



Business Plan

Elie Parish Church, a historically significant and architecturally distinctive building located in the heart of Elie, Fife, is scheduled for closure by the Church of Scotland Disposal is planned no later than December 2027. This information prompted a proactive and community led initiative to explore the future of the church as a sustainable and vibrant community asset.

Recognising the cultural and social value of the building, Elie Kirk Community Enterprise Limited (EKCEL), was established to assess the feasibility of acquiring and repurposing the church for community use.



A viability and feasibility study was conducted by Community Enterprise Scotland along with a full structural condition survey and an architect feasibility report. This has provided a clear and evidence-based pathway for transforming Elie church into a dynamic and inclusive space that serves the community for generations to come.

The community's vision for Elie church is multifaceted. Plans include transforming the building into a welcoming café, incorporating a heritage information centre, and creating an art gallery space for local artists. It is also intended to continue using the venue for weddings, funerals, continued worship and other community events. These ideas reflect a strong desire to retain the church as a focal point in the village, while adapting it to meet contemporary needs and ensure its long-term sustainability.

EKCEL have the opportunity to purchase the building but must complete the purchase by December 2026. After this time if not purchased by EKCEL the building will be placed on the open market..

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Introduction and Background

Elie church was listed for closure, and in May 2024, the closure was announced to the congregation. Recognising the cultural and social value of the building, Elie Kirk Community Enterprise (EKCEL), has been established with the aim of acquiring and repurposing the church for community use. EKCEL is registered as a Community Benefit Society (CBS) and has already undertaken significant community engagement to gauge local interest and identify potential future uses for the building. An initial outreach campaign, including both online and paper questionnaires, received 171 responses, with an overwhelming 92% of respondents supporting the idea of community ownership. This was followed by successful Doors Open Day events in 2024 and 2025 and generated enthusiastic feedback about possible uses for the space. There is a strong sentiment that it should be repurposed for community use rather than converted for residential use.

The community's vision for Elie church is multifaceted. Plans include transforming the building into a welcoming café, incorporating a heritage information centre, and creating an art gallery space for local artists. It is also intended to use the venue for weddings, funerals, continued worship and other community events. These ideas reflect a strong desire to retain the church as a focal point in the village, while adapting it to meet contemporary needs and ensure its long-term sustainability.

One of the main ideas is to create a welcoming space where locals and tourists can gather, offering coffee, light lunches, snacks and cake, especially since Elie currently lacks a centrally located sit down café. While there are pubs in the area, a dedicated community space with a café would serve a different purpose. We hope it will become a place for everyone to exchange news, a place to volunteer and really get to know what's going on. To ensure sustainability, the project must include a commercial aspect to generate income and not be reliant on ongoing grant funding and donations.

Several additional potential uses have been proposed. The local history society is looking for additional space to host exhibitions. The venue could also support evening music events and provide display space for local artists. Though religious services would not be held regularly the church would be available for services if requested and holding some could help secure grant funding. The church has hosted a small number of weddings and funerals (five weddings and six funerals last year) and the church would remain available for weddings and funerals.

The building also includes an upstairs area with a separate entrance, which offers flexibility for different uses for that space, such as office rental space.

Importantly, any new initiative is intended to complement existing facilities such as Earlsferry Townhall and not displace them, meaning the church's new role must be bespoke and carefully planned. This has been considered when exploring future uses for the church.

The Organisation

Elie Kirk Community Enterprise Limited (EKCEL) is a community-led organisation established in 2025 with the purpose of acquiring, preserving and repurposing Elie Parish church as a sustainable community asset. EKCEL has been formally constituted as a Community Benefit Society (CBS), a legal structure regulated by the Financial Conduct Authority with the ability to raise investment through a community share issue. This model is designed to operate on a not-for-profit basis, with all profits reinvested into the organisation or used for activities that benefit the wider community.



Mission, Aims and objectives

As per our [Model Rules](#), EKCEL exists in order to carry on business for the benefit of the community. This is the Society's Purpose. The Society's Objects shall be to provide a friendly and inclusive space which welcomes people of all ages and backgrounds and, through the provision of a café space, to help avoid social isolation. To support local employment through the generation of job opportunities. To retain the history of the building and promote the heritage and culture of the local area, consisting of the Community Council area of Elie and the Royal Burgh of Earlsferry.

EKCEL's core mission is to ensure that Elie's historic church remains a central and vibrant part of the community, even after its disposal by the Church of Scotland. The group aims to transform the building into a multi-use community space, potentially incorporating spaces for:

- A café
- Local artist exhibitions and storage area for archive materials
- History society displays
- Business and event space
- Pop-up restaurants and concerts

The organisation is committed to inclusive community engagement and has already undertaken various outreach activities, including surveys and public events, to gather ideas and support from local residents. Plans for ongoing community engagement are detailed in Appendix 6 and will be continually reviewed and adapted as necessary.

As a CBS, EKCEL is:

- Owned by its members who purchase community shares.

- Democratically governed, with each member having one vote regardless of the number of shares held.
- Focused on community benefit, not private profit.
- Managed by an elected committee, which oversees operations on behalf of the membership.

The group has successfully raised funds for the initial feasibility work and is working toward securing the building for community ownership, with the ultimate goal of creating a financially viable and socially beneficial future for Elie church.

We are launching a community share offer to raise the necessary funds to purchase and renovate the building. The importance of the share offer is twofold; it generates money directly to allow for the purchase and renovation of Elie kirk, and it also shows local support which is important to demonstrate to potential funders. While we intend to apply for grant funding the community share offer will be the main source of funding and is fundamental to the success of the project.

Governance

Elie Kirk Community Enterprise Limited is registered as a Community Benefit Society (CBS). This legal form is regulated by the Financial Conduct Authority and is designed to operate on a not-for-profit basis, with the primary aim of benefiting the wider community rather than individual shareholders.

Key features of a CBS include:

- Democratic governance: Each member has one vote, regardless of the number of shares they hold.
- Community shares: Members invest by purchasing shares, giving them a stake in the organisation and its success. The maximum share purchase is £10,000.
- Profit reinvestment: Any surplus is reinvested into the enterprise or used for other community-benefiting activities.
- Inclusive ownership: Local people can become co-owners and participate in decision-making.

To ensure geographical community ownership of Elie Kirk, there will be two classes of Member Shares:

Community Member Shares which are only available to permanent residents (the area defined as “Community” in our governing Rules – see map below).

Supporter Member Shares which are available to any individual or corporate body regardless of location.

Community Members shall at all times comprise a majority of the total membership (51%). This structure ensures that EKCEL remains accountable to the community and focused on long-term social value rather than private profit.

The Community

Elie is a coastal village situated in the East Neuk of Fife, Scotland, known for its scenic beauty, historical significance and strong community identity. It lies adjacent to the village of Earlsferry, with which it was formally amalgamated in 1930. The area is characterised by its sandy beaches, traditional architecture and proximity to the Fife Coastal Path, making it a popular destination for visitors and seasonal residents.

Historically, Earlsferry predates Elie and was a recognised royal burgh with a ferry service that transported pilgrims across the Firth of Forth to Earlsferry to continue on to St Andrews. Elie developed later as a trading port and holiday resort, particularly during the Victorian era. The village retains several notable heritage assets, including Elie Parish church, a Victorian cast iron water fountain, the chapel ruin on Chapel Green, Grange House ruin which is linked to the Jacobite rebellion and Earlsferry Townhall, which has served various civic and community functions over the centuries.

Geographically, Elie benefits from a sheltered bay and a compact village layout, which contributes to its appeal as a residential and leisure destination. However, the high proportion of holiday rental properties and second homes (estimated to be around 75 percent of the housing stock) has led to concerns about the sustainability of local services and the erosion of year-round community life. This demographic trend has impacted housing affordability and availability for permanent residents, particularly younger families and individuals on lower incomes. There is a new housing development planned on the edge of the village. This will include 46 private homes, 10 retirement bungalows and 30 affordable homes, 10 of which are to be offered for social rent and 20 will be at mid market rent or discounted sale with a rural housing burden attached.

Economically, Elie has transitioned from a fishing and trading village to one primarily reliant on tourism and leisure. The local economy is supported by hospitality businesses, holiday accommodation, and recreational activities such as golf, sailing and walking. Nonetheless, the seasonal nature of tourism presents challenges, including fluctuating demand, limited employment opportunities outside peak periods and pressure on infrastructure during the summer months.

Recent community consultations, including the Going Forth Initiative, a community-led planning initiative supported by Fife Council, focused on sustainable tourism, traffic management, and environmental improvements in the Elie and Earlsferry area. This identified several priority areas for development and investment. These include improvements to traffic management, pedestrian infrastructure and parking facilities, as well as the refurbishment of public spaces such as Toll Green and Woodside Playpark (which has now been refurbished). There is also a strong interest in enhancing community facilities through the adaptive reuse of historic buildings, including Earlsferry Townhall, which was transferred under the Community Asset transfer from Fife Council to the charity Earlsferry Townhall Ltd in 2021, and Elie Parish church. Other priorities include addressing climate resilience, particularly in relation to coastal flooding, and supporting the development of affordable housing to retain and attract permanent residents.

The community of Elie continues to demonstrate a high level of civic engagement and collaboration, working with Fife Council and other stakeholders to ensure the village remains a vibrant, inclusive and sustainable place to live and visit.

Research into Viability of Community Ownership

EKCEL started working on the idea of repurposing the church in 2024 and constituted as a CBS in 2025. A significant volume of consultation was done in the community and the summary of activity completed by EKCEL and Community Enterprise (CE) is set out below.

Research and Methodology

A mixed-method approach was used to assess the feasibility of community ownership and future use of the church building. This combined community engagement, stakeholder consultation, desk-based research and financial analysis.

Early Community Engagement

An initial community outreach campaign was undertaken in 2024 to gauge the interests, needs and demands of local people in relation to the future of the church. Both online and paper questionnaires were distributed, generating 171 responses. Of these, 92% expressed support for the principle of community ownership. This early engagement indicated strong local interest and provided valuable insight into community priorities and finding a new purpose for it to benefit residents and visitors.

