Welcome.

Split this webinar into two parts. So initial we will look at finances and give some ideas on what your club could be looking at right now.

In the second part we will explore the emergency funding available during lockdown but also remind you of the best way to apply for funding.

We don’t have all the answers, so if you do have any questions, comments or good practice examples, then use the comments box – Helen will manage that – and at various times we may ask you to join in our conversation and speak, or happily arrange to speak at a later date.
Hopefully your club’s plan of action isn’t like Dilbert here.

In unforeseen circumstances, like now, these plans remain important but are unlikely to reflect the reality of the situation you are currently facing. It’s important to undertake some emergency financial planning for your club as soon as you possibly can.

Your club/organisation may already have some existing income and expenditure forecasts or well developed action business plans.

The purpose of this webinar is to provide you with some hints and tips on how to do this.
So when considering emergency financial planning, they are three initial steps to undertake.

Create a Planning Team: This may be the existing committee or a smaller sub-committee, but enlist the help of those who know the finances best and work together to check and challenge each other’s thinking and assumptions. It is also advisable to put an action plan in place to ensure you can meet your financial obligations.

Risk Assessment: Conduct a risk assessment to help you consider any risks, issues and associated actions to mitigate them during this period. There are lots of things to consider like vandalism, attempted theft, weather damage, damage due to a lack of maintenance or faulty equipment or installations, data breaches etc.
Understanding your financial position: You will need to fully understand your costs and liabilities (expenditure) as well as your income, cash in the bank and any savings/reserves you can access.

This will help you to fully calculate your immediate (next 3 months) and short term (next 6 months) financial position. It will also help you to plan for any shortfalls you might have and think about what financial help you might need to address them.
### Possible Expenditure Items

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<th>Possible Expenditure Items</th>
<th>Essential (E) or Non Essential (NE)</th>
<th>Pay</th>
<th>Defer</th>
<th>Spread Costs</th>
<th>Stop</th>
<th>Assistance Available?</th>
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<td>Kit &amp; equipment costs, contracts, or rentals</td>
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<td>Expenses eg coaches, accountants</td>
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Determine if costs are essential or non-essential
Determine if you can pay, defer, spread costs over longer period, or stop them
Financial support from Government, your Local Authority, your Bank/lender, Sport England and other relevant organisations
Sources of income:

- Membership fees
- Club fundraiser events/ annual dinners
- Have-a-go events/ Taster sessions/ courses/ p
- Donations
- Gift Aid
- Kit/ merchandise sales
- Sponsorship
- Grant funding

Clubs and delivery organisations can be very creative and resourceful about how they generate income. Most approach income generation in very different ways. For some, membership fees/ subs and fundraisers will be their main sources of income. Others may receive regular donations, generate additional income through Gift Aid or kit sales, attract financial support via sponsorship or grant funding, or generate income through commercial activities, facility hire charges, training courses, parties, annual dinners, holiday schemes and much more. Having a detailed understanding of the regular and ad-hoc income your club/organisation generates is an essential part of your emergency financial planning.

For me personally, I have always been worried about the reliance on bringing HAG/BG income to supplement club income, when membership fees should cover all the expenditure. Situations like this have brought this to my mind more. However, I realise not a time to hike up membership fees when no-one can shoot, but it may be something to think about long term.
Categorise income as:
   a) secure (will definitely come in)
   b) at risk (might still come in)
   c) will be lost

Consider
   if activities and events could be rearranged
   if members/users are happy to continue paying their membership fees
   requirements of any grant providers/ sponsors
Avoid loss of critical income where possible
Check your insurance policies carefully
Most clubs may have some cash in the bank which they can access instantly. Having worked in archery for 10 years, I know a lot of clubs save up for the chance to get their own facility. I think now is the time to think about dipping into those reserves – the survival of the club may be more at stake.

A savings account for the repair/replacement of facilities, kit and equipment or operating costs (restricted reserves). Some may be lucky enough to have unrestricted reserves which they can draw on in the case of an emergency or for future unplanned projects.

Having a detailed understanding of your club’s financial reserves (restricted and unrestricted savings), any relevant notice periods you need to give your bank/building society to withdraw/ move money, and any Reserves Policy you may have adopted are essential components of your planning. If your club has a reserves policy, check exactly what it says and how it links to your constitution/articles.
Timing is key: review income vs expenditure on weekly basis during critical period
Consider action needed to help generate additional funds and reduce non-essential expenditure
Plan for best and worst case scenarios
Apply contingency sum or apply a sensitivity analysis to both your income and expenditure
Encourage debtors to pay as quickly as possible or consider a long term payment plan

Most clubs may have some cash in the bank which they can access instantly. They may also have some petty cash onsite. Others may have savings accounts which are earmarked for known future expenditure on things like maintenance and the repair/replacement of facilities, kit and equipment or operating/pension costs (restricted reserves). Some may be lucky enough to have un-restricted reserves which they can draw on in the case of an emergency or for future unplanned projects. Having a detailed understanding of your club’s financial reserves (restricted and unrestricted savings), any relevant notice periods you need to give your bank/building society to withdraw/ move money, and any Reserves Policy you may have adopted are essential components of your planning. If your club has a reserves policy, check exactly what it says and how it links to your constitution/articles.
If your club is facing financial hardship, you should carefully review your constitution and articles to determine whether your trustees/directors/ members are financially liable for any losses. This is especially important for unincorporated clubs and organisations.

