move away or pass on, with their houses coming on to the market at prices commensurate to the Scottish economy; beyond affordability for local people, particularly families. SMAKE members estimate that around 60 homes in the village are now let through Air BnB; the homes released as older people moved to new bungalows on the west of the village have been substantially taken as second homes and holiday lets. The total available showing on Air Bnb is 38 whole properties; other properties may be available to let elsewhere.

There is a growing concern around the decline of commercial activities within St Monans, loss of local jobs, and the effect on the community. There had been a decline in the fishing activities, the closure of the boat building business and the closure of the boat maintenance slip. While the village projects a reasonably affluent impression, it had many of the social challenges of larger communities. The community planning process and earlier initiatives identified the need to focus on jobs that would be available to the unskilled, semi-skilled and younger workers, create new small businesses and secure the prosperity of the village for the future. These community-led initiatives also identified a wish to create an environment and a destination that will attract day and short-term visitors, and be a positive community and place residents enjoy and value.

3.5 Community consultation

SMAKE was formed by locals in response to the closure of the Auld Kirk by the Church of Scotland. Supported by Fife Historic Buildings Trust, SMAKE held two drop-in events for the community in July 2023 at the Sea Queen Festival, and a subsequent drop-in event in July 2024.

3.5.1 July 2023 drop-in event

This event was held in the Auld Kirk, and asked people 4 questions:

- What would you like to see in the Auld Kirk?
- What would you not like to see?
- What are the biggest risks facing the Auld Kirk?
- What makes the Auld Kirk special to you?

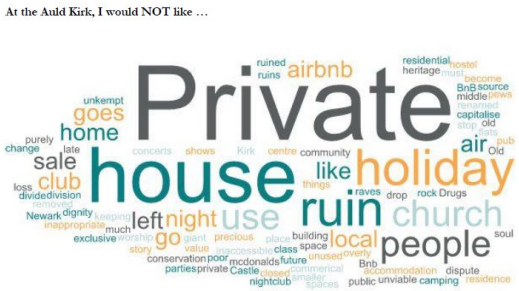
Around 150 people attended the event and left comments. These were summarised as in word clouds as set out in Figure 9.

Figure 9. Community engagement 2023 results

1 I would like to see:



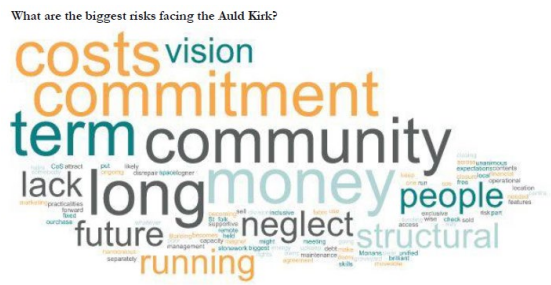
3 I would not like to see:



2 What makes the Auld Kirk special to you?



4 What are the biggest risks for the Auld Kirk?



The engagement event showed a strong community attachment to the Auld Kirk, with strong memories of family and personal events held in the Kirk. People wanted it to continue to accommodate weddings, funerals, community events, music and arts. They did not want it to become a private property, holiday accommodation, or to become unused and fall into ruin. They were aware of the issues of funding, costs, and the need for a long term commitment to this important building.

3.5.2 July 2024 drop-in event

Further to initial community consultation events held in 2023, SMAKE held an engagement event as part of the St Monans Sea Queen Festival in July 2024 to garner feedback from the wider community on the developing proposals. The event was available to drop-in throughout the weekend, with presentation boards which explained the vision, the history of the building, design analysis and the proposed interventions. Along with these, members of SMAKE were on hand to answer any questions. Attendees were encouraged to write feedback on post-it notes, and to give an indication of whether they were of a generally positive or negative view of the proposals on a board. There was also an accompanying online survey arranged by Fife Historic Buildings Trust, which was made available via links on SMAKE's social media and QR codes on the presentation boards.

Over 130 people attended the event. The proposals received generally very positive feedback, with unanimous approval from attendees for the ideas evidenced by the adjacent feedback sheet.

More detailed feedback included the following comments:

> "Loved the plans and glad to see multi-use places within"
>
> "Light, airy space with modern toilet and kitchen facilities. Love that it can still be used for celebration of life events - marriage, funerals etc"
>
> "More heritage interpretation about St Monans"
>
> "Must stay within the community"
>
> "Changing it so you walk up the aisle and out the big doors would make great photos"
>
> "Great ideas"

Of the 62 people who "voted", all of them voted that they "loved these ideas!".

Figure 10. Consultation event outcomes July 2024



Further community updates and discussion were carried out in 2025 as St Monans Auld Kirk Enterprise prepared to take on ownership of the building, and in 2026 the Sea Queen Festival was once again used to discuss the developed proposals with residents from the local area.

The event provided updated information on the designs for the building, including the proposed repairs to the building fabric, and offered an opportunity to discuss the proposals with both the

client and architectural teams. Specific feedback was sought on the potential for harling the building as a traditional method of protecting the deteriorating external stonework from the elements. A significant proportion of the attendees were interested in the visual and technical outcomes of this process, resulting in interesting conversations with the architectural team into the potential benefits that harling could bring, as well as the changes in the visual character of the building and additional maintenance requirements.

Attendees were invited to 'vote' on their preferred harling strategy; 50% of participants voted in favour of a sample panel being applied to the building and more research being carried out prior to making a decision.

A further consultation event was carried out as part of the Doors Open Day Festival in September 2026 which primarily focused on the proposed heritage interpretation; which local stories people were most interested in, and how these should be displayed within the building. The outcome of this is the development of five key themes around which the interpretation will be centred, and the proposed approaches for display and dissemination within and around the building.

A key aspect of the proposals is the display of interpretative material to provide information on the building and enhance its status as a heritage destination for visitors and local people alike. An interpretation plan for the building by heritage interpretation specialist Lyndsey Clark has been commissioned to create a strategy for clear and concise heritage interpretation offer, which will cater to the full range of different audience groups anticipated to visit the building.

Following discussion with local stakeholders, members of the local community, and visitors to the building, five themes have been developed for the interpretation within and around the building:

• A building shaped by change: alterations, rebuilds and restorations have repeatedly reshaped the fabric of the Auld Kirk, and evidence of these changes can be read in the building itself.

• Faith and function: changes in denomination, worship practice, and periods of disuse or repurposing reflect the wider religious and social upheavals of Scottish history playing out at a local scale.

• A constant companion: the Kirk has remained a fixed point in the life of the community for personal life events and community gatherings across generations.

• Setting the scene: the Kirk's coastal setting is central to its enduring appeal and atmosphere.

• Why It Still Matters: the current restoration and uses are not a break from the building's history but its latest chapter, with visitors and community members invited to see themselves as part of the ongoing story.

4 Objectives

4.1 Vision

SMAKE envisions the Auld Kirk becoming a welcoming, warm, lively community asset, incorporating the following:

- An innovative social hub and cafe serving local people, tourists and walkers on the Fife Coastal path, strengthening local supply chains through serving locally- sourced produce and creating meaningful, sustainable employment for local residents, promoting economic empowerment within the community.
- The sanctuary will be available to hire, providing a unique, iconic setting for those of all faiths and none to celebrate important life events. The fees from private rentals by non-locals will subsidise the offering of lower- cost rates for events originating within the community, and for village celebrations such as the crowning of the St Monans Sea Queen, ceilidhs, Burns' suppers, and several worship services per year (at Christmas, Easter, Harvest).
- Additional permanent employment opportunity will be created through the management of these events & of the building itself.
- Climate- conscious alterations to the building to include exploration of energy efficiency improvements, the sensitive addition of kitchen and WC facilities, and embracing opportunities for renewable energy production.

4.2 Community outcomes and impacts

SMAKE has assessed the outcomes of the project against the Sustainable Investment Tool (SIT) for built heritage. The SIT was released by Built Environment Forum Scotland (BEFS), with the support of Historic Environment Scotland, on behalf of the Our Place in Time – Built Heritage Investment Group (BHIG) and supports the new strategy for Scotland's historic environment – Our Past, Our Future.

The "wheel" at Figure 11 shows how the St Monans redevelopment will deliver against the criteria, including social and community benefits. St Monans scored HIGH against 11 criteria, and MEDIUM against 4 criteria. The detailed assessment and the measures that SMAKE plan to use are shown at Figure 12.

St Monans delivers significant community wellbeing and benefits. The redevelopment project will deliver economic benefits to the wider community, including helping supports existing local businesses The project will ensure that one of Scotland's oldest churches remains in use, open to the public, and maintained for future generations. `

Since the applicant took ownership of the building in December 2025, the Auld Kirk has continued to host weddings, worship services, and other events including acting as a venue for both the St Monans Arts Festival and the East Neuk Festival, a classical live music festival within the local area. The building has been freely open to the public since April 2026, and over this six-month period two visitor books have been filled, with many comments praising the beauty of the space, as well as showing support for the proposals. In addition over £4,000 has been raised in donations via a donations box within the building. The ongoing active use of the building and the level of support and interest garnered from both locals and visitors alike is evidence of the high esteem in which the Auld Kirk is held, and the appetite for its continued use and regeneration.

Figure 11. Sustainable Investment Wheel Scoring

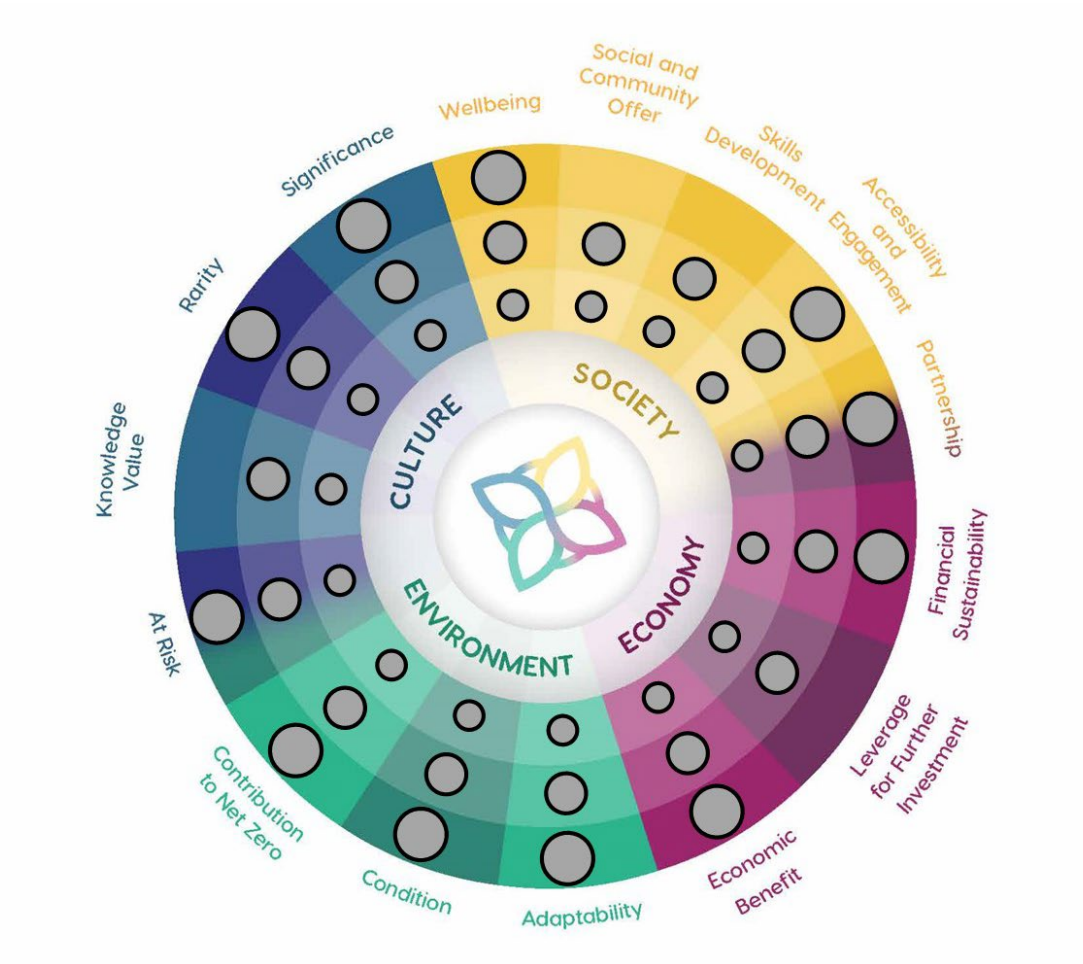


Figure 12. Sustainable Investment – Benefits and Measurable Outcomes

	Segment Development Descriptors	High/ Medium/ Low on wheel	Description	Measurement
Society	Wellbeing	**HIGH**:	St Monans will create a centre for celebration for the community, with 4 community-focused events per year. There is the potential for more, smaller events such as live music in the absence of a local pub. A year-round, fully accessible community café will reduce social isolation for the aging population.	Number of events and attendees Number of local people using the café Biennial survey; people agreeing that St Monans events have helped bring the community together
	Social and community offer	**MEDIUM**	St Monans will add to the existing social infrastructure (Church Hall, Town Hall, Bowling Club) by providing space for larger, new events which could not be met in existing spaces due to accessibility, licensing or location issues St Monans will continue to provide a place for community milestones and life events	Number of events and attendees
	Skills development	**MEDIUM**	The community-run cafes will provide an additional opportunity for young local people to have a first / seasonal job and gain work experience	Number of young people employed in the café / at events
	Accessibility and engagement	**HIGH**	St Monans will be open most days of the year for people to engage with their local heritage, and for visitors. It will continue to provide a place of sanctuary, for reflection and contemplation, for people of all faiths and none. By engaging diverse community members in decision-making processes and activities, the project will increase wellbeing and help combat social isolation, particularly amongst the elderly and young families.	Number of days open per year Number of volunteers acting as guides Number of visitors Number of community members
	Partnership	**HIGH**	St Monans will work with existing food and drink providers, including the Bowhouse; with local accommodation providers; generating additional demand for and promoting their products	Increase in demand for local service providers, reflected in biannual surveys and feedback to SMAKE

	Segment Development Descriptors	High/ Medium/ Low on wheel	Description	Measurement
Economy	Financial	**HIGH**	St Monans will attract additional visitors through its wedding and events offer; help extend and expand existing festivals; and support the St Monans food and drink offering. This will help to stabilize income for local businesses year- round by bringing off- peak visitors to the area.	Number of events and attendees Increase in demand for local service providers, reflected in biannual surveys and feedback to SMAKE
	Leverage for further investment	**MEDIUM**	Increased tourism offer may assist in supporting other community ambitions e.g. around development of the harbour	
	Economic benefit	**HIGH**	Increased offer to attract more visitors to the town and to increase economic benefit from those already visiting / staying locally. Increased benefit to existing food / drink / accommodation providers . This diversification of revenue sources will create job opportunities, stimulate the local economy through increasing visitor numbers to the village and generate increased demand for existing local businesses.	Turnover Increase in demand for local service providers, reflected in biannual surveys and feedback to SMAKE Creation of direct jobs through activities at St Monans
Environment	Adaptability	**HIGH**	Architectural feasibility work shows the Kirk can be adapted to suit current and future needs without compromising the asset	Completion of redevelopment plan
	Condition	**HIGH**	As an A-listed asset, all adaptations will be done to a high heritage standard. Financial projections show a surplus to enable ongoing maintenance	Completion of redevelopment plan and development of ongoing maintenance plan
	Contribution to net-zero	**HIGH**	Retention and re-use of existing building to high environmental standard for heating, reducing CO2 emissions by 75%.	Completion of redevelopment plan and development of ongoing maintenance plan
	At risk	**HIGH**	The Kirk is on disposal list by Church of Scotland. Its location, listing, and immediate surroundings in a graveyard indicate that other uses are very unlikely	Completion of redevelopment plan and development of ongoing maintenance plan

	Segment Development Descriptors	High/ Medium/ Low on wheel	Description	Measurement
Culture	Knowledge value	**HIGH**	This project will publicise this historic and unique building and redevelopment will increase visitors and awareness of the Kirk and its role in the history of the East Neuk	Number of days open per year Number of volunteers acting as guides Number of visitors
	Rarity / Significance	**HIGH**	St Monans is a landmark mediaeval building visible from many miles around thanks to its prominent coastal clifftop site. An A- listed building, much of its fabric dates from the 1360s, making it one of the oldest churches in Scotland.	Completion of redevelopment plan and development of ongoing maintenance plan
	Significance	**HIGH**	As above	

5 Markets and market testing

The feasibility study commissioned by FHBT in 2023 carried out an outline assessment of demand for the four potential income-generating activities at the Auld Kirk:

- Space for private / commercial events
- Space for community events
- Space for community let / activity
- A Café

As part of the development process, SMAKE commissioned a marketing strategy and branding workshop from Roger Huges Consulting in the summer of 2024 to understand the market segmentation for its offers and how those may be reached. The summary from this work is attached as Appendix 1 and referred to below.