A detailed breakdown of the responses is details in Appendix 4

This work was complemented by a successful Doors Open Day event in September 2024, which attracted approximately 110 visitors with further open events held in 2025. These events provided an opportunity for community members to view the building and share ideas about possible future uses. Feedback gathered during the event demonstrated significant enthusiasm for retaining the building as a community asset.

Commissioned Feasibility Study

Funding was secured to commission an independent feasibility study led by CE. The purpose of the study was to explore potential uses for the building, assess demand and need, and determine whether community ownership could be viable in both operational and financial terms.

Review of Background Information

A range of background information and documentation provided by EKCEL was reviewed by CE. This included technical information relating to the building, previous studies and reports, as well as contextual information about the local community. This material informed the overall analysis and helped shape the direction of the research.

Asset Mapping and Displacement Analysis

Existing community facilities, services and activities in the surrounding area were mapped to understand the current landscape of provision. This helped identify gaps in provision and ensured that any proposed uses for the building would complement rather than duplicate existing services.

Case Study Review

A series of case studies examining similar church buildings that had been repurposed for community use were reviewed. These examples provided valuable insights into potential business models, governance arrangements and operational considerations, as well as highlighting factors that contribute to successful outcomes.

Stakeholder and Market Research

Stakeholder engagement was undertaken through one-to-one telephone conversations and online meetings with key local stakeholders and partners. In addition, desk-based research was carried out to explore wider trends relevant to the project, including tourism and changing patterns of community facility use.

Community Engagement at Open Day

A stall was hosted at a local annual Fayre Day event, providing an additional opportunity for residents to share their views and aspirations for the future of the building. This informal engagement allowed the study team to gather further qualitative feedback from the local community.

Demographic Analysis

A demographic analysis of the local area was conducted to better understand the composition of the community, including population trends and potential demand for services and activities. This helped to inform consideration of future uses and potential community benefits.

Elie and Earlsferry have a population of around 710 permanent residents, with around half of residents are over 60 years old. There is a high proportion of second homeowners, whose engagement within the community varies. Given the touristic nature of the area there are also a large number of holiday makers, many of whom return on an annual basis. In addition there is a strong diaspora who maintain a strong emotional connection to the local area.

Policy Alignment

Relevant national, regional and local policy frameworks were reviewed to ensure that any recommendations align with current strategic priorities. This included consideration of policies relating to community empowerment, regeneration, and community asset ownership.

Financial Viability Assessment

A high-level financial model was developed to test whether the project could be financially viable in principle. This involved exploring potential income streams, estimating operational costs and assessing the overall sustainability of different potential uses.

Fundability Assessment

Research was undertaken to identify potential funding sources for capital renovation and future development of the building. This assessment considered the availability of grants and other funding streams to ensure the project would be fundable and would not place an unsustainable financial burden on the community.

Competitor Analysis

Café/ Restaurant/ Bar

- The Pavilion, Elie - Based at Elie sports club. Café/restaurant, open daily for breakfast and lunch and home baking. Takeaway available. Licensed. Large outdoor seating area.
- Station Buffet Bar - Local pub. Live music. – serves soup and sandwiches.
- 19th Hole Bar/Restaurant, Elie & Earlsferry Golf Course - Bar and dining room which seats 20

- The Ship Inn, Elie – Restaurant and bar with rooms. Further outdoor seating area and Beach Bar serving drinks and basic menu
- Kinraig View Restaurant & The Mirador Café - Based outside the village at Elie Holiday Park - Restaurant serves meals, coffee, home baking, and ice cream.
- Kilconquhar Castle Estate - 1 mile from Elie. Offers accommodation, dining, private events/weddings, leisure facilities.

Heritage Attractions & Museums

- Elie Ness Lighthouse
- Lady's Tower – landmark built in 1770.
- Ardross Castle and Newark Castle– ruins dating back to at least 15th century.
- Kellie Castle & Garden – run by National Trust for Scotland. Tours, Arts & Crafts garden, tearoom, woodland adventure playground, exhibition on sculptor Hew Lorimer.
- Scottish Fisheries Museum – range of historic buildings in Anstruther Harbour. Exhibitions, collections and archive images.
- Fife Folk Museum – open Wed-Sun. Free museum in Ceres run mostly by volunteers (includes a family-run café)
- Crail Museum & Heritage Centre – Open during the Summer Thurs – Sun. Run by a SCIO and manned by volunteers. Free entry. Funded by donations and purchases in the shop.

Galleries/Art Spaces

The Wade Gallery, Elie. Only open for 6 weeks in the summer.

- The Art Rooms – Headquarters of Pittenweem Art Festival. Includes Gallery/Community space available for hire with two large, linked rooms and one small studio.
- Weem Gallery and Framer – ceramics, paintings, jewellery in Pittenweem.
- The Crail Gallery
- Pop up craft markets held at Bowhouse Market monthly (through Tea Green Events) and at Ardross Farm shop by East Neuk Open Studios 4 times a year.

Event Venues within the village

- Earlsferry Town Hall – Community owned. Consists of main hall, a meeting room plus kitchen and toilet facilities. Large space suitable for booking by community groups and for private events.
- Toll Green Hall, Elie - Privately owned. Available to rent by the hour, half or full day. Seats 28 over 6 tables or 36 standing. Domestic kitchen and single toilet. .

Event Venues in neighbouring villages

- Pittenweem New Town Hall – Community owned. Main Hall capacity 120. Kitchen, parking, disabled access. Suitable for events and exhibitions.
- Gyles Community Centre, Pittenweem – Fife Council owned. Room with table/chairs. Capacity 20. Kitchen, toilets, small courtyard. Suitable for interviews and small meetings.

- Pittenweem Church Hall - Large hall, small hall and kitchen.
- St Monans Town Hall - Run by Fife Council. suitable for hire 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.

Stakeholder Engagement

Stakeholder Interviews

9 people were contacted either by phone or email asking for their input regarding the Church in Elie. 6 of those contacts took part semi-structured interviews.

- Manager, Station Buffet (Bar)
- Owner, LJs Ice Cream Shop & Elie Getaways (Property Management Co.)
- Owner, Sam by the Sea (clothes shop)
- Owner The Ship Inn (Pub, restaurant)
- Chairperson, Elie & Earlsferry Community Council
- Representative of Earlsferry Town Hall

The following is the consolidated view of the stakeholders.

Nature of the Community

Elie and Earlsferry are described as picturesque coastal villages with a strong seasonal population. Many homes are second or holiday residences, leading to a quieter winter period with only a few hundred permanent residents, many of whom are elderly. There is a sense of pride and community. Several stakeholders noted improvements to neglected properties and a growing number of people returning to live in the area. The community is seen as close-knit, with active groups such as the history society and a vibrant local culture supported by venues like Earlsferry Townhall.

Potential Uses of the Church

There was broad support for the proposed uses of the church: café, heritage space, events (weddings and funerals), and gallery/arts space. The café idea was particularly popular, with several stakeholders noting a lack of sit-in options in the village and high demand from both locals and tourists. A simple offering of coffee, tray bakes and light meals was seen as sufficient and potentially profitable.

The heritage and gallery proposals were also well received, especially given the active local history society and the artistic interest in the area. Events such as weddings and funerals were considered essential to preserve the church's role as a meaningful community space.

However, concerns were raised about duplication of existing facilities. The village already has two venues available for public hire— Earlsferry Townhall and Toll Green Hall – and some stakeholders questioned whether there was enough demand to sustain a third. Others suggested that the church could offer complementary activities or fill gaps not currently

addressed. It should be noted that the Earlsferry Town Hall is a busy multi-purpose community space that is volunteer led to enable affordable lets to community initiatives. The plans for the church are more bespoke. The Toll Green Hall is available at certain times but it is privately owned.

Competition and Displacement

Stakeholders expressed mixed views on the potential for competition and displacement. Some feared that a new café or event space could draw business away from existing venues and caterers, especially given the small permanent population. Others felt that the church could attract new visitors and offer something unique, particularly if it avoided duplicating existing services.

There was concern that community-run ventures might struggle without sufficient volunteers or clear business planning. Several interviewees emphasised the importance of ensuring the church's use does not undermine existing businesses or community efforts.

Community Ownership – Risks and Opportunities

Community ownership was generally supported, though not without reservations. Many saw it as a positive way to preserve the building and maintain its role in village life. However, concerns were raised about the practicalities of running such a venture, including funding for repairs, volunteer capacity, and governance.

Some stakeholders questioned whether there was enough year-round community engagement to sustain the project, given the high number of holiday homes. Others worried about the potential for mismanagement or duplication of effort across multiple committees and venues.

Despite these concerns, there was optimism that with the right structure, collaboration, and clear purpose, community ownership could succeed. Suggestions included joint booking systems with other facilities to ensure maximum benefit for all.

Specific Support and Involvement

Several organisations expressed interest in being involved, either through occasional use of the space or collaboration. Examples included hosting fashion shows, history exhibitions, or wedding-related services. Some businesses were open to partnerships, provided their interests were respected.

The Community Council indicated a willingness to stay informed and contribute where appropriate, particularly through heritage initiatives. Others emphasised the need for fair and transparent processes, especially around tenders and management.

There was a shared desire to see the church preserved and used in a way that benefits both residents and visitors, with some stakeholders offering practical ideas and historical context to support the vision.

Common Themes

- General support for preserving and repurposing the church.
- Concerns about duplication and displacement of existing venues.
- Mixed views on community ownership—supportive but cautious about challenges.

- Strong interest in heritage and gallery elements.
- Support for preserving events like weddings in the church
- Café idea is popular but needs careful planning (commercial vs. community-run).

Support for the Project

There is strong and widespread support for the repurposing of Elie Parish Church as a community asset. A community survey received 171 responses, with 92% in favour of community ownership. The Doors Open Day attracted 110 visitors, many of whom expressed enthusiasm for the proposed uses. Stakeholder interviews also revealed general support, with local businesses, residents, and community groups recognising the value of preserving the church and adapting it for public benefit.

Positives about the Community

Elie and Earlsferry are picturesque coastal villages with a rich heritage and strong civic pride. Despite a high proportion of holiday rentals and second homes, the permanent population is engaged and collaborative. There are active groups including a history society and sailing club and a number of clubs that meet at Earlsferry Townhall, including the weekly choir and table tennis, and fortnightly mahjong and bridge, and the monthly community cinema.