Being transparent: This is a critical time for your club/organisation. Keep everyone up to date with your financial position and keep any reports you share simple so others can understand them. Being open and transparent about your financial position and the liabilities of your organisation and individuals is really important.

Drawing on your reserves: If you want/need to draw on your reserves, you may need to amend your constitution/articles or agreed processes to do this. This may require you to call an Extraordinary General Meeting (EGM) so you will need to factor this into your planning. You may also need to give notice to your bank/ buildings society to get access to your money.
Questions?
Funding
Membership Income
Fundraising
Income Generation

The sport needs its clubs to be up and running as soon as we can be
You members may be thinking about not renewing or asking for refunds
Some no doubt will be experiencing financial difficulties
But I think you can ask the question whether people can continue to pay for their
membership/still renew, so that the club is in a position to pay for the field or indoor
facility
But think about what is the return you are giving your members now/how are you
engaging them
We will talk about fundraising and income generation in the next section – but how
can the club do this together, support the local community or fund raise for
vulnerable people/NHS

Any examples or concerns from those listening?
Organisations should be thinking about how they ensure ongoing membership income during the pandemic. You will see lots of examples of this on social media but it is worthwhile considering applying one or both of these models, frequently used elsewhere in the sport sector.

**The ‘Robin Hood’ approach:** Give members the option to continue paying any monthly subscription fees. That way, those that can continue paying subs will enable your organisation to offer reduced fees to those that can’t manage to continue paying. Current examples see some organisations reducing subs to a token amount, e.g. £10 per month or pay one more full months subs before stopping payments. This approach could significantly contribute to keeping your organisation afloat.

**The ‘Pay it Forward’ approach:** There are examples of this approach in cafes but you could offer the chance for members to pay next season’s subs of someone who needs support. The pandemic will affect everyone in different ways. Consider waiting until you know your organisation is going to reopen before offering this.

**Small Business Support Grants:** Government are making available one-off grants of £10,000 to businesses that are claiming Small Business Rate Relief Scheme (SBRR) or Rural Rates Relief. The scheme has now been extended to include sports clubs that are receiving Discretionary Sports Relief but are eligible for SBBS. The scheme is open for applications, which are being administer by local authorities.
Community Emergency Funds

Sport England
Aims to deliver immediate funding to those most in need, experiencing short term financial hardship or ceasing operations due to crisis
Open for applications of between £300 and £10,000
Local sports clubs eligible if facing ongoing costs in maintenance and utility bills including:
• Rent and utility costs
• Insurances
• Facility or equipment hire
• Core staffing costs that cannot be met elsewhere by other government funds
• Retrospective losses dating from 1 March, 2020

Aware of 6 clubs – club 1: £2300 for loss of income from our open shoot, loss of income from our beginners’ course and then non renewing members.
Club 2: asked for £8k, and received £4600
24. Please explain how you’ll spend the funding and how the requested value was calculated.

25. How much income (in £) do you estimate your organisation has lost/will lose? These can include retrospective losses dated from 1 March, 2020, and/or projected losses through to 31 July, 2020.

26. Please detail any supporting information relating to question 24, e.g. how the losses were calculated.

27. If your organisation has any reserves or savings, please tell us how much (in £).

28. If you answered question 26, please detail any supporting information here, e.g. how that money could be spent.

29. Please describe the work your organisation does and who in the community benefits from it.

30. Please briefly describe the activities your organisation has delivered in the last 12 months.

31. How are you staying in touch with your participants during this period of restricted movement?

32. What would the consequences be if your organisation is not successful in securing this funding?
**Sports Councils**

- **Sport Scotland** has [new advice to help you cope with Covid-19-related implications to your club](https://www.sports.org.uk) covering running costs, staff considerations, emergency grants, loans, VAT, and general advice.

- **Welsh Government and Sport Wales** - [emergency funding of £400,000 for community sport in Wales](https://www.sport.wales) & an initial fund of up to £8.1 million in addition to the Emergency Relief Fund. This will be used to support sports clubs and well-established partner networks who are so vital in ensuring the nation is able to remain active.

- **Sport NI** - £500,000 is being made available for sports clubs. They will be able to apply for a small grant of £2,000 to help with immediate financial commitments to maintain their facilities during the lockdown.

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On 1 April, **Welsh Government and Sport Wales** announced [emergency funding of £400,000 for community sport in Wales](https://www.sport.wales). The Welsh government has confirmed they are making £200,000 available to provide support to not-for-profit sports clubs. This is being match-funded with £200,000 from Sport Wales. Sport Wales and Welsh Government have worked together to identify an initial fund of up to £8.1 million in addition to the Emergency Relief Fund. This will be used to support sports clubs and well-established partner networks who are so vital in ensuring the nation is able to remain active.

