

# BUDGETING GUIDE FOR NATIONAL TEAM MANAGERS

## INTRODUCTION

This document is a general guide to the elements that need to be accounted for in setting up a budget for a national team competition tour.

All tours are different, and all tours will have their own unique cost elements, but the items mentioned below are generally standard for most tours.

### **BUDGETING AIMS**

Your projected costs for a national team tour, set against any income you may receive from the BSF (through the National Teams Levy), sponsorship, team fundraising or donations, will determine how much you will need to charge players and/or their parents for the tour.

Your first aim in setting out a budget is to ensure that all known or anticipated costs can be covered and that you have a cushion (contingency) that will enable you to meet unexpected situations and costs that you didn't see coming. You don't want to be asking players/parents for small additional amounts at the end of a tour, and you don't want staff members to be personally out of pocket covering a shortfall.

At the same time, you want the cushion you allow for to be realistic so that you don't end the tour with large amounts in the bank. Ideally, you would want to keep any surplus at the end of a tour to less than £50 per player.

### **BSF BURSARIES**

Once you have arrived at an amount that you need to charge players/parents for the tour, remember that bursaries of up to £500 may be available from the BSF to help those UK-based players or families who are unable to afford the costs and who may not be able to accept selection because of financial issues.

Bursary Application Forms are available from BSF Administrator Vicky Hall ([vicky.hall@britishsoftball.org](mailto:vicky.hall@britishsoftball.org)) and need to be completed and returned by the players/parents concerned.

### **PAYING FOR STAFF**

Generally speaking, team staff members (coaches, managers, physio etc) are not expected to pay towards the cost of the tour, because they are volunteers and are contributing their time and – in some cases – losing pay or holiday entitlement to accompany the team.

In most cases, the basic tour costs for staff members (flights or other transport to the tournament plus accommodation and food) are built into the costs that are charged to players/parents.

**Example:** 16 players are going on the tour, and the amount needed from each player is calculated at £500 (excluding staff costs). Four staff members are also going on the tour (two coaches, a manager and a physio), and their costs are also £500 per person. The extra £2000 to cover staff costs is divided among the 16 players (£2000 divided by 16 = £125). So the actual charge to

players/parents for the tour is £625 each.

Each team management will need to make its own decisions about whether staff costs will be covered entirely by players or whether some or all staff are prepared to make a contribution. However, the GB Management Committee favours players paying for staff if no other income sources that might cover staff costs are available.

## EXPENDITURE

We can now look at the standard cost elements that are usually required for a tour.

### **GETTING TO THE TOURNAMENT**

How is your team getting to the tournament? By plane? Train? Ferry? Coach or hired minibus? Some combination of the above?

Generally speaking, and especially with youth teams, the BSF favours all members of the team (or at least all those who are starting their journey from the UK) travelling together. If your team includes overseas-based players and/or staff, and the tournament is in Europe, the ideal is for the full team to assemble in the UK (where they may or may not hold a training camp) and travel together to the competition city. If the tournament is outside Europe, it may be more expedient and cost-effective for UK-based players and staff to travel together but for overseas-based players or staff to make their own way to the competition city.

In any case, one of your key budget questions is whether:

- a) All transport costs, including flights for overseas-based players, are included in total trip costs and divided among all the participating players; or
- b) All players pay their own flight costs, and the amount divided among the players is simply the costs incurred at the tournament itself (accommodation, food, extras).

**If you are following (a) above, perhaps because all or almost all of your players are UK-based, then your first major cost item is transportation to the competition city.** Some points to consider are:

- ⤴ If the team is travelling by plane, you may incur extra baggage charges for team kitbags etc unless you can make a prior arrangement with the airline.
- ⤴ There may be taxi or public transport costs for getting team equipment, uniforms etc to the airport.
- ⤴ If you are hiring a minibus, remember that additional costs beyond the vehicle hire will include appropriate insurance (including for extra drivers if any), buying items legally required to drive on the Continent (a breathalyser, warning triangle, spare bulbs, headlight adapters) and the cost of diesel or petrol. When buying vehicle insurance, remember to pay to reduce the excess chargeable to a minimum. You may also want to think about AA European breakdown cover.
- ⤴ If you're travelling to Europe by ferry, there may be costs (train? bus?) getting to the ferry from your departure city and back to the ferry from the competition city.