5.1 Tourism in the East Neuk

Fife Council announced a new Tourism Strategy in 2023, reflecting the increasing importance of Fife as a tourist destination. Tourism is an increasing activity in the East Neuk, previously supported by the Visit East Neuk local tourism association. The East Neuk Local Tourism Association was set up in 2023 as one of 6 local tourism associations in Fife; part of Fife Council's response to the increasingly national, rather than regional, remit of VisitScotland and to help deliver the Tourism Strategy.

Information from VisitScotland surveys provide some insights into this growing market. The data is somewhat limited, being restricted to surveys of overnight visitors to Fife and therefore excluding people on day trips – for example people walking sections of the Fife Coastal Path. The substantial majority, 83%, of these visitors were "older independent" or "retired"; that is, visiting without children. 81% were repeat visitors; 23% stayed in a single coastal location (which includes St Andrews, the top overnight visitor destination in Fife). Visitors to Fife, as with visitors to Scotland in general, are particularly interested in heritage with a third having visited a place of worship in Fife.

Figure 13. Top 5 attractions / activities in Fife

Rank	Attractions and activities undertaken in Fife	Fife sample
1	A cathedral, church, abbey or other place of worship	33%
2	Shopping	32%
3	A country park or garden	29%
4	Viewed architecture and buildings	28%
5	A castle or fort	24%
Base: Took part in activities/attractions in Fife		254

The Fife Tourism Strategy priorities are directly relevant to St Monans and its offering. These are:

- **Destination development and infrastructure** – ensuring that local communities have a clear and well established visitor proposition, a strong sense of identity, and the required level of facilities and infrastructure to create a first class experience for visitors.

- **Product development and experiences** – working with partners, businesses and stakeholders to build a strong and varied visitor offering, encouraging collaboration and innovation to create memorable experiences and products to suit both individual travellers and the travel trade market.
- **Marketing / promotion / information** – creating engaging, consistent campaigns directed at our target markets, building awareness of the Kingdom of Fife as a visitor destination, and ensuring that visitors have all the information they need to inspire them, both prior to arrival, and whilst they are here.
- **Events / venues** – working with partners to develop and sustain an exciting programme of events throughout the year, with a focus on attracting participants from outwith Fife.

VisitScotland published a paper on tourism trends which included:

- transformational tourism, including a connection to community and meaningful travel;
- wellness as central to brand and product development;
- physical and mental wellbeing from short breaks and holidays.

Regional support for tourism and its expansion can only assist with expanding and attracting visitors to St Monans and to its Auld Kirk.

5.2 Private / commercial events including weddings

5.2.1 Findings from the Branding and Marketing Report

Weddings were identified in community engagement events and further developed in the feasibility study as a natural "fit" for the Auld Kirk. The marketing strategy work found that the nature and location of the building potentially make it a very appealing wedding venue, and indeed one which will be unique in the region. The only apparent negative is the lack of nearby hotels for accommodation, though there are ways this issue can be addressed on a practical level – e.g. providing coach transport to a hotel in the area or by the use of the many local Air BNBs in the region

There are around 20 wedding venues in Fife, plus considerably more west into Perthshire and south in and around Edinburgh. These venues are hugely varied in terms of the buildings and what they can offer, but certainly there isn't a building comparable to St Monans Auld Kirk and in such a location right by the sea.

The wedding market has multiple segments, with very high-end no-expense-spared at mega venues right at the top, and with low-end budget in a registry office and "trip down the pub afterwards" at the other. Given the size of St Monans Auld Kirk, its unique location, and what will be feasible to offer as a combined service and reception venue, the segment that should be mainly targeted is small-to medium size boutique-style weddings. The appeal will be holding the service and reception in the same, very special building, with the setting by the sea providing an atmospheric and fabulous backdrop for photos.

5.2.2 Key Success Factors for Wedding Venues

As part of the Business Plan development, Gill Savage Consulting (a specialist in rural business diversification) provided insights into wedding venue success. There is no shortage of farms, barns and country estates that have become top choices for weddings and other celebrations. The average daily venue hire in the UK is around £6,000; around 250,000 couples tie the knot

every year, and the wedding industry in the UK is worth a staggering £10 billion. Demand for wedding venues is strong, with a growing trend favouring rustic or grand rural locations. However, that also means there is significant competition.

Key factors for success are:

- A sufficiently sized venue
- A kitchen
- A bar area
- Toilets – 1 per 50 guests
- Car parking
- Easily accessible accommodation, particularly for the bridal party.

Demand for the venue may come from outwith the area for outstanding venues but it is reasonable to assume that most business will come from within 30 miles of the location. The choice of a wedding venue location usually considers how close it is to the bride's family home, or where she currently lives. A place with strong community links – particularly where the bride may have moved away but be coming back to her home for the wedding – will tend to have a strong demand. Knowledge of the local area will tell you how many family homes are nearby and how many people are around the average marriage age - 35 for women and 38 for men, according to an ONS survey. Other surveys put the ages a few years lower. The wider North East Fife area is home to 74,685 people across 36,112 households.

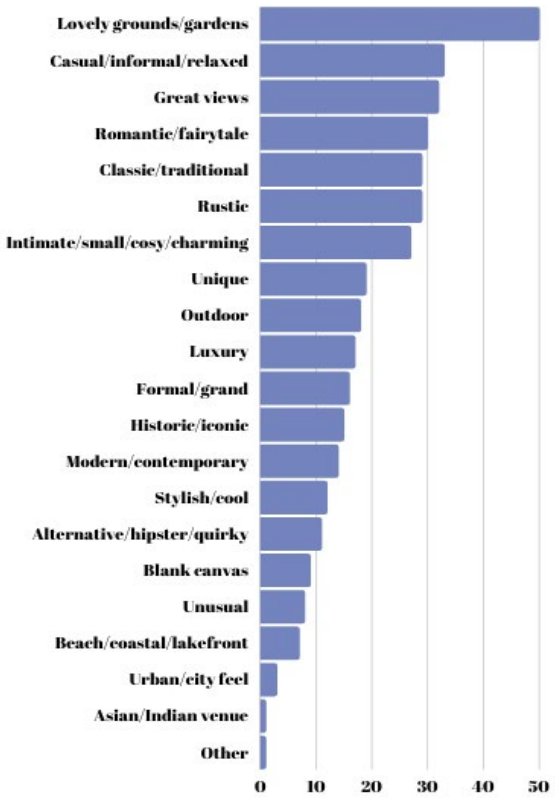
Gorgeous landscapes and gardens are right at the top of venue hunters' wish lists. Unique spots for official wedding photographs of the bride and groom add to the appeal; 'Instagram-able' wedding pictures are shared on social media and the venue will be a major part of the visual show. St Monans can supply a unique venue in a stunning location but it is not alone in Fife.

The essential element in any wedding is a covered space that's big enough for all guests; if needed, this includes those at the wedding reception and evening guests. Average numbers for a wedding reception are around 100, with a further 50 guests joining for the evening reception.

The size of room or marquee required, is based 10 sq. ft per guest for the reception. adding 5 sq. ft per guest for a bar area. This would be a total of between 140m2 and 210 m2 depending on the set up. St Monans has 170m2 of event space, indicating that it is sufficient for a reception of over 100 guests.

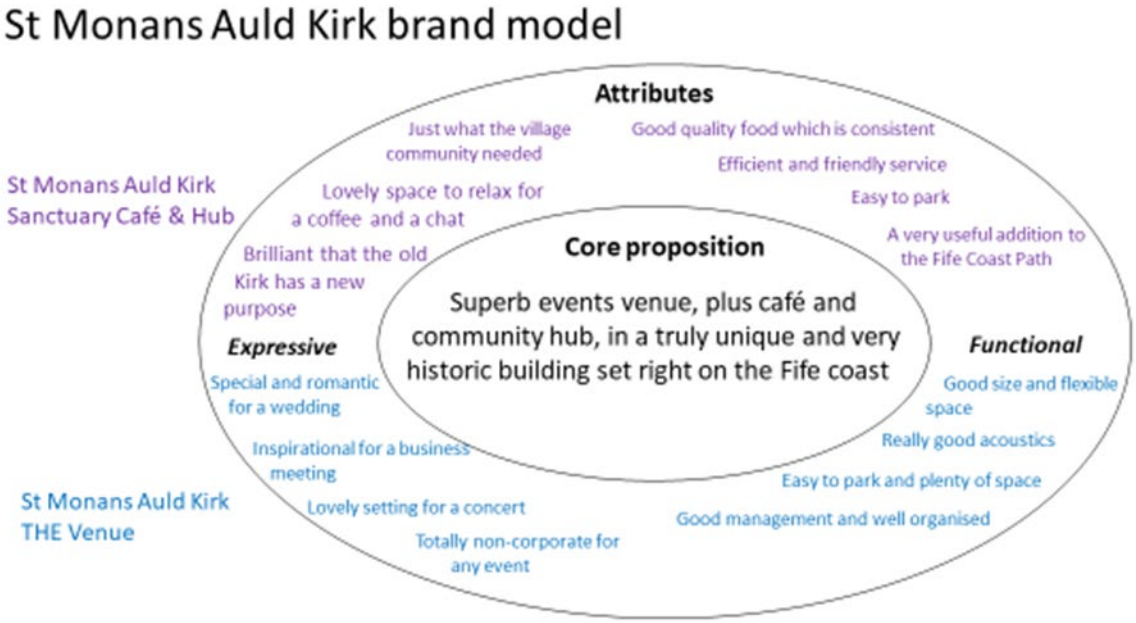
Figure 14. Bridebook: key attributes of a wedding venue





St Monans has strong delivery against the top requirements for a wedding venue as reported through the Bridebook survey above.

Figure 15. St Monans Brand Model



SMAKE consider that St Monans offers an exceptional and unique venue, and that the target market for this venue is couples seeking and willing to pay for its unique building, location and setting.

SMAKE view their competitors in this market as other venues that offer a "barn" experience – that is, one that is an empty venue only, and where the bridal party choose and contract directly for all other arrangements including decoration, florists, celebrants, photographer, catering, music and accommodation.

Competitor wedding venues in the area are:

- Falkland Palace (NTS) Falkland: £2,000 for a garden ceremony for up to 4 hours, capacity 200
- The Rhynd, Leuchars: £2,500 for a venue-only hire for the celebration and the reception. Capacity 180.
- Inchcolm Abbey, Firth of Forth: £4,035 for the ceremony only, includes flowers, piper and a wedding planner
- The Cowshed, Crail: £6,450 for 3-day venue-only hire.

Based on this market research, SMAKE are confident in their target price of around £1,000 for venue-only hire for 6 annual "meanwhile" uses, increasing over time as set out in section 9.2.

5.3 Community events

The Auld Kirk is already used for 2 events annually, the East Neuk Arts Festival and for the Community Arts Festival. The 2023 feasibility study noted that the unique acoustics and aesthetics of the Auld Kirk would present a venue more suited to events such as concerts, talks and dance, offering space to allow some of the festivals to expand and diversify their offer.

SMAKE would encourage and promote the use of the Auld Kirk for festival events and community events, particularly celebrations at the traditional points of the season – Easter, harvest, and the festive season with a celebration in the summer to add to the festivals already taking place. Experience from other Village Halls across Scotland suggests that a regular programme of dances and ceilidhs attracts not only very local residents but those from further afield, including ex-residents seeking to maintain a connection. They are also attractive to visitors already staying in the area as part of their visit. The only local provider of these events is a commercial provider, Forgans, in St Andrews who run monthly ceilidhs. The market for these is students and visitors to St Andrews, a very different proposition to the community-led and focussed events which could be held in the Auld Kirk.

SMAKE plans to continue to offer the 3 existing events, at a hire of £300 to cover the costs of the event; to add 6 further events which includes funerals, other community events, or other festival events. These events are all priced at £300 venue hire which simply covers the additional costs of putting them on; the main focus here is community and indirect economic benefit rather than profit generation to SMAKE. SMAKE will offer a bar at the community celebration events, which will generate income for the organisation. Please see Section 9.3 for detail.

5.4 Community lets / activity

As noted in section 3.1, there are already two spaces available for community lets in St Monans; the Town Hall and the Church Halls which cater to the needs of the existing community groups. There is also the Bowling Club which is occasionally open to the wider public, hosting a handful

of events each year. The 2023 feasibility study found that there was limited evidence of demand from the local community for a new space for community activity and this position has not changed.

No income or activity from community groups is assumed in these Business Plan projections.

5.5 Café

St Monans has three commercial cafes – the Giddy Gannet in the centre of the village; the Bowhouse development which is a mile outside the village and hosts the Baern café; Café Malo in the outskirts of St Monans. The Giddy Gannet is open 5 days per week Tuesday through Saturday. The Baern café is open 4 days per week Thursday through Sunday with 20 covers. Café Malo is open 6 days a week, Monday through Saturday. While locally there is some dissatisfaction with these limited opening hours, commercial cafes will be constrained by demand. The Bowhouse and therefore its café is primarily aimed at destination visitors, and particularly regional weekend visitors. The Giddy Gannet and Café Malo reduce opening hours during the winter, indicating the lack of commercially viable demand for longer hours and more days.

Tourism is a significant and increasing part of the local economy, and although the tourism season is increasing into the shoulder months, it continues to peak in the summer. The increasing footfall on the Fife Coastal Path provides a direct source of customers for a seasonal café at St Monans. The Auld Kirk marks the starting point for leg 6 of the Fife Coastal Path and is the first stopping point on a longer Elie to Cambo Sands Walk. The Fife Coastal Path attracts 500,000 walkers per year of whom 35 000 walk the full Path. Data from a local counter at Ardross, 2 miles away, showed that in both 2020 and in 2021 around 22,000 people were “counted”, although not all people counted will be tourists; many will be local walkers, and counters may be triggered multiple times by the same person (e.g. outward and return routes).

The financial assumptions for the café are based on a modest customer count of 5,800 per year, including both locals outside of the season and visitors. At this volume, the café just breaks even on direct costs – staffing, cost of sales, and energy costs. Please see Section 9.4 for detail.

6 St Monans Auld Kirk

St Monans Auld Kirk is a landmark mediaeval building visible from many miles around thanks to its prominent coastal clifftop site. The Kirk has served as a place of gathering, sanctuary and worship for over 650 years. An A- listed building, much of its fabric dates from the 1360s, making it one of the oldest churches in Scotland.

There is evidence that a shrine to St Monan existed on the site prior to King David's II commissioning of the current structure in 1362-70. One medieval scholar attributes King David's interest in the site to a visit to the shrine which brought about his dramatic and miraculous recovery from an arrow wound; another says the commission was owed to his deliverance from a shipwreck in the Forth.

Ownership was transferred to the Dominicans in 1471 by King James III. In 1544 the Kirk was burned by English invaders, but restoration followed and it became a parish church in 1649. A major renovation was undertaken by William Burn in 1826-8, restoring the then-roofless transepts and reuniting the building into one space. A programme of further renovations and alterations was carried out in the 1950s. During the 2010s the congregation raised money for further repairs, mainly to the window traceries dating from the 1826 restoration, with works overseen by conservation architect Steven Newsom.

Inside the Kirk, two model ships to the crossing speak to the area's seafaring past, and one of the heraldic shields visible to the gothic vaulted ceiling to the chancel bears the arms of Sir William Dishington, the Master of Works during the Kirk's construction almost 700 years ago.

Regular weekly worship moved to the Church Hall in the centre of the village in early 2022, and the Auld Kirk is currently disused.

