

# CLUB LEADERS

Better business skills for **sport**

## Seminars

October 2012



## What are Club Leaders seminars?

Club Leaders seminars are **face-to-face training** for groups of at least 8 club leaders focusing on key business skills that clubs need to be sustainable. These seminars build upon the content of the online modules on the website, but also 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.

## How much do Club Leaders seminars cost?

Nothing! They are completely free, including tailored seminars!. All we ask is that we have a minimum of 8 participants attending the seminar on the day.

## Who will lead the seminars?

The seminars will be led by members of the Club Leaders team bringing in, where applicable, experts from within PwC with 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.

## Where are Club Leaders seminars hosted?

We want to make seminars as accessible as possible. Scheduled seminars are being held in PwC offices across the country. For tailored seminars, we can go to venues that are local and convenient to the participants at the request of the organisers.

## How long are the seminars?

The seminars will typically last 2 – 2½hrs although it will depend on the content being delivered. For tailored seminars we will work with you to determine how much time we will spend on topics to make sure the best possible learning is offered in the time available.

## Who can attend?

Like all Club Leaders related activities the seminars are open to anyone involved with a sports club. 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.



[www.sportenglandclubleaders.com](http://www.sportenglandclubleaders.com)  
Email us at: [club.leaders@uk.pwc.com](mailto:club.leaders@uk.pwc.com)  
Follow us on: @Club\_Leaders  
Join us on: [www.facebook.com/ClubLeaders](https://www.facebook.com/ClubLeaders)

## What topics do Club Leaders seminars cover?

Club Leaders seminars currently focus on the following business areas:

1. Understanding your club's finances
2. Planning and monitoring your clubs financial performance – cash flow and budgeting
3. Financial policies and procedures
4. VAT and sports clubs
5. PAYE and Employment Status
6. Developing a marketing strategy
7. Effective organisation structures

See the current list of seminars available online. If you have any suggestions for seminars that focus on business issues relevant to sports clubs that are currently not on the list please contact us at [club.leaders@uk.pwc.com](mailto:club.leaders@uk.pwc.com). We would be happy to discuss what the need is and how we can support learning in this area.

We can also provide tailored seminars, based upon the topics covered, to the suit the participants such as working with a local sporting body to present different sections of the seminar material along with them.

## How can I attend a Club Leaders seminar?

Participants can attend seminars in two ways:

- 1. Scheduled seminars:** Organised and hosted by the Club Leaders team. You can find seminars in your area and register your interest at the events page on the Club Leaders website where we require a minimum of 8 participants to attend.
- 2. Tailored seminars:** The Club Leaders team can work with a sports network (e.g. a group of clubs, National Governing Bodies (NGBs), County Sports Partnerships (CSPs) and other stakeholders to schedule seminars at a time that is convenient for groups of club leaders with similar issues. Please contact us at [club.leaders@uk.pwc.com](mailto:club.leaders@uk.pwc.com) to arrange.

## Current seminar topics

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

If you wish to host a seminar combining several topics we will work with you to determine the appropriate content but would recommend no more than 3 different areas are covered to ensure each topic is given sufficient time.

### 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 clubs accounts need to be audited and what advantages an audit can offer

## 2. Planning and monitoring your club's financial performance – cash flow and budgeting

Cash is the most important part of the finance of a sports club. Understanding where it comes from and goes to really helps club leaders understand how to make decisions of what is best for their club and how 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 ensure that safeguards are in place using robust procedures and controls over all areas of finance.

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

## 4. VAT and sports clubs – VAT basics

From what originally started out as a relatively simple tax, VAT can now be incredibly complicated and have a significant impact on the finances of sports clubs.

It is important that club leaders have an understanding of VAT so they can identify any VAT issues that their club faces, put in the appropriate processes to manage VAT issues and know when it is appropriate to seek professional advice.

This seminar covers:

- An overview of the VAT regime and why it is relevant to sports clubs
- Explanation of different VAT ratings and examples for sports clubs
- Discussion on VAT exemptions for sports clubs /sports club supplies
- Overview of simple VAT calculations, returns and records
- How to budget for and pay VAT
- Straight-forward ideas to manage your VAT liability and/or cashflow
- Other VAT considerations

## 5. 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 the difference is and the benefits and risks of each
- When is a volunteer not a volunteer?
- Employment status: employed vs 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

## 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 forms of status 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)

# CLUB LEADERS

Better business skills for **sport**



[www.sportenglandclubleaders.com](http://www.sportenglandclubleaders.com)  
Email us at: [club.leaders@uk.pwc.com](mailto:club.leaders@uk.pwc.com)  
Follow us on: @Club\_Leaders  
Join us on: [www.facebook.com/ClubLeaders](http://www.facebook.com/ClubLeaders)