



Out of School Care in Tillicoultry

Business Plan

CERT with Alva Play Pals

March 2024



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1. Introduction

Clackmannanshire Economic Regeneration Trust (CERT)¹ has been established to help *Clackmannanshire to become a vibrant place to live where people are happy, healthy and where opportunities, connections and support are available for all.*

During the delivery of their employability programmes, the lack of affordable childcare was identified as a major barrier to employment. Subsequently, with the support of funding from the Robertson Trust and the Tackling Child Poverty Fund, CERT have started a programme of work to address this.

This work has included the development of a Clackmannanshire Childcare Strategic Case and Plan. CERT, in partnership with other organisations in Clackmannanshire and elsewhere, will:

- (i) Work to ensure there is afterschool provision for all primary school age children
- (ii) Work to extend pre school provision to at least 8am
- (iii) Support the existing and encourage more childminders
- (iv) Increase the number of nursery places
- (v) Develop a labour market development plan
- (vi) Further investigate provision for those with Additional Support Needs

CERT is already working closely with Alva PlayPals, a Care Inspectorate registered provider of Out of School Care². CERT has also secured Community Led Local Development funding to help Alva Play Pals set up a new after school care service in Menstrie.

CERT also secured Community Led Local Development funding to commission Community Enterprise³ to carry out a high level assessment of the viability of setting up after school care facilities in Tillicoultry. The conclusions and recommendations from that feasibility study included that:

- There is a clear demand for Out of School Care in Tillicoultry, including provision for after school and before school.
- Alva Play Pals are well established, have a strong reputation locally, and a good track record with the Care Inspectorate.
- The provision of an after school care and summer holiday service in Tillicoultry is financially viable
- Alva Play Pals should be encouraged expand into Tillicoultry, using their existing fee of £16 per session and operating hours of 3.00-6.00pm (with the potential for pre-school and holiday provision).

This Business Plan is for Alva Play Pals to establish that after school service in Tillicoultry, with CERT's support.

¹ www.clacksregen.org.uk

² [Alva Play Pals | Facebook](#)

³ [Home - Community Enterprise](#)



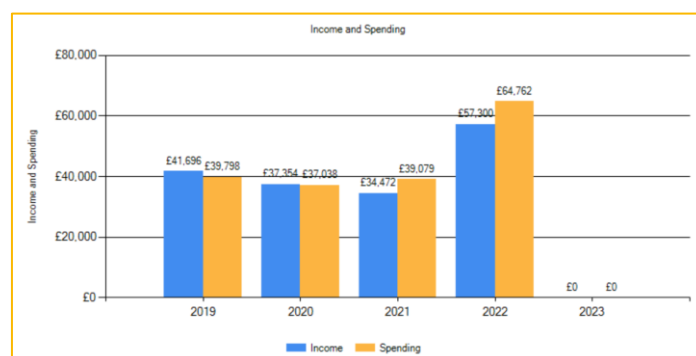
2. Organisational information

2.1 CERT

Name	Clackmannanshire Economic Regeneration Trust SCIO (CERT)
Registered address	CERT, e-centre, Cooperage Way Business Village, Alloa, FK10 3LP
Contact	01259 272 017 info@clacksregen.org.uk
Website	Helping Clackmannanshire Flourish CERT (clacksregen.org.uk)
Social media links	Facebook: https://www.facebook.com/Clacksalloy Twitter: https://twitter.com/CERTClacks YouTube: https://www.youtube.com/channel/UCeOCLBJdG3C3xSR0g2hUPw LinkedIn: https://www.linkedin.com/company/cert-clackmannanshire-economic-regeneration-trust/
Charity details	Registered charity from 27 July 2020 Charity number: SC050327 OSCR profile: OSCR Charity Details
Governance	Our Trustees CERT (clacksregen.org.uk)
Annual Accounts	cert-accounts-july-22-with-ie-cash-basis-redacted-217e2627-606a-ed11-81ab-000d3a870a1c.pdf (oscr.org.uk)

2.2 Alva Play Pals

Alva Play Pals Out of School Care is a company limited by guarantee⁴ with charitable status⁵. The business was incorporated on 12 October 1995 and has been a registered charity since 27 October 1995. There are 6 members of staff. The OSCR profile provides the following overview of income and expenditure:



⁴ [ALVA PLAY PALS OUT OF SCHOOL CARE overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](#)

⁵ [OSCR | Charity Details](#)



The organisation is registered with the Care Inspectorate⁶. The current conditions of registration are:

- To provide a care service to a maximum of 40 children 4 years 6 months to 15 years.
- The care service will operate between the times of 08:00 to 09:00 and 14:45 to 18:00 Monday to Friday term time and Monday to Friday 9:00 to 16:00 in school holidays.
- Adult: child ratios will be a minimum of: 3 years and over 1:8 if the children attend more than 4 hours per day or 1:10 if the children attend for less than 4 hours per day
- Dispersed/satellite Service: To provide a care service to a maximum of 24 children of primary school age at; Menstrie Parish Church Hall, 16b Main Street, East Menstrie, FK11 7BL. The satellite service will operate between the hours of 3pm to 6pm weekdays school terms only.