The area benefits from tourism, particularly in the summer months but does have year round tourist, particularly those walking the Fife coastal path. The area also has a reputation for arts, culture, and outdoor activities.

Need in the Community

The community has identified several unmet needs that the church could help address:

- Lack of a centrally located sit-in café and informal meeting space
- Lack of space for the history society for permanent exhibitions
- Limited venues for weddings, funerals, and cultural events
- Need for age-friendly and accessible facilities
- Desire for a community space that complements existing venues without duplication

Demographic data shows an ageing population, limited affordable housing, and seasonal fluctuations in residency and tourism. These factors highlight the importance of creating inclusive, flexible spaces that serve both residents and visitors.

Community Benefit

Developing Elie Church as a community-owned asset has the potential to deliver significant benefits for the local community and the wider area.

In addition to the café, at a local level, the building could provide an important space for community connection and social interaction. Accessible and welcoming community spaces are increasingly important in supporting social wellbeing, reducing isolation and enabling people to come together for shared activities and events.

The building could host a wide range of local activities including community meetings, cultural events, workshops, training sessions and small-scale performances. Flexible space within the building would allow it to respond to evolving community needs over time.

There is also potential for the building to support wellbeing and learning through activities such as arts and crafts, heritage events, educational workshops and community programmes. These activities could engage a broad cross-section of the community and support intergenerational participation.

Given Elie's popularity as a visitor destination, the building could also play a role in supporting local tourism. Activities such as exhibitions, cultural events, heritage interpretation or small-scale visitor experiences could enhance the visitor offer while providing additional income streams to support the sustainability of the building. Overall, community ownership of the building would help ensure that this historic asset continues to serve the community while providing opportunities for new activities and partnerships to emerge.

Ongoing engagement with both the local community and wider interested groups will be necessary to ensure the success of community ownership. Plans for ongoing community engagement are detailed in Appendix 6.

Fundability

The project is fundable in principle but will require a strategic and multi-source approach and it should be recognised that capital funding is highly challenging and will be focused on areas of deprivation, of which Elie is not classed.

Success will depend on clear messaging, strong governance, and alignment with funders' priorities, particularly around heritage, inclusion, and sustainability. This will require a mix of grants, shares and investment. Proposed grant funding targets are detailed in Appendix 2.

Financial Viability

Financial modelling shows that the project could be viable, especially with a commercial café and regular events. However, viability is sensitive to staffing levels, visitor numbers, and income generation. A lean staffing model which will provide year-round employment and increased visitor engagement (targeting 7,500 visits per year) could allow the project to break even. The café is a key income stream and may be best operated commercially as a social enterprise by the CBS.

The art and cultural sector is vibrant and can drive sales and interest.

Financial Modelling

A financial model is simply a test to see if the project can be financially viable. A detailed cash flow is included in the appendices.

In summary, the model is based on;

- A Café (to be run commercially by the CBS)

- A heritage space with periodical exhibitions, operated on a donation basis. Some costs for the set up of the heritage element may be considered for fundraising through grants by the Elie and Earlsferry Historical Society who are a charity and could access different grant schemes.
- A tourism information hub that will be an attraction for visitors who will then spend in the café or retail space
- A small craft outlet and exhibition space that will sell paintings and other local art
- Weddings, funerals, functions and creative events (music and theatre). The cost is set at £500 in one model with a target of 14 per year rising to 26 per year over the 5 year period.
- Seasonal fundraiser gatherings are also planned, with 3-4 planned each year.

Savings can be made through sharing of management roles with other venues such as Earlsferry Townhall.

Crucially there is an assumption that a model should be reached that will sustain the asset without any grant funding. This allows there to be clarity on what the situation would be without subsidy.

It is also assumed that the business will be VAT registered which is planned. A full professional VAT assessment will need to be done as there is no VAT reclaim factored into the cash flow.

Income

It is assumed that there will be circa 5000 unique visits (not visitors, some may be repeat visitors) per year with peaks in the summer months. These visitors are estimated to give an average £3 donation (i.e. some will donate more, some may not donate anything).

It is estimated that 25% of visitors will purchase an item from the retail space.

There are an estimated of 14 events per year rising to 26 per year over the 5 year period. , renting space for £500.

A small separate office space would also be available for rental, with an aim of receiving £600/ month in rental fees.

The café would be able to have 40 covers. Customer demand increases in the high season and there is a suggestion of a £12 average spend. Opening hours may be shorter in the winter.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Income	£ 213,559	£ 372,589	£ 383,767	£ 395,280	£ 407,138
Direct Costs	£ 172,800	£ 251,813	£ 259,368	£ 267,149	£ 275,163
Gross Profit/ Loss	£ 40,760	£ 120,776	£ 124,399	£ 128,131	£ 131,975
Overheads (including staff costs)	£ 96,560	£ 96,560	£ 99,457	£ 102,441	£ 105,514
Trading Profit/ Loss	-£ 55,801	£ 24,215	£ 24,942	£ 25,690	£ 26,461
Targeted Grant Income	£40,375	£14,604	£14,604	£0	£0

This model includes the following proposed staffing

Proposed Staffing Role	Type	Area	FTE	Hours
Catering Manager/ Cook	Direct	Café	1	35
Café Assistant	Direct	Café	3.5 (High Season) 2 (Low Season)	122.5 70
Operations Manager	Indirect	All	0.6	21
Events Manager	Direct	Events	0	0
Volunteer Coordinator	Indirect	All	0.6	14
Administration/ Finance	Indirect	All	0.4	14

This model shows a loss in year 1 and a reliance on grant funding and then a profit moving from year 2 onwards but financial viability will need to be carefully monitored.

Overhead Costs

Overhead Annual Expenses (excluding Staff Costs)

Rates	£1,200
Water Rates	£2,400
Utilities	£6,000
Bookkeeping/ Payroll	£7,200
Accountancy	£4,000
Phone/ Internet	£2,400
Insurance	£3,600
Stationary, postage and Printing	£300
Repairs and Maintenance	£6,000
Security alarm	£1,200

Refuse Collection	£1,800
Misc	£1,200
Loan repayments	£6,000
Total Overheads	£43,300

Utilities are based on renewable energy sources being fitted as part of the refurbishment of the church and are estimated at £500/ month based on M&E engineer estimates.

Capital costs

Based on the information from the architect feasibility report which included costs from the Quantity Surveyor and the M&E costs related to the electrics and utilities, the following cost estimate has been prepared.

Items	Preliminary Costs
Phase 1- includes	
- Purchase – price as agreed with Church of Scotland based on an independent valuation and legal fees associated with the purchase	£105,000
- addition of kitchen and WC facilities (incl disabled WC)	£45,000
Phase 2 - includes (summarised)	
- Renovation of internal decoration (incl. removal of existing non-breathable paint) and flooring	
- North Gallery alterations to make self contained space (for rental)	
- Formation of plant room for renewable energy sources	
Renewable energy options	
- Heat pump installation	
- PV Panel installation	
- Infra-red internal heating	
External works	
- Roof repairs	£460,000
- Rainwater goods repairs	(excluding VAT, contingencies at 6% and professional fees)
M&E costs	
Phase 2 - includes (summarised)	
- East & West Gallery reconfiguration	
- flat roof repairs	
- external stone work repairs	£105,000
- stained glass refurbishment and secondary glazing	(excluding VAT, contingencies at 6% and professional fees)
- other window repairs/ secondary glazing	

The clock tower renovation project would be conducted later with renovation of stonework, including stone replacement and repointing and the clock repairs (which will require a new internal access ladder to be installed). The cost estimate for this work is £50,000

Commercialisation and Community Shares

To support the financial viability of the church as a community hub, EKCEL is working with Democratic Finance Scotland, a programme delivered by the Development Trusts Association Scotland (DTAS). This initiative helps community enterprises move away from grant dependency by exploring alternative funding models, including:

- Community shares: A democratic investment tool allowing local residents to invest in the enterprise. These shares are withdrawable and offer a way to raise capital while maintaining community control.
- Citizen investment: Encourages local wealth-building and keeps money circulating within the community.

Democratic Finance Scotland has supported over £20 million in community share investment across Scotland, helping to establish and grow community-owned businesses. EKCEL's is engaging with this programme to develop a community share offer, enabling residents and supporters to invest directly in the future of the church building. This approach not only raises funds but also strengthens local ownership, builds resilience, and ensures the church remains a vibrant and inclusive space for all.

Total Capital requirements for Elie Kirk Community Enterprise Limited

The feasibility and viability study works helped to determine the total capital requirements for the kirk building to be purchased and for the necessary repair and remodelling works to the building. The expected costs for each of the 3 phases have been broken down and detailed under 'How will the Share Issue Money be used', with the total investment requirement set at £670,000.

Our goal is to raise at least £150,000 which will cover the balance required to purchase the property, for which we have a deadline of December 2026. It would also cover initial insurance and utility costs and would allow for installation of limited kitchen and toilet facilities to enable basic business activities to start to cover ongoing running costs while we continue to raise funds for Phase 2 and 3 to progress. Raising the optimum of £300,000 and a maximum of £400,000 along with grant funding will allow for remodelling and property improvements to be completed to ensure the buildings long term future. Once ownership of the building is secured, EKCEL requires working capital to cover costs including insurance and utility costs while necessary remodelling works, including the installation of kitchen facilities and suitable toilet facilities are completed. Short-term liquidity is also required for initial upfront costs, including stock purchase, staff salaries and other operating expenses during the first few months of trading once the essential repairs and necessary remodelling works have been completed.

Sources of Capital

EKCEL will secure investment through the community share issue as outlined in this document.

The table below shows the proposed sources of capital to be raised.

Source of Capital	Minimum Share Offer Target	Optimum Share Offer Target	Maximum Share Offer Target
Community Shares	£150,000	£300,000	£400,000
Potential Grant Funding	£200,000	£200,000	£200,000
Potential Loan Funding	£75,000	£50,000	£20,000
Potential Philanthropic Donations	£50,000	£50,000	£50,000
Total Sources of Capital	£475,000	£600,000	£670,000

If we only raise our minimum target of £150,000 then we will be able to proceed with the purchase and minimal remodelling changes to the building which will allow it to operate at a basic level which would include a basic café offering with shortened opening hours and limited event hire and activities. It will not allow for repairs and improvements to be made which will limit both use of the space and the business opportunity.

