

September 2025

Golspie Youth Action Project

Feasibility Project -
Child & Youth Centre Golspie



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INDEX

- Executive Summary
 - Project Overview
 - Methodology
 - Market Research
 - Organisational Feasibility
 - Technical Feasibility
 - Financial Feasibility
 - Recommendations
 - Conclusion
 - References & Appendices
 - Appendix A – Funding Sources
 - Appendix B – Market Survey
 - Appendix C – Skills Audit
 - Appendix D – Site Appraisal
 - Appendix E – Sample Programme
- Pg 3, 4
 - Pg 5,6
 - Pg 7
 - Pg 8,9,10
 - Pg 11
 - Pg 12
 - Pg 13, 14,
 - Pg 15, 16
 - Pg 17
 - Pg 18



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EXECUTIVE SUMMARY

The Golspie Youth Action Project (GYAP) is a charity led by a strong, motivated volunteer committee with a focus on social inclusion, life skills development, community engagement, food security, and positive youth development. There has been a growth in engagement and community feedback about GYAP provision is positive. This, along with feedback identified through community consultation and local planning processes has prompted the charity to plan for its future development and growth in line with local need.

GYAP commissioned Youth Highland to carry out this study to explore the following:

- How can GYAP develop their offer to meet community aspirations?
- How could the development of a children and young peoples centre (offering wrap around care) by GYAP enhance their offer?
- What investment and commitment is needed to develop a building, maintain it and sustain its use in the future?

This report explores the viability of GYAP taking on ownership and management responsibility for a children and young persons centre to enable growth of the GYAP and provide increased child care and youth provision for the community. It aims to understand and present action necessary to ensure a sustainable plan for the provision of a safe, engaging and educational space for children and young people between 2 – 25.

It identifies potential building plots and sets out actions that would be necessary to take on a plot, design and develop a purpose built centre for children and young peoples services in Golspie.

It also sets out considerations and actions required to enable GYAP to expand their services to offer wrap-around childcare including breakfast club, after school and holiday provision as well as their existing youth club activities.

Successful development will enable increased community engagement, create employment opportunities, provide essential services for working families and contribute to the well-being of the community by providing increased provision for children and young people.

Headline findings are:

- The current venue and cost agreement for the youth club is making it impossible for GYAP to develop and grow or to effectively respond to the needs of local children, young people and families.
- GYAP need to find alternative premises to enable organisational growth and to provide extended services
- There is a need for increased childcare provision in Golspie
- Local people have a positive established relationship with GYAP and would use GYAP services if they expanded
- The plan to deliver a wide range of child care under one roof aligns with aspirations set out in the local development plan and regional plans
- Increased provision could improve local infrastructure, economic potential, create jobs and training opportunities, improve experiences for children, young people and families
- GYAP will require the support from wider community groups and decision makers to ensure future plans and developments fit with local planning processes and are supported by stakeholders and partners
- GYAP should take a planned phased approach to ensure sustainable growth, this could start with the delivery of breakfast club and after school provision as they work towards meeting Care Inspectorate requirements to deliver wrap around care
- GYAP should secure funding to take on 2 development workers to further develop a building project and a wider delivery programme

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EXECUTIVE SUMMARY – CONTINUED

We used primary sources – carrying out focus meetings with the committee and user groups, surveys and wider consultation with other childrens centres and service providers. We have conducted market analysis which highlights consumer demand and the competitive landscape. The findings of the market analysis have identified a lack of wrap-around care for families in Golspie and neighbouring communities.

We have used secondary sources to better understand the national policy landscape as well as regional and local priorities for action.

The group have conducted site appraisals of plots in Golspie. GYAP has been supported to carry out a more detailed evaluation and costings for an initial preferred site which has become impossible to progress because the asking price was greater than the valuation of the land. GYAP has identified an alternative site and are in the process of undertaking site appraisal and evaluation and costings. On completion, Youth Highland will support the group to complete the SLF Phase 1 process which will source funding to help transfer ownership.

It is important that GYAP continue to involve local people and retain their commitment to helping to run and govern the charity, ensuring the programme is relevant and responsive to local needs.

The charity must adopt a progressive and enterprising approach to income generation to enable them to address rising operational costs and the future sustainability of the development.

There are a number of national and regional policy drivers that should be considered as this work is further developed.

The Scottish Government Community Empowerment (Scotland) Act 2015,^[1] aims to empower community bodies in Scotland through land ownership or control, and by strengthening their voices in decisions about public services. It focuses on improving local democratic processes and community leadership.

The 2024 – 2027 Highland Outcome Improvement Plan (HOIP) ^[2] is the overarching plan and framework for Highland and seeks to improve the lives and experiences for everyone in Highland by realising and maximising opportunities to create thriving communities. The plan recognises the declining population in Highland as a significant challenge and the need to attract and retain younger people in the region as a key priority in enabling thriving communities, economic growth and service retention. The need for early years provision in line with National policy has been recognised as a challenge and trialing new models of delivery in rural communities has been agreed as a positive action.