Until December 2023, Alva Play Pals operated solely from the Primary School in Alva. A service is provided in the summer holidays, but not in other school holidays. The session on a Thursday is the busiest, with an average of 33 children; the session on a Friday is the quietest, with an average of 12 children.

The service in Menstrie started on 15 January 2024, and is a dispersed/satellite service, meaning that it is treated by the Care Inspectorate as part of the Alva service provision⁷. In 2 months this has built to an average of 14 children per day.

NB Provision in Tillicoultry will not be a dispersed/satellite service, but will be an independent, stand alone service, requiring a new Care Inspectorate registration⁸. Alva Play Pals will be the same legal provider entity for both services (Alva/Menstrie and Tillicoultry).

The last Care Inspectorate inspection was on 28 October 2022 and the service was rated good or very good on all aspects. The report details that:

- Children have access to a play area, gym hall, sensory room, two outside playgrounds and toilets. A nearby kitchen area is available for the storage and preparation of snacks.
- Children experienced nurturing care and positive interactions.
- Children were happy, confident and enjoyed the company of staff.
- Children enjoyed spending time with their friends and liked the play experiences on offer.
- Staff were kind, caring and compassionate towards children.
- Positive relationships with families supported continuity of care and effective partnerships.

⁶ [Find care \(careinspectorate.com\)](https://www.careinspectorate.com)

⁷ "A dispersed service describes the situation where a manager is responsible for a single care service that operates from or at more than one location or by more than one team (a team is a group of staff under the supervision of a line manager). ... The care service has a single registration and the whole service is subject to inspection." [Guidance for providers on the registration of dispersed services.pdf \(careinspectorate.com\)](https://www.careinspectorate.com/guidance-for-providers-on-the-registration-of-dispersed-services.pdf)

⁸ [Applying registration applicantguidance_july21-web.pdf \(careinspectorate.com\)](https://www.careinspectorate.com/applying-registration-applicantguidance_july21-web.pdf)



3. Demand for after school care in Tillicoultry

As part of their research in to the feasibility of provision of Out of School Care in Tillicoultry, Community Enterprise carried out an online survey of parents in Tillicoultry, on behalf of CERT. The survey was completed by 48 respondents.

The findings included that:

- 88% of those who responded said that they face barriers to work because of lack of childcare, with 59% saying it was lack of local services.
- 53% said they would use after school childcare every day, and 60% would need it all year round (whereas 40% were interested in only school term time).
- 46 out of the 48 respondents said that childcare in Tillicoultry would help to meet their needs.

Tillicoultry Primary School has a roll of 253⁹. Considering some may come from other areas in the vicinity, it is reasonable to assume there are around 250 children who could benefit from an OSC provision.

It is always challenging to forecast the level of demand for the service once operational, but the research has generated some indications:

- From the market research undertaken, if 60% of parents would use after school care all year round, 60% of the school roll of 250 equates to 150. Even if only a third of these convert to actually using the provision once the terms are confirmed, this amounts to a demand of circa 50 regular user children.
- Out of a total 50 possible children using the service, reducing this to 70% allows for the variation of patterns in children attending, i.e. not all will use Monday-Friday every week. That amounts to 35 children at any session.
- An alternative calculation is as a proportion of school rolls equivalent to those in Menstrie and Alva who attend Alva Play Pals provision. Alva Play Pals currently have 76 children on their books for Alva and Menstrie (although they can only have a maximum on site at any one time of 40 in Alva and 24 at Menstrie due to the Care Inspectorate conditions of registration). This is approximately 12% of the combined rolls of Alva and Menstrie Primary Schools¹⁰. 12% of the school roll for Tillicoultry Primary School is approximately 30 children. Applying the rule of 70% of children attending each session, this will estimate 21 children.

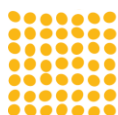
The service will not reach capacity immediately. In Menstrie, between January and March 2024, the number of children attending has gone from an average of 9 to 14 per day, with a roll of 25 children. It is reasonable to expect a similar pattern in Tillicoultry, with the number of children building to circa 20 by the end of the first year.

This business plan assumes that the demand for after school care in Tillicoultry builds to 20 children per session.

It is likely that the service in Tillicoultry will need to be subsidised in its early stages.