Although potential grant funding options have been identified applications cannot be made until EKCEL is the legal owner of the church. These identified grant options are competitive and there is no guarantee that applications will be successful.

Tax relief

The shares in this offer are intended to qualify for the Seed Enterprise Investment Scheme (SEIS) and Enterprise Investment Scheme (EIS). SEIS tax relief will be offered to those purchasing 2,500 shares or more for the first 250,000 shares offering eligible investors 50% income tax relief on their investment. EIS tax relief will be offered on the remaining shares offering eligible investors 30% income tax relief on their investment. provided the shares are held for at least three years. EKCEL has received for SEIS and EIS advance assurance from HMRC. While advance assurance has been received from HMRC, this is subject to final approval by HMRC and is not guaranteed. Tax reliefs depend on individual circumstances, which may change. Investors are advised to seek independent tax advice.

If eligible, to retain tax relief, the shares must be held for a minimum of three years. If disposed of before this, or if the society ceases to qualify, relief may be withdrawn.

Vision for refurbishment

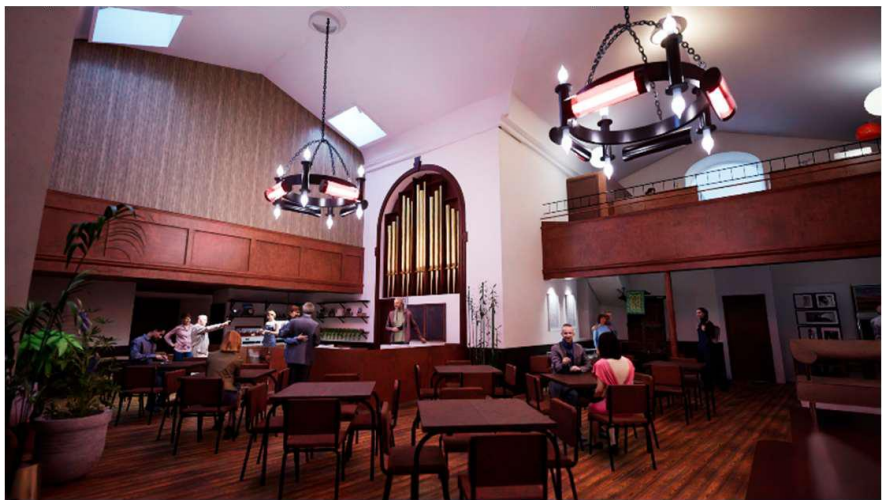
Artistic Vision

This is an early artistic vision of what is possible.

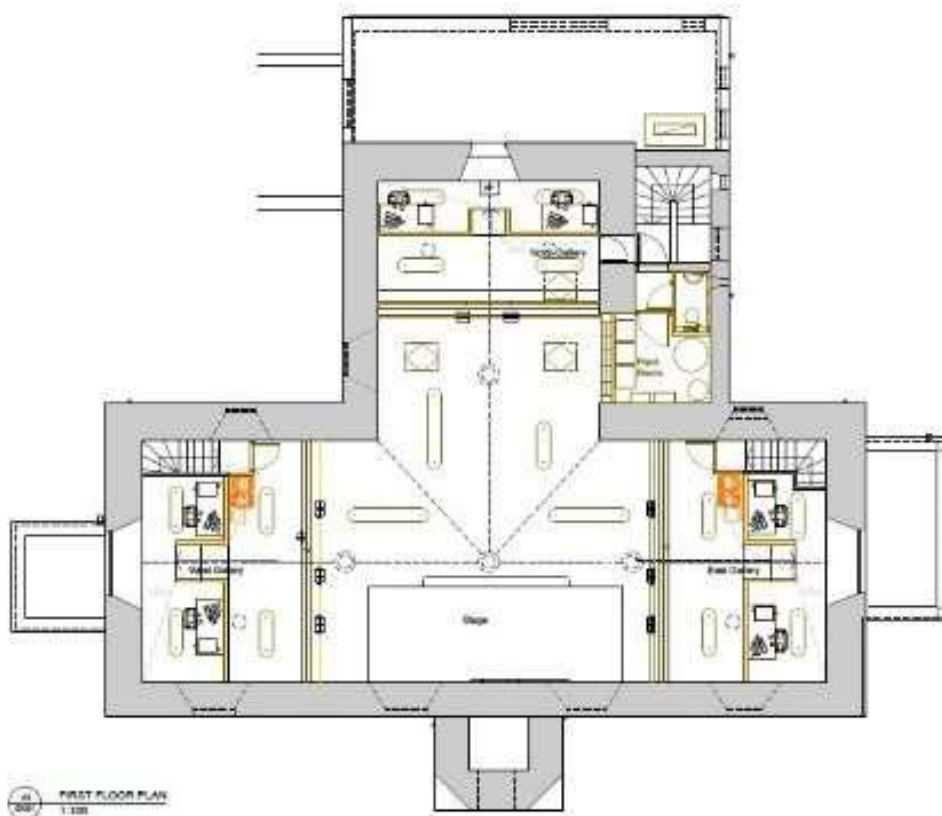
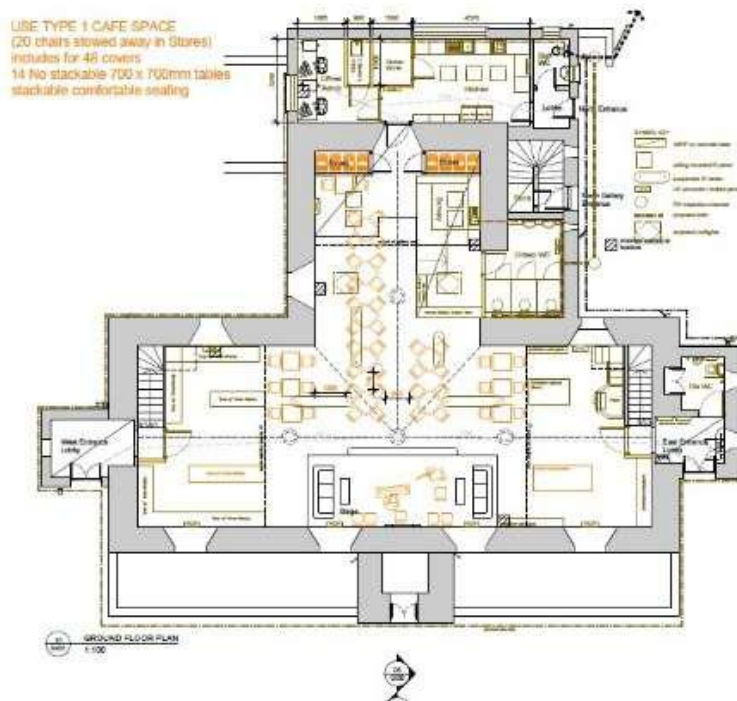


Below are the architects proposed 3D visualisations of the refurbished space and the capital requirements have been based on the architects report and costings from the M&E consultants.





Proposed lower and upper floor plans



Risks and Mitigation

As with any new community business venture, there are a number of potential risks that could affect the successful operation of the proposed café (main income stream) within Elie church. These risks have been considered as part of this study, alongside potential mitigation measures that could reduce their impact.

Through a robust volunteer management strategy, and recruitment drive as well as strategic partnerships, creating and enabling opportunities to get involved will secure this a community business that will be owned by the community, run by the community and for the community.

Overall, while a number of potential risks have been identified, the combination of a strong location, high-quality offering, community support and a flexible operating model provides a solid foundation for mitigating these risks and supporting the long-term sustainability of the café.

RISK	MITIGATION	PROBABILITY	IMPACT
Seasonality and Variable Demand Demand for café services in Elie is likely to fluctuate throughout the year, with higher visitor numbers during the summer months and reduced footfall during the winter	Aim to balance seasonal visitor trade with consistent local use. Developing strong relationships with the local community, offering loyalty schemes and providing a welcoming space for residents will help encourage year-round use. The venue may also host community activities such as lunches, social gatherings, workshops or advice sessions during quieter periods to increase footfall and social value. Develop and implement full marketing strategy to promote the enterprise, particularly for the café and heritage centre	HIGH	HIGH

High Operating Costs - ongoing costs including staffing, utilities, food supplies and marketing. Rising utility prices and inflationary pressures	Careful financial management, efficient staffing models and maintaining a focused menu will help control costs. Working with a small number of trusted local suppliers and maintaining low inventory levels can help ensure product freshness while reducing waste and unnecessary expenditure.	HIGH	HIGH
Staff recruitment and retention Difficulty recruiting and retaining a suitable manager and other staff	Offer competitive salaries and ensuring a good and supportive working environment. Develop clearly defined job descriptions and professional process for recruitment. Ongoing management support and comprehensive training opportunities.	MEDIUM	MEDIUM
Limited Operating Hours Many cafés operate primarily during daytime hours, which can limit potential income opportunities.	The space will be used more flexibly outside of standard café hours for events such as pop up dinners, seasonal events as well as community meetings, small performances, weddings, funerals or exhibitions. These activities will generate additional income streams while strengthening the role of the building as a community space	LOW	LOW
Economic Uncertainty may reduce discretionary spending and affect café sales	Offering high-quality products at fair prices and creating a welcoming and valued local space will help build a loyal customer base. A strong emphasis on quality coffee, teas and fresh food sourced from local suppliers may help differentiate the café and encourage repeat visits.	MEDIUM	HIGH

Changing Consumer Preferences Changes in preferences, such as increased demand for healthier or locally sourced options, may affect customer expectations	The café can remain flexible by regularly reviewing its menu and responding to customer feedback. Emphasising quality ingredients, seasonality, locally sourced products and fresh food will help ensure the offering remains relevant and attractive.	MEDIUM	MEDIUM
Supply Chain Disruptions Delays or shortages in the supply of ingredients or equipment could affect the café's ability to operate effectively.	Building relationships with multiple local suppliers where possible will reduce reliance on a single source. Maintaining a simple menu and flexible sourcing arrangements will also help reduce vulnerability to supply chain disruptions.	LOW	MEDIUM
Health and Safety Compliance requirement for strict food hygiene and workplace safety requirements. Failure to meet these standards could present reputational and operational risks.	The café will operate in line with all relevant food hygiene and health and safety regulations. Appropriate staff training, quality control procedures and regular monitoring will ensure that high standards are maintained at all times.	LOW	MEDIUM
Competition and Market Position Competition from other hospitality venues or future developments could affect trade.	Position as a welcoming community-focused venue offering high-quality drinks, fresh food and a unique setting within Elie church. Strong branding, good customer service and partnerships with local businesses can help establish a distinctive identity and loyal customer base.	MEDIUM	MEDIUM
Limited Volunteer and Community Engagement Low levels of volunteer availability	Low reliance on volunteers for core income generation aspects.	MEDIUM	LOW