The incorporation of UNCRC in Scots Law in 2024 also requires decision makers to consult with and work with young people on policy changes which affect their lives.





PROJECT OVERVIEW

The Golspie Youth Action Project (GYAP) is an unincorporated charity (SC022176) led by a volunteer committee in Golspie, which is a village and parish with a population of 1542 [3] in Sutherland, Highland, Scotland. The village lies on the North Sea coast in the shadow of Ben Bhraggie.

GYAP's purpose is to:

- (a) Increase opportunities for the provision of safe recreation, leisure, and learning facilities.
- (b) Organising a programme of activities, information and skills sessions as deemed necessary or beneficial.
- (c) Promoting any other events or activities to help improve opportunities for young people.
- (d) Providing paid and voluntary leadership to ensure a, b & c are achieved.

GYAP has been operating from the YMCA building on Millicent Street, Golspie, as a charity since 1993. The YMCA building was acquired by the Go Golspie Development Trust (pre-COVID) and developed into a light, modern, multigenerational space. The GYAP continues to operate from the YMCA building running regular youth club sessions with more than 100 regular attendees. However, GYAP capacity has been negatively impacted by the development of the building because:

- The new development prevents the use of the hall space for games and sports
- The cost of using the venue limits the ability for GYAP to increase or build on their existing programme
- Sharing the space limits the number of hours GYAP can use the building and on occasion means sessions need to be cancelled or changed
- Storage of youth club equipment is limited and the building is not able to exist as a 'permanent youth friendly space'
- There is no dedicated office space which makes it difficult to keep / store sensitive and confidential information

Regionally the need for innovation in order to better serve rural communities with a specific focus on maintaining and retaining a younger population has been recognised as a priority. Increasing training and job opportunities, improving community assets and facilities and providing improved services including childcare all feature heavily in the Highland Outcome Improvement Plan and align with the development of a plan for growth for GYAP.

It will be essential for community groups and organisations to step up and take on more responsibility if Highland communities are to thrive in the future. It is important that local people are kept informed and involved in decision making and that they benefit from opportunities that arise from development and growth.

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PROJECT OVERVIEW – CONTINUED

In response to a recognition of need for organisational growth, development and change for GYAP and in line with regional and national policy we carried out the following work to increase understanding of need and plan a response appropriate for GYAP.

- Market research and community consultation
- Organisational Feasibility
- Technical Feasibility
- Financial Feasibility
- Recommendations

The work sought to:

- Better understand the views and perceptions, hopes and fear of local people in relation to care services, activities and opportunities for children and young people in Golspie
- Collate findings and data to present to local people and to support GYAP to make informed decisions about their development plans and opportunities to best meet local need
- To support GYAP to enable them to take on a plot for a children and young peoples centre in Golspie (this includes identifying a plot, evaluating a plot and submitting a SLF Phase 1 application to support GYAP to acquire the plot)
- To consider and present the actions and potential timeframes necessary for a new build project with costings
- To consider and present the actions and potential timeframes necessary for GYAP to develop a viable business plan (with budgets) for a children and young peoples centre in Golspie
- To present conclusions and recommendations with short term, mid term and longer term considerations to help GYAP plan for their future

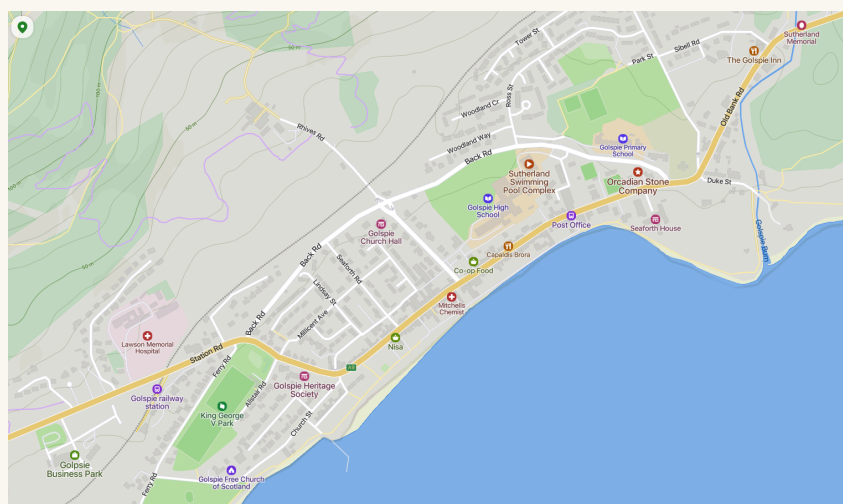


Figure 1 Golspie Map





METHODOLOGY

The sources of data gathered are both primary and secondary data.