⁹ [Tillicoultry Primary School \(clacks.gov.uk\)](https://clacks.gov.uk/schools/tillicoultry-primary-school)

¹⁰ 358 and 268 respectively, [Alva Primary School \(clacks.gov.uk\)](https://clacks.gov.uk/schools/alva-primary-school) and [Menstrie Primary School \(clacks.gov.uk\)](https://clacks.gov.uk/schools/menstrie-primary-school)



4. Benefits of the provision of after school care

It is anticipated that the provision of after school care in Tillicoultry will:

Support parents / carers to

- sustain their current working hours
- increase their working hours
- be able to return to work

CERT have found in wider research that 49% of parents reported lack of affordability as a huge barrier and a further 19% reported it as an entire barrier to securing employment. In addition 56% of those who were working, reported that if affordable childcare was available they would increase their hours.

Assuming that all users of the after school care are parents who are working, it is therefore estimated that circa 10 parents will be able to return to work, or increase their hours, as a result of this provision (assuming 2 children per parent).

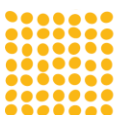
Benefit children by

- increasing their opportunities for social interaction
- improving their relationships with their peers outside of the formal school setting

Benefit the wider community by

- providing 3 new jobs at the after school care service
- inter-generational links made within the community

A full evaluation and monitoring framework should be established to quantify the economic and social benefits of the after school care.



5. Legal requirements for Out of School Care

The Health and Social Care Standards set out what people should expect when using health, social care or social work services in Scotland¹¹. They were published in 2017, and updated in 2022. They take a human rights based approach to care, and are articulated in the first person:

1. I experience high quality care and support that is right for me
2. I am fully involved in all decisions about my care and support
3. I have confidence in the people who support and care for me
4. I have confidence in the organisation providing my care and support
5. I experience a high quality environment if the organisation provides the premises

The Introduction explains that “The Standards are underpinned by five principles:

1. dignity and respect,
2. compassion,
3. be included,
4. responsive care, and
5. support and wellbeing.

The principles themselves are not standards or outcomes but rather reflect the way that everyone should expect to be treated.”

The Care Inspectorate¹² is the statutory body responsible for assessing whether childcare settings meet legal requirements, including compliance with the Health and Social Care Standards. This is done via a detailed Quality Framework¹³. Policies and resources are available at the Care Inspectorate Hub¹⁴.

Out of School Care (OSC) is also known as ‘wraparound’ care, and covers:

1. Before school
2. After school
3. Holidays

Regulated childcare in this context is “defined as a daycare of children service and registered and inspected by the Care Inspectorate. Daycare of children’s service applies to services whose primary function is childcare and who operate for 2 hours or more in any one day and for more than 6 days in any one calendar year (as defined in the Public Reform (Scotland) Act 2010).”¹⁵

The Scottish Out of School Care Network¹⁶ has a wide range of resources about setting up and running out of school care.

¹¹ [Health and Social Care Standards: my support, my life - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/health-social-care-standards/pages/summary.aspx)

¹² [Welcome to the Care Inspectorate](https://www.careinspectorate.com/) and [View Resources | Care Inspectorate Hub](https://www.careinspectorate.com/resources/)

¹³ This 75 page document was most recently updated in February 2022:

https://www.careinspectorate.com/images/documents/6585/Quality%20framework%20for%20early%20learning%20and%20childcare%202022_PRINT%20FRIENDLY.pdf

¹⁴ [Early learning and childcare \(ELC\) | Care Inspectorate Hub](https://www.careinspectorate.com/resources/)

¹⁵ [3. Out of School Care Background and Evidence - Out of school care in Scotland - draft framework: consultation - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/3-out-of-school-care-background-and-evidence/pages/summary.aspx)

¹⁶ [SOSCN](https://www.soscn.org.uk/)



6. Venue

6.1 Care Inspectorate requirements

‘The Space to Grow’ principle sets out the design guidance for early learning and childcare (ELC) and out of school care (OSC) settings¹⁷. It “aims to maximise the positive experiences for children by encouraging providers to think innovatively and flexibly about design and about the impact the environment can have on the quality of a child’s care, development, learning, health and wellbeing.”

Rather than a statutory square footage per child (which was the case previously), the emphasis is on the quality of the space and how it is used. There is a renewed emphasis on outdoor space¹⁸, and the ease of moving from indoors to outdoors. The Care Inspectorate has retained the previous spatial frameworks, but these are now ‘expectations’ rather than statutory requirements.

A summary of the Care Inspectorate Expectations is given as follows¹⁹:

The Scottish Government has responded to comments from providers and planners, who requested a list of key principles for all early learning and child care and out of school care settings.