Figure 16. St Monans Auld Kirk looking north to the village



Figure 17. Aerial view of St Monans and the Auld Kirk



The Auld Kirk sits just to the south western edge of St Monans, surrounded by a historic burial ground, walled on all sides. To the northern boundary there is a small car park, and to the west lies the new burial ground. A small burn runs along the eastern edge of the site, which is crossed by three small bridges, one of which is suitable for vehicles. A popular section of the Fife Coastal Path, a walking route between Kincardine and Newburgh, runs along the southern boundary of the site, and the Auld Kirk is a key point of interest on the route.

7 Architectural Proposals

Architectural work was undertaken by a Design Team during 2024, comprised of OCA Studio with Munro Allison - architecture and heritage building consultancy; Narro Associates - structural and civil engineering; Lùths Services - M&E engineering, sustainability consultants; and Thomson Gray - cost consultants. Further, Adams Napier Partnership undertook a full conditions survey in June 2024, which informed the architectural proposals. The Design Team worked closely with Fife Historic Building Trust in setting out proposals. Using the principle of 'conservation through use', their Report and the documents supporting the application for Planning Permission set out an architectural vision for the future of St Monans Auld Kirk; the conservation of this important heritage asset, the preservation of its unique character, and its continued operation as a significant resource at the heart of its local community.

The overarching aspirations for the future of St Monans Auld Kirk are:

- bringing the Auld Kirk back into use for the local community
- conserving this important historic building for future generations
- generating income to maintain the Kirk as a self-sufficient resource for the community

In order to maximise financial viability and benefit and access for all members of the local community, it was recognised that a wide range of uses should be considered for the Auld Kirk. The varying requirements of the different proposed uses were discussed to identify where overlaps in provision of supporting facilities could be found, in order to increase the efficiency of any auxiliary spaces and service provision The proposed uses for St Monans Auld Kirk are:

- Venue hire for weddings & life events: Primarily focusing on ceremony and post-ceremony drinks / photos, with option for external catering for smaller weddings.
    - Requirements: Gathering space / focal space / WCs / bar
- Hosting concerts & performances / services, music events, key religious services, talks
    - Requirements: Gathering space / focal space / WCs / bar / audiovisual system
- Community cafe / bar: Serving hot drinks, sandwiches & cakes, with occasional alcohol license for events
    - Requirements: Seating area / WCs / cafe / bar
- Sanctuary / contemplation space, open to the public
    - Requirements: Gathering space / quiet
- Heritage interpretation: Display of information relating to the history of the Auld Kirk.
    - Requirements: Display space

The proposals for the Auld Kirk are designed to have a low visual impact on the main space of the Kirk, while providing the facility and flexibility required to support its ongoing operation.

A new welcoming and accessible entrance is proposed to the existing 1890's vestry, which will be remodelled internally to house new WC facilities and other services. A carefully-crafted furniture piece tucked into the north transept will house a flexible kitchen and bar space, and will be complemented by matching units to hide away tables and chairs when not in use. The former entrance to the west will be reopened with new glazing, connecting the interior of the Kirk to its surroundings and allowing it to benefit from views out to the coast.

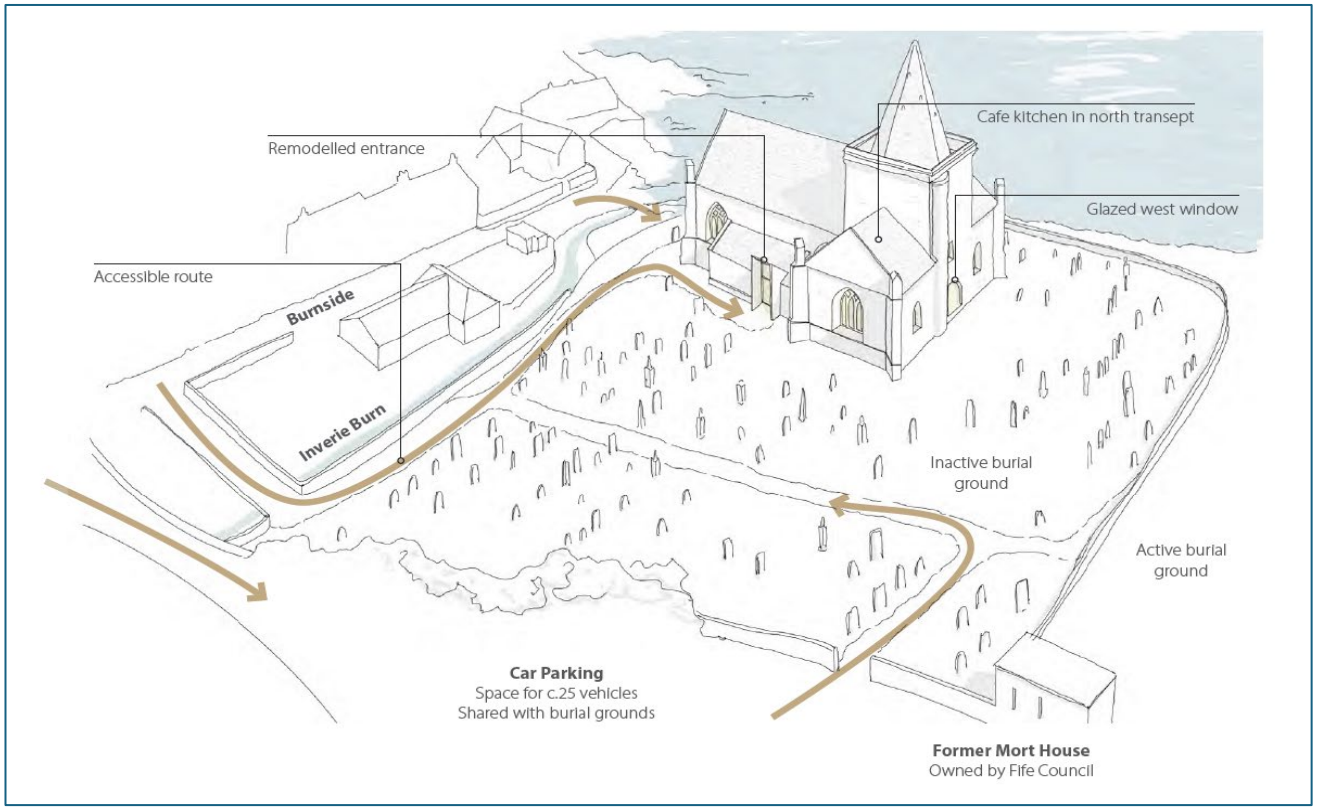
Sympathetic building upgrades have been carefully considered. Removing the 1950s flooring and wall-mounted radiators and installing a new underfloor heating system will help to reduce visual clutter and simplify the internal space, while maintaining an optimal internal temperature for the preservation of the existing historic fabric.

SMAKE will only purchase the footprint of the building, as the disused but extant graveyard is owned and maintained by Fife Council. The existence of the graveyard prevents any expansion of the footprint of the building, and architectural proposals have to contend both with this physical limitation and the limitations resulting from the Listing.

A full RIBA Stage 3 cost report was produced in October 2026, along with repair and alteration drawings which were submitted to Fife Council for Planning and Listed Building Consent (26/02886/FULL & 26/02885/LBC).

7.1 Exterior proposals

Figure 18. St Monans: exterior proposals



Minimal changes are proposed to the exterior and are limited to changes to the 1890's vestry. This was designed as a "back door" to the kirk and currently includes a wheelchair accessible entrance, a small office / vestry, and an upstairs WC. The other entrance is via a set of stone stairs and is not mobility-accessible, so this entrance would be remodelled to be wider and more welcoming; with an accessible WC and baby-changing facilities. These WCs would be sufficient for all of the proposed uses for St Monans; larger events could hire portable toilets including accessible toilets.

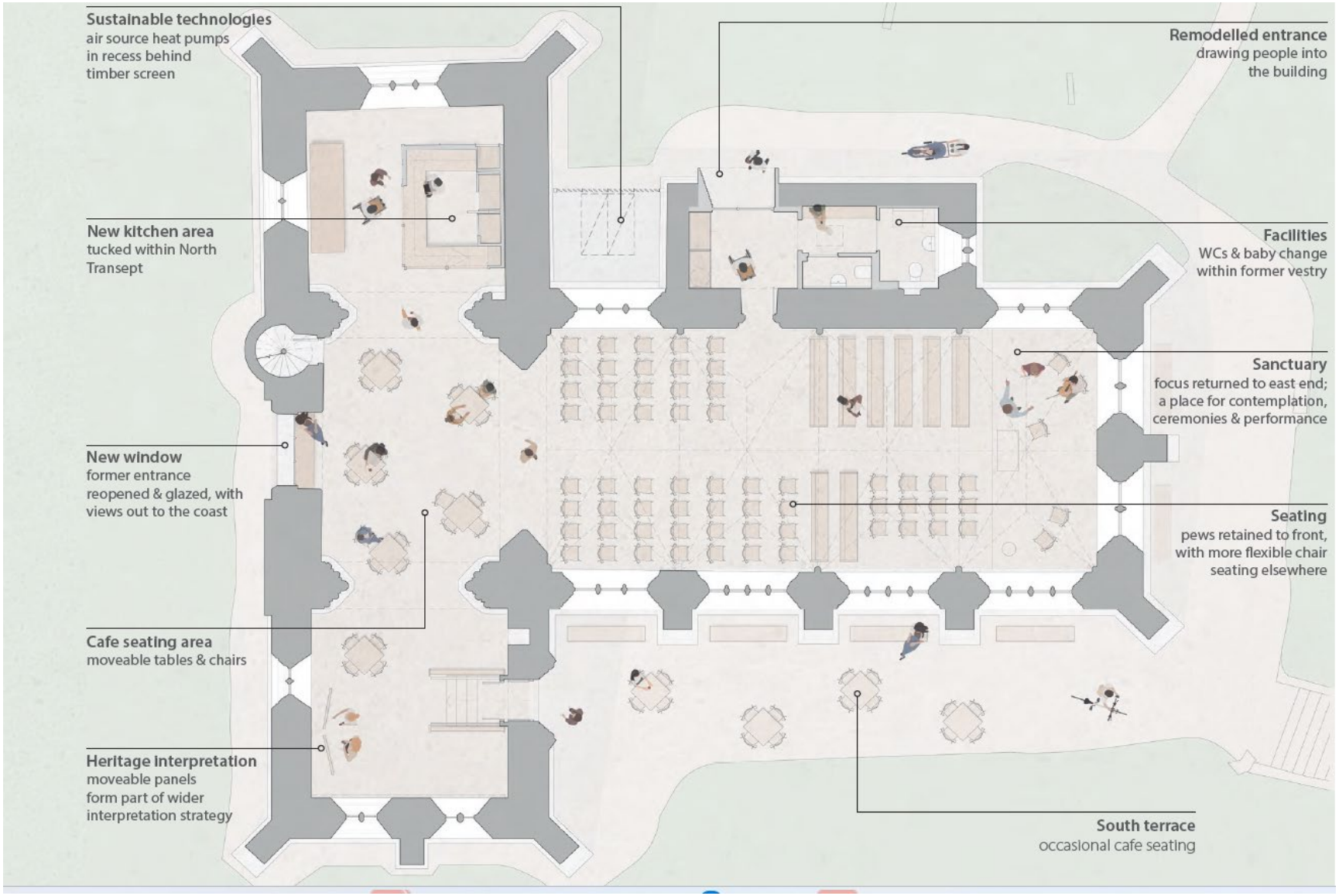
7.2 Interior proposals

Within the interior, the main changes are shown in Figure 7.2:

- Move the "sanctuary" area from its existing place on the West wall, to the East end of the chancel or main body of the Kirk

- Retain 3 rows of pews to delineate the sanctuary area, and remove the rest to allow for flexible seating arrangements / no seating arrangements for events, weddings, and the café if required
- Locate the kitchen / bar are in the north transept
- Retain the south transept as an entrance and egress to the south terrace which looks directly over the sea, adding heritage display area and a storage area.

Figure 19. St Monans – interior proposals



7.3 Heat, light and ventilation

Lùths Services reviewed the existing provision for heating, lighting and water in 2021. Their Conditions Report shows that the building is currently heated by the 2017 gas Combi-boiler to wall-mounted radiators, which are inefficient at heating the space. The Combi boiler also provides hot water. Existing electrical systems for lighting were functioning. The current ventilation system consists of natural ventilation from windows, doors, and leaks within the walls. The kirk is draughty and not insulated.

Lùths Services carried out an Options Report for the provision of mechanical and Electrical services as part of the Design Team work in 2024. The aim of this appraisal was to supply options for heating of property, looking at low carbon, low cost and low capital expenditure.

Lùths Services carried out the Options Report based on the building as-is, that is, without additional insulation to reduce the heating demand. They concluded that the best-fit model for heating and ventilation was a single Air Source Heat Pump system which would deliver 95% of the heating requirement, supplemented by a natural gas boiler which would deliver the final 5% for events etc heating as required. The Options Report stated that the full ASHP solution is 55kW (with 2 external units and paying a large fee to upgrade the electrical supply to the building). However, if a 10KW single ASHP was used, this still covers 95% of the heating requirement with only 5% from the existing gas boiler and is significantly cheaper and does not need the electrical supply upgraded.

Figure 20. Extract from Lùths Services Options Report for heating options

The report contains more detail on the below technology options, including full energy and financial explanations.

Option	Baseline - Gas	Option - ASHP1	Option - ASHP Hybrid	Option - GSHP	Option - WSHP	Option - WSHP Hybrid
Capital cost	£8,298	£52,075	£37,975	£152,325	£79,213	£50,825
Annual operating cost	£4,351	£3,651	£3,475	£3,399	£3,813	£3,754
Simple payback (years)	n/a	16	10	46	26	17
Annual emissions (tonnes CO2e)	8.70	1.74	2.20	1.43	1.49	2.00

Table 2: technology options summary

Based on our findings, we propose the following recommendations:

Heating technology

- Space heating - Hybrid Gas and ASHP with an upgrade to UFH and fan convectors
- Hot water - PU Heaters

Ventilation technology

- Ventilation is to remain Natural

Additional measures and technology

- Insulate loft of Tower
- Insulate floor if being replaced
- Improve air tighness with secondary glazing (also has conservation benefit for the windows)

The Options Report also noted that replacing the floor it would be worth installing a wet Under Floor Heating system at that time as a background heating source (to maintain temperature above dew point ~10-12 °C internal air temperature to prevent mould and condensation), as the current emitters (radiators) are not really suitable for large open spaces.

The Options Report was based on current use, with a space heating demand of 28,059 kwh. For modelling purposes we have retained this level of usage prior to the redevelopment project and increased by 250% (2.5x) once the community café is in operation.

Figure 21. Extract from Lùths Services Options Report: energy demand

Space heating (kWh)	28,059
Heating (kWh/m2)	108
Benchmark for Other Historic Buildings (kWh/m2)	200
Domestic hot water (kWh)	2,843

The Lùths Services proposals would reduce annual CO2 emissions by a factor of 4, from 8.7 tCO2 per year to 2.2 tCO2 per year.

7.4 Conditions Report

Adams Napier Partnership was instructed on 8 April 2024 to undertake a condition survey of St. Monan's Auld Kirk. They identified that while there were no immediate repairs to be undertaken, there were 4 areas of water ingress or health and safety issues that needed to be dealt with urgently. There are:

3.3 There are 4 items within the survey categorised as requiring urgent attention: -

- Item 2 Church – Commission an Asbestos Survey.
- Item 12 Undertake Risk Assessment to determine the adequacy of the existing access arrangements to the tower rooms and attic spaces.
- Item 18 Manufacture and install new timber louvres to lucarnes to prevent water ingress.
- Item 20 Parapet walkway - Lift screed and lay new waterproofing such as mastic asphalt.
- Item 33 P4, Vestry - Lift and re-bed misaligned copes and re-point.
- Item 34 P4, Vestry - Rake out pointing to cover flashing. Re-fix flashing and re-point.

These works could all be undertaken without scaffolding. At the time Adams Napier Partnership estimated a cost of £8,000 for these works before permissions, professional fees, or VAT.

In 2026, Narro Structural Engineers carried out a full survey of the spiral stair and discovered it is severely structurally compromised and unsafe for use. This is an urgent repair need as the stair forms the only access to the tower and roof spaces of the Kirk.

