CHARITY REGISTRATION NUMBER: SC028219

# The 3 O'Clock Club

## Unaudited Financial Statements

## For the year ended

## 28 February 2026

# The 3 O'Clock Club

## Financial Statements

## Year ended 28 February 2026


| | Page |
|---|---|
| Trustees' annual report | 1 |
| Independent examiner's report to the trustees | 5 |
| Statement of financial activities | 6 |
| Statement of financial position | 7 |
| Notes to the financial statements | 8 |

# The 3 O'Clock Club

## Trustees' Annual Report

## Year ended 28 February 2026

The trustees present their report and the unaudited financial statements of the charity for the year ended 28 February 2026.

### Reference and administrative details

| | |
|---|---|
| **Registered charity name** | The 3 O'Clock Club |
| **Charity registration number** | SC028219 |
| **Principal office** | Tulloch Castle Drive<br>Dingwall<br>Ross-shire<br>IV15 9ND |
| **The trustees** | |
| | Mrs L Kilday<br>Ms U Cornil<br>Mrs A Graham<br>Mrs L O'Mara |
| **Independent examiner** | M J Macnab, BSc, FCCA<br>Tulloch Street<br>Dingwall<br>Ross-shire<br>IV15 9JY |

### Structure, governance and management

The 3 O' Clock Club is a registered charity, run by a management committee of volunteers (parents and other interested parties). We also have an advisor to the committee. On a day-to-day basis, the club is run by the Head Playleader, who also acts as the Administrator. Together with her assistant (one of the other Playleaders who has taken on this new role), she is responsible for all paperwork (except for that which, by necessity, must be completed by the committee), planning, daily finances (e.g. petty cash and invoices), other administrative duties and the general running of the club. There are four Assistant Playleaders. One of these works mainly at the Breakfast Club and as relief throughout the year rather than regular after school and holiday shifts.

The 3 O' Clock Club is registered with the Care Inspectorate, who perform inspections that are usually two or three years apart, and we are also a member of CALA (Care and Learning Alliance), who provide a number of services, including payroll.

Staff undergo PVG checks. In line with the current legislation, all staff members are registered with the SSSC (Scottish Social Services Council) and maintain the required level of training.

### Objectives and activities

The 3 O' Clock Club aims to provide affordable childcare for nursery and primary aged children in and around the Dingwall area, including children from other schools and nurseries or visitors to the area. We will take special needs children if appropriate for them. We operate after school (3 to 6 pm) and throughout the holidays (8:30 to 5:30, weekdays). We also run a Breakfast Club service from 8 a.m. to 9 a.m. in term time. Our concern is to provide a stimulating, healthy and safe environment for all the children who attend, and help for parents who are either at work, college or in need of respite. We have collaborated with many local services, such as social work, St. Clements School, the Women's Refuge, Tesco and Dingwall Primary School Nursery.

During the holidays, we run a varied programme of activities providing something for everyone and making good use of the extensive school grounds.

Our staff are well trained and continue to update their training in appropriate directions with regards to legal requirements and their own professional interest.

### Achievements and performance

Numbers are generally good, with new children being booked in on a regular basis. We have occasional quiet days but holidays are much improved, even bearing in mind the financial climate and the lingering after effects of the pandemic.

We raised fees and wages, considering the rise carefully as we do each year when the Living Wage is increased. As always, there were no complaints about the fee rise because the amounts are still very reasonable in comparison to other services. Parents who need it continue to access support such as the government's Tax Free Childcare, Universal Credit, Childcare Vouchers, College Funding and Social Work Funding, including SDS. Most payments are now online but we still accept cash and cheques as well.

We continue to have a co-operative relationship with Dingwall Primary School and Nursery, in whose grounds we are situated. This means, for example, that we have full access to their huge outdoor area.

The families who use the club are grateful for the service and complimentary about the club itself, as evidenced by their comments in our last inspection report.