Space

Current Care Inspectorate Expectations:

For children under two years - a minimum of 3.7 square metres, per child
For children aged two years to under three years - a minimum of 2.8 square meters, per child
For children aged three and over - a minimum of 2.3 square meters, per child.

Natural light

Natural light should be available within playrooms used by children.

Number of toilets

For children aged over two years, one w.c. for every 10 children, or part thereof, not less than four. For example a service registered for 34 children, three toilets would be sufficient. A service registered for 35 children four toilets should be provided.

Outdoor play space

Children should have access to suitable, safe outdoor space adjacent to the accommodation.

NB in relation to toilet provision, the 1 toilet to 10 children is calculated by gender, not cumulatively; so e.g. 2 female toilets equates to a maximum of 24 children of both genders.

A full assessment of seven potential venues in Tillicoultry was undertaken. Following this, the preferred venue has been identified as the Centenary Hall.

6.2 Centenary Hall

Tillicoultry Centenary Hall is a community resource for the village used by a variety of groups regularly such as dancing classes, taekwondo, and kettlebells. The hall can also be booked privately for parties, meetings and events²⁰.

- Address: 41 Hamilton Street Tillicoultry FK13 6EL

¹⁷ [Space to Grow | Care Inspectorate Hub](#)

¹⁸ [supporting-outdoor-childcare-provision-example-table.pdf \(careinspectorate.com\)](#)

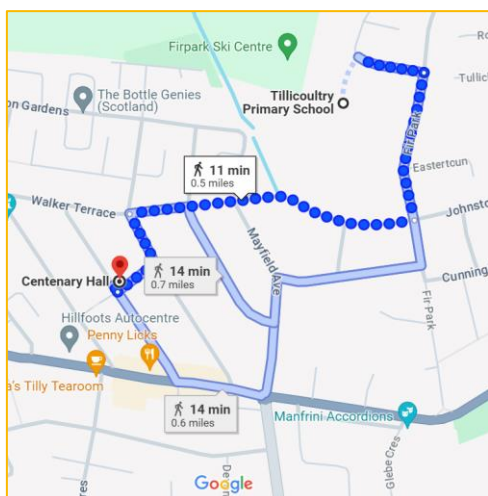
¹⁹ Page 100, [space-to-grow.pdf \(careinspectorate.com\)](#)

²⁰ [Tillicoultry Centenary Hall | A community hall suitable for events up to 80 people \(wordpress.com\)](#) and [Facebook](#)



- Phone number: 07921 706800
- Email: tillicoultrycentenaryhall@gmail.com

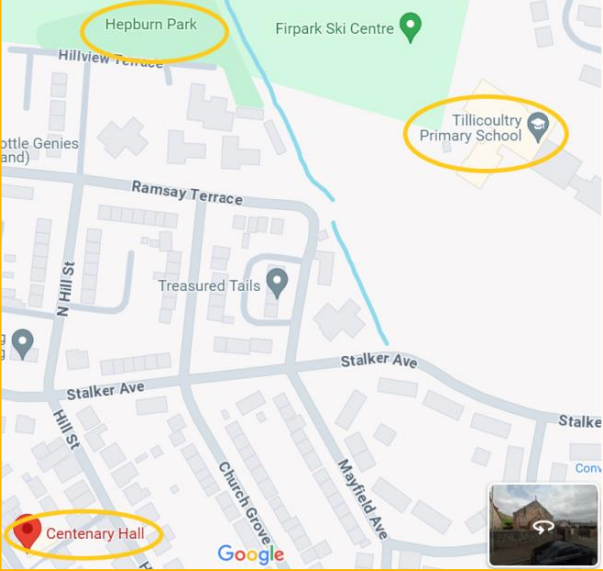
The hall is half a mile from Tillicoultry Primary School.



The facilities, including Care Inspectorate requirements, are as follows:

Square metres (2.3m ² per child)	<p>The Main Hall is 10 metres by 7.6 metres: 76m² (This doesn't include the stage area)</p> <p>This allows for a maximum of 33 children</p>
Number of toilets	<p>Female toilets: 2 cubicles</p> <p>Male toilets: 1 urinal and 1 cubicle (being counted as 2 toilets)</p> <p>Disabled toilet: 1 separate accessible toilet</p>

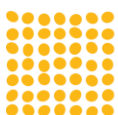


	<p>This allows for a maximum of 24 children</p> <p>NB due to the layout of the male toilets, it is likely that the Care Inspectorate would require a door or partition to be built, to ensure that the privacy of users can be guaranteed.</p>
Kitchen	Separate kitchen for the provision of snacks
Outdoor access	<p>Hepburn Park:</p>  <p>There is also space immediately around the building, which could be used for e.g. messy play</p>
Inclusive disability access, including toilets	There is a ramp around the side of the building, and a removeable ramp for the small step at the front of the grounds
Parking for pick-ups	On street parking outside the hall

Rent has been agreed at £35 per session in principle.