Primary Data

The primary data was collected using:

- A survey/questionnaire (*appendix B*) was the main instrument for data collection for market research. The survey, was shared electronically to existing independent wrap-around childcare providers.
- Discussions between GYAP volunteer committee and local management groups (Golspie Community CC, GYAP Management Committee,) to understand their ideas and vision for the project.
- Survey Monkey shared on GYAP social media platforms was used to determine demand for day care provision.
- Shared social media campaign to raise awareness of the project and seeking public feedback.
- One-to-one conversations with users of the existing service.

Secondary Data

The secondary data sources were accessed as part of the strategy to collect adequate data for the feasibility study.

Secondary data sources are referenced at the end of this report and include sources from the public, private and third sectors.

Research Design and Framework

Using qualitative and quantitative research approaches the research design is descriptive and exploratory in nature.

The qualitative research approach is used to gather the rich data/voice of community members, market competitors and potential partners for the GYAP project, and used to examine the need and demand of all stakeholders in establishing a sustainable business plan and model.

The research frame provides the detailed step by step procedure to conduct the research which was undertaken in a limited timeframe of 6 weeks.



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MARKET RESEARCH

The Golspie Youth Action Project (GYAP) is located in the village of Golspie, in Sutherland, Highland, Scotland. The village lies on the North Sea coast.

The GYAP is a charity led by a volunteer committee whose purpose is to help and educate young people of the Parish of Golspie through;

- (a) Increasing opportunities for the provision of safe recreation, leisure, and learning facilities.
- (b) Organising a programme of activities and information and skills sessions.
- (c) Promoting community events or activities to help improve opportunities for young people.
- (d) Providing paid and voluntary leadership to ensure a, b & c are achieved.

The market research that has been conducted examined community engagement and desire, market competitors, and opportunities for growth and development.

The development of a Child and Youth Centre in Golspie aligns with the Golspie Place Plan (GPP) [4] facilitated by the Golspie Community Council. Specifically –

- Creating a community hub to form a focus for residents, draw together the many clubs & societies already in the village.
- Prioritising projects to address the needs identified in community engagement and village plans such as flood protection, child care, affordable housing, transport, good quality jobs, etc.) and to reduce our community carbon footprint.

The GPP was produced through a locally formed place plan team, and with support from the University of Edinburgh to:

- help the Community Council and Highland Council consider the impact of planning applications on the local communities.
- inform Highland Council's review of the Local Development Plan, and to influence investment by Highland Council, other public bodies, funders, landowners and businesses in ways that support the local community.

In addition, according to the 2022 Highland Council census [3] the Golspie community has a population of 1542 people, with the demographic split as follows:

- 0 – 15 = 224
- 16 – 64 = 859
- 65+ = 465.

Latest population trends indicate that Sutherland is losing young people, due to the lack of opportunity, and gaining over-65s with the south of Sutherland experiencing the biggest rise in the number of pensioners (416) between 2011 and 2021. The Highland Community Place Plan for Golspie [22] identifies the lack of employment, , childcare, training and apprenticeship opportunities (using data from 2017) and acknowledges the GYAP as a community group.

A 2024 news article [6] reported on a survey by Highlands and Islands Enterprise (HIE) asking young people about their ambitions after school found that the further north pupils were the higher proportion that wanted to leave due to the lack of opportunity in the area. These findings were backed up in an article in the Museums and Heritage article [5] regarding the 'Highlands Reimagined' podcast launched August 2025 for Strathnaver Museum, which reports that young people from Sutherland often desire to move away due to a combination of factors, including lack of work opportunities, inadequate housing, and insufficient infrastructure.

The articles identified that the Highlands are facing a significant demographic shift, with many young people planning to leave the region within the next five years. This trend is driven by the need for better job prospects, affordable housing, and improved services such as healthcare and transport.

In addition to the community consultation and research the GYAP have engaged with their young members to seek their input on the development of the project.