### Financial review

The 3 O' Clock Club is a not-for-profit organisation, which means that all surplus money is used solely for the running of the club. The treasurer and administrators work together to maintain, assess and account for all the financial aspects of the club. The club continues to assess its financial position as regularly as possible in the current climate, keeping an ongoing eye on its viability and future needs so that we can offer a high standard of childcare at a minimum and competitive rate. We monitor and implement financial changes in line with government legislation, guidance and minimum wage notifications. When the National Living Wage rises, we assess our fees and wages before April and make any necessary changes whilst keeping things as affordable as possible for the parents.

During this financial year, we have worked hard to keep things running at a consistent level, in spite of long term effects of the pandemic, the cost of living crisis and other expenses. We maintain a safety net to cover anything urgent or costs in the case of closure, including a month's wages for staff.

CALA, who handle our payroll, are now required to charge for the service but continue to divide their fee into monthly payments for us, which helps. Their service is invaluable, even though it is more limited now, as they deal with all the paperwork on our behalf, including tax, and are always there if we have any questions. Actual payment of wages is currently done by the manager and, due to the nature of our account, the only way to handle it is by making transfers to staff members using the RBS app. The closure of the Dingwall branch has caused some inconvenience with regards to paying cash/cheques in and withdrawing petty cash, but the manager has found a practical workaround for both of these needs (and fortunately we handle far less cash these days).

We are a member of the Workplace Pension scheme and this is still running smoothly. We use NEST and our payroll officer at CALA helps us to work out the contributions on a monthly basis.

Our use of the various computer voucher schemes continues to be beneficial and an increasing number of parents are using government's Tax Free Childcare and Universal Credit schemes. We provide any paperwork necessary. We also work with the UHI funding office on behalf of parents who are studying and who have been granted childcare costs. Some children are funded by Social Work, for vatious reasons.We will continue to offer all of these alternative payment schemes in future, and any other viable ones that arise.

### Plans for future periods

The Council is continuing its plans for the new complex in the field over the road from the school. This will include the primary and any other groups that they can convince to join them, including St. Clements' School. They offered us a shared space - either the nursery or the canteen. We explained to them (as we have done in the past) that this is not workable for us. They then agreed that we could have a piece of the land and erect our own building if we are able to do so. The agreement is still in word only as they are working out their own plans firstly but once we have a contract we will be able to start work on plans and large scale fundraising.The timetable for the council, as far as we are aware, is to have their plans completed by December 2026 and the work all done by the end of 2029. We wiil keep track of any changes but otyerwise we will need to work within this ourselves.

Since our numbers are holding steady, with a lot of new families using the service during both term time and most holidays, we are hopeful that the club will continue to be sustainable in the future, as it has been in the past, barring any unforeseen events that cause an insurmountable problem.

The 3 O' Clock Club's ongoing aim is to keep refreshing and improving the service it provides, in line with any requirements and recommendations from the Care Inspectorate and their current framework. Policies and procedures are checked and updated. Service users' suggestions and interests are taken into account for new activities and equipment. Staff seek to continue their professional development. Good relations with local services will be upheld. Any changes in childcare law or requirements will be integrated into the service as soon as possible.

The trustees' annual report was approved on 8 October 2026 and signed on behalf of the board of trustees by:

Mrs L Kilday
Trustee

ANGELA GRAHAM
TRUSTEE

# The 3 O'Clock Club

## Independent Examiner's Report to the Trustees of The 3 O'Clock Club

## Year ended 28 February 2026

I report to the trustees on my examination of the financial statements of The 3 O'Clock Club ('the charity') for the year ended 28 February 2026.

**Responsibilities and basis of report**

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 (the '2005 Act') and the Charities Accounts (Scotland) Regulations 2006 (as amended). You are satisfied that your charity is not required by charity law to be audited and have chosen instead to have an independent examination.