The budget includes £5,000 for capital costs, which would cover:

- A door / dividing wall / partition for the male toilets
- Purchase of internal storage equipment
- Purchase of external storage equipment, such as a shed



7. Staffing

7.1 Ratios and qualifications

Previously, there were statutory requirements for ratios of adults to children in ELC and OSC settings. Under the Health and Social Care Standards, these ratios are now described as guidance / expectations, and are set out as follows²¹:

“The Care Inspectorate expects that the following ratios will apply children’s daycare settings, including out of school care.

Age range	Ratio
0 to under 2 years	1 adult to 3 children
2 to under 3 years	1 adult to 5 children
3 to under 8 years	1 adult to 8 children *
Over 8 years	1 adult to 10 children

* Where children aged 3 and over attend settings fewer than four hours in one any day the adult: child ratio can be 1 adult to 10 children.

The Care Inspectorate recommends that two adults be present in the premises when children are being cared for. If a staff member is working on their own, providers must ensure systems are in place to enable them to access support if required.”

There is a degree of flexibility: “The Care Inspectorate may agree to vary the ratios up or down where warranted”²².

Staff providing Out of School Care (OSC) have to have appropriate qualifications, which are set out by the Scottish Government²³. OSC staff have to be registered with, and are regulated by, the Scottish Social Services Council²⁴. There are three SSSC categories, which have the following qualification requirements:

1. Support worker in a day care of children service
 - have or to be working towards a relevant Scottish Credit and Qualifications Framework (SCQF) level 6, which is the same level as a Scottish Higher
2. Practitioner in a day care of children service
 - have or to be working towards a relevant SCQF level 7 qualification
3. Lead Practitioner/ manager in a day care of children service
 - have or to be working towards a relevant SCQF level 9 qualification (a degree-level qualification)

²¹ Pages 2-3, Guidance on adult to child ratios in Early Learning and Childcare (ELC) settings: [ELC adult-child ratios - final 29.3.18.pdf \(careinspectorate.com\)](#)

²² Page 3, Guidance on adult to child ratios in Early Learning and Childcare (ELC) settings

²³ [Qualification Requirements - Early learning and childcare: induction resource - gov.scot \(www.gov.scot\)](#)

²⁴ [The Scottish Social Services Council - Scottish Social Services Council \(sssc.uk.com\)](#)



7.2 Staffing model for Tillicoultry

In order to deliver after school care in Tillicoultry, Alva Play Pals will use the following staffing model:

A management fee to Alva Play Pals: this covers one third of the salary of the peripatetic Manager, with the management role split across the three sites (Alva, Menstrie and Tillicoultry):

- one third of an annual salary of £25,000 + NI and pension contribution

Staff based in Tillicoultry:

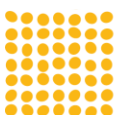
- A Supervisor: i.e. someone qualified to SCQF level 7 who can act as a deputy in the Manager's absence
 - £13 per hour
- A Practitioner
 - £12 per hour
- A Modern Apprentice
 - £7.00 per hour

This makes the service a Real Living Wage employer²⁵.

The core staff will work 20 hours per week for 39 weeks of the year. This is 4 hours per day, to allow for set up / clear up either side of the session, with provision aligned to the school term calendar²⁶.

²⁵ [What is the real Living Wage | Living Wage Scotland \(scottishlivingwage.org\)](https://www.scottishlivingwage.org/)

²⁶ [School Term Dates 2024/25 \(clacks.gov.uk\)](https://www.clacks.gov.uk/school-term-dates-2024-25)



8. Resourcing

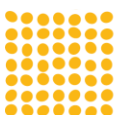
8.1 Materials

The provision of materials includes a range of toys, arts and crafts materials etc. Some of these will be donated by parents / community members.

A figure of £60 per month has been budgeted for.

8.2 Food

A figure of £1.50 per child per session has been budgeted for.



9. Marketing

Both in Alva, and when expanding in to Menstrie, Alva Play Pals have found that word of mouth has been the best way to promote their services.

Alva Play Pals have a closed Facebook group²⁷ for staff, committee and parents/carers.

The Manager of Alva Play Pals has worked alongside the Head Teacher of Tillicoultry Primary School as part of CERT's Steering Group for Out of School Care in Tillicoultry. There is an established information distribution network via Team Tilly Family, the Parent Council.