	Working with other community groups, including the Elie and Earlsferry Historical Society to promote volunteer roles for other aspects of the enterprise Continue to promote volunteering opportunities locally. Develop appropriate volunteer roles with clearly defined responsibilities.		
Loss of Key Personnel or Board Members	Determine skills of board members and align allocation of tasks based on existing skills. Provide opportunities for training and support to allow members to further develop or gain new skills. Continue to monitor workloads of existing volunteers and provide ongoing support. Develop succession planning within the board. Encourage new CBS members to become involved in the enterprise as volunteers	MEDIUM	MEDIUM
Insufficient reserves to manage cashflow	Effective management of community share offer to ensure proportion of this capital can be used to support cashflow in initial year. Careful budgeting and regular monitoring of accounts and planned expenditure.	MEDIUM	MEDIUM
Increased costs for development works	Use of QS costings to provide realistic costs for the proposed development works. Board member experience with building development works who can provide input and advice Careful planning of remodelling works and ensuring costs meet budget. Ensuring core works are prioritised to allow proposed activities to occur.	MEDIUM	MEDIUM

	Obtain multiple quotes for proposed works to ensure most competitive price secured.		
Negative impacts on other local organisations/ businesses and communities concerned about competition	Developed relationships with local organisations. Manager to develop working links with other hospitality and event providers in the local area to complement existing offerings. Ongoing discussions with Earlsferry Townhall committee to ensure minimal crossover.	LOW	LOW

The Committee

The committee of EKCEL is currently made up of a cross-section of the community of Elie & Earlsferry. It includes both full and part-time residents, members who were born and brought up here, those with a long family heritage in the area, and more recent arrivals who have fallen in love with the village. They all have in common a deep appreciation of the importance of Elie church to the community, and a wish to keep its role as the heart of the village, both physically and spiritually. There are no significant vested interests or potential conflicts of interest of the management committee members.

Alastair Graham – Alastair has lived in Elie & Earlsferry for forty years and has been active in various community groups including Elie & Earlsferry History Society, Fayre Day and Elie & Earlsferry Action Group (EEAG). He has many years experience as an Architect and wish to support and contribute to the procurement of Elie Kirk for various community uses and to ensure it has an important role to play in the future.

Derek A Farmer- Derek was born in Arncroach and raised locally, going to school in Anstruther and graduating from Edinburgh University the Chartered Banking Institute in Edinburgh. Derek had a long career in banking and finance in the UK, North America, Eastern/ Central Europe and the Middle East and North Africa region. He emigrated to Canada in 1970, before returning to Fife in 2010 and lives full time in Elie with his wife. Derek contributes his valuable knowledge and extensive experience of financial matters to the committee.

Keith Dewhurst-Keith is a part-time resident of Elie & Earlsferry with a keen interest in the historic environment. He currently works as a civil engineer on historic buildings and also brings experience of other community projects he has been involved with. He looks forward to seeing the Church continue and further develop its role as a thriving community meeting space.

Nicky Nicholson- Nicky lives in a house on Elie High Street which she first visited in 1959. Later it became the home of her parents, who were both deeply involved in the life of our two villages. She cares deeply about Elie and its architectural and cultural heritage, as well as its land and seascapes. This love of the environment leads her current project – restoring her mother’s once renowned garden. She misses the sound of the church clock, loves the landmark building and is keen to help the effort to preserve it as a go to place for the village. As a former Chartered Surveyor and planning advisor, she hopes to offer what skills she can to bring about the Community Enterprise.

Jane Thomson MSc Advanced Practice; PG Dip; BN SPQ; LSS BB: CPHQ; RGN;EN – Jane has family connections going back at least 6 generations in Elie & Earlsferry. Born and brought

up and currently living in the village. As a member of the Elie Church Steering Group she would like to see the church retained, and redesigned as a community hub/cafe and run by the village.

An experienced Assistant Executive Director of Nursing, with demonstrated experience working in the International Healthcare Sector, UK Military; NHS and currently working as Veteran Clinical Advisor for Scotland. Educated to Master's Level (MSc Advanced Practice), including Lean Six Sigma Black Belt (LSSBB), Health Quality and Patient Safety (CPHQ). Other experience includes Nursing Research, Management, Advanced Nursing Practice in Trauma, Surgical/Acute Care and Oncology.

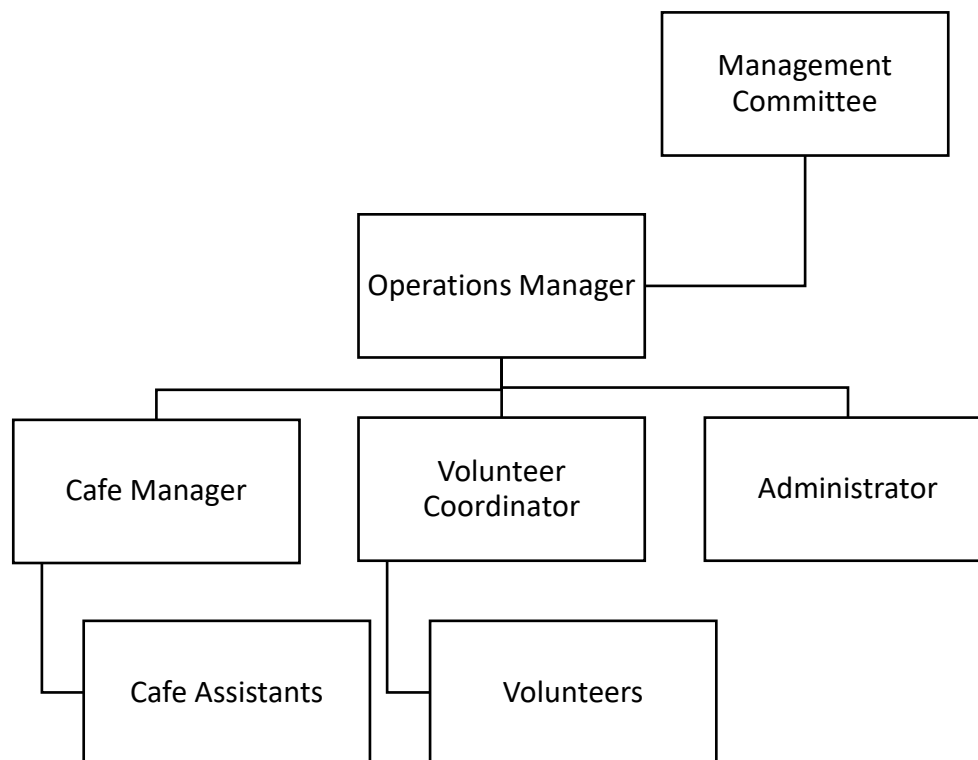
Judith Drever – Judith has professional and postgraduate qualifications in Museums, Heritage Management and Buildings Archaeology and has spent most of her career working with museums and historic buildings in the public, private and charitable sectors. This has given her a wide range of heritage related experience, from the strategic development, curation, management and conservation of historic buildings and their contents, to the more practical aspects of fundraising, presentation and interpretation. Originally trained as an artist, she also has some experience in developing and looking after websites, and maintains an interest in creating and selling her own artwork when time allows.

Kirsty Barclay-Kirsty has lived in Elie since the age of 3 (except for a short stint living on the Isle of Mull) and is now raising her own children in the village, with one still at Elie primary school. Kirsty has a health and social care background but now works in the tourist industry and is also a member of Elie & Earlsferry Community Council. She is passionate about the village and making it a happy place for children to live, since they are our future.

Jo Dewhurst-Jo has been involved with Elie Kirk Community Enterprise since day 1 and is dedicated to the project to keep the church building within the community. She currently works in the pharmaceutical sector and brings her regulatory background and project management skills to this community project.

Orla Jones -Orla is a local Elie resident and grew up in the village. Her family have ties here and own the local ice cream shop and Elie Getaways, a holiday let management company. Orla is passionate about keeping the Kirk for the community as she knows the huge benefits a central accessible multi use space would have, for not just older residents but her own age group and younger generations. As a musical theatre performer Orla has used the Kirk as a solo performance space for many years, when not performing Orla helps manage her two local family businesses, the ice cream shop on Elie High Street and Elie Getaways, a holiday let business.

Organisation Chart based on proposed staffing model



Conclusion

Support for the Project

There is strong and widespread support for the repurposing of Elie Parish Church as a community asset. A community survey received 171 responses, with 92% in favour of community ownership. Visitors to the Doors Open Days and other open events expressed enthusiasm for the proposed uses. Stakeholder interviews also revealed general support, with local businesses, residents, and community groups recognising the value of preserving the church and adapting it for public benefit.

Positives about the Community

Elie and Earlsferry are picturesque coastal villages with a rich heritage and strong civic pride. Despite a high proportion of second homes, the permanent population is engaged and collaborative. The community has successfully undertaken other asset transfers, such as Earlsferry Town Hall, and has active groups including the Elie and Earlsferry Historical society and sailing club. The area benefits from tourism, particularly in summer, and has a reputation for arts, culture, and outdoor activities.

Need in the Community

The community has identified several unmet needs that the church could help address:

- Lack of a centrally located sit-in café or informal meeting space
- no permanent space for the Historical Society exhibitions
- Limited venues for weddings, funerals, and cultural events
- Need for age-friendly and accessible facilities
- Desire for a community space that complements existing venues without duplication

Demographic data shows an ageing population, limited affordable housing, and seasonal fluctuations in residency and tourism. These factors highlight the importance of creating inclusive, flexible spaces that serve both residents and visitors.