In addition, SMAKE have identified interior works where the interior decoration is substandard, showing evidence of peeling. The Adams Napier Partnership report states that "the interior of the church is generally in good condition, locally poor. The internal faces of the stone walls have been painted/limewashed. The paint finish is being affected by efflorescence, condensation and staining due to water ingress" and that "The internal decoration to the Vestry is being affected by water ingress due to a faulty flashing to the head of roof pitch P4, leaks through the

roof light and the displacement of the wall head copes to its east elevation". The Report recommends that water ingress is addressed before any redecoration is done.

8 Development and Delivery phase

8.1 Phasing

SMAKE was awarded SLF support funding in April 2025, and completed the purchase of St Monans in December 2025. This allowed SMAKE to appoint a Development Officer resource to continue the project, including a successful funding application to the National Lottery Heritage Fund which was approved in December 2025. This was funding for the "Development Phase", allowing further architectural work, structural and ecological surveys, additional community engagement, and update of this Business Plan.

SMAKE was awarded funding from SLF for urgent repairs relating to health and safety, including the boiler repairs and the electrics. This urgent work was completed in March 2026.

SMAKE is undertaking "meanwhile" uses during delivery of the Development Phase, and prior to the main Delivery Phase funding for the renovations. The timeline for the main renovations funding is anticipated to be from December 2027 to end February 2029, during which period the building would be closed for the redevelopment work. The redeveloped Auld Kirk would reopen in early 2029.

A summary timeline is shown at Figure 22 and a full timeline is at Appendix 2.

Figure 22. Development timeline for St Monans redevelopment project

			2026				2027				2028				2029			
Stage	**Period**		**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Meanwhile uses	Apr-2026	Nov-2027																
NLHF Development Phase - review	Sep-2026	Oct-2026																
NLHF Stage 2 application and process	Oct-2026	Mar-2027																
Permission to Start	Apr-2027	Apr-2027																
RIBA stage 4	May-2027	Aug-2027																
Build warrant	Sep-2027	Nov-2027																
Contractor Appointment	Sep-2027	Dec-2027																
On-site works	Dec-2027	Nov-2028																
Fittings and refurbish	Nov-2028	Feb-2029																
Completion and reopening	**Mar-29**																	

8.2 Purchase and urgent repair costs and funding

From 2023 to 2026, SMAKE, with support from Fife Heritage Buildings Trust, raised £223,835 towards project development work and the purchase of St Monans Auld Kirk as shown in Figure 23. SMAKE then raised £165,162 via the National Lottery Heritage Fund (£115,012) and other match funders including AHF and St Monans Common Good Fund (£50,150) for the Development Phase of the project.

Figure 23. Development, purchase, urgent repairs and development phase to October 2026

Year	Source	Outputs	Funding
2023	AHF Project Viability Grant	3 Churches studied. FHBT Staff time & Business Planner	9,960
2024	St Monans Common Good Fund	FHBT Staff time to develop SLF Application and ongoing community consultation support.	4,000
	SLF Stage 1, AHF Project Development Fund	FHBT Project Officer support Business Planner, Architect with full design team, Surveyor, Valuation.	18,694 14,750
2025	Website	Website, Pre- Planning Application, Photography	4,690
	SLF Stage 2	Purchase, safety repairs/upgrades, Development Officer support (FHBT), legal fees, 1 year insurance.	171,741
	Total funding: concept to purchase		**223,835**
2026	NLHF Development Phase HES, AHF, donations, East Neuk Preservation Trust, St Monans Common Good Fund	Architectural, survey and QS fees to RIBA stage 3 Interpretation Plan, Heritage Activity Plan, Evaluation Plan, Architectural surveys, Project management, Updated business plan, community consultation	165,162
	Total Funding: Concept to Planning Permission		**388,997**

8.3 Development costs

The work done during the Development Phase enabled SMAKE to review the Development Costs as part of the application to NHLF. These costs are summarised at Figure 24

Figure 24. Development Phase costs

Construction Costs		Net	VAT	Total
	Prelims Etc	214,532	42,906	257,438
	Repair and conservation work (66% c	555,655	111,131	666,786
	Fabric Upgrades - insulation and and	368,261	73,652	441,913
	New building work 34% of total)	476,667	95,333	572,000
	Other Capital work	22,000	4,400	26,400
	Digital Outputs	5,000	1,000	6,000
	Professional fees - Repair & Cons (stages 4-6) 66% of total work	190,590	38,118	228,708
	Professional fees - New building work (stages 4-6) 34% of total work	111,261	22,252	133,513
		1,943,966	**388,793**	**2,332,759**
Activity Phase				
	Activities & Training	25,000	5,000	24,000
	Actitivies- Professional Fees	45,000	9,000	60,000
		70,000	**14,000**	**84,000**
Other costs				
	Publicity & Promotion	3,000	600	3,600
	Evaluation	11,500	-	11,500
	Other	3,000	600	3,600
	Contingency	241,676	-	241,676
	Inflation	128,088	-	128,088
	Increased management and mainten	20,000		20,000
	Volunteer time	10,080		10,080
		417,344	**1,200**	**418,544**
	Total costs			**2,835,303**

8.4 Funding strategy

8.4.1 Redevelopment project funding strategy

The full funding strategy will take considerable time and effort, although £2.8m is not an exceptional raise for a community ownership and redevelopment project and certainly not for one with such significant heritage.

The strategy is to work with two key funders, National Lottery Heritage Funds and Historic Environment Scotland. Funding by these two funders provides assurance to other funders that

the project has been assessed carefully for its heritage, community and economic outcomes. SMAKE aims for 90% of funding to be through NLHF, and HES – around £2.5m.

Other smaller funders will make up the rest of funding for the project. Compared to the very detailed accountability required by NLHF and HES, smaller Trusts tend to have less detailed accountability criteria and often provide funding to the project in advance rather than in retrospect, easing cash flow issues which inevitably arise during large projects where grant funding is retrospective. Gaining up to 15% of project costs – around £0.3m - from smaller Trusts and individual fundraising will provide essential working capital and also potentially fund costs that are not regarded as eligible under the detailed criteria set by the major funders.

Fundraising for the main redevelopment phase is underway with 60% of the non- HES, non-Heritage Fund match funding secured and decisions awaited from various smaller trusts and foundations.

National Lottery

The lead funding for the £2.8m redevelopment project is most likely to be found from the National Lottery Heritage Grants. NLHF will fund projects up to £10million and up to 90% although in practice a higher amount of match funding will improve funding changes.

SMAKE successfully submitted an Expression of Interest, followed by a Development Phase application to work up further detailed planning on the project. SMAKE is now in the process of pulling together the information required to submit a Delivery Phase application.

Historic Environment Scotland

HES are a likely match funding for the Stage 2 Delivery phases given the heritage value of the Auld Kirk. HES provide grant funding for heritage projects which meet their criteria including:

- Projects which enable historic environment assets which are integral to Scotland's places and communities, to be used sustainably and safeguarded for future generations;
- Projects which enable communities to prioritise investment in local historic environment assets, resulting in vibrant, sustainable and successful places;
- Projects which make an important contribution to local economies by regenerating historic assets and areas, promoting tourism and leading to job creation, for example by bringing vacant historic buildings back into productive use, helping to encourage enterprise in the area, or by creating new jobs to staff a repaired historic site.

HES has a Large Grants programme (£100,001 to £500,000). SMAKE submitted an application to the Large Grants programme and received initial approval in April 2026 for a grant of £395,000. Following cost increases a request has been made to increase this to £500,000, with confirmation awaited.

Other Trusts and Foundations

The **Architectural Heritage Fund** can provide Project Development Grants, subject to eligibility, to help with assessing the viability of a project, or to help fund development costs for historic building related regeneration projects based in Scotland. AHF have approved SMAKE's Expression of Interest for the Development Phase, with a proposed grant of £15,000.

The **Wolfson Foundation** supports registered charities undertaking repairs and conservation of Category-A Listed buildings open to the public. The Wolfson Foundation can award up to

£100,000 per project. Applications are made in June and December, so an application could be made in December 2026 to coincide with the HES programme.

The **Scottish Landfill Community Fund's** Approved Body, Fife Environment Trust, has a Large Grant Scheme for between £10,000 and £50,000 up to a maximum intervention rate of 75% of total eligible costs. Large Grants Scheme submissions take place twice per annum at the end of March and the end of September. The FET closed for new applications from May 2026.

Smaller Trusts

Smaller Trusts can be an important part of fundraising, even although their amounts are relatively small compared to the total costs. Smaller Trusts tend not to require detailed accounting; can fund more flexibly; and can award amounts in advance of spend, reducing the need for working capital funding (and cost) in large construction projects.

Smaller Trusts include:

The **National Churches Trust - Cherish Grants** offer up to £10,000 for places of worship that offer at least 6 services per year. As SMAKE hope to mark the key observances of the church calendar at St Monans, this may be a funding option.

The **Pilgrim Trust** supports the preservation, conservation and repair of significant historic buildings and artifacts. Grants of up to £30,000, assessed quarterly.

The **Turleton Charitable Trust** supports the advancement of the arts, culture & heritage in Scotland with grants up to £25,000. Deadline 31st December annually.

The **Graham Trust** supports registered charities. One of their 5 objectives is the advancement of the arts, heritage, culture or science. Grants of up to £20,000; deadline September annually.

The Markinch- based **Russell Trust** (Tullis Russell High Performance Coatings) supports Fife-based charities with a preference for new charities who require initial funding. Their aims include the advancement of the arts, culture, heritage and science. This Trust provided funds for the Development Phase.

Funding for renewable energy

SMAKE submitted an EOI to the CARES scheme for community renewables support, and has been invited to apply for funding for the conversion to ASHP. Grants up to £80,000 for 80% of eligible costs are available to eligible community groups, and SMAKE hopes to access £60,000 via this route.

Fundraising

SMAKE will carry out local fundraising from locals and from local businesses, aiming to raise at least £25,000.

Both the Development Trusts Association Scotland and Scotland's Town Partnerships produce regular "funding finders" which are regularly updated and provide much detail on funding sources.

9 Operating income and costs

9.1 Operating phases – Meanwhile uses and full uses

As set out in Section 8, in will take a minimum of 2 years from purchase for SMAKE to raise the funding and to comply with the conditions for the full redevelopment project. During this period, SMAKE will make best use of the Auld Kirk in its current state. Although the Church of Scotland moved regular services to the Church Halls, the Auld Kirk has continued to be used for weddings, funerals, and also music concerts and events; and volunteers already staff the Kirk to ensure that it is open to visitors during the day. These uses are planned to continue through the fundraising period. However, plans for a community café will not be possible until the Auld Kirk has a kitchen facility, a sufficient heating system, and accessible WCs. The main social benefit of the community café is to provide a place for people to gather when other facilities in the village close over the winter, which requires completion of the redevelopment plans.

9.2 Weddings

9.2.1 Revenue and margins assumptions

As noted in Section 5, the Auld Kirk will provide a beautiful and unique setting for weddings. During the 'meanwhile' period, SMAKE will offer wedding hire for the building only, as there will be no kitchen facilities for food provision. In line with other markets these are estimated at £950 per wedding in 2026, with £600 for locals; increasing to £1,050 and £650 in 2027. 5 weddings are forecast for 2026, with 4 booked and 1 to find. The aim is for 10 in 2027 as its reputation grows, with 2 local and 8 from further afield – 6 of these have already been booked.

On reopening in 2029, the offer for the Auld Kirk will vary with the requirements of the clients. A "barn" wedding for the ceremony only is forecast at £2,500. Clients will be able to retain the building for longer to hold a drinks reception immediately after the ceremony. Clients may also choose to have the full reception at the Auld Kirk, with caterers able to use the kitchen facility to serve the meal; using the café furniture; and with the pop-up bar. This is priced at £4.500. Clients may also wish to have the full event at the Auld Kirk including the evening celebrations. This is priced at £5,500 and will require the tables and chairs to be cleared away prior to the evening celebrations.

In line with market practice, the clients will be expected to select, arrange and pay for decorations, caterers, portable WC facilities, etc directly with the suppliers. It may be practicable for SMAKE to take over the bar and bar profits; however some caterers include this and price their offer accordingly, so this is not included in the financial projections.

Detailed financial assumptions are provided at Appendix 3.a.

9.2.2 Direct costs

During the 'meanwhile' period, marketing and administration of the weddings will be undertaken by SMAKE volunteers assisted by the SLF / NLHF-funded project officer. In 2026, volunteers continue to ensure that the Kirk is kept clean and is opened. A volunteer is continuing to act as "beadle", helping ensure a good experience at the weddings. For 2027, casual, paid staff will assist ensuring that it the Kirk is properly returned to its original condition, and undertaking any additional cleaning required. For a ceremony only, these costs are estimated at 2 hours at the Real Living Wage of £14.10 per hour (plus national insurance and holiday pay) plus a £50

allowance for any sundry costs (waste disposal / materials etc). Heating costs are estimated for 4 hours at £10 per hour although actual experience of summer weddings is that heating is not required.

On reopening in 2029, heating costs per hour are anticipated to fall due to the improved efficiency of the new systems from £10 in 2026 to £7 in 2029. For hire for longer periods, and involving reorganisation of the space during the day, forecast labour hours will increase from 6 hours (ceremony only) to 8 hours for the ceremony plus reception, and to 10 hours for ceremony, reception and evening event.

Detailed financial assumptions are provided at Appendix 3.a.

9.2.3 Gross profit

Based on the assumptions above and provided in Appendix 3.a, the following forecast is assumed for direct income and costs for weddings. Weddings are the main source of income for the Auld Kirk, and the marketing effort required must not be underestimated. A 0.25 FTE administrator / marketer / bookkeeper is provided in overheads (section 9.5) to supply this support.

Figure 25. Weddings income and direct costs

	Apr-Dec 2026 meanwhile	2027 meanwhile	2028 closed	2029 reopen	2030 reopen	2031 reopen
No of weddings	**5**	**10**	**-**	**18**	**21**	**25**
Income	4,050	9,700	-	58,000	71,600	89,500
Direct costs	450	1,230	-	5,410	6,389	7,923
Gross profit	**3,600**	**8,470**	**-**	**52,590**	**65,211**	**81,577**

9.3 Events and community events

SMAKE intend to offer the Auld Kirk as an events venue, rather than instigating and arranging events. However the additional capacity provided by a part-time administrator / marketer for weddings, together with a 0.6 FTE Development Officer funded by the surpluses (see section 9.5) will enable more capacity to help develop this aspect of the uses for the Auld Kirk, driving community and economic benefit.

In considering events income, there are other existing venues for events locally and SMAKE do not intent to expand this activity to the detriment of existing venues. Events are therefore based on existing activity in the Auld Kirk, with a small increase post-redevelopment as capacity to deliver additional events increases.

There is potential for the Auld Kirk to increase community benefit should a community group propose to run a community-led pub housed in St Monans, perhaps for one or two evenings per week. Other villages have taken similar action when faced with the loss of the village pub and with it, the venue for informal social interaction in the evening. In the absence of any such group coming forwards or expressed interest during the consultation, this is not included in the financial forecast.

9.3.1 Revenue and margins assumptions

The Auld Kirk is currently used for the East Neuk Festival (2 events) and this will be at least maintained. The Auld Kirk has excellent acoustics and will be able to host additional events should the festival expand.

The Auld Kirk will continue to be available for other life events, including funerals. Commercial hire (not available locally) is around £200 for a ceremony at a crematorium hall; the Auld Kirk proposes £300 to cover heating and cleaning costs. 3 of these events are forecast per year.

The Auld Kirk is also proposed to be used for 4 community events per year; a ceilidh at the New Year, and Easter and Harvest Festival dance; and another ceilidh or dance during the East Neuk Festival in summer. During these events, SMAKE will be able to apply for and hold a temporary alcohol license and run a bar. This can be done from temporary trestle tables prior to the redevelopment using disposable “glasses”, and from the pop-up bar post redevelopment.

The forecast is 9 events during the “meanwhile” period and 10 thereafter, with 4 of these events being ones where SMAKE runs the bar.

Events with no bar are not forecast to make a margin for the Auld Kirk; to do so would require volunteer rather than paid assistance.

Bar events have the potential to create useful income streams for the Auld Kirk. Bar income is based on 50 heads at £30 per head for events, with 55% cost of sales and 2 paid staff for the bar. The numbers of people are based on the anticipated local audience for dance etc events, and the per head spend is based on experience of similar community and performance events elsewhere.