Other networks for distribution of information in Tillicoultry include:

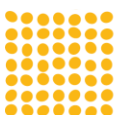
- the Parish Church (Church of Scotland)²⁸, the Baptist Church²⁹
- Tillywinks parent/carers and toddler group, held at the Baptist Church
- Ochil Youths Community Improvement (OYCI)³⁰
- Clackmannanshire Council's Family Wellbeing Partnership

²⁷ [Alva Play Pals | Facebook](#)

²⁸ [The Minister - Tillicoultry Parish Church](#)

²⁹ [Our People – Tillicoultry Baptist Online](#)

³⁰ [Homepage | OYCI](#)



10. Financial Appraisal

10.1 Income

A monthly income and expenditure forecast has been prepared with the forecast number of children building to 20.

The fee is £16 per session (3.00-6.00pm).

10.2 Expenditure

Capital expenditure has been budgeted for at £5,000. This is to cover:

- A door / dividing wall / partition for the male toilets
- Purchase of internal storage equipment
- Purchase of external storage equipment, such as a shed

Running costs have been budgeted for as follows:

- Rent at £35 per session
- Staffing: core costs – hourly rate as set out above, plus NI and pension contributions
- Staff training and expenses: £500 per staff member, including the Peripatetic Manager
- A contribution to the costs of a Peripatetic Manager
- Office costs and insurance at £100 per month
- Materials at £60 per month
- A healthy snack at £1.50 per child per session

10.3 Profitability/Viability

The financial appraisal shows that, to be established, the Tillicoultry after school care service is not financially viable in Year 1, and requires start-up funding of:

- Up to £5,000 for capital costs
- £10,000 working capital (including a small contingency)

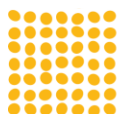
From Year 2 onwards, the service is financially self-sufficient.

10.4 Scenarios

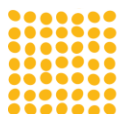
Analysis has been undertaken for the financial performance of the facility with 10, 15 and 20 children. This shows that to be viable, the facility requires 20 children on average per day. This is regarded as achievable on the basis of the market research and analysis.



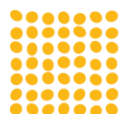
Tillicoultry After School Care																	
Year 1																	
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total academic year 24/25	Year 2	Year 3	
Income																	
	Days open	13	21	13	21	15	20	15	21	11	21	20	0				
	Number of children attending	8	8	10	14	18	18	18	18	20	20	20	0				
	Daily rate: £16																
	Total	£1,664	£2,688	£2,080	£4,704	£4,320	£5,760	£4,320	£6,048	£3,520	£6,720	£6,400	£0	£48,224	£61,120	£61,120	
Expenditure																	
Capital	Costs to prepare venue	£5,000															
Operating costs	Rent: £35 per day	£455	£735	£455	£735	£525	£700	£525	£735	£385	£735	£700	£0		£6,685	£6,685	
	Staffing: core costs (see below)	£1,944	£3,140	£1,944	£3,140	£2,243	£2,990	£2,243	£3,140	£1,645	£3,140	£2,990	£0		£28,555	£28,555	
	Staff training and expenses: £500 per person	£500	£0	£0	£0	£500	£0	£0	£0	£1,000	£0	£0	£0		£2,000	£2,000	
	Peripatetic Manager (see below)	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811		£9,733	£9,733	
	Office costs and insurance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100		£1,200	£1,200	
	Materials	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£0		£660	£660	
	Healthy snack per session, £1.50 per child	£156	£252	£195	£441	£405	£540	£405	£567	£330	£630	£600	£0		£5,730	£5,730	
	Start up contingency at 10%	£403	£510	£356	£529	£464	£520	£414	£0	£0	£0	£0	£0				
	Total	£9,428	£5,607	£3,921	£5,815	£5,108	£5,721	£4,558	£5,413	£4,331	£5,476	£5,261	£911	£61,551	£54,564	£54,564	
Profit / loss		-£7,764	-£2,919	-£1,841	-£1,111	-£788	£39	-£238	£635	-£811	£1,244	£1,139	-£911	-£13,327	£6,556	£6,556	
	Cumulative without support	-£7,764	-£10,684	-£12,525	-£13,636	-£14,424	-£14,386	-£14,624	-£13,988	-£14,799	-£13,555	-£12,416	-£13,327				
	Grant for capital spend	£5,000															
	Working capital support	£3,000	£3,000	£2,000	£2,000												
Net after support		£236	£316	£475	£1,364	£576	£614	£376	£1,012	£201	£1,445	£2,584	£1,673		£8,229	£14,786	