Fundability

The project is fundable in principle but will require a strategic and multi-source approach and it should be recognised that capital funding is highly challenging and will be focused on areas of deprivation. The committee have created a funding strategy and are considering other funders continuously.

Success will depend on clear messaging, strong governance, and alignment with funders' priorities, particularly around heritage, inclusion, and sustainability. This will require a mix of grants, shares and investment.

Financial Viability

Financial modelling shows that the project could be viable, especially with a commercial café and regular events. However, viability is sensitive to staffing levels, visitor numbers, and income generation. A lean staffing model and increased visitor engagement (targeting 7,500 visits per year) could allow the project to break even. The café is a key income stream and would be best operated commercially or through a franchise model.

The art and cultural sector is vibrant and can drive sales and interest.

Capacity and Governance

Elie Kirk Community Enterprise is well positioned as a Community Benefit Society, offering democratic governance and the ability to raise community investment. However, the success of the project will depend on:

- A skilled and committed board
- Clear operational roles and responsibilities
- Transparent decision-making and community engagement
- Partnerships with other venues and organisations to avoid duplication and maximise impact

Community Needs and Demand Analysis

The research undertaken as part of the feasibility study demonstrates clear community interest in retaining the church building as a community-owned asset. Feedback gathered through surveys, community events and stakeholder discussions highlighted a strong desire to preserve the building as a space that continues to serve local people.

Survey responses indicated significant support for community ownership, with 92% of respondents expressing support for the principle. Community engagement events, including the Doors Open Days, reinforced this finding, with many attendees expressing enthusiasm for the building's potential as a flexible community space.

Stakeholder discussions also highlighted several key needs within the local area. These included accessible community gathering spaces, opportunities for social connection, and facilities that could support cultural, educational and wellbeing activities. The research also suggested potential demand for flexible spaces that could be used for community events, training, small meetings, and creative or cultural activities.

Overall, the engagement undertaken indicates that there is both community interest and potential demand for a range of activities that could be accommodated within the building.

Based on the research, engagement and analysis undertaken, the preferred option that emerged from the feasibility study was the development of the building as a flexible community-owned space capable of hosting a range of activities.

This approach would allow the building to serve multiple purposes, including community events, cultural activities, training, meetings and the cafe as the core social enterprise activity. A flexible model would also enable the building to evolve over time as community needs change.

Community ownership will provide opportunities for local people to shape the future of the building while ensuring that it remains an accessible and valued community asset.

Community Benefit

Developing Elie church as a community-owned asset has the potential to deliver significant benefits for the local community and the wider area.

At a local level, the building could provide an important space for community connection and social interaction. Accessible and welcoming community spaces are increasingly important in supporting social wellbeing, reducing isolation and enabling people to come together for shared activities and events.

The building could host a wide range of local activities including community meetings, cultural events, workshops, training sessions and small-scale performances. Flexible space within the building would allow it to respond to evolving community needs over time.

There is also potential for the building to support wellbeing and learning through activities such as arts and crafts, heritage events, educational workshops and community activities. These activities could engage a broad cross-section of the community and support intergenerational participation.

Given Elie's popularity as a visitor destination, the building could also play a role in supporting local tourism. Activities such as exhibitions, cultural events, heritage interpretation or small-scale visitor experiences could enhance the visitor offer while providing additional income streams to support the sustainability of the building.

Overall, community ownership of the building would help ensure that this historic asset continues to serve the community while providing opportunities for new activities and partnerships to emerge.

Sustainability

Ensuring the long-term sustainability of the building is the top priority consideration for Elie Kirk Community Enterprise. Initial financial modelling undertaken as part of the feasibility study indicates that a mixed-use model combining community activities with income-generating uses will provide a viable operational approach.

As discussed potential income streams will include hire of the space for community events, meetings, weddings or small performances. Additional income will also be generated through cultural events, exhibitions or workshops that attract both local residents and visitors.

Developing the cafe, heritage interpretation and visitor experiences linked to the history of the building and the local area will be key. These activities will enhance the building's role as a community hub while supporting financial sustainability.

Partnership working will also be an important element of the sustainability model. Collaborating with local organisations, community groups and cultural partners will enable maximise use of the building and strengthen the range of activities offered.

Next Steps

Several key steps will be required to move the project forward. These will include:

- Further community engagement to ensure community involvement to refine the preferred uses for the building.
- Possible further development of the business plan and operational model
- Launching of the community shares offer to enable community ownership and raise the capital for purchase and adaptation of use.

Taking these steps would enable the project to move towards implementation, ensuring that the building can continue to play a positive role within the community for many years to come.

Recommendations

EKCEL should:

1. Create strategic partnerships to deliver community benefits like community meals and engagement activities for health and well being.
2. Consider partnerships, such as through Developing the Young Workforce to enable it to be a training venue for hospitality and heritage, this could help it secure funding to support the community business
3. Create a strong volunteer base to support paid staff, creating a community who has a say in the day to day running and are the front face of this community business.
4. Further identification and application for capital funding to support renovation works with a 5 year strategy
5. Development of partnerships to support community outreach and activities within the building, to secure its future as a community space
6. The preservation of the heritage is a vital aspect, recognising it is an important part of civic Elie.
7. Through analysis of the feasibility study consider a 5 year plan for development and costs to enable it to not start its journey with too much capital expenditure too fast.
8. Changes to the church will require investment, though the aspiration is to keep these modest and to use the existing set up as much as possible. Consideration will need to be given to whether to take on the asset and have a meantime use while funding is sought.
9. Initiate a simple communications strategy to keep the wider community up to date with the project. Consider using a Facebook plug embedded in their website to keep the website up to date.

Facebook- [\(3\) Facebook](#)

Website- [Home - Elie Kirk Community Enterprise Limited](#)

Appendix 1 –Financial Projections

Summary

	Med	High	Add 3%	Add 3%	Add 3%
	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	£ 213,559	£ 372,589	£ 383,767	£ 395,280	£ 407,138
Direct Costs	£ 172,800	£ 251,813	£ 259,368	£ 267,149	£ 275,163
Gross Profit/ Loss	£ 40,760	£ 120,776	£ 124,399	£ 128,131	£ 131,975
Overheads	£ 96,560	£ 96,560	£ 99,457	£ 102,441	£ 105,514
Trading Profit/ Loss	-£ 55,801	£ 24,215	£ 24,942	£ 25,690	£ 26,461

Grant Funding

Volunteer Coordinator	£ 14,604	£ 14,604	£ 14,604	£ -	£ -
Ops Manager	£ 25,771	£ -	£ -	£ -	£ -

Profit/ Loss (with Grant Support)	-£ 15,426	£ 38,819	£ 39,546	£ 25,690	£ 26,461
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Detailed breakdown - Year 2 onwards assuming all phases of development are completed, with 3% growth per annum predicted.

High Scenario	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Café													
Sales	£ 17,732	£ 23,228	£ 23,348	£ 32,350	£ 34,394	£ 22,752	£ 19,293	£ 11,533	£ 12,480	£ 9,120	£ 8,160	£ 11,520	£ 225,909
Direct Costs:													
Cost of Sales 30%	£ 5,319	£ 6,968	£ 7,004	£ 9,705	£ 10,318	£ 6,826	£ 5,788	£ 3,460	£ 3,744	£ 2,736	£ 2,448	£ 3,456	£ 67,773
Direct Staff Costs	£ 12,000	£ 12,000	£ 12,000	£ 12,000	£ 12,000	£ 12,000	£ 8,161	£ 8,161	£ 8,161	£ 8,161	£ 8,161	£ 8,161	£ 120,964
Total Direct Costs	£ 17,319	£ 18,968	£ 19,004	£ 21,705	£ 22,318	£ 18,825	£ 13,949	£ 11,621	£ 11,905	£ 10,897	£ 10,609	£ 11,617	£ 188,736
Gross Profit	£ 412	£ 4,260	£ 4,344	£ 10,645	£ 12,076	£ 3,927	£ 5,344	£ -88	£ 575	£ 1,777	£ 2,449	£ 97	£ 37,173
Events, Functions, Hire													
Sales													
Hire for Events/ Functions	£ 500	£ 500	£ 1,000	£ 2,000	£ 2,500	£ 2,500	£ 500	£ 1,000	£ 1,000	£ 500	£ 500	£ 500	£ 13,000
Season Gatherings/ Fundraisers	£ 1,800	£ -	£ -	£ -	£ 1,800	£ -	£ -	£ -	£ 3,600	£ -	£ -	£ -	£ 7,200
Office Space Rental	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 7,200
Total Sales	£ 2,900	£ 1,100	£ 1,600	£ 2,600	£ 4,900	£ 3,100	£ 1,100	£ 1,600	£ 5,200	£ 1,100	£ 1,100	£ 1,100	£ 27,400
Direct Costs:													
Incremental Delivery Costs	£ 1,075	£ -	£ -	£ -	£ 1,075	£ -	£ -	£ -	£ 1,750	£ -	£ -	£ -	£ 3,900
Direct Staff Costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Gross Profit	£ 1,825	£ 1,100	£ 1,600	£ 2,600	£ 3,825	£ 3,100	£ 1,100	£ 1,600	£ 3,450	£ 1,100	£ 1,100	£ 1,100	£ 23,500
Shop and Heritage													
Shop Sales	£ 8,312	£ 10,888	£ 10,945	£ 15,164	£ 16,122	£ 10,665	£ 9,044	£ 2,162	£ 2,340	£ 1,710	£ 1,530	£ 2,160	£ 91,041
Donations	£ 2,216	£ 2,903	£ 2,919	£ 4,044	£ 4,299	£ 2,844	£ 2,412	£ 1,442	£ 1,560	£ 1,140	£ 1,020	£ 1,440	£ 28,239
Direct Costs:													
Cost of Sales 65%	£ 5,403	£ 7,077	£ 7,114	£ 9,857	£ 10,479	£ 6,932	£ 5,878	£ 1,406	£ 1,521	£ 1,112	£ 995	£ 1,404	£ 59,177
Direct Staff Costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Gross Profit	£ 5,126	£ 6,714	£ 6,749	£ 9,351	£ 9,942	£ 6,577	£ 5,577	£ 2,198	£ 2,379	£ 1,739	£ 1,556	£ 2,196	£ 60,103
Overhead Expenses													
Indirect Staff Costs	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 4,438	£ 53,260
Rates	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 1,200
Water Rates	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 2,400
Utilities	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 6,000
Bookkeeping/ Payroll	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 600	£ 7,200
Accountancy	£ -	£ -	£ -	£ -	£ -	£ -	£ 4,000	£ -	£ -	£ -	£ -	£ -	£ 4,000
Phone/ Internet	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 200	£ 2,400
Insurance	£ 3,600	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 3,600
Stationary, postage and Printing	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 25	£ 300
Repairs and Maintenance	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 6,000
Security alarm	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 1,200
Refuse Collection	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 150	£ 1,800
Misc	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 1,200
Loan repayments	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 6,000
Total Overheads	£ 11,013	£ 7,413	£ 7,413	£ 7,413	£ 7,413	£ 11,413	£ 7,413	£ 7,413	£ 7,413	£ 7,413	£ 7,413	£ 7,413	£ 96,560
Operating Profit	£ -3,650	£ 4,661	£ 5,280	£ 15,183	£ 18,429	£ 2,190	£ 4,608	£ -3,703	£ 1,009	£ 6,352	£ 7,207	£ 4,214	£ 24,215

Appendix 2 – Capital Requirements and Funding Strategy

Total Capital requirements for Elie Kirk Community Enterprise Limited

The feasibility and viability study works helped to determine the total capital requirements for the kirk building to be purchased and for the necessary repair and remodelling works to the building. The expected costs mean the total investment requirement is set at £670,000.