Detailed financial assumptions are provided at Appendix 3.b.

9.3.2 Direct costs

During the ‘meanwhile’ period, administration of the events will be undertaken by SMAKE volunteers assisted by a grant-funded project officer. Casual, paid staff will assist with overseeing clients setting up the Auld Kirk, ensuring that it the Kirk is properly returned to its original condition, and undertaking any additional cleaning required. These costs are estimated at 4 hours at the Real Living Wage of £14.10 per hour (plus national insurance and holiday pay) plus a £100 allowance for any sundry costs (waste disposal / materials etc). Heating costs are estimated for 6 hours at £10 per hour. For community events, staffing hours are increased to 10 hours per event with a £200 allowance for sundry costs. In practice, SMAKE report very low costs associated with events, so these assumptions may overstate actual costs.

On reopening in 2029, heating costs per hour are anticipated to fall due to the improved efficiency of the new systems from £10 in 2026 to £7 in 2029.

The costs of running the bar for bar events are 55% cost of sales and 2 paid staff for the bar, for 5 hours. SMAKE directors have applied to be bar license holders, which would reduce the cost of paid staff for the bar.

Detailed financial assumptions are provided at Appendix 3.b.

9.3.3 Gross profit

Based on the assumptions above and provided in Appendix 3.b the following forecast is assumed for direct income and costs for events. Events do not provide a significant source of

gross profit but are essential for delivering the economic and community benefit to St Monans. The marketing effort will be ancillary to that of weddings, and 0.5 FTE administrator / marketer / bookkeeper is provided in overheads (section 9.5) to supply this support. The part time Development Officer role will assist in encouraging community groups to come forward to make additional use of the Auld Kirk facilities.

Figure 26. Events income and direct costs

	Apr-Dec 2026 meanwhile	2027 meanwhile	2028 closed	2029 reopen	2030 reopen	2031 reopen
No of events only	**5**	**6**		**6**	**6**	**6**
No of events with bar	**4**	**4**		**4**	**4**	**4**
Hire Income	2,700	3,720	-	3,500	3,600	3,700
Bar income	6,000	6,120	-	6,242	6,367	6,495
Total income	**8,700**	**9,840**	**-**	**9,742**	**9,967**	**10,195**
Direct costs	2,189	3,026	-	3,226	3,264	3,304
Bar costs	3,966	4,065	-	4,182	4,265	4,351
Total costs	**6,155**	**7,091**	**-**	**7,408**	**7,530**	**7,654**
Gross profit	**2,545**	**2,749**	**-**	**2,335**	**2,437**	**2,540**

9.4 Community café

The community café is intended to fill the gaps for the local community in the off-season, and to supply an additional service to tourists during peak season. However, it will have to be closed for weddings and funeral events, and will not therefore be open week long. Once the redevelopment is complete and facilities available, the café will operate seasonally from 3 days per week in the off season up to 5 days per week in summer: allowing 2 days per week for weddings and other events even in the summer. The advantage to this operationally is that SMAKE will only require 1 FTE person as the café manager and this person can be employed year – round, possibly on an annualised hours contract. This person will be supplemented by seasonal workers as required.

The architectural designs show a 50m2 cafe seating area, which equates to approx. 26 covers plus additional outdoor seating / takeaway offer. There will be no space constraints on the offer at the proposed maximum of 50 covers per day.

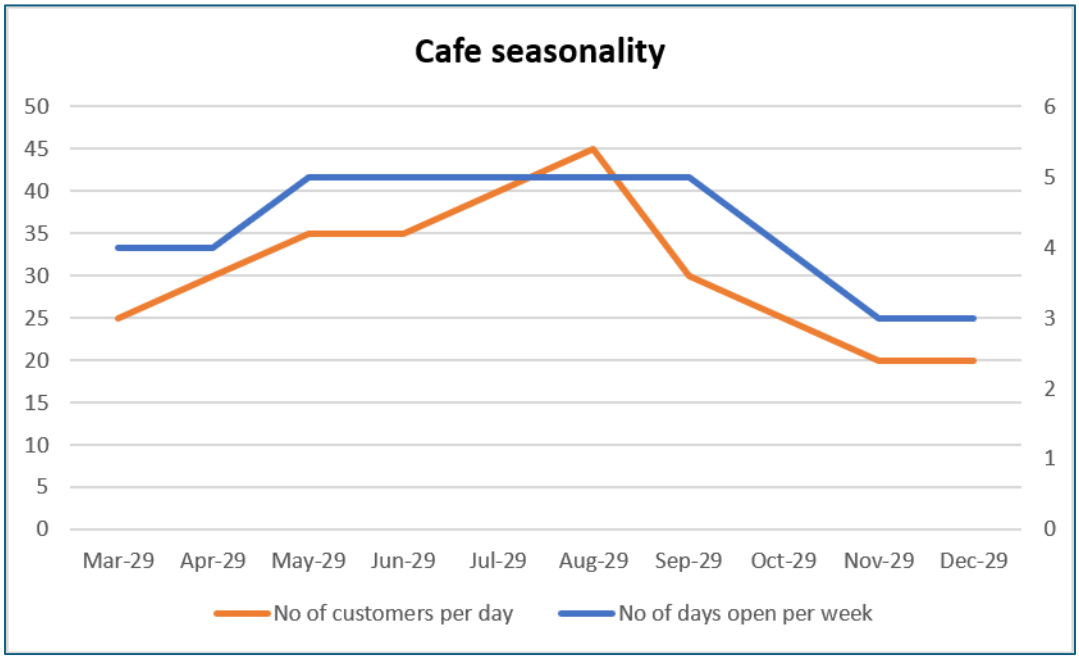
9.4.1 Income

The seasonal openings for the café vary; 2-3 days per week to ensure that there is a community service in the off season, and 5 days per week during the high tourism season. One of the advantages of St Monans is that there is space for children to play inside if SMAKE decide to allow a soft play area (usually tumble mats, wheeled toys, etc) in the Auld Kirk – this will provide a community service to local young families. It would also counter the location of the café outside of the village, providing additional incentive to travel the short distance to the Kirk.

Cafe numbers are forecast to vary from 15-25 per day (around 2% of the local population) in the off season to a maximum of 45 per day in the tourist season in the first year. This suggests a total number of customers at 5,880 over 185 trading days in 2029, a very modest ambition compared to the Fife Coastal Path usage estimates of 500,000 people per year of whom 35,000 walk the entire length.

Income per head for 2029 prices is estimated at £12.

Figure 27. Café seasonality



9.4.2 Direct costs

Direct costs relate to the cost of food / beverages, set at 35% as per industry norms. A further 5% is added for consumables.

Labour costs are £18 per hour (2029 costs) for the café manager, and £14.60 for seasonal staff; plus 5% national insurance and, for seasonal staff, 13% holiday pay. The café manager will work an average 0.86 FTE, with 0.6 FT in the lowest months and full time in the tourist season.

Additional provision has been made for heat and water costs in the overheads in 2029 for the additional costs related to the café of £2,000 per year. During the summer and maximum opening hours there will less need for heat; the greater demand will be in the winter months.

9.4.3 Gross profit

The forecast shows the café making a small loss in the autumn and winter months, reflecting the low number of customers per day against the staff costs. Overall, the café is forecast to make a small surplus, which will be a contribution to the energy costs required to operate the café. This reflects the need to open the café when it is not commercially viable, as a community benefit.

Figure 28. Café seasonality – monthly income and expenditure

Assumptions	Mar-29	Apr-29	May-29	Jun-29	Jul-29	Aug-29	Sep-29	Oct-29	Nov-29	Dec-29
Café income	4,800	7,200	8,400	8,400	12,000	10,800	7,200	6,000	2,880	2,880
Café Cost of Sale and Co	1,920	2,880	3,360	3,360	4,800	4,320	2,880	2,400	1,152	1,152
	2,880	4,320	5,040	5,040	7,200	6,480	4,320	3,600	1,728	1,728
Café staff expenses	3,314	4,804	4,517	4,517	5,646	4,517	4,517	4,323	2,426	2,426
Café gross margin	**(434)**	**(484)**	**523**	**523**	**1,554**	**1,963**	**(197)**	**(723)**	**(698)**	**(698)**

NOTE: the café is not forecast to open after redevelopment until March 2029. In future years, the café will be open year-round.

Figure 29. Café gross profit

	2029 reopen	2030 reopen	2031 reopen
Trading days	185	212	212
Customers	5,880	6,670	6,985
Income	**70,560**	**81,641**	**87,206**
Cost of sales	28,224	32,656	34,883
Staff costs	41,008	47,395	48,343
Gross profit	**1,328**	**1,589**	**3,981**

9.5 Overheads and staffing

9.5.1 Staffing

For the meanwhile phase, SMAKE will be reliant on volunteers to manage the activities and on external funding (SLF, then NLHF) to provide a Development Officer. This is anticipated to be from SLF for the period to March 2026, then from the Heritage Fund until December 2026. Delivery Phase funding would cover this cost from approx.. May 2027 to September 2029. Overhead costs will be met by NLHF for the Development phase (insurance and cleaning) but not the Delivery Phase onward.

Once the building is reopened, SMAKE will generate sufficient income from the weddings activities to support both the administration and marketing function (shown as a contractor cost) and a 0.6 FTE Development Officer to help manage and generate new activities. This appointment will deliver significant community benefit; communities with a self-funding Development Post are able to initiate, manage and maintain community development efforts including supporting volunteers, rather than rely on volunteers alone.

The café manager post is included in the café direct costs, as discussed above.

The detailed analysis of staff cost is shown at Appendix 4.

9.5.2 Overheads

Overheads have been estimated based on actual experience in village halls and similar venues.

Heat and light is based on estimates provided by Luths Services, and for overheads reflects opening during café hours / base heat load. Heat and light for events and weddings is included

in the direct costs for those activities. These costs increase significantly in 2029 despite the increased thermal efficiency and heating systems to take account of the café activity.

Insurance costs are based on the actual insurance charge to St Monans. Quotes have been provided for the independent examination and Directors training (in accounting and for bar licenses).

Cleaning costs for weddings and events are included in the direct costs for those activities. Café staff will do the cleaning for the café, as is normal practice. Costs below are based on 3 hours per week for ongoing maintenance.

SMAKE have negotiated with NHLF to reallocate an underspend of Development Costs against key items of expenditure, and these are noted below.

Note that it is assumed that overheads during closure are funded from the fundraising activities. This will include items such as insurance for the year, independent examination, and a small proportion of administration expenses to cover grant claims etc. This will total around £16,000.

Figure 30. Overheads and staffing costs

	Apr-Dec 2026 meanwhile 9 months	2027 meanwhile	2028 closed	2029 reopen	2030 reopen	2031 reopen
Overheads:						
Heat and Light *	2,500	3,825		7,959	8,118	8,281
Insurance		13,732		14,287	14,573	14,864
Admin and marketing				10,000	12,240	18,727
Independent examination	840	857		891	909	927
Internet and communications	375	765		796	812	828
Fire servicing	250	510		531	541	552
PRS	250	510		531	541	552
Office expenses (PPS)	50	102		106	108	110
Bank fees	30	61		64	65	66
Waste removal	180	367		382	390	397
Cleaning costs*	1,000	1,530		1,592	1,624	1,656
Repairs and renewals	500	500		500	1,000	2,000
Training for Directors	1,542					
Total overheads	**7,517**	**22,759**	**-**	**37,638**	**40,921**	**48,962**
check	-	-	-	-	-	-
Project / development officer			**-**	**14,560**	**25,459**	**25,968**
Total costs	**7,517**	**22,759**	**-**	**52,198**	**66,380**	**74,930**
Reallocation from NLHF	**(3,324)**	**(7,989)**				
Net costs	**4,193**	**14,770**	**-**	**52,198**	**66,380**	**74,930**

Total costs increase substantially in the newly renovated building due to the increase in heat and light, contract costs for marketing and admin, and the part-time (0.6 FTE) project officer post.

9.6 Summary Profit and Loss

The activities and assumption set out in Sections 9.1 to 9.5 above enable the Auld Kirk to deliver modest surpluses each year, although additional donations will be continue to be sought to cover any gap in the "meanwhile" years. The full benefits of the redevelopment project will be realised in 2031, due to the necessary marketing and recognising the time-lag in booking and planning weddings. At this point there will be a healthy surplus to continue to support community activity and also to set aside for future maintenance of the Auld Kirk.

Figure 31. Summary profit and loss to 2031

		Apr-Dec 2026 meanwhile	2027 meanwhile	2028 closed	2029 reopen	2030 reopen	2031 reopen
Weddings surplus	Figure 25	3,600	8,443	-	52,590	65,211	81,577
Events surplus	Figure 26	2,545	2,749	-	2,335	2,437	2,540
Café surplus	Figure 29				1,328	1,589	3,981
Total gross profit		**6,145**	**11,192**	**-**	**56,253**	**69,238**	**88,097**
Overheads	Figure 30	7,517	22,759	-	37,638	40,921	48,962
Dev. Officer	Figure 30			-	14,560	25,459	25,968
Total indirect costs		**7,517**	**22,759**	**-**	**52,198**	**66,380**	**74,930**
Reallocation from NLHF	Figure 30	(3,324)	(7,989)				
Surplus		**1,952**	**(3,578)**	**-**	**4,055**	**2,858**	**13,168**

The deficit in 2027 arises as SMAKE have to carry the overheads on a "meanwhile" rate of income. This deficit will be funded by the surplus in the previous year, when the SLF grant will support the insurance costs. Post-Redevelopment, the surplus will grow as weddings surpluses contribute more to the overhead costs of maintaining the Kirk for community events and as an historic asset.

10 Delivering the project: governance and skills

10.1 Legal structure

SMAKE are a company limited by guarantee and plan to apply for Charitable status.

The planned activities of SMAKE may not require that it sets up a trading company, certainly during the "meanwhile" and delivery phases. Charitable trading is not subject to corporation tax on its profits, unlike non-charitable trading. SMAKE should seek appropriate legal, charity, accounting and VAT advice to consider the following:

- Venue hire (for weddings and events) to raise income for the charity and its purposes can be carried out by a Charity. The letting of land and buildings where no services are provided to the user is not regarded as "trading" for charitable purposes[1]

Sales of alcohol at events can equally be carried out at an event or activity your charity is running that is directly connected to the charity's aims such as community benefit if

- the event is directly related to your charity's aims, as they appear in your governing document
- the bar is only open because the charity activity is happening
- only guests, participants or spectators at the event use the bar.[2]

However, sales of alcohol during a wedding, for example, would not be covered by this provision; these would be provision of services to the hirer and would count as trading.

Provision of a café (as distinct from leasing space to a café) is not covered by the charitable trading exemption.

There is a "small trading exemption" available[3] which means that profits from the café and the bar trading should also not be subject to Corporation Tax if the income from these activities was under the limit. The limits are currently:

Charity's gross annual income	Maximum permitted small trading turnover
Under £32,000	£8,000
£32,001 to £320,000	25% of your charity's total annual turnover
Over £320,000	£80,000

The Board should be aware that Charity rules on trading and exemptions from Corporation Tax are distinct from VAT exemptions. Charity VAT is complex, and it is strongly recommended that

[1] https://www.gov.uk/government/publications/trustees-trading-and-tax-how-charities-may-lawfully-trade-cc35/trustees-trading-and-tax-how-charities-may-lawfully-trade#trading-by-charities
[2] https://www.gov.uk/guidance/alcohol-at-charity-meetings-and-events#alcohol-sales-as-a-way-of-fundraising
[3] https://www.gov.uk/guidance/charities-and-trading#small-trading

expert advice be sought to minimise any unexpected liabilities. The Board should note that any VAT charged on redevelopment works is unlikely to be recoverable and has been included in the costs to be funded. Charities are not usually exempt from VAT on income unless that income is exempt under general VAT rules – it is non-business (for example grant or fundraised income) or it is exempt income (for example venue hire of a building where the owner has not opted to tax); so provision of services such as café services and bar services may be subject to VAT when the VATable turnover is reached. Hire e.g. for weddings should remain exempt from VAT.