I report in respect of my examination of the charity's financial statements as carried out under section 44(1)(c) of the 2005 Act. In carrying out my examination I have followed the requirements of Regulation 11 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

**Independent examiner's statement**

Since the charity has prepared its accounts on an accruals basis your examiner must be a member of a body listed in Regulation 11(2) of the Charities Accounts (Scotland) Regulations 2006 (as amended). I can confirm that I am qualified to undertake the examination because I am a registered member of the Association of Chartered Certified Accountants which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept as required by section 44(1)(a) of the 2005 Act and Regulation 4 of the Charities Accounts (Scotland) Regulations 2006 (as amended); or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

M J Macnab, BSc, FCCA
Independent Examiner

Tulloch Street
Dingwall
Ross-shire
IV15 9JY

8 October 2026

# The 3 O'Clock Club

## Statement of Financial Activities

## Year ended 28 February 2026

| | Note | 2026 Unrestricted funds £ | 2026 Restricted funds £ | 2026 Total funds £ | 2025 Total funds £ |
|---|---|---|---|---|---|
| **Income and endowments** | | | | | |
| Other trading activities | 4 | 82,209 | – | **82,209** | 69,172 |
| Investment income | 5 | 144 | – | **144** | 179 |
| **Total income** | | 82,353 | – | **82,353** | 69,351 |
| **Expenditure** | | | | | |
| Expenditure on raising funds: | | | | | |
| Costs of raising donations and legacies | 6 | 74,435 | – | **74,435** | 72,980 |
| Expenditure on charitable activities | 7,8 | 920 | – | **920** | 1,140 |
| **Total expenditure** | | 75,355 | – | **75,355** | 74,120 |
| **Net income/(expenditure) and net movement in funds** | | 6,998 | – | **6,998** | (4,769) |
| **Reconciliation of funds** | | | | | |
| Total funds brought forward | | 6,889 | 1,297 | **8,186** | 12,955 |
| **Total funds carried forward** | | 13,887 | 1,297 | **15,184** | 8,186 |

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

**The notes on pages 8 to 14 form part of these financial statements.**

# The 3 O'Clock Club

## Statement of Financial Position

## 28 February 2026

| | Note | 2026 £ | £ | 2025 £ |
|---|---|---|---|---|
| **Fixed assets** | | | | |
| Tangible fixed assets | 13 | | 30 | 37 |
| **Current assets** | | | | |
| Debtors | 14 | 56 | | 97 |
| Cash at bank and in hand | | 16,869 | | 9,487 |
| | | 16,925 | | 9,584 |
| **Creditors: amounts falling due within one year** | 15 | 1,771 | | 1,435 |
| **Net current assets** | | | 15,154 | 8,149 |
| **Total assets less current liabilities** | | | 15,184 | 8,186 |
| **Funds of the charity** | | | | |
| Restricted funds | | | 1,297 | 1,297 |
| Unrestricted funds | | | 13,887 | 6,889 |
| **Total charity funds** | 17 | | 15,184 | 8,186 |

These financial statements were approved by the board of trustees and authorised for issue on 8 October 2026, and are signed on behalf of the board by:

Mrs L O'Mara
Trustee

**The notes on pages 8 to 14 form part of these financial statements.**

## 1. General information

The charity is a public benefit entity and a registered charity in Scotland and is unincorporated. The address of the principal office is Tulloch Castle Drive, Dingwall, Ross-shire, IV15 9ND.

## 2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities and Trustee Investment (Scotland) Act 2005 and the Charity Accounts (Scotland) Regulations 2006 (as amended).

## 3. Accounting policies

### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

### Going concern

There are no material uncertainties about the charity's ability to continue.

### Disclosure exemptions

(a) No cash flow statement has been presented for the company.
(b) Disclosures in respect of financial instruments have not been presented.

### Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

3. **Accounting policies** *(continued)*

**Incoming resources**

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

**Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

**Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

## 3. Accounting policies *(continued)*

### Tangible assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

| | | |
|---|---|---|
| Freehold property | - | 25% straight line |
| Office equipment | - | 20% reducing balance |

### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

## 4. Other trading activities

| | Unrestricted Funds | **Total Funds 2026** | Unrestricted Funds | Total Funds 2025 |
|---|---|---|---|---|
| | £ | **£** | £ | £ |
| Fees and snacks | 82,209 | **82,209** | 69,172 | 69,172 |

## 5. Investment income

| | Unrestricted Funds £ | **Total Funds 2026 £** | Unrestricted Funds £ | Total Funds 2025 £ |
|---|---|---|---|---|
| Bank interest receivable | 144 | **144** | 179 | 179 |

