

Club Leaders Business Skills Seminars

**BUSINESS AND
FINANCIAL
PLANNING**



**GOOD
GOVERNANCE**



**EFFECTIVE
FACILITIES
MANAGEMENT**



MARKETING



What is Club Leaders NI?

Club Leaders NI provides free support to those involved in running clubs on the key business aspects of club management. It aims to create a robust, economically sustainable and enterprising sports club network across Northern Ireland. This support includes **business and financial planning, marketing, governance, and facilities management.**

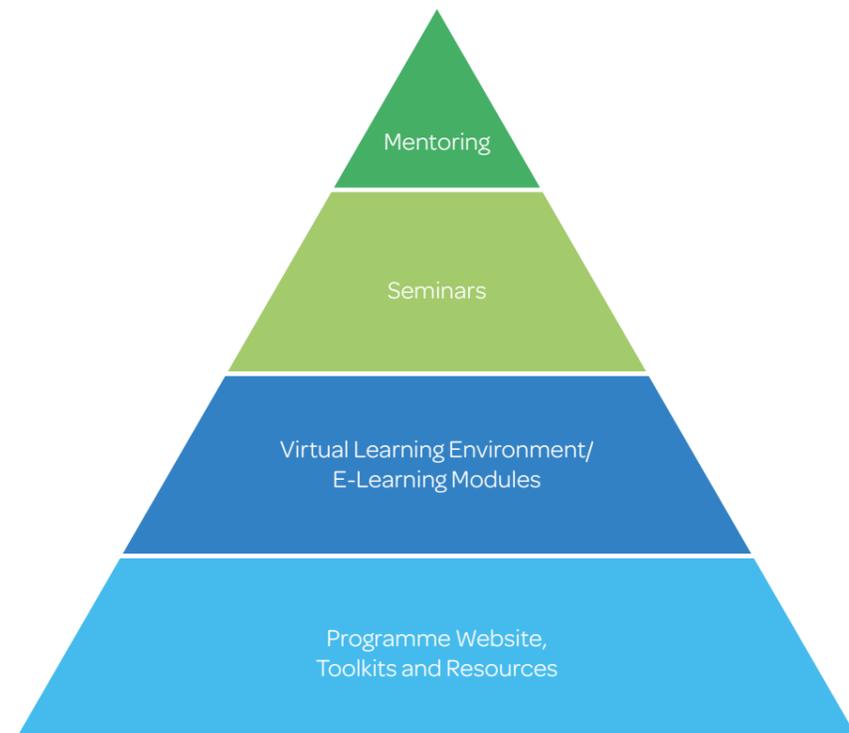
We know that the people behind the scenes are the backbone of sports clubs and this programme is here to support them, **saving time** and providing tips to **save money.**

The programme is funded by Sport Northern Ireland and delivered by PricewaterhouseCoopers (PwC).

Club leaders is delivered with kind permission from Sport England.

What Does It Involve?

Club Leaders NI supports clubs through the following channels, with clubs and volunteers able to select the topics and methods of support which best suit their needs and circumstances.



Programme Support Channels

1. Online – Interactive and informative online learning with accompanying toolkits and templates, along with Club Leaders NI programme updates, access to discussion forums, Q&As, events, and more.

2. Seminars – Face to face training delivered across the province by professional services and business experts from PwC. These seminars include case studies, topical issues, exercises and a discussion section which gives clubs leaders the opportunity to ask questions, share their experiences with the group, and to learn from each other. The key seminar topics covered by the programme are:

1. Understanding your club's finances
2. Budgeting and cash-flow
3. Financial policies and procedures
4. Developing a business plan
5. Developing a marketing strategy
6. PAYE and employment status
7. Organisation structures

3. Mentoring – A number of clubs can avail of a one-to-one mentoring relationship with an experienced business professional to deliver a more intensive and personalised form of learning over an extended period of time (up to six months). It is available to any club which needs support in developing its capability in the area of business skills or has a particular business area they are focusing on. Clubs can register their interest for mentoring support via the online "mentoring" section. Our mentoring programme is very popular and we can only help a limited number of clubs at any one time. Whilst we will do our best to match you to a mentor, given the importance of matching the skills of the mentor to individual clubs, we cannot always guarantee you will receive a mentor as it will depend on demand and the availability of the right mentors in your area.

Seminars: overview

What are Club Leaders seminars?

Club Leaders seminars are **face-to-face training** for groups of club leaders focusing on key business skills that clubs need to be sustainable. These seminars include case studies, topical issues, exercises and a discussion section which gives clubs leaders the chance to ask questions and share their experiences with the group.

The seminars are free of charge and are led by members of the Club Leaders team bringing in experts from within PwC who have experience in that particular topic. Members from the Club Leaders team will be on hand after the seminars to follow up with any questions participants might have and welcome specific queries in advance.

Each seminar will last approximately two hours.

Where are Club Leaders seminars hosted?

We want to make seminars as accessible as possible. We can deliver seminars at venues that are local and convenient to the participants at the request of the organisers or we can arrange for a seminar to be delivered at a PwC office in your area.

Who can attend?

Like all Club Leaders related activities, seminars are open to anyone involved with a sports club unless those hosting wish to restrict it to a group of clubs such as a specific sport. The topics covered will mostly be relevant to those who have responsibility for, or involvement in running their club, either now or in the future. We encourage more than one person from a club to attend so that knowledge and business skills can be shared within their club.