Income from fundraising events can also be exempt from VAT under specific conditions. To qualify for the exemption the event must be organised by a charity or its trading subsidiary primarily to raise money for the charity. It must not be continuous trading and no more than 15 events of the same kind can be held at a single location in any year.[4]

The financial forecasts assume that SMAKE is a Charity; that it does not opt to tax the building; and that its trading in the meanwhile years remains exempt from Corporation Tax and VAT. This position should be reviewed by the appropriate experts and advice sought for the position after the redevelopment project, which may require setting up a trading subsidiary.

10.2 Board skills

There are 6 Board of Directors of SMAKE, all of whom have lived in the community for many years.

Peter Peddie (Chair)

I was born and raised on a farm close to St Monans and still farm here today in partnership with my son. The Auld Kirk has been part of many of the major events of my life and I want to make sure it would always be there for my children and everyone in the local area.

Marjory Ashworth

I am a hands on farmers wife on the family farm in Abercrombie which keeps me busy all year. I am Chairman of St Monans and Abercrombie CC which I have been a member of for over 15 years. I help run the Sunday Monday Club for children of primary school age in St Monans and am a member of St Monans Church. I feel strongly that this beautiful Auld Kirk should be part of village life as it has been for generations and that it should be an asset to the area and not just be closed as the Church of Scotland propose. I want to see this building go from strength to strength in its new purpose.

Richard Croker

I have been a resident in the East Neuk for over 20 years and lived in St Monans for 16 years. I have a background in leading largescale operations, experience in multi-site management and strategic business development. My career has given me skills in financial planning and operational efficiencies through building strong and collaborative relationships. I am involved with other groups across the local area and have a good understanding of the community's needs. As a member of the congregation of St Monans I have a passion to transform the Auld Kirk into a thriving community asset.

[4] https://www.charitytaxgroup.org.uk/tax/vat/exemption/fundraising-events/#:~:text=If%20a%20charity%20fundraising%20event,VAT%20on%20the%20related%20expenses.

David Robertson

I'm married with 3 kids. I'm a time served motor mechanic, having been in the trade for the last 29 years. I own the local garage in St Monans, employing 5 people. I decided to become involved in SMAKE to assist the local community in purchasing the Auld Kirk for the community.

Vicki Salvage

I instigated the community action to buy the Auld Kirk while I was the Chair of St Monans & Abercrombie Community Council, organising public meetings to gauge local support and suggesting the other members of SMAKE to work towards a community future for our Auld Kirk. I am a retired school teacher, and also owned an antique business in Glasgow before retiring back to my family home in St Monans over 20 years ago. I have been involved in other local organisations and charities such as St Monans Sea Queen Committee and the St Monans Food Larder. The Kirk has been part of my life since childhood and holds a special place in my family history. Over many years I've been involved the life of the Kirk, though not just the religious side of it - fundraising and via various clubs and choirs too. My ambition is to work via SMAKE to create a viable and flourishing community asset of our unique Auld Kirk building.

Joanne Taylor

I am an academic and scientific researcher studying fungi, mainly in relation to tree diseases. I work for the Royal Botanic Garden in Edinburgh and also Forest Research. I have a PhD. I have lived in St Monans and attended St Monans Kirk for at least 10 years, but I tend now to use the Baptist church in Pittenweem. My late husband is buried in the cemetery behind the kirk. I volunteer each summer to be a welcomer at the kirk and became involved with SMAKE as I was concerned that the Kirk was to be sold and wanted to be part of the team of people to preserve it for the community.

Skills assessment

The Board of Directors self-assessed their skills against the key requirements to ensure good governance of the organisation. For each requirement, Directors were asked to assess their skills and experience and self score against five potential skills levels:

- None, and not my thing
- None – but willing to learn
- A bit of experience
- Quite competent with some experience
- Very competent with a lot of experience.

Sklls gaps were identified where there was either no Director who was quite or very competent, or where there was only one Director who was quite or very competent as this would mean over-reliance on one individual.

The Board currently has 6 Trustees, with a wide-ranging skill set across governance and management, finance and legal, fundraising and funding, and community and membership engagement.

The Board's area of skills gaps identified in its skills self-assessment were in finance and legal (data protection), fundraising (grant administration), communications and marketing,

operations management, commercial events management, and managing employees and volunteers. While there is 1 Director who has skills in these areas, the Board is reliant on this individual. The Board intends to employ a project officer and subsequently a development officer who will have skills in communication and marketing and in grant administration. Online courses are available, as is free one-to-one support from organizations such as Fife Voluntary Action and from Business Gateway. For sector-specific support in commercial events management, the Board will seek peer-to-peer advice from local organisations with experience in these areas, such as Bow House.

Please see Appendix 4 for detailed analysis.

11 Key risks and their management

The table below sets out the key strategic risks, explains how they are considered in this Business Plan, and noted additional action required during the deliver of the project.

Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Inability to raise funds for capital renovation.	Medium	Low	Phased approach enables 'meantime' use, generating income and building capacity Funding strategy set out in business plan supported by proposed Project Officer role	Early contact with key funders through Expressions of Interest – AHF, NLHF, HES.	Board, Project Officer.
Capital costs increase and timeline stretches	High	Medium	Continue fundraising throughout project development and delivery periods	Appointment of suitably experienced Project Director to help manage Design Team / Main Contractor	Board
Demand lower than expected from weddings income	High	Low	Conservative assumptions used, based on market testing; low numbers of weddings for "meanwhile use" period	Detailed marketing plan	Development Officer/SMAKE.
Demand lower than expected from events income.	Low	Low	Conservative events numbers based on existing use Events not forecast as delivering substantial economic benefit although provide community benefit	Project Officer to work with existing Festivals, community groups to stimulate demand.	Development Officer/SMAKE.
Demand lower than expected from café.	Low	Low	Very conservative forecast numbers based on tourism use. Cafe not forecast as delivering substantial economic benefit although provide community benefit	Work with existing providers in the village to help ensure support and economic benefit to them from the facility.	Development Officer/SMAKE.

Appendix 1. Marketing Strategy Summary

St Monans Auld Kirk

Brand and marketing strategy and outline marketing plan

1. Background

Although we are likely to be a couple of years away from when the building will operate in its new commercial capacity, it is important that the basis of a brand strategy, marketing strategy and outline marketing plan is understood now. This is because:

- The brand and its overall market positioning will have a bearing on the nature of the interior design
- The separate offers and how these are intended to work, will have a strong bearing on functional design elements and facilities needed
- Demonstrating that both brand and marketing strategy has been fully considered as part of the wider business plan, is clearly important from the perspective of potential funders
- Importantly for SMAKE, an appropriate brand and marketing strategy with an outline plan, helps provide confidence to proceed with the venture

2. Overview

The basis of the new St Monans Auld Kirk brand provides it with clear market positioning and almost enviable differentiation – which is centred on the building, its heritage and unique location right by the sea. A sub-brand will be created for the café and hub, plus also one for the events offer.

Marketing for the cafe and hub will be based on separate market segments for the local market and visitors – who will mainly be using the Fife coastal path. The strategy for the visitors will essentially focus on inbound and specifically strong ranking in SERPs, with little marketing needed for the local market once the venture has launched because word-of-mouth will largely suffice. However, and given this, reputation will be absolutely central to success.

Marketing for the events offer will be more involved, with separate markets targeted and some of these segmented – and notably for weddings. Both inbound and outbound will be used, with the latter's purpose mainly aimed at building brand awareness which leads to brand salience.

An excellent website is central to achieving effective delivery for the marketing effort and will also be required well ahead of the venture going fully live because of the fund raising and membership recruitment efforts.

3. Brand strategy

3.1 Brand architecture

The start point is a brand architecture which has St Monans Auld Kirk as the master brand, then sub-brands for the two separate offers. The names of these sub-brands may change ahead of when the venture goes live, but at the time of writing they are:

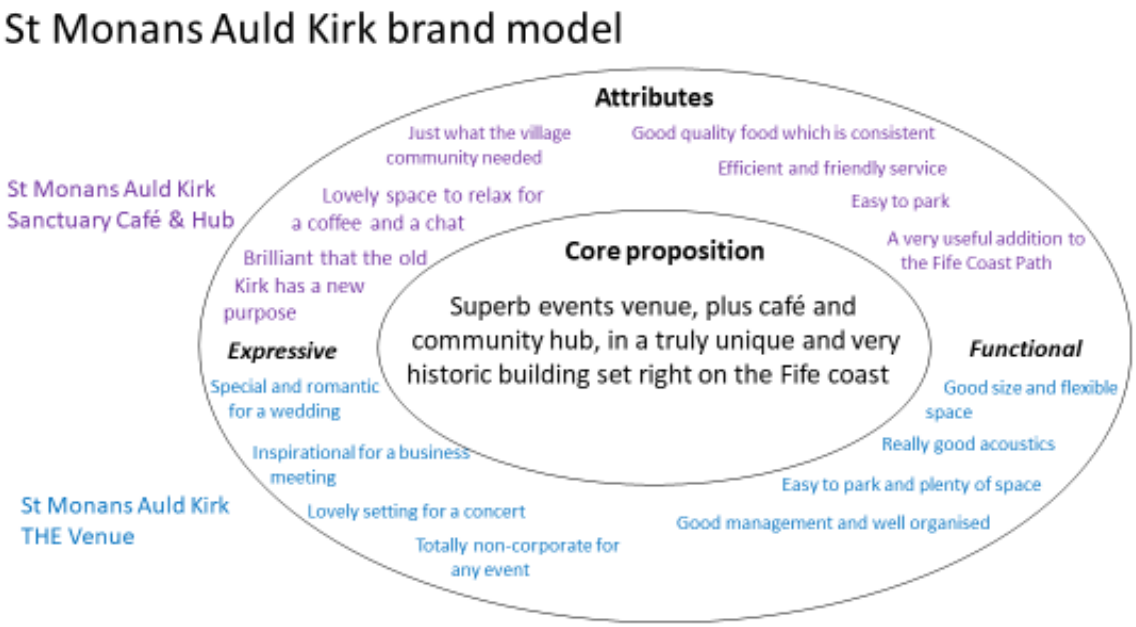
St Monans Auld Kirk Sanctuary Café & Hub

St Monans Auld Kirk THE Venue

If the names are changed at some point, then it's important to retain clear differentiation between them, as not doing so potentially weakens the overall offer and therefore reduces the chances of commercial success.

3.2 Brand model

A draft brand model has been created which covers the master brand and sub-brands. This particular model has been used because it splits brand attributes between expressive and functional, with the former being especially relevant to the venture because the sense of 'place' is what really differentiates versus competitors.



This is a draft model and SMAKE may develop it further.

Also note how the model splits the two core offers, with the importance of this not just being their obvious different nature, but more importantly because their base brand positioning in respective markets is different. For example, weddings in the venue will typically be higher end and boutique, whereas the food offering in the café & hub will be lower end and affordable.

3.3 Brand identity

There are two aspects of brand identity that will be applied: visual and verbal. Both will be steered by the brand model.

For the visual identity, a brief has been created for a design agency or freelancer and outlines what is required – e.g. logos, colour palette, typefaces etc. SMAKE used this to commission a local graphic designer to produce their logo which is now in use.

For the verbal identity, it's been agreed with the SMAKE team that they will develop this internally.

4. St Monans Auld Kirk Sanctuary Café & Hub

4.1 The food offer

Although we are at a very early stage at the time of writing, it's important there is a good understanding of what the likely food offer should be. This is partly because it has an obvious bearing on what space and equipment requirements etc., but also because positive reputation and therefore advocacy – which becomes 'word of mouth' marketing – by the local customer segment will absolutely be the key to success. Related to this and for obvious reasons, it's also vital that whatever the offering is then it must be consistently repeatable.

The agreement at this stage is that the food offering will be simple but very well executed. So perhaps soup and toasted sandwiches at its heart, but done superbly.

4.2 Market segmentation

There will be two main market segments targeted:

The first will be local people, and not just form the village but the surrounding areas as well – with the likely appeal considerable given a relative lack of competition and the nature of the building.

The second is visitors, and in particular those using the Fife Coast path

4.3 Marketing to the local customer segment

For the launch, this will be a simple affair of posters in the village and surrounding villages, plus Facebook post and boosted to the target area.

For ongoing, the strategy will need to be one of encouraging advocacy by providing a consistently excellent food and service experience. Whilst word-of-mouth will be key, customers will also be encouraged to post reviews on Google, Facebook and TripAdvisor (though the latter more for the benefit of the visitor segment). For special events and news etc. Facebook posts plus posters will likely be sufficient. In this respect very little ongoing paid marketing will be needed.

4.4 Marketing to the visitor customer segment

This will be more involved, with the strategy focused on inbound marketing. This approach is appropriate because online search – and including on review sites – will typically proceed visits and especially those planning a day on the Fife coastal path. It will also be the case that visitors will use mobile devices to find places to eat and drink, plus check their offering and credentials, whilst on the move and in the area.

The website will therefore be very important, with traffic typically going to an appropriate landing page. Main tools and tactics to use will be:

Strong ranking in SERPs for relevant phrases (e.g. 'places to eat Fife coastal path), with this influenced by web content, technical SEO, reviews (including TripAdvisor) and social media presence

Google Business Profile and Bing Places for Business profiles will also help with SEO, plus will be referenced in SERPs for opening hours and details on food etc.

Having a listing on curation sites such as 'Welcome to Fife' and 'Food from Fife' will also be useful.

All visitors should be encouraged to post reviews.

5. St Monans Auld Kirk THE Venue

5.1 Marketing for the venue offer is relatively more involved, as there will need to be several levels to it and taking into account individual markets and their segments.

The main markets identified so far are:

- Weddings
- Concerts and shows
- Specialist events and celebrations – e.g. Burns Night

At this early stage in the planning for the venture, the important thing to consider for the overall venue offer is to keep the space flexible – so this must be a key consideration in the architectural proposals.

The following considers each market, segmentation where necessary, then the marketing strategies needed and the tools and tactics to deliver them.

5.2 Weddings

5.2.1 SMAKE have stated the intention of bringing weddings, and including receptions, to the venue, which does on the face of it make sense. Certainly the nature and location of the building potentially makes it a very appealing wedding venue, and indeed one which will be unique in the region. The only apparent negative is the lack of nearby hotels for accommodation, though there are ways this issue can be addressed on a practical level – e.g. providing coach transport to a hotel in St Andrews. It's also noted that the café and hub would obviously have to be closed on days a wedding was taking place, so this will need careful managing to ensure limiting the negative effect (e.g. disgruntled local customers).

5.2.2 Looking at the regional market, there are around 20 weddings venues in Fife, plus considerably more east into Perthshire and south in and around Edinburgh. These venues are hugely varied in terms of the buildings and what they can offer, but certainly there isn't a building comparable to St Monans Auld Kirk and in such a location right by the sea.

5.2.3 The wedding market has multiple segments, with very high-end no-expense-spared at mega venues right at the top, and with low-end budget in a registry office and trip down the pub afterwards at the other. Given the size of St Monans Auld Kirk, its unique location, and what will be feasible to offer as a combined service and reception venue, the segment that should be

mainly targeted is small-to medium size boutique-style weddings. So for a couple the appeal will be the service and reception in the same very special building, with the setting by the sea providing a fabulous backdrop for photos.

5.2.4 The first marketing strategy that will needed is to use inbound, with this aimed at delivering potential customers to a first class landing page on the website which conveys a compelling message, which then leads to an enquiry. This will mainly be achieved through high rankings in SERPs for relevant phrases, with the main actions and tools and tactics needed being:

- Key phrase research and analysis which is then used as a part of the basis for the landing page content
- Page content which is extensive and includes imagery and video (all factor in SEO)
- Technical SEO (e.g. crawling, indexing, rendering, and website architecture)
- Google Business Profile and Bing Places for Business Profile
- Social media presence and both Facebook and Instagram (both will show up in SERPs)
- Encouraging reviews on Google and elsewhere (obviously once the events start happening)
- At least for the launch given that rankings in SERPs for unbranded phrases will not be high, PPC (pay per click) can be used and both Google Ads and Microsoft Ads

Successful inbound will also be achieved through listing on curation sites – e.g. Bridebook.

5.2.5 The second marketing strategy will use outbound with the aim of creating brand awareness which leads to brand salience. This will then mean that an ever-increasing percentage of online searches will use the brand name rather than just being market-generic, with the result being that what's seen in SERPs will only be about St Monans Auld Kirk THE venue (unless a competitor is using PPC to bid on the name).