Once ownership of the building is secured, EKCEL requires working capital to cover costs including insurance and utility costs while necessary remodelling works, including the installation of kitchen facilities and suitable toilet facilities are completed. Short-term liquidity is also required for initial upfront costs, including stock purchase, staff salaries and other operating expenses during the first few months of trading once the essential repairs and necessary remodelling works have been completed.

Sources of Capital

EKCEL will secure investment through the community share issue.

The table below shows the proposed sources of capital to be raised.

Source of Capital	Minimum Share Offer Target	Optimum Share Offer Target	Maximum Share Offer Target
Community Shares	£150,000	£300,000	£400,000
Potential Grant Funding	£200,000	£200,000	£200,000
Potential Loan Funding	£75,000	£50,000	£20,000
Potential Philanthropic Donations	£50,000	£50,000	£50,000

Total Sources of Capital	£475,000	£600,000	£670,000
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If we only raise our minimum share offer target of £150,000 then we will be able to proceed with the purchase and minimal remodelling changes to the building which will allow it to operate at a basic level but will not allow for repairs and improvements to be made which will limit both use of the space and the business opportunity.

The following gives an indication of the potential grant funding available for purchase and capital upgrade and feeds into the decision about what is fundable. The majority of grant funding can only be applied for once EKCEL takes ownership of the church. These funds are considered on the likelihood of success. Although potential grant funding options have been identified these are highly competitive and there is no guarantee that applications will be successful.

Fund	Summary	Possible Amount	Likelihood of Success
National Lottery Heritage Fund	Fund projects that value, care for and sustain heritage for everyone across the UK, now and in the future. Can include funding for acquisition costs, capital works, repair, maintenance and conservation and new staff post costs	£10,000 to £250,000	Low
Pilgrims Trust	Funding for preservation and repair of historic buildings, structures and architectural features.	Generally, £1,000 to £30,000 (average approx. £15,000)	Medium
Architectural Heritage Fund (Development Fund)	Funding to assist an organisation to cover some of the costs of developing and co-ordinating a project and taking it towards the start of work on site	Up to £45,000 (average approx. £20,000)	Low
Tullis Russell Trust	Funding to support local community projects	Not set	Low
Fife Council Local Community Planning Budget Grants	Funding to support improvements to community facilities	£5,000	Medium
National Churches Trust	Funding to support projects to install or upgrade a kitchen and/or accessible toilet	£20,000	Medium

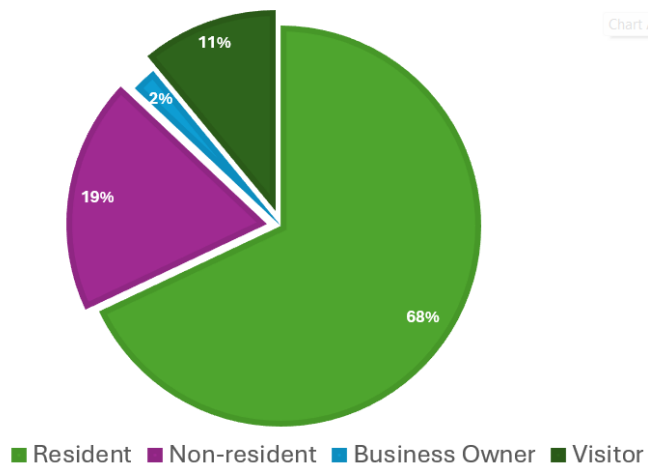
Elie and Earlsferry Common Good Fund	Funding to benefit the common good of the inhabitants of the particular former Burgh	Up to £5,000	High
Neart na Gaoithe Community Fund (Windfarm Fund)	To support local community activities benefiting Elie and Earlsferry communities	Up to £10,000	High
Asda Local Community Spaces Fund	Helping to fund safe and welcoming community spaces that bring people together, connect communities and address loneliness and isolation.	£10,000	Low
Fife Rural Development Fund	Funding to support rural community capacity building, health and wellbeing and enhancing cultural heritage and rural tourism and leisure	£15,000	Medium
Plunkett Fund (part grant part loan)	Funding to support projects that focus on the role community businesses play in reducing loneliness and how they succeed in bringing communities together	£50,000	Medium
CARES	Funding the installation of renewable technologies like heat pumps, battery storage, and solar photovoltaic (PV) panels, as well as some energy efficiency measures.	No set amount	Medium
Business Energy Scotland (Interest Free loan with potential cash back)	Funding for energy Efficiency measures	75% of eligible costs up to a maximum of £20,000 can be claimed for energy efficiency measures. 75% of eligible costs up to a maximum of £10,000 can also be claimed for a range of renewable heat measures (heat pumps, biomass boilers and solar thermal).	Medium
Historic Environment Scotland	To support repair of historic buildings using traditional skill and materials	Up to £25,000	Medium
William & Jane Morris Fund	Fund smaller programmes of work concerned with the conservation of decorative or non-structural features inside the building, including stained glass	Up to £5000	Medium

Appendix 3 - Community Outreach Survey

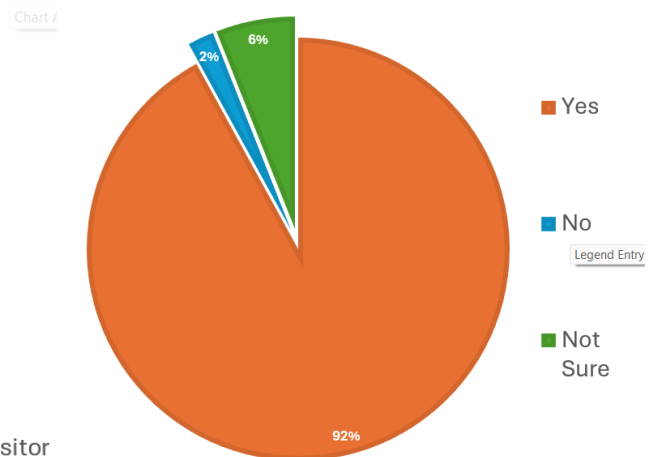
The survey was completed by 171 people. Though not all respondents were local residents, of the population of circa 700 people this is a good representation of the local community views.

The following are the key findings,

Perspective of respondents



Levels of Support for Community Ownership



68% were local residents with an expected spread of response from non-residents because this is a popular visitor destination.

A very significant 92% of respondents were supportive of the community taking ownership of the church and finding a new purpose for it to benefit residents and visitors.

Importance of the Church

People were asked to value the asset and articulate the building meant to them. The majority of people left written responses, and the following is a representative sample arranged in the themes;

1. Historical and Cultural Significance

- *"A historic centre of the village."*
- *"It is an iconic building, and it is the heart of the village."*
- *"A beautiful historic building."*
- *"A historic landmark and focal point for the village."*
- *"It is Elie and of historical interest."*

2. Personal and Emotional Connection

- *"Everything. It's the heart and soul of the community."*
- *"It means the world to me."*
- *"Memories of Sunday School, getting married there, baptisms, funerals."*
- *"I was married there, and my parents were longtime members."*
- *"It is a sanctuary and a very special place."*

3. Religious Importance

- *"A place of worship and a place for weddings and funeral services."*
- *"A place of religious worship. A historic building."*
- *"Used for Christian worship for hundreds of years."*
- *"A place of worship central to the village."*
- *"A significant place of worship. A Parish Church at the centre of the community."*

4. Community Identity and Focal Point

- *"Focal point of the village."*
- *"Centre of the village, meeting point."*
- *"The heart of the village."*
- *"A key component of village infrastructure."*
- *"A community space."*

5. Architectural and Visual Appeal

- *"Beautiful building in the heart of the village."*
- *"Iconic clock tower, with cockerel."*
- *"A beautiful well located building."*
- *"A beautiful building where I spent many a Sunday."*
- *"So much part of Elie High Street—a beautiful old church."*

6. Generational and Family Legacy

- *"Approximately 6 generations of my family have been buried there."*
- *"My daughter was married there."*
- *"My family have been in the village since the 1500s."*
- *"Family continuity."*
- *"Parents were married there and I was christened there."*

Aspirations for the Building

People were asked to consider what they would like to see in the building, again arranged into themes.