Tillicoultry After School Care														
Year 2														
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total academic year 24/25
Income														
	Days open	13	21	13	21	15	20	15	21	11	21	20	0	
	Number of children attending	20	20	20	20	20	20	20	20	20	20	20	0	
	Daily rate: £16													
	Total	£4,160	£6,720	£4,160	£6,720	£4,800	£6,400	£4,800	£6,720	£3,520	£6,720	£6,400	£0	£61,120
Expenditure														
Operating costs	Rent: £35 per day	£455	£735	£455	£735	£525	£700	£525	£735	£385	£735	£700	£0	£6,685
	Staffing: core costs (see below)	£1,944	£3,140	£1,944	£3,140	£2,243	£2,990	£2,243	£3,140	£1,645	£3,140	£2,990	£0	£28,555
	Staff training: £500 per person	£500	£0	£0	£0	£500	£0	£0	£0	£1,000	£0	£0	£0	£2,000
	Peripatetic Manager (see below)	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£9,733
	Office costs and insurance:	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
	Materials: £60 per month	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£0	£660
	Healthy snack per session, £1.50 per child	£390	£630	£390	£630	£450	£600	£450	£630	£330	£630	£600	£0	£5,730
	Total	£4,260	£5,476	£3,760	£5,476	£4,689	£5,261	£4,189	£5,476	£4,331	£5,476	£5,261	£911	£54,564
Profit / loss		-£100	£1,244	£400	£1,244	£111	£1,139	£611	£1,244	-£811	£1,244	£1,139	-£911	£6,556
Net		£1,573	£2,818	£3,218	£4,462	£4,574	£5,712	£6,324	£7,568	£6,757	£8,002	£9,141	£8,229	
Staffing														
Core staff	Hourly rate	NI	Pension	Total										
Supervisor	£13.00	£1.79	£0.39	£15.18										
Practitioner	£12.00	£1.66	£0.36	£14.02										
Modern Apprentice	£7.00	£0.97	£0.21	£8.18										
Hourly staff total				£37.38										
	Daily staff costs: 3 staff at 4 hours per day			£149.50										
National Insurance at 13.8% https://www.gov.uk/national-insurance-rates-letters														
Pension contribution at 3%														
Management fee to "Central" Alva Play Pals														
	Salary	NI	Pension	Total	A third	Monthly								
Peripatetic Manager	£25,000.00	£3,450.00	£750.00	£29,200.00	£9,733.33	£811.11								



Tillicoultry After School Care														
Year 3														
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total academic year
Income														
	Days open	13	21	13	21	15	20	15	21	11	21	20	0	
	Number of children attending	20	20	20	20	20	20	20	20	20	20	20	0	
	Daily rate: £16													
	Total	£4,160	£6,720	£4,160	£6,720	£4,800	£6,400	£4,800	£6,720	£3,520	£6,720	£6,400	£0	£61,120
Expenditure														
Operating costs	Rent: £35 per day	£455	£735	£455	£735	£525	£700	£525	£735	£385	£735	£700	£0	£6,685
	Staffing: core costs (see below)	£1,944	£3,140	£1,944	£3,140	£2,243	£2,990	£2,243	£3,140	£1,645	£3,140	£2,990	£0	£28,555
	Staff training: £500 per person	£500	£0	£0	£0	£500	£0	£0	£0	£1,000	£0	£0	£0	£2,000
	Peripatetic Manager (see below)	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£9,733
	Office costs and insurance:	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
	Materials: £60 per month	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£0	£660
	Healthy snack per session, £1.50 per child	£390	£630	£390	£630	£450	£600	£450	£630	£330	£630	£600	£0	£5,730
	Total	£4,260	£5,476	£3,760	£5,476	£4,689	£5,261	£4,189	£5,476	£4,331	£5,476	£5,261	£911	£54,564
Profit / loss		-£100	£1,244	£400	£1,244	£111	£1,139	£611	£1,244	-£811	£1,244	£1,139	-£911	£6,556
Net		£8,130	£9,374	£9,774	£11,019	£11,130	£12,269	£12,880	£14,125	£13,314	£14,558	£15,697	£14,786	
Staffing														
Core staff	Hourly rate	NI	Pension	Total										
Supervisor	£13.00	£1.79	£0.39	£15.18										
Practitioner	£12.00	£1.66	£0.36	£14.02										
Modern Apprentice	£7.00	£0.97	£0.21	£8.18										
Hourly staff total				£37.38										
	Daily staff costs: 3 staff at 4 hours per day			£149.50										
National Insurance at 13.8% https://www.gov.uk/national-insurance-rates-letters														
Pension contribution at 3%														
Management fee to "Central" Alva Play Pals														
	Salary	NI	Pension	Total	A third	Monthly								
Peripatetic Manager	£25,000.00	£3,450.00	£750.00	£29,200.00	£9,733.33	£811.11								