5.2.6 The principle tool and tactic to deliver this strategy is having a small stand at weddings Fayres in the region. A secondary tactic would be to advertise in a regional lifestyle magazine which was running a wedding special, though the cost of this is likely to be relatively high.

5.3 Concerts and shows

5.3.1 Part of the appeal of bringing concerts and shows to the venue is firstly that it adds considerable value for local people, plus also that because the events with generally be in the evening, it shouldn't require the closure of the café and hub during the day.

5.3.2 It's also logical that the building will likely be appealing to performers as a) it apparently has very good acoustics, and b) the nature of the interior will no doubt add to the atmosphere.

5.3.3 There are two main levels to the marketing for concerts and shows:

The first is to promote the venue to bands and other performers, with this most effectively achieved through booking agents. So the approach is B2B and needs to be made to multiple booking agents, and sets out what the venue has to offer and what sort of bands and other shows the venue wants to attract and what it doesn't. For example, a touring folk band from Wales rather more than a heavy metal band from Finland.

The second level is B2C, because once a booking is secured it will be up to SMAKE to promote it. This can mainly be done through paid social media, plus posters around the village and surrounding area.

5.3.4 As with all the different venue offers, a dedicated landing page will be needed for the website, though in this particular case split by the B2B and B2C content. On the former, the value of this will come from a) providing more info from any outbound communications sent to an agent, and b) from inbound when an agent who hasn't been secured searches online looking for a suitable venue in the region. For the B2C content, this will contain info about upcoming events and a facility to buy tickets.

5.4 Business meetings

5.4.1 Although business meetings are unlikely to be a major part of the offer, none the less they do present a revenue opportunity. The building will suit a certain type of business meeting and generally where the nature of the building is deemed as aligned to what needs to be achieved. For example, where the meeting might be aimed at creative strategic thinking and therefore an environment totally different to that of a normal office or hotel meeting room is of great benefit.

5.4.2 An obvious issue is that a business meeting would require the café and hub to be closed for the day, but this problem could simply be overcome by only offering the venue on a specific day which would also be when the café and hub was closed anyway – so perhaps a Monday.

5.4.2 Marketing for the offer would again use a combination of inbound and outbound:

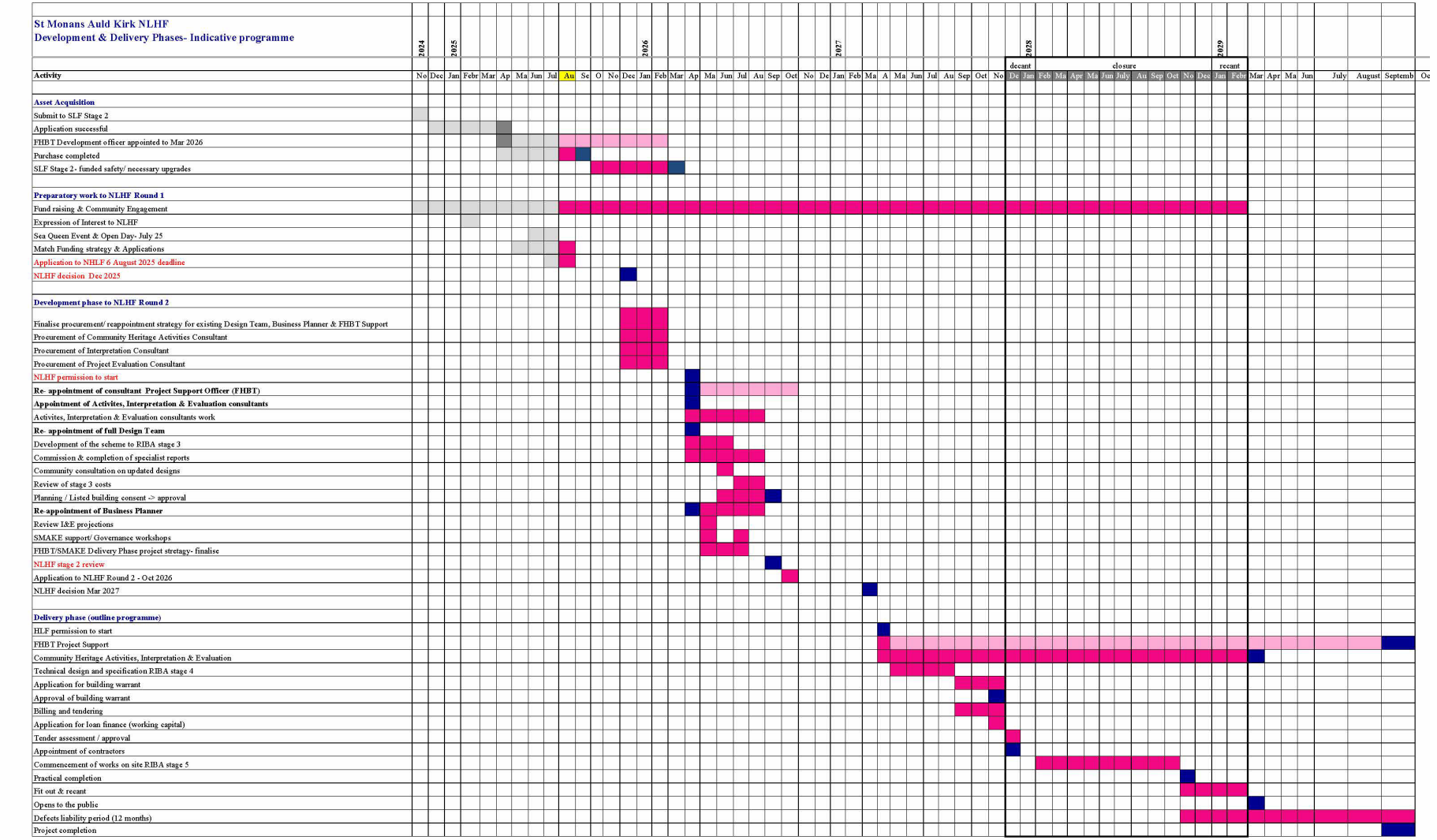
> Inbound would again be mainly having strong results in SERPs for relevant phrases – e.g. 'unique business meeting venues Scotland' – which then go a dedicated landing page. There are also a number of curation sites where a listing can be secured, with Visit Scotland also offering this.
>
> Outbound would best be achieved through direct mail and targeted at companies and organisations in the region where there's potentially a need for business meeting venues. Note that this type of marketing can be relatively expensive and also time consuming, but if it's kept focused and uses regional knowledge on the targeting, then it will be less so.

5.5 Special celebrations

5.5.1 These will be very varied in nature, with examples discussed so far including Burns Night suppers and carol concerts at Christmas.

5.5.2 As such events will largely be for local people, marketing will be very simple outbound and include organic and paid Facebook ads, plus posters and possibly leaflets.

Appendix 2. Detailed development and delivery timeline



Appendix 3. Detailed income and costs projections

a. Weddings

			Meanwhile		Shutdown	Reopen		
			2026	2027	2028	2029	2030	2031
Weddings								
Income - hire								
Ceremony - local	Numbers		2	2		12	14	16
	Price per wedding		600	650		2500	2600	2700
Ceremony - non-local	Numbers		3	8				
	Price per wedding		950	1050				
Ceremony plus reception	Numbers					4	4	5
	Price per wedding					4500	4600	4700
Ceremony plus recep, evening	Numbers					2	3	4
	Price per wedding					5000	5600	5700
	Total		5	10		18	21	25
	Total revenue		4,050	9,700		58,000	71,600	89,500
	Average revenue		810	970		3,222	3,410	3,580
	Energy costs per hour		£10	£10.20		£ 7.00	£ 7.14	£ 7.28
Costs								
Ceremony	Heating hours	4	£40	£41		£28	£29	£29
	Staffing hours	6		£35		£112	£115	£117
	Other	£50	£50	£50		£50	£50	£50
	Total		**£90**	**£126**		**£190**	**£193**	**£196**
Ceremony plus reception	Heating hours	12	£120	£122		£84	£86	£87
	Staffing hours	10	£166	£175		£187	£191	£195
	Other	£250	£250	£250		£250	£250	£250
			£536	**£547**		**£521**	£527	£532
Ceremony plus recep, evening	Heating hours	12	£120	£122		£84	£86	£87
	Staffing hours	10	£166	£175		£187	£191	£195
	Other	£250	£250	£250		£250	£250	£250
			£536	**£547**		**£521**	**£527**	**£532**
	Average total cost per event		**£90**	**£126**		**£301**	**£304**	**£317**

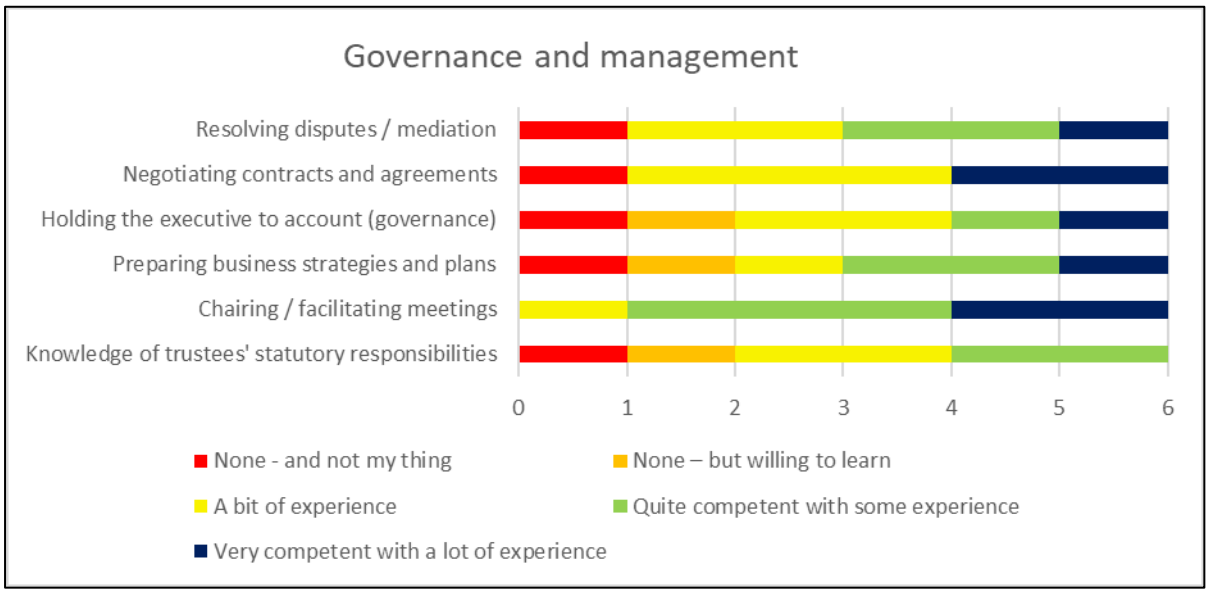
b. Events

				Meanwhile		Shutdown	Reopen		
				2026	2027	2028	2029	2030	2031
Events									
Income - hire									
	Numbers			5	6		6	6	6
Event	Price per event			300	310		350	360	370
Event plus bar	Numbers			4	4		4	4	4
	Price per event			300	310		350	360	370
	Total			**9**	**10**		**10**	**10**	**10**
	Average revenue per event			**300**	**310**		**350**	**360**	**370**
	Energy costs per hour			£10	£10.20		£ 7.00	£ 7.14	£ 7.28
Costs									
	Heating hours		6	£60	£41		£28	£29	£29
Event	Staffing hours		4		£105		£112	£115	£117
	Other		£100	£50	£50		£50	£50	£50
	Total			**£110**	**£196**		**£190**	**£193**	**£196**
	Heating hours		6	£60	£122		£84	£86	£87
Event plus bar	Staffing hours		6	£100	£175		£187	£191	£195
	Other		£200	£250	£250		£250	£250	£250
				£410	**£547**		**£521**	**£527**	**£532**
	Average total cost per event			**£243**	**£336**		**£323**	**£326**	**£330**
Bar income per even	£ 30.00	per head		**£1,500**	**£1,530**		**£1,561**	**£1,592**	**£1,624**
	50	heads							
Bar expenditure									
Bar staffing									
Bar cost of sales	55%	cost of sales		£825	£842		£858	£875	£893
Bar staffing	5	hours		£166	£175		£187	£191	£195
	2	staff							
Total bar costs				**£991**	**£1,016**		**£1,045**	**£1,066**	**£1,088**

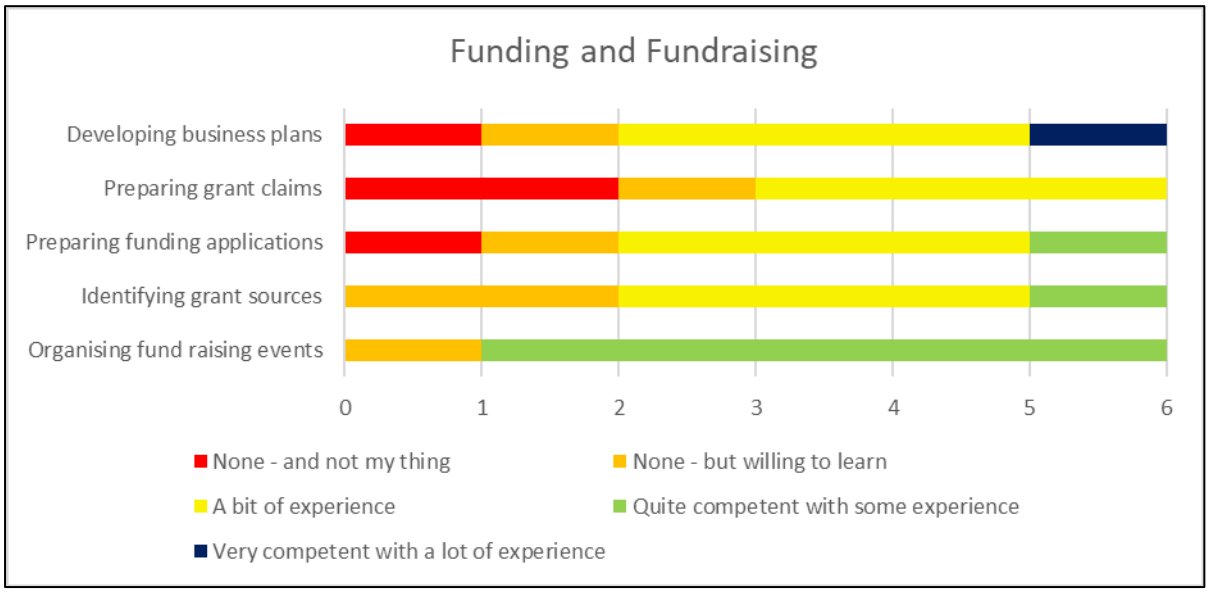
Appendix 4. Detailed staffing analysis

Staffing Extract			2029 reopen (10 months)	2030 reopen	2031 reopen
Café staffing		Costs	41,008	47,395	48,343
		Annualised FTE	**0.72**	**0.82**	**0.82**
Weddings	Ceremony	Number	12	14	16
		Staff hours per event	6	6	6
		Total staffing hours	72	84	96
	Ceremony plus reception	Number	4	4	5
		Staff hours per event	10	10	10
		Total staffing hours	40	40	50
	Ceremony plus reception, evening	Number	2	3	4
		Staff hours per event	10	10	10
		Total staffing hours	20	30	40
	Weddings total staffing hours		**132**	**154**	**186**
		Annualised FTE	**0.10**	**0.10**	**0.12**
Events	Event only	Number	6	6	6
		Staff hours per event	4	4	4
		Total staffing hours	24	24	24
	Event plus bar	Number	4	4	4
		Staff hours per event	6	6	6
		Total staffing hours	24	24	24
	Bar staffing	Number	4	4	4
		Staff hours per event	10	10	10
		Total staffing hours	40	40	40
	Events total staffing hours		**88**	**88**	**88**
		Annualised FTE	**0.05**	**0.05**	**0.05**
Admin & marketing staffing		Costs	10,000	12,240	18,727
		Days	44	53	80
		Annualised FTE	**0.23**	**0.23**	**0.35**
Development office	From June 2029		14,560	25,459	25,968
		Annualised FTE	**0.60**	**0.60**	**0.60**
Total annualised FTE			**1.70**	**1.80**	**1.93**