1. Community Hub & Meeting Space

- *"A meeting place for residents & visitors."*
- *"Community centre, craft workshops, cafe."*
- *"A welcoming space that can offer a meeting place for people for coffee, cake and a chat."*
- *"Community hub at the beating heart of the community."*
- *"A multi-purpose building for the community including being available for Christian services."*

2. Café or Food Venue

- *"Dog friendly cafe with nice cakes."*
- *"A cafe is a good idea, something that sells simple food at a reasonable price."*
- *"Cafe with art and local craft."*
- *"A central coffee shop and this would offer a great space."*
- *"Cafe, exhibition centre, weddings, funerals."*

3. Arts, Crafts & Exhibitions

- *"Art & Craft classes, music venue or yoga/gym/fitness activities."*
- *"Art gallery, exhibitions."*
- *"Rolling exhibition of local artists' work and crafts."*
- *"Concerts, markets, small library. As a hub with refreshments."*
- *"Craft studios, cafe, music recitals, art exhibitions, museum."*

4. Weddings, Funerals & Religious Services

- *"Wedding venue and art exhibitions and craft fairs."*
- *"Weddings, funerals, theatre and exhibitions."*
- *"Continue to be used for weddings and funerals."*
- *"Weddings etc and village events."*
- *"Christian gatherings and family events of significance."*

5. Youth & Family Activities

- *"Children's clubs such as art club, drama club, pottery classes."*
- *"Indoor child-friendly activity space."*
- *"Youth hostel with other facilities that local residents and holiday makers could use."*
- *"Playgroup and after school club."*
- *"Nursery, school plays, summer children's camp."*

6. Music, Theatre & Performance

- *"Music events (not all classical!)."*
- *"Concerts, guest speakers, authors."*
- *"Small group concerts, exhibition space, cinema film shows."*
- *"Venue for plays/talks."*
- *"Concert venue, a wedding venue, coffee mornings, a social hub."*

7. Workspace & Business Use

- *"Co-working space."*
- *"Office spaces for local businesses to rent."*
- *"Hot desk space/virtual offices for short or long term rent."*
- *"Rentable space with treatment plinth for physio/massage etc."*
- *"Short term studio rental for craft businesses."*

8. Heritage & Museum

- *“Local history centre.”*
- *“Museum, community centre/theatre.”*
- *“Heritage centre and some services.”*
- *“Permanent historical exhibition.”*
- *“Museum to James Braid.”*

9. Multi-use & Flexible Space

- *“Mixed use. Accommodation to rent either for small workshops or residential plus social amenity space.”*
- *“Multipurpose community use.”*
- *“Adapted for multi-use as with many churches in the big cities.”*
- *“Community hub incorporating all aspects of the building's history and former use.”*
- *“Anything the majority wishes.”*

Appendix 4 – Marketing Strategy

Bringing Elie Kirk into community ownership presents an opportunity to develop it into a thriving and welcoming community owned space bringing members of the community and new groups of people, including visitors together. We will work hard to establish a new identity for the Kirk and raise the profile of the Kirk locally and to visitors across the UK and internationally.

Community Share Offer Marketing Strategy

Platform	Marketing Strategy
Web and Social Media	• Dedicated page for share offer information, with call to action on landing page • Regular updates to website on progress towards goal • Business plan available to view on website • Regular updates on progress of share offer • Social media campaign to generate interest prior to and during launch. • Create content guidelines for social media to build following. Content could include social enterprise success stories, Community Shares FAQs.
Email	• Continue to build GDPR-compliant customer database • Develop newsletter via MailChimp or similar with a timetable of activity and updates on services etc. • Regular updates to community share owners
Print and press	• High profile stories in local press during share offer window • Leaflet drop during community share offer • Posters displayed on community notice boards and in other key locations around the village
Events and word-of-mouth	• Carry out a community shares launch event or series of events and drop ins
Onsite / point of sale	• Prominent signage in the village explaining community aims and community share offer • Install attractive notice boards, leaflet displays

Marketing Strategy following acquisition

In general our marketing strategy aims to;

- Establish a new identity and purpose for Elie Kirk as a community owned space
- Attract local residents to use the Kirk as a place to meet friends, neighbours and family and to take part in activities and events
- Raise awareness of the Kirk among visitors, including people visiting the Fife coast for day-trips, including those walking the Fife Coastal path, those on short breaks and people on golf and walking holidays
- Develop mutually beneficial marketing links and materials with other local organisations and businesses that draw visitors to the village and surrounding areas
- Attract investment in the Kirk from the community, other businesses and funders

Customer Group	Profile	Needs
Elie and Earlsferry residents	The population of the villages has a mixed demographic. The current permanent population is generally older. However the new housing development will mean an increase in younger people and families moving to the area so the Kirk will be serving a broad age range	- A warm, welcoming and safe place that brings people together - A place to meet friends and family - A place for coffee and light lunches - A variety of offerings through the year to encourage repeat visits - An alternative venue for social events and activities
2 nd home owners	They tend to be retired, or reaching retirement age. Often visiting on a regular basis and with family during the holiday season	- A place to meet friends and family - A place for coffee and light lunches - A variety of offerings through the year to encourage repeat visits
Holiday visitors to Elie and Earlsferry	Couples, families and groups of friends staying at self catering cottages and holiday parks Most are UK based with some visiting from the US and Europe	- Somewhere to go out during their stay - Family and dog friendly environment

		- Information about the local area and other visitor attractions and activities available locally - Events and activities that are welcoming for both visitors and locals
Day trippers	Couples, families and groups of friends visiting the wider area, including those walking the Fife Coastal Path	- Somewhere warm to meet - High quality offerings - Quick service - Information about the local area and other visitor attractions and activities available locally for onward planning - Up to date online presence, including menus, opening hours and review sites -

Brand and Selling Points

There are a range of key selling points that EKCEL will be able to call upon to advertise the offerings at the Kirk.

- A focus on high quality offerings
- A friendly community-oriented space, which strives to be inclusive and welcoming for all
- A social enterprise where profits are reinvested back into the local community
- A warm and safe venue for social meet ups
- Community owned – the story of local people coming together to buy the building for the community is an inspiring one
- Social impact – the project will market itself as a social enterprise and as it develops will involve a wide range of local suppliers

A new brand will be needed to reflect these and this will be commissioned along with a website for the enterprise.

Appendix 5 - Recent Community and Member Engagement Mapping 2026

Understanding My Community	
Where we Are	Who we Are
Elie and Earlsferry, Fife, KY9 Elie is a coastal village situated in the East Neuk of Fife, Scotland. It lies adjacent to the village of Earlsferry, with which it was formally amalgamated in 1930. It is known for its scenic beauty, historical significance and strong community identity. It Is a popular destination for visitors and seasonal residents. Economically, Elie has transitioned from a fishing and trading village to one primarily reliant on tourism and leisure	Population: 710 residents – 50% over 60 years old, Less than 10% under 16 years old Summer population can swell to around 3500 Around 940 properties 124 properties are short-term holiday lets The no. of second properties is unknown 1 care home with 26 bedrooms Primary School – 19 pupils: 10 of them in the village and nine from outside its catchment area

What activities / facilities are already in your community?	How does your community already communicate?	Who are the key stakeholders in your community?
Beach Golf Club Watersports club Sailing club Sports club (racket sports) 3 pubs Pavillion café Elie Coffee Hatch Village newsagents Deli Ice cream shop Pharmacy Gift shop Primary school	Noticeboards Social Media Community Council Minutes Individual websites	Community Council Members Earlsferry Townhall Committee Business owners Church congregation School PTA Elie & Earlsferry Environmental Action Group Committee Landowners

GP Surgery Community owned Townhall Privately owned Toll Green Hall Church Hall Church (closing)		
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Community Engagement Plan				
		Listen	Communicate	Actively Engage
		What do you need to find out from the community?	What do you need to tell the community about?	What areas do you need the community to get involved in?
Discover	What?	Whether they support community owned model? Whether the proposed use is suitable? Whether they would volunteer/utilise building?	Proposed alternative uses for the church building. What the development plan is. What the operation concept is. How likely grants are vs expected cost	Community questionnaire Stall at Elie Fayre day for Q&A Contributing ideas and insights Volunteering to take on small jobs Social Media
	How	Collate data on community support	Community Questionnaire Newsletters Public meetings – church open days Website Mailing List Social media	Web based and paper based community questionnaire completed - issued in 2024 – 171 responses on proposed community ownership and possible future uses 3 newsletters to date Public meetings – church open days – 3 held to date Website Mailing list – 63 people signed up to date Social media – FB page – currently 94 followers
Develop and launch	What	Hear any new concerns Gather feedback and opinions on building after	Share updated information through website, social media and newsletters	Open days with Q&A sessions – 3 planned to support stage 2 related to raising funds for the purchase and

		surveyors report and viability report and architect plans for revised layout	Likely costs of building, refurb and fittings Proposed share offer and other funding plans	initial renovation work – to share architect drawings, costings and share offer information Fundraising & share offer plans on social media and using newsletter and flyers and exterior banner and posters
	How	Virtual suggestion /question box/ answer emails Update FAQs on website Questionnaires/poll on services to be provided	Signage Facebook group and ask people to share Posters on noticeboard, in pub and village hall Email invites to key stakeholders, WI or gardening group etc	Email Social media Word of mouth
Thrive	What	Hear views on operation plan/ business plan of operation.	Feedback forms in the building to gather ongoing feedback Annual reports to share holders	AGM
	How	Presentation at public meeting Social media Email	Social media Website	Word of mouth Social media

Member Engagement Plan				
		Listen	Communicate	Actively Engage
		What do you need to find out from the Members?	What do you need to tell the Members about?	What areas do you need the Members to get involved in?
Discover	What?	What they are looking to get from being members of the society	Providing regular updates to share opportunities for volunteering or getting involved in both everyday activities for the society and where new skills are required.	Actively engaging at AGMs and other society members meetings. Standing for roles on the management committee

				Promoting and sharing the events and activities at the Kirk to help spread the word and increase use and engagement of the wider community.
	How	Request feedback on activities of the Society	Share updates at AGMs and share minutes Website Mailing List Social media	Engaging members in the governance of the society through general meetings, communications from the management committee and other participatory activities
Develop	What	Hear any new concerns Gather feedback and opinions on the activities of the Society	Share updates at AGMs and share minutes Website Mailing List Social media	Offer a suggestions box within the Kirk to collect ongoing feedback Provide a communication pathway to share adhoc feedback to the Management Committee
	How	Virtual suggestion /question box/ answer emails Provide updates on plans and activities on ongoing basis through website and social media	Website Mailing List Social media	Email Social media Official annual updates and meetings
Thrive	What	Hear views on operation plan and ongoing activities.	Annual reports to share holders, including opportunities for written and oral feedback	AGM Sharing of key milestones and successes
	How	Presentation at AGMs Social media Email	Social media Website	Word of mouth Social media