What topics do Club Leaders seminars cover?

Club Leaders seminars currently focus on the following business areas:

1. Understanding your club's finances
2. Cash flow and budgeting
3. Financial policies and procedures
4. PAYE and Employment Status
5. Developing a business plan
6. Developing a marketing strategy
7. Effective organisation structures

If you have any suggestions for a business issue relevant to sports clubs that is currently not on the list please contact us at clubleadersNI@uk.pwc.com. We would be happy to discuss what the need is and how we can support learning in this area.

How can I attend a Club Leaders seminar?

You can find seminars in your area and register your interest at the events page on the Club Leaders website.

How can I organise a Club Leaders seminar?

The Club Leaders team can work with a sports network e.g. a group of clubs, Governing Bodies (GBs), Local Authorities (LAs) or other stakeholders to schedule a seminar at a time that is convenient for them. These can either be held at your premises or at one of our PwC offices. Please contact us at clubleadersni@uk.pwc.com to arrange.

Seminars: content detail

Current seminar topics

Detailed content of the seminars currently available are as follows. Please note that the detail behind the content is liable to change as we seek to continually improve and update the material. For the latest details of seminars, please visit the website.

1. Understanding your club finances

It is vital that every club leader has a basic understanding of their club's figures and knows enough to ask questions, get answers and make informed decisions using the information provided. It is also in your club's best interests that other members understand them as well.

This seminar covers:

- The importance of producing accounts
- What makes up club's accounts – the numbers and reports
- Responsibility for the accounts and club leader's role
- How to effectively communicate the club's finances to other club members and interested parties
- What are the key areas to look for when reviewing a set of accounts
- Who needs to review the accounts
- Understanding what stakeholders (e.g. banks and other lenders, funding bodies and sponsors) will look for when reviewing a club's accounts
- When club's accounts need to be audited and what advantages an audit can offer

2. Cash flow and budgeting

Cash is king when it comes to financing sports clubs. Club leaders must understand where they generate cash and where it is spent to be able to make informed decisions about their club and to plan for the future.

This seminar covers:

- What we mean by cash flow and budgeting and why they are important
- Why timing is everything and how to improve your cash flow
- How to develop a meaningful budget and get the right people involved
- How to monitor budgets
- What happens when a budget changes

3. Financial policies and procedures

A club leader must be satisfied that their club has satisfactory procedures to guard against fraud and also ensure that they employ robust procedures and controls over all areas of their club's finances.

This seminar covers:

- What financial policies and procedures are and why clubs need them
- Example of relevant policies and procedures for clubs
- The role and responsibilities of a club leader with regard to policies and procedures
- A step by step guide to developing policies and procedures
- Case study: How to review draft policies and procedures

Seminars: content detail

4. PAYE and employment status

Whether your club uses volunteers, or if you pay people for the work they do at your club, it is important that club leaders understand key employment tax issues involved. Failure to do so risks significant additional costs for the club or individuals and there could be legal consequences.

This seminar covers:

- Volunteer, worker or employee? – what is the difference and the benefits and risks of each?
- When is a volunteer not a volunteer?
- Employment status: employed v self-employed (tests, guidance and examples)
- Treatment of expenses for employees for club and individual
- Implications when things go wrong
- Upcoming developments (e.g. Real Time Information and Auto-enrolment)
- Top tips for best practice

5. Developing a business plan

It is important that clubs have a business plan so they know what they are trying to achieve and make sure they are going in the right direction. An effective business plan can help you to manage your club better but also demonstrate business understanding and control to potential investors.

This seminar covers:

- What a business plan is and why your club should have one
- Who you should involve in creating a business plan when you should use it
- How to develop a plan for your club using a simple framework
- Practical advice on what to include in your plan, how to structure it and pitfalls to avoid
- Examples of business plans clubs have created and used with success

6. Developing a marketing strategy

It is vital that sports clubs market themselves appropriately to ensure they have the resources they need to be sustainable and successful in the long term.

This seminar covers:

- What a marketing strategy should include
- Internal and external factors to consider
- Knowing your club's objectives
- How to develop a marketing strategy
- Communicating what your club has to offer
- Know your audience
- Considering different marketing routes
- Budgeting for a marketing strategy
- Making sure you follow your marketing strategy

7. Effective organisation structures

The way a club is legally structured can have a significant impact on club leaders, both on their club and them personally. Get it right, and a club can be run effectively and may benefit financially. Get it wrong, and there could be significant financial and other implications for a club and potentially all of its members.

This seminar covers:

- Why getting the correct structure is important
- The types of legal structure and the pros and cons of each
- Why become incorporated?
- Other ways clubs may be structured e.g. CASC, Charity, etc.
- Examples of how clubs have structured themselves
- The process of changing your club's organisational structure
- Hot topics (e.g. CASC update/CIOs)

How can I find out more and get involved?

Website: www.sportniclubleaders.net

Email us at: clubleadersni@uk.pwc.com

Follow us on Twitter: @ClubLeadersNI 

Join us on Facebook: www.facebook.com/ClubLeadersNI 

**CLUB
LEADERS**

Better business skills for sport in
Northern Ireland

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on request, and online at
www.sportni.net

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