Figure 2: Young People visioning session



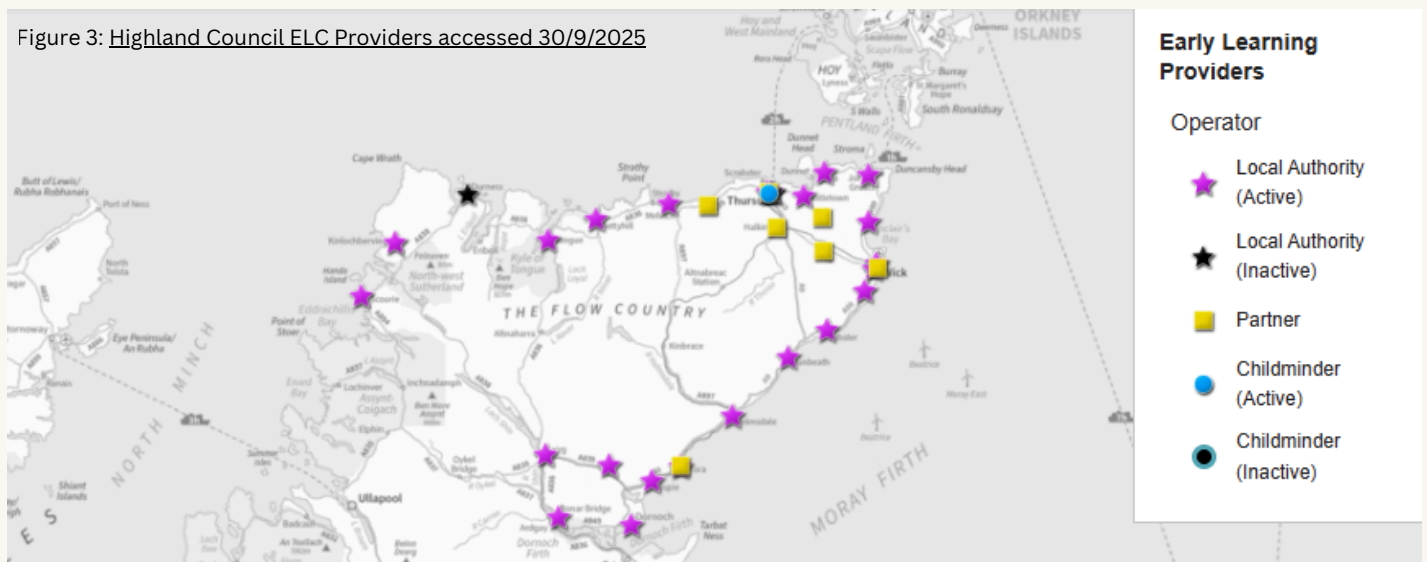
MARKET RESEARCH – CONTINUED

A news article in the John O Groats Journal [7] reports that despite the Scottish Government funding early learning and childcare (ELC) – around 30 hours a week in term time – there is a lack of availability of childcare in rural areas, which negatively impacts on the ability of working parents and carers to return to work locally.

The GYAP's vision to develop the Child and Youth Centre in Golspie aligns with the Highland Council to address depopulation in rural Highland. In Sept 2024 the Highland Council were funded to address depopulation in rural areas, In a statement on the [HC website](#) [6b] Chair of The Highland Council's Economy and Infrastructure Committee, Councillor Ken Gowans stated that the HC recognise the impact of depopulation which are complex and include issues surrounding housing, healthcare, transport, childcare and education. The HC pledged to explore the lack of access to and availability of high quality and affordable childcare which is a key aspect of encouraging young families to stay and move to an area.

The map [8] below supports the findings and identifies the current availability of regulated childcare provision in North Highland.

Figure 3: [Highland Council ELC Providers accessed 30/9/2025](#)



Five independent market competitors across the Highland Region were contacted via a digital survey as part of this study. (appendix B)

Only one service provider completed the survey. however secondary research methods were utilised to identify regulatory and legal requirements for child care provision.





MARKET RESEARCH

The research undertaken has considered the Golspie High School associated school group (ASG), which includes primary schools: Brora, Golspie, Rogart, Helmsdale, Lairg, and Rosehall.

According to the 2021 Golspie ASG Highland Council Report, the combined school role of the primary schools in 2021 was 315 pupils. Broken down at Golspie High school roll of 246 pupils. At September 2025 the school roll of Golspie Primary School was 107 pupils. With the split at 16 nursery and 91 school age.

In Spring 2025 a survey, using Survey Monkey, shared via social media platforms, to assess the need within the village of Golspie was conducted. Resulting in 62 responses, equating to 58% of Golspie Primary School roll. Confirming a high demand for wrap-around childcare in the community throughout the whole year. The data is broken down as follows:

- 59% of respondents requiring services from 8 a.m. to 5.30 p.m.
- 29% requiring afterschool care from 3 – 5.30 p.m.
- 77% of respondents desire provision during the school holidays.

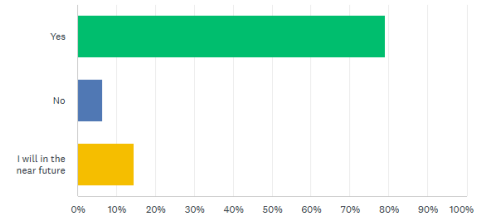
Additionally, the GYAP current youth membership numbers evidence the established trusting relationships that the GYAP has with local families and highlight the need in the community for a strong, supportive organisation like GYAP.

Addressing the research findings the GYAP aim to provide accessible childcare services alongside their existing youth programs to address the gap in delivery of pre-school, after-school and day care in the Sutherland area and across the Highland Region. Specifically:

- Early years spaces in a nursery setting wrap-around care – children aged 2 – 5 years.
- After-school provision provided on weekdays from 3 – 6 p.m.
- Breakfast club 8 – 9 a.m.
- Holiday programmes – addressing holiday hunger and delivering a programme of activities.