Tillicoultry After School Care														
As at Year 2 but flat rate of 10 children														
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total academic year 24/25
Income														
	Days open	13	21	13	21	15	20	15	21	11	21	20	0	
	Number of children attending	10	10	10	10	10	10	10	10	10	10	10	0	
	Daily rate: £16													
	Total	£2,080	£3,360	£2,080	£3,360	£2,400	£3,200	£2,400	£3,360	£1,760	£3,360	£3,200	£0	£30,560
Expenditure														
Operating costs	Rent: £35 per day	£455	£735	£455	£735	£525	£700	£525	£735	£385	£735	£700	£0	£6,685
	Staffing: core costs (see below)	£1,944	£3,140	£1,944	£3,140	£2,243	£2,990	£2,243	£3,140	£1,645	£3,140	£2,990	£0	£28,555
	Staff training: £500 per person	£500	£0	£0	£0	£500	£0	£0	£0	£1,000	£0	£0	£0	£2,000
	Peripatetic Manager (see below)	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£9,733
	Office costs and insurance:	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
	Materials: £60 per month	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£0	£660
	Healthy snack per session, £1.50 per child	£195	£315	£195	£315	£225	£300	£225	£315	£165	£315	£300	£0	£2,865
	Total	£4,065	£5,161	£3,565	£5,161	£4,464	£4,961	£3,964	£5,161	£4,166	£5,161	£4,961	£911	£51,699
Profit / loss		-£1,985	-£1,801	-£1,485	-£1,801	-£2,064	-£1,761	-£1,564	-£1,801	-£2,406	-£1,801	-£1,761	-£911	-£21,139
Net		-£312	-£2,112	-£3,597	-£5,398	-£7,461	-£9,223	-£10,786	-£12,587	-£14,993	-£16,793	-£18,554	-£19,466	
Staffing														
Core staff	Hourly rate	NI	Pension	Total										
Supervisor	£13.00	£1.79	£0.39	£15.18										
Practitioner	£12.00	£1.66	£0.36	£14.02										
Modern Apprentice	£7.00	£0.97	£0.21	£8.18										
Hourly staff total				£37.38										
	Daily staff costs: 3 staff at 4 hours per day			£149.50										
National Insurance at 13.8% https://www.gov.uk/national-insurance-rates-letters														
Pension contribution at 3%														
Management fee to "Central" Alva Play Pals														
	Salary	NI	Pension	Total	A third	Monthly								
Peripatetic Manager	£25,000.00	£3,450.00	£750.00	£29,200.00	£9,733.33	£811.11								



Tillicoultry After School Care														
As at Year 2 but flat rate of 15 children														
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total academic year 24/25
Income														
	Days open	13	21	13	21	15	20	15	21	11	21	20	0	
	Number of children attending	15	15	15	15	15	15	15	15	15	15	15	0	
	Daily rate: £16													
	Total	£3,120	£5,040	£3,120	£5,040	£3,600	£4,800	£3,600	£5,040	£2,640	£5,040	£4,800	£0	£45,840
Expenditure														
Operating costs	Rent: £35 per day	£455	£735	£455	£735	£525	£700	£525	£735	£385	£735	£700	£0	£6,685
	Staffing: core costs (see below)	£1,944	£3,140	£1,944	£3,140	£2,243	£2,990	£2,243	£3,140	£1,645	£3,140	£2,990	£0	£28,555
	Staff training: £500 per person	£500	£0	£0	£0	£500	£0	£0	£0	£1,000	£0	£0	£0	£2,000
	Peripatetic Manager (see below)	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£811	£9,733
	Office costs and insurance:	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
	Materials: £60 per month	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£60	£0	£660
	Healthy snack per session, £1.50 per child	£293	£473	£293	£473	£338	£450	£338	£473	£248	£473	£450	£0	£4,298
	Total	£4,162	£5,318	£3,662	£5,318	£4,576	£5,111	£4,076	£5,318	£4,248	£5,318	£5,111	£911	£53,131
Profit / loss		-£1,042	-£278	-£542	-£278	-£976	-£311	-£476	-£278	-£1,608	-£278	-£311	-£911	-£7,291
Net		£631	£353	-£189	-£468	-£1,444	-£1,755	-£2,231	-£2,509	-£4,118	-£4,396	-£4,707	-£5,618	
Staffing														
Core staff	Hourly rate	NI	Pension	Total										
Supervisor	£13.00	£1.79	£0.39	£15.18										
Practitioner	£12.00	£1.66	£0.36	£14.02										
Modern Apprentice	£7.00	£0.97	£0.21	£8.18										
Hourly staff total				£37.38										
	Daily staff costs: 3 staff at 4 hours per day			£149.50										
National Insurance at 13.8% https://www.gov.uk/national-insurance-rates-letters														
Pension contribution at 3%														
Management fee to "Central" Alva Play Pals														
	Salary	NI	Pension	Total	A third	Monthly								
Peripatetic Manager	£25,000.00	£3,450.00	£750.00	£29,200.00	£9,733.33	£811.11								