## 6. Costs of raising donations and legacies

| | Unrestricted Funds £ | **Total Funds 2026 £** | Unrestricted Funds £ | Total Funds 2025 £ |
|---|---|---|---|---|
| Costs of generating income | 74,435 | **74,435** | 72,980 | 72,980 |

## 7. Expenditure on charitable activities by fund type

| | Unrestricted Funds £ | **Total Funds 2026 £** | Unrestricted Funds £ | Total Funds 2025 £ |
|---|---|---|---|---|
| Support costs | 920 | **920** | 1,140 | 1,140 |

## 8. Expenditure on charitable activities by activity type

| | Support costs £ | **Total funds 2026 £** | Total fund 2025 £ |
|---|---|---|---|
| CALA Fees | – | – | 480 |
| Governance costs | 920 | **920** | 660 |
| | 920 | **920** | 1,140 |

## 9. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

| | **2026 £** | 2025 £ |
|---|---|---|
| Depreciation of tangible fixed assets | **7** | 10 |

## 10. Independent examination fees

| | **2026 £** | 2025 £ |
|---|---|---|
| Fees payable to the independent examiner for: Independent examination of the financial statements | **660** | 600 |

## 11. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Wages and salaries | 67,061 | 65,623 |
| Employer contributions to pension plans | 1,844 | 1,817 |
| | 68,905 | 67,440 |

The average head count of employees during the year was 5 (2025: 5).

No employee received employee benefits of more than £60,000 during the year (2025: Nil).

## 12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

## 13. Tangible fixed assets

| | Land and buildings | Equipment | Total |
|---|---|---|---|
| | £ | £ | £ |
| **Cost** | | | |
| **At 1 March 2025 and 28 February 2026** | 475 | 1,603 | **2,078** |
| **Depreciation** | | | |
| At 1 March 2025 | 474 | 1,567 | **2,041** |
| Charge for the year | – | 7 | **7** |
| **At 28 February 2026** | 474 | 1,574 | **2,048** |
| **Carrying amount** | | | |
| **At 28 February 2026** | 1 | 29 | **30** |
| At 28 February 2025 | 1 | 36 | 37 |

## 14. Debtors

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Prepayments and accrued income | 56 | 97 |

## 15. Creditors: amounts falling due within one year

| | 2026 | 2025 |
|---|---|---|
| | £ | £ |
| Trade creditors | 660 | 399 |
| Social security and other taxes | 1,111 | 1,036 |
| | 1,771 | 1,435 |

## 16. Pensions and other post retirement benefits

### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £1,844 (2025: £1,817).

## 17. Analysis of charitable funds

### Unrestricted funds

| | At 1 March 2025 £ | Income £ | Expenditure £ | **At 28 February 2026 £** |
|---|---|---|---|---|
| General funds | 6,889 | 82,353 | (75,355) | **13,887** |

| | At 1 March 2024 £ | Income £ | Expenditure £ | At 28 February 2025 £ |
|---|---|---|---|---|
| General funds | 11,658 | 69,351 | (74,120) | 6,889 |

### Restricted funds

| | At 1 March 2025 £ | Income £ | Expenditure £ | **At 28 February 2026 £** |
|---|---|---|---|---|
| Restricted Fund 1 - Highland Council Food Grant | 1,297 | – | – | **1,297** |

| | At 1 March 2024 £ | Income £ | Expenditure £ | At 28 February 2025 £ |
|---|---|---|---|---|
| Restricted Fund 1 - Highland Council Food Grant | 1,297 | – | – | 1,297 |

## 18. Analysis of net assets between funds

| | Unrestricted Funds £ | **Total Funds 2026 £** |
|---|---|---|
| Tangible fixed assets | 30 | **30** |
| Current assets | 16,925 | **16,925** |
| Creditors less than 1 year | (1,770) | **(1,770)** |
| **Net assets** | 15,185 | **15,185** |

| | Unrestricted Funds £ | Total Funds 2025 £ |
|---|---|---|
| Tangible fixed assets | 37 | 37 |
| Current assets | 9,584 | 9,584 |
| Creditors less than 1 year | (1,435) | (1,435) |
| **Net assets** | 8,186 | 8,186 |