If there was a childcare service in Golspie, would you use it?

Answered: 62 Skipped: 1

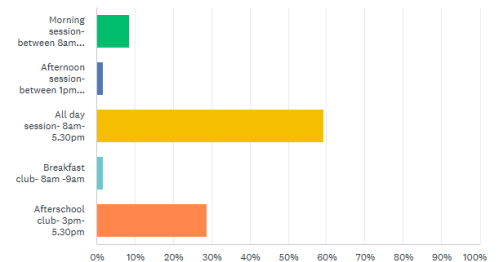


ANSWER CHOICES	RESPONSES
Yes	79.03% 49
No	6.45% 4
I will in the near future	14.52% 9
TOTAL	62

Figure 4: Consumer Survey Graph - Demand

At what times do you require childcare?

Answered: 59 Skipped: 4

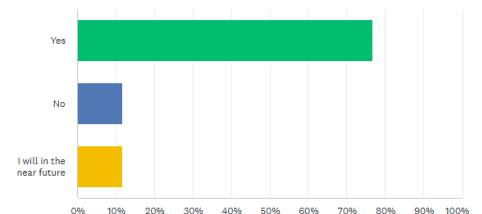


ANSWER CHOICES	RESPONSES
Morning session- between 8am -1pm	8.47% 5
Afternoon session- between 1pm -5.30pm	1.69% 1
All day session- 8am- 5.30pm	59.32% 35
Breakfast club- 8am -9am	1.69% 1
Afterschool club- 3pm- 5.30pm	28.81% 17
TOTAL	59

Figure 5: Consumer Survey Graph - Times of Day

Would you need childcare during school holiday periods?

Answered: 60 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	76.67% 46
No	11.67% 7
I will in the near future	11.67% 7
TOTAL	60

Figure 6: Consumer Survey Graph - Holiday Demand



ORGANISATIONAL FEASIBILITY

The Golspie Youth Action Project (GYAP) is led by a committee of thirteen volunteers, who bring a range of skills and expertise to the group as identified in the skills audit. [Appendix C](#)

The GYAP currently employs three staff who are registered with Scottish Social Services Council (SSSC) [\[9\]](#) and plan and deliver the youth programme, activities, and engagement from their rented space in Golspie YMCA, Millicent Street, Golspie.

The SSSC is a departmental public body responsible for raising standards in the country's social work, social care, children and young people's workforce, registering people who work in social work, social care, children's and young people's services, and regulating education and training. As members of the SSSC the employees of the GYAP are required to meet a requirement of 60 hours training over a 5 year period. The SSSC regulates individuals who provide personal care in Scotland and is complemented by the [Care Inspectorate](#) [\[10\]](#) which is an independent regulator of health and social care services in Scotland, ensuring that care services meet high standards of quality and safety. Registration with both the SSSC and Care Inspectorate incur costs for membership. Registration with the Care Inspectorate will enable parents and carers to reclaim childcare costs from the [Scottish Government](#). [\[11\]](#)

In addition, GYAP is a member club of [Youth Highland](#) [\[12\]](#) and, through their membership, they have access to bespoke support, governance advice, youth work training, safeguarding, including a PVG service, and networking opportunities through the Voluntary Youth Network. In accordance with 2025 legislation the GYAP committee, employees and volunteers are in receipt of PVG's.

The group may choose to become a member of the [Care and Learning Alliance](#) [\[13\]](#) - based in Highland - who offer a one-door approach to a broad range of Childhood Practice and Family Support services.

The GYAP is a charity and is in the process of becoming a Scottish Charitable Incorporated Organisation (SCIO) [\[14\]](#). They are committed to advancing the Scottish Government's Fair Work First criteria and have in place a Fair Work First policy. Although the group meet minimum wage criteria of £12.60 per hour, they are not currently a Living Wage employer [\[15\]](#).

This development has the potential to create full and part time employment in the area. In addition the GYAP have the opportunity to work in partnership with the [University of the Highlands and Islands \(UHI\)](#) [\[16\]](#) for apprenticeships to provide high/quality opportunities for local young people. UHI provides a range of apprenticeship frameworks that cover various industries and levels, ensuring that apprentices gain relevant skills and qualifications. Employers benefit from the structured training and comprehensive support offered by UHI, which includes access to teaching facilities and industry input. Allowing the employer to strengthen its workforce and develop new talent while providing apprentices with valuable experience and career progression opportunities.

As a charity the Golspie Youth Action Project can sign up to become a member of the [SCVO](#) a national membership organisation for the voluntary sector whose mission is to support, promote and develop a confident, sustainable voluntary sector in Scotland.. Membership is available free of charge although there is a tiered system in place.