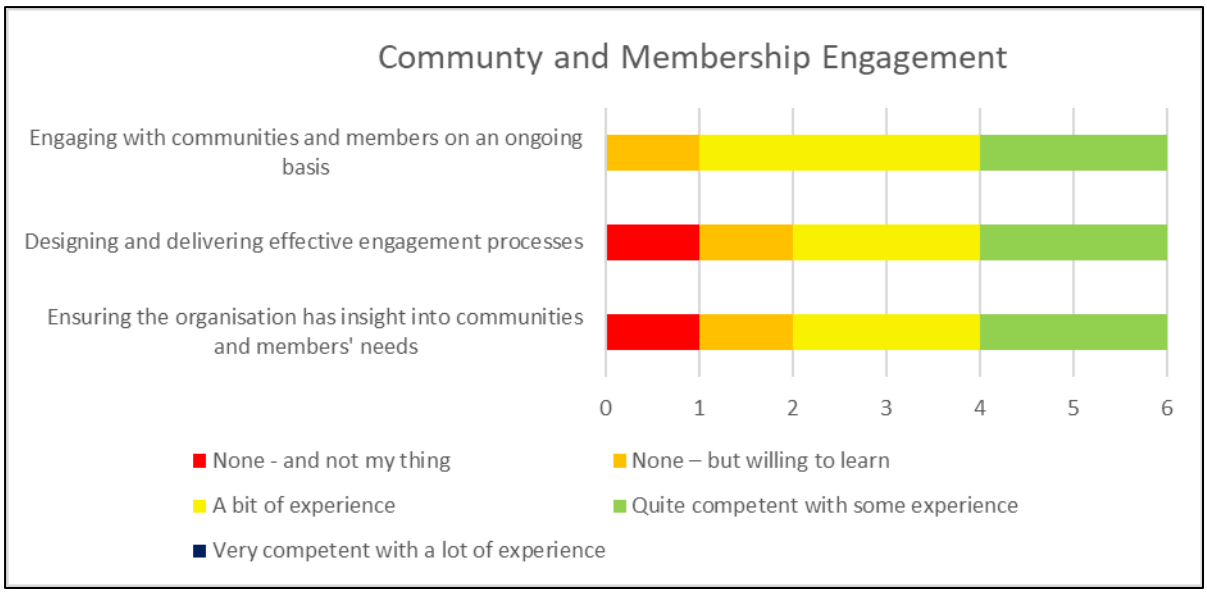
Appendix 5. Board Skills Assessment – Results



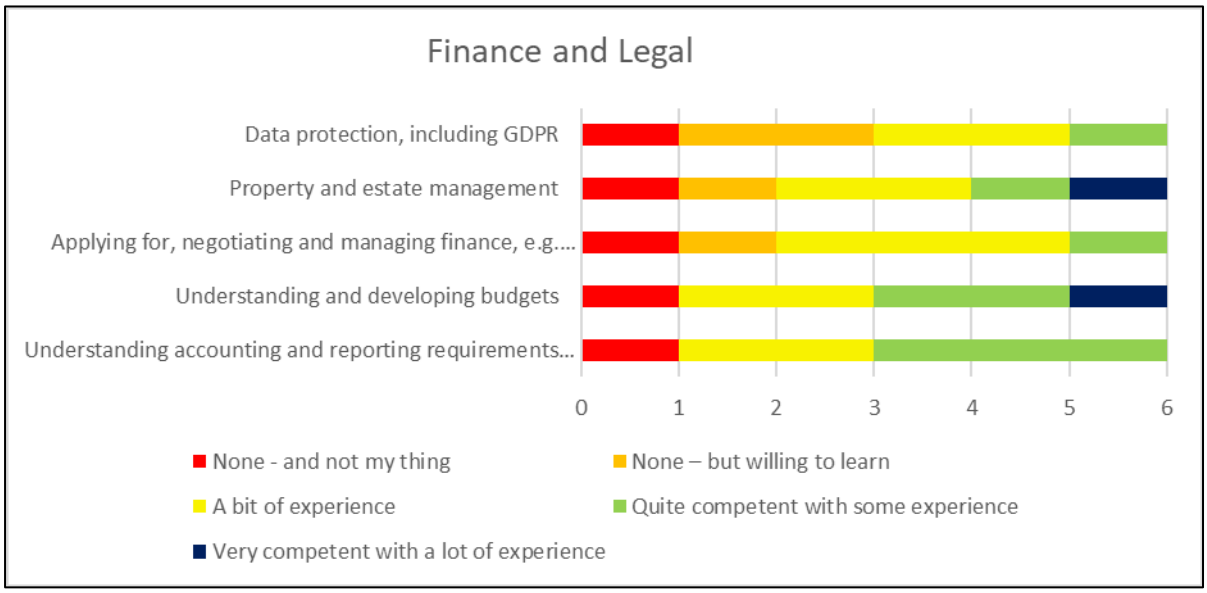
The Board have strong experience in governance and management, with between 2 and 5 Directors with very competent or quite competent experience in all subcategories.



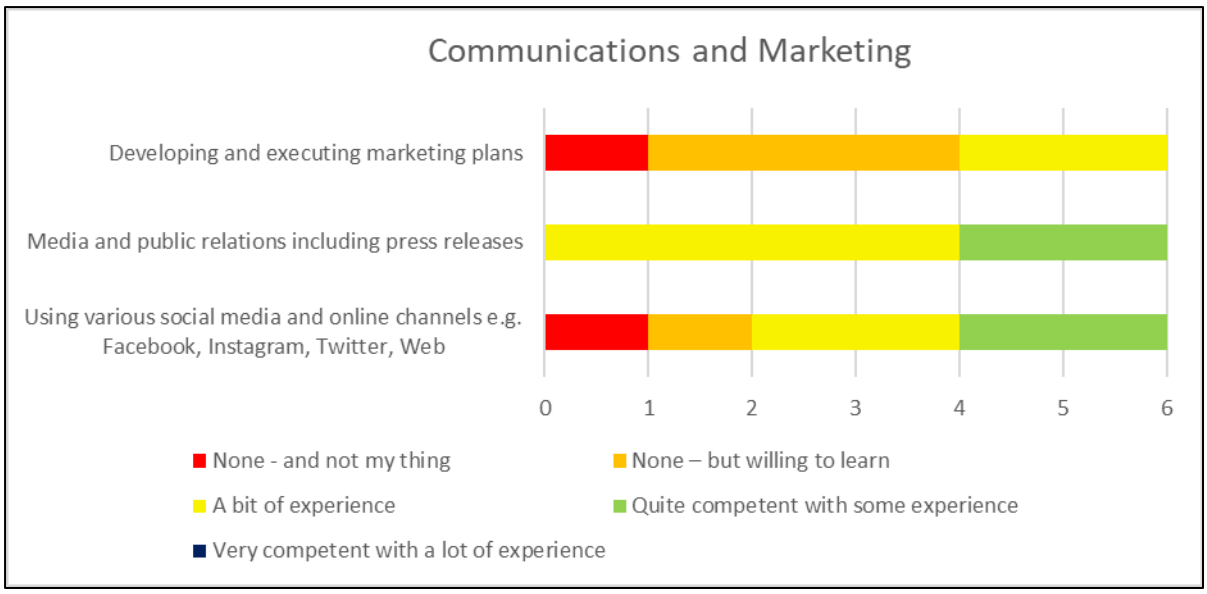
The Board have some experience in fundraising and finance. They have 5 Directors with experience in organising fundraising events, but only 1 person with experience in grant funding, claims etc. The board intend to appoint a project officer who will assist in these grant administration processes.



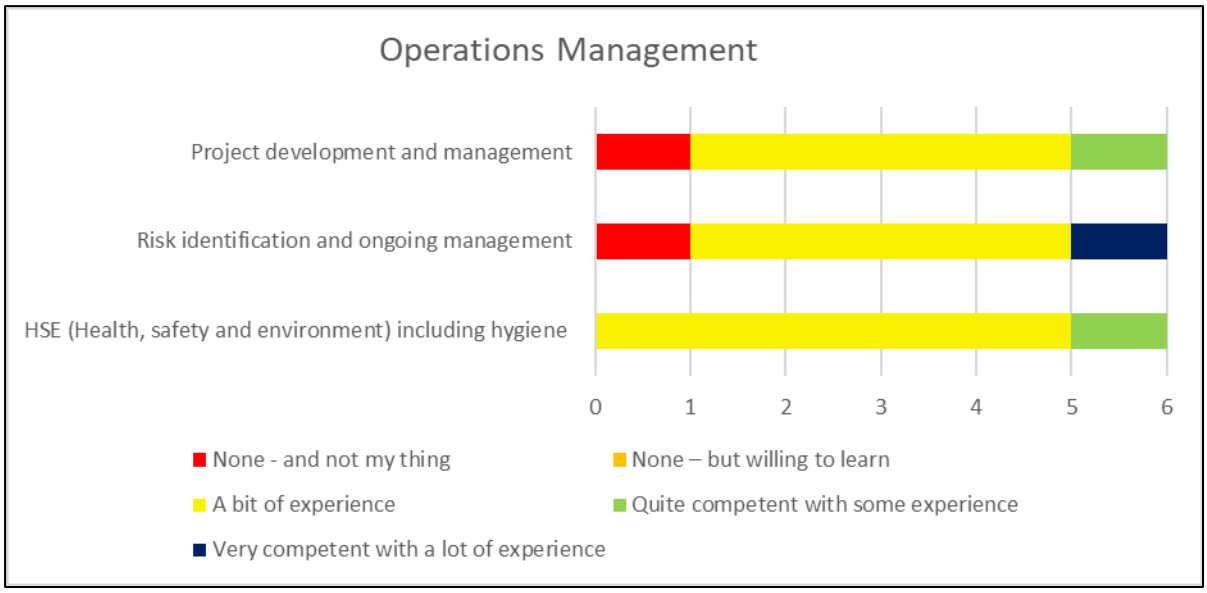
The Board has 2 Directors with competence in community and membership engagement, as demonstrated by the three events held by SMAKE as part of this process.



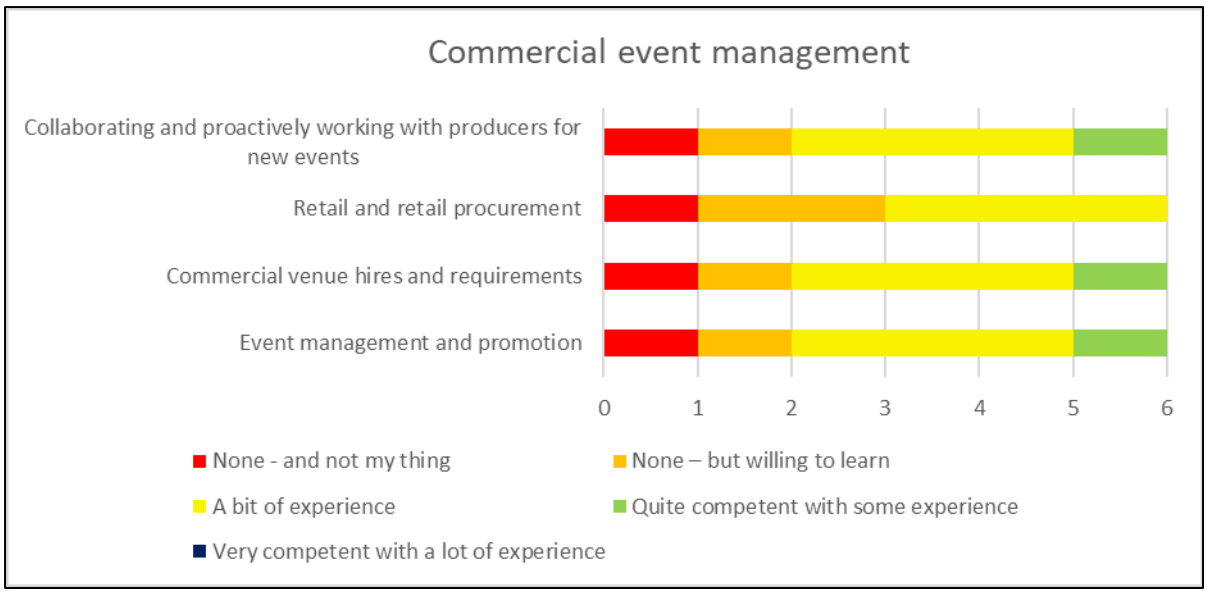
The Board has at least 1 Director with competence in all categories of finance and legal skill, and in most categories there are 2 or over Directors . Weaknesses are in data protection and in negotiating loans etc. Loans are not required in the business plan. Data protection requirements will be addressed by online training.



There are 2 Directors who have competency in media and public relations, and in using social media. However there is a skills gap in developing and executing management plans. The Directors commissioned marketing strategy and plan as a part of the business planning process to assist them with carrying out marketing. This activity would be part of the project officer duties for the first year and the development officer thereafter.



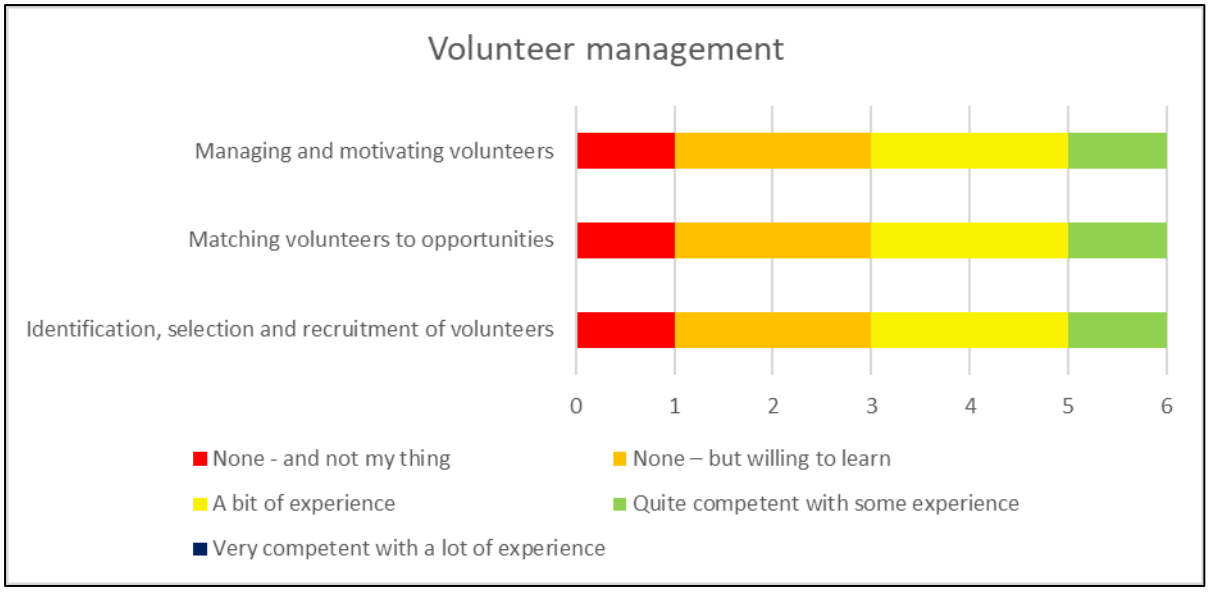
SMAKE is heavily reliant on 1 Director who has competencies in operations management, including project management, risk and health and safety; 3 others self-score as having some experience. Training courses are available from support institutions and on-line in these areas, and the Board should consider increasing their skills in these areas for project delivery.



SMAKE is heavily reliant on 1 Director who has competencies in commercial event management, and 3 others self-score as having some experience. This will be supported by the appointment of the project officer and development officer. Training courses are available from support institutions and on-line in these areas; the most useful training is peer-to-peer and it is probable that the Bow House and other local supporting organisations will provide advice.



SMAKE is heavily reliant on 1 Director who has competencies in employee management, and 4 others self-score as having some experience. Training courses are available from support institutions and on-line in these areas. The proposal is to employ one person directly in a consultant role, and while it is important to manage employees well, the demands will be low.



SMAKE is heavily reliant on 1 Director who has competencies in employee management, and 2 others self-score as having some experience. Training courses are available from support institutions in these areas, in particular from Fife Voluntary Action who are the local Third Sector Interface.