All questions and queries about Sport Wales funding should be sent to: emergencyrelief@sport.wales

**Sport NI** is getting [monies, already allocated through Lottery funded programmes, to eligible governing bodies of sport and sports clubs and organisations](https://www.sport.wales), as announced by the Minister on 30 March, both for the last year (ending 31 March 2020) and this
year (starting 1 April 2020). This is to ensure sports will have money to pay staff, alleviate cash-flow concerns, provide assurance to staff, and keep the organisations afloat. Sport NI is working hard on a range of ways to flexibly support your organisation through this crisis and beyond, and commits to having a single point of contact within the organisation for such situations. Please discuss any issues with your point of contact within Sport Northern Ireland. Funding worth £500,000 is being made available for sports clubs in Northern Ireland amid the coronavirus pandemic. The money is aimed at helping organisations from the voluntary and community sector, which are unable to receive support from other government Covid-19 mitigation funds. They will be able to apply to Sport NI for a small grant of £2,000 to help with immediate financial commitments to maintain their facilities during the lockdown.
Community Foundations - a national network across the country. Help people and organisations invest in local communities where it is most needed and where it will make most impact. Spread across the UK, there should be one for your area, the link here will take you to the national website and then you can find your nearest Foundation.

CVS – Council for Voluntary Services – similar to Community Foundations, their national organisation runs the Funding Central website – one which I would recommend you sign up to – it is free to small organisations. But again locally there will be a district/borough based organisation, with knowledge staff that can help volunteer groups – with funding or other issues that may come up.
Archery GB and easyfundraising have a partnership which allows clubs to raise donations. Simple and straightforward to raise donations without club members donating money themselves

- 4,000 shops and sites will donate for FREE when members use easyfundraising to shop with them online
- Funds can be put towards equipment, targets, match fees and anything else that your club might need!

Completely FREE registration: only takes a few moments - [https://www.easyfundraising.org.uk/archery-gb](https://www.easyfundraising.org.uk/archery-gb)

Archery GB also receives a proportion of the donations (this does not affect the club’s donations!), which will be directed back to the clubs involved.
Help from other sources

Check other sources and Government website for up to date information on financial support available during the Coronavirus Pandemic: www.gov.uk/coronavirus

Speak to your Local Authority

Keep up to date on the latest information:
Archery GB website – www.archerygb.org/covid19
Q. Where can I find out more about our liabilities?
A. First step is to look at your constitution and see what it details there about debts/dissolution etc. The Archery GB insurance does have Directors & Officers liability – see SAPs for more information – but unincorporated clubs should look at how they would manage those liabilities, and now is a good time to do that and review the structure of the club.

Q. Is AGB likely to be giving any reductions?
A. At this time we are not. Please see the CEO update on the website for more information.

Q. Do we know how many have been unsuccessful?
A. For Sport England emergency funding, we are aware of 6 archery club that have been successful and 1 that has been rejected. So far 5,000 applications have received (likely to have gone up).

Q. Those clubs that get grants, are they all incorporated?
A. No, any club is eligible to apply, many clubs are unincorporated in archery. Incorporation is a step we would encourage you to explore, especially for larger and/or asset owning clubs.
Q. We are a new club starting up obviously we do not need emergency funding but is there start up funding available
A. At this time Sport England’s small grant programme is on hold. We can support you to look at more local funding to support this new activity.

Q. Is the easyfundraising webinar available online?
A. Yes, please check out the Archery GB youtube page for the webinar and visit www.easyfundraising.org.uk/archery-gb for more information

Q. Are there any specific savings accounts that AGB would recommend?
A. Not sure we can, difficult to say at this time.

Q. We have been set a time limit to get work done on our access road without our tournament income we can not afford to do work could we put that in our funding application
A. Something to discuss offline, we will be in touch.

Q. If the club is already registered with easyfundraising before archerygb became a partner how easy is it to get registered through archerygb?
A. This is not an issue, you can continue to raise funds. Only those clubs that sign up in this new partnership will contribute to the Archery GB portion (which doesn’t reduce the clubs donations and will be passed back to the clubs).
Q. just done a rough sum and I think we might lose about £3000 in target fees, would emergency funding cover this?
A. Loss of income is an eligible item or funding, although you will have to show your reserves/expenditure, and would need to fulfill any other criteria.

Comment: My main concern is if we are given the go ahead to recommence shooting - if our premises which is a school is not reopened we will not be given access. All of our club assets are currently locked on site and our keys have been recalled!
A. We are concerned too, and are looking into what returning to archery looks like.

Comment: Most schools are still actually open [my wife is a teacher]. Schools are likely to be open properly on or before everyone goes back to work.

Comment: When we are allowed back Greasley have already arranged to share there ground as they have 24/7 access and permanent targets out

Q. Is AGB able to allow secretary’s to use this video conferencing during the lock down to help with communication?
A. Unfortunately not, although plenty of options out there.
B. Comments from clubs: you can use Zoom FOC for 40 minutes at a time. But has some privacy holes, however we’re not talking about top secret stuff. There are others too like Skype.

Q. Where could I get a sample Archery Club constitution
A. The Archery GB website or Sport England’s Club Matters, or try asking your nearest club or County to provide theirs.