On a local level the [Highland Third Sector Interface](#) (HTSI) is an independent charity who support, encourage and inspire work with community groups, clubs, charities and other Third Sector Organisations throughout Highland. Membership is available free of charge.



Figure 7: Young People Visioning

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TECHNICAL FEASIBILITY

The village of Golspie is a historic fishing village on the east coast of the County of Sutherland. It lies halfway between Inverness and Thurso on the main A9 trunk road. It is a rural and coastal location which can be found on the official North Coast 500 route.

With a population of 1,542 residents (2022 census), the area of Sutherland has limited regulated child care provision and is struggling to provide support to families with young children who are eligible and entitled to free child care places.

Golspie has its own Primary and High schools. The Golspie High School associated school group (ASG) has a combined school roll of 315 pupils and includes Rogart, Brora, Helmsdale, Lairg, Rosehall and Golspie Primary Schools.

The GYAP propose to purchase a plot or site within Golspie to build/develop a bespoke multipurpose Childcare and Youth Centre that will meet the needs of families, children and young people while parents/carers work or manage other responsibilities. The centre will provide a range of childcare services to the local community, with the potential to develop new services in response to changing community needs.

The impact will be to establish a sustainable and thriving community space that caters to youth and childcare needs. This will make a significant difference by providing essential services, fostering a sense of belonging, and creating opportunities for social engagement; personal development; employment in young people and families within our community. By doing so, we can ensure long-term positive impacts and a stronger future for Golspie.

The following spaces have been identified to meet the needs and aspirations of the group and the wider community:

Baby Room	Youth Group Room	Indoor Play Space	Kitchen	Pre-school Room	Carpark
Toddler Room	Sports Hall	Toilets	Outdoor Play Space	Office	Storage Area

To meet the aspirations of the GYAP and wider community research and site appraisals of existing buildings and plots in Golspie have been undertaken see appendix D .

The development of a bespoke multi-purpose venue is the preferred option the group are pursuing to incorporate the identified spaces referenced in the table above. A plot of (at minimum) 4,000 square meters will be required to accommodate a new build which will allow the group to meet the changing community needs. Engagement and input with the wider community, using the services of an architect/design company, to shape and design the building, will aim to value, empower and inspire the existing and future users of the development.

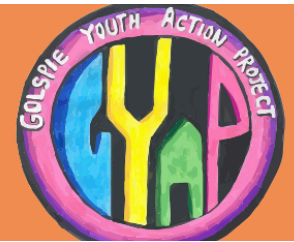
A sample programme of activity is identified in appendix E.



Figure 8: Young People Visioning

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FINANCIAL FEASIBILITY

The Golspie Youth Action Project (GYAP) currently deliver a youth programme that is reliant on successful funding applications and grants and fundraising events/activities that engage and serve the community to support their youth programme.

The identity of GYAP as a charity will enable the group to get certain tax reliefs if recognised by HM Revenue and Customs (HMRC) [23]. Charities recognised with HMRC do not pay tax on most types of income as long as the income is used for charitable purposes. However non charitable purposes may be subject to corporation tax [24]. As a charity the group can also access statutory and third-sector funding streams for capital and revenue projects to develop the project. Examples of existing funding streams can be accessed in appendix A .

This development and expansion of their services aims to ensure sustainability of the organisation by delivering a safe, engaging and educational space for children and young people. Potential Income generators set out below, to meet operational costs and ensure future sustainability should be considered as GYAP take a phased approach in the development.:

- Lets – community groups, private party lets, weddings*, christenings, wakes
- Fundraising events – e.g. quiz nights, bingo nights, concerts, dances
- Fees – Wrap-around child care provision
- Youth Groups – membership fees, tuck-shop proceeds.

The projected capital costs for the acquisition of a plot for the development of a bespoke Child and Youth Centre are dependent on the identification, acquisition and value of a plot or an existing property.

The GYAP has been taking guidance from the Scottish Land Fund (SLF) [19] which is an organisation that supports rural and urban communities to become more resilient and sustainable through the ownership and management of land and land assets. The SLF application is a two-part process – SLF1, then SLF2.

- SLF 1 can fund a range of activities including land valuation, appointment of Business Plan consultant,
- SLF 2 can fund the legal fees for transfer of ownership, the purchase price of the land/plot, appointment of Project manager, architectural/design team fees.

The anticipated submission date for SLF1 is Spring 2026. Identification of a plot/site for the development is required.

Building prices* can be influenced significantly by local conditions, local market conditions, size and specification. The average building costs range from £1,775 to £3,000 per m². Costs can also be influenced by, design complexity, and material finishes.. Given the location of the project in Sutherland the costs below have been calculated using the higher rate of £3k per m². The scale of the proposed building has been calculated based on the square meter requirement per capita of the Golspie population and aligns with research conducted by Zamfir [20]

S – small CC (100–1000m²) M – medium CC (1001–3000m²) L/XL – large and very large CC (3001 –> 15000m²).

The above projected cost for the design and building provide a general guideline, and actual costs may vary based on specific project requirements..

Medium build top 1000 m² x £3000 per m² = £3,000,000

* Source; <https://costmodelling.com/building-costs> [21]



Figure 9: Young People Visioning

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FINANCIAL FEASIBILITY

The table below depicts projected income and expenditure, over a period of five years for the operation of the planned Child and Youth Centre. Projected income and expenditure has been calculated based on secondary research sources.

Service	Number of children	cost p/h	hours	days
Breakfast 8 - 9 am	10	£ 6.00	1	5
Full time pre-school around 8am - 6 pm	15	£ 5.00	10	5
Part time pre-school am or pm	15	£ 6.00	5	5
after school 3 - 6 pm	10	£ 5.00	3	5
Holiday periods	20	£ 5.00	10	5

- Bank and cash in hand include three months reserves before tax deductions. .
- Child care staff costs have been calculated based on the appointment of four full time and four part time staff.
- Projected day care fees income has been calculated as per the table adjacent.

GYAP 5 Year Budget Projection					
	Year 1	Year 2	Year 3	Year 4	Year 5
Bank and Cash in Hand		£ 169,594.00	£ 159,462.00	£ 295,781.00	£ 431,930.00
Income	£ 407,249.00	£ 394,106.00	£ 394,754.00	£ 394,754.00	£ 395,066.00
Expenses	£ 251,260.00	£ 234,644.00	£ 258,435.00	£ 258,605.00	£ 267,431.00
Balance	£ 169,594.00	£ 159,462.00	£ 295,781.00	£ 431,930.00	£ 559,565.00
Income Categories					
Fundraising/Donations	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00
Day Care Fees (projected)	£ 388,400.00	£ 388,400.00	£ 388,400.00	£ 388,400.00	£ 388,400.00
Youth Club Subs	£ 150.00	£ 150.00	£ 150.00	£ 150.00	£ 150.00
Lets	£ 2,556.00	£ 2,556.00	£ 3,204.00	£ 3,204.00	£ 3,516.00
StartUp Funding	£ 13,143.00				
Total Income	£ 407,249.00	£ 394,106.00	£ 394,754.00	£ 394,754.00	£ 395,066.00
Reserves					
Expenditure Categories					
Child Care Staff Costs x 8	£ 223,352.00	£ 223,352.00	£ 230,880.00	£ 230,880.00	£ 237,804.00
SSSC 5 year Membership x 8	£ 350.00	£ -	£ -		
Care Inspectorate	£ 3,422.00	£ 1,711.00	£ 1,770.00	£ 1,770.00	£ 1,830.00
*Public Liability Insurance	£ 400.00	£ 400.00	£ 420.00	£ 420.00	£ 435.00
*Pat Testing	£ 300.00	£ 300.00	£ 310.00	£ 310.00	£ 310.00
*Fire Extinguishers grade A x 2	£ 150.00	£ 600.00	£ 620.00	£ 620.00	£ 640.00
*Premises License Alcohol (unlimited)	£ 1,000.00				
*Public Entertainment License (3 years)	£ 400.00			£ 450.00	
*Bouncy Castle License (Annual)	£ 156.00	£ 156.00	£ 160.00	£ 165.00	£ 170.00
*Water Rates (commercial)	£ -				
*Raffle License (annual)	£ 40.00	£ 40.00	£ 45.00	£ 45.00	£ 47.00
*Web Hosting (Wix 2 years)	£ 450.00		£ 470.00		£ 490.00
*Personal (alcohol) License (every 5 years)	£ 75.00				
*Stationery	£ 500.00	£ 525.00	£ 525.00	£ 550.00	£ 550.00
*Telephone/Internet (fixed contract)	£ 760.00	£ 660.00	£ 720.00	£ 720.00	£ 780.00
*Marketing	£ 500.00	£ 600.00	£ 700.00	£ 800.00	£ 880.00
*Training & Development	£ 300.00	£ 300.00	£ 350.00	£ 370.00	£ 370.00
*Cleaning /Caretaker	£ 5,500.00	£ 6,000.00	£ 6,240.00	£ 6,240.00	£ 6,420.00
*Power (electric, gas, oil)	£ 7,500.00	£ 8,000.00	£ 8,400.00	£ 8,400.00	£ 8,800.00
Maintenance Budget	£ -	£ 600.00	£ 660.00	£ 660.00	£ 660.00
Decoration	£ -	£ 200.00	£ 200.00	£ 200.00	£ 1,000.00
*Furniture (tables, chairs, utensils)	£ 5,000.00				
*Cleaning Non Durable	£ 600.00	£ 600.00	£ 720.00	£ 720.00	£ 780.00
Non Durables (refreshments supplies)	£ 165.00	£ 4,800.00	£ 5,040.00	£ 5,040.00	£ 5,220.00
Youth Highland Membership	£ 90.00	£ 90.00	£ 95.00	£ 95.00	£ 95.00
*Cleaning Durables	£ 250.00	£ 100.00	£ 110.00	£ 150.00	£ 150.00
	£ 237,655.00	£ 234,644.00	£ 258,435.00	£ 258,605.00	£ 267,431.00





RECOMMENDATIONS

The development of a Child and Youth Centre by GYAP aligns with policy priorities nationally and regionally. It is supported by local elected members, the Golspie Community Council and the wider community. However, this project is hugely aspirational and will require increased community action and support and the employment of experts to enable realisation.

Develop the project using a phased approach

There is need for a clear timeframe for phased developments with targets and strategies for both building and business developments as two separate pieces of work

Business Development

GYAP should continue to deliver youth work provision and to look at expanding their current offer by trialing delivery of breakfast club / after school provision. They should record and measure income generation.

GYAP should consider the status of each element of their child and young peoples provision and clarify which elements would be defined as a charity and which would be run as a profit making business.

GYAP should recruit a Development Officer to take on the next stage of planning and developments for continued youth work and additional Child Care provision. This work should include the actions listed below and should culminate in the development of a detailed 5 year business plan which sets out a viable plan for growth.

- Review all policies and procedures and ensure they can evidence best practice and good governance.
- Identify action necessary to meet Care Inspectorate / SSSC / legal requirements
- Plan service provision and budget for each element of provision.
- Research and plan how GYAP would host apprenticeships and work placements in line with regional and national policy and legislation and link with local learning providers (Alness UHI)
- Develop a communication strategy and effectively communicate progress and development of the project with stakeholders and potential customers.
- Further research competitive prices and develop a service pricing strategy.
- Research and implement appropriate competitive salaries and oversee recruitment and selection of staff.
- Ensure safeguarding processes are in line with legislation.

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RECOMMENDATIONS – CONTINUED

Building Development

GYAP should recruit a Development Officer to take on the next stage of planning and developments for the new building. This work should include the actions listed below and the role should support GYAP to take on a plot or a building and see the project through to completion.

- Identify alternative affordable site or property for development
- Costing the building work
- Source capital funding for building
- Acquire permissions
- Drawings and plans
- Check regulations and requirements for buildings for childcare
- Create a building plan with timeframe for works to be completed
- Seek appropriate contractors
- Manage the build / renovation work

Support and influence

To ensure success it is recommended that GYAP gain wide support from key partners and decision makers. GYAP should work to be able to evidence significant potential funding or financial support as well as political support. This support will be crucial in order to realise such an aspirational vision. There should be both financial and political support for this project as it aligns with local, regional and national plans and priorities. Third sector and community led organisations in Scotland need to be supported to take the lead in developing and improving facilities and services as they are in a strong position to attract and secure increased resource for communities and to encourage and support meaningful increased engagement in local democracy.



CONCLUSION

We are living in fragile communities in changing times. Rural communities are experiencing unprecedented pressures as population decreases and services are stretched.

It is essential that Highland communities find new ways of doing things to ensure healthy and thriving neighbourhoods where people want to live. Supporting communities to gain the confidence and skills to do things for themselves could make rural communities more attractive places to live and stay, increasing opportunities for increased engagement, social action and innovation.

Encouraging and enabling community empowerment requires a paradigm shift and a change of perception around what might be possible as well as what might be best for individuals and groups living in neighbourhoods.

The proposed development of a Child and Youth Centre is a viable and sustainable project for Golspie. The development has the potential to meet the needs of the community as a place that will deliver social connections, personal growth opportunities and opportunity for inward investment and to meet the purpose of Golspie Youth Action Project (GYAP).

1. There is a need that can be evidenced.
2. Based on projected income and expenditure the project could be financially viable.
3. The development of a bespoke Child and Youth Centre requires an appropriate site/plot for development.
4. The project would assist in delivery of local, regional and national policy drivers and priorities.
5. The proposed service and building both require significant further development.

GYAP should seek funding support and political support to enable them to further develop their plans for service and building plans.

They need to adopt a phased approach to realise their ambitious vision.

It is essential for them to source or negotiate an affordable venue which will enable them to deliver their current programme of activities and trial additional activities and programmes. This will enable them to test community buy in and further evidence community need.

They should prioritise testing services that do not require Care Inspectorate or SSSC registration. This might include additional youth club sessions, breakfast club, after school club and holiday provision.

Through a phased approach GYAP will be able to test and grow new services and evidence good practice. This will support them to develop a service and multipurpose Child and Youth Centre which is responsive to local need as well as enables sustainability and financial growth for GYAP.





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