### **TRAVEL INSURANCE**

Everyone in your tour party will need travel insurance, including medical cover, and the players will need to have coverage that is valid in the case of injuries incurred while playing softball. ESF and ISF tournaments now require that all players have insurance before they can play, and you should ensure that proof of insurance for all players is brought to the tournament.

You can buy a group policy from a sports travel insurance specialist that will cover all players and staff resident in the UK, but this policy can't cover players and staff who live outside the UK. They will have to buy their own insurance, and most teams reimburse them for the cost incurred. **These reimbursements, as well as the group policy you buy for UK-based players and staff, will need to be part of your budget.**

You should be able to get a quick quote online for the group policy, but you will have to estimate the cost of insurance that overseas-based players will buy. Some players and staff may have ongoing annual travel insurance, in which case they can use that with no cost implications for your budget. So find out at the beginning whether any players and staff already have this kind of insurance in place.

## ARRIVING AT THE TOURNAMENT

All ESF and ISF tournaments are obliged to provide free transport for teams from your accommodation to tournament venues for tournament games. Beyond that, there are a number of questions:

- ✦ Most tournaments will provide transport for your tour group from the airport to your accommodation and back to the airport at the end of the tournament – but some do this at no cost while others charge. These charges can sometimes be surprisingly high, so find out from the tournament organisers as early as possible whether they will charge for this service and how much.
- ✦ Whether a tournament charges for these transfers may depend on your port of entry. Teams can sometimes save money on flights by flying to a larger airport some distance from the tournament city, in which case – if the tournament will collect you at all – the charge is likely to be steep (several hundreds of pounds).
- ✦ If you have overseas-based players or staff arriving separately from your main group, they will need separate transport from the airport or other port of entry to your accommodation. Maybe you will collect them in a hired vehicle, maybe they will use taxis, or maybe you have local contacts who can collect them. But you may need to allow some costs for this, including airport parking charges when making pick-ups.
- ✦ The tournament is required to transport you free of charge from your accommodation to tournament games (see below for the one exception to this rule). But they may charge for transport to pre-tournament practices or scrimmage games. Find out from the organisers if this is the case – and if so, how much they will charge.

## ACCOMMODATION

Most tournaments offer a range of “approved” accommodation (hotels, hostels, sometimes camping) that teams can choose to stay in according to their needs and budget. Often, the “approved” accommodation will be offering discounts or special deals.

You don't have to select from this approved accommodation if you can get a better deal at another location – but be aware that if you **don't** stay in “approved” accommodation, the tournament may be able to charge you for transport to the competition venue for games. So if you are thinking of

using “non-approved” accommodation, check with the tournament organisers to see if they will still transport you to games free of charge from the accommodation in question.

Usually, “approved” accommodation is offered on a “per room” basis, and you may have an option about how many players you can have in a room. Here you need to balance the desire to save money with the ability of players to relax and sleep, which can be difficult if conditions are too overcrowded.

Other considerations in choosing accommodation are:

- ✦ Does the price include breakfast with a range of hot and cold options (beware of Continental breakfast options only, as your player may wind up hungry)?
- ✦ Will the accommodation be able to provide other meals, ideally through a reasonable fixed-price buffet rather than a la carte? Can they provide your players with packed lunches when necessary?
- ✦ Does the accommodation have free wi-fi available everywhere? You may face difficulties if this is not the case, and your players won't be happy either.
- ✦ Is there a supermarket and pharmacy near the accommodation?
- ✦ Does the accommodation offer laundry facilities (ideally washing machines and dryers), or is there a laundromat nearby? Any offer by the accommodation or the tournament organisers to collect laundry, take it to a laundry service and return it should be considered with suspicion – it will be expensive, and return times may not work with your game schedule.

**With all these things in mind, choose your accommodation carefully. It will be the largest or second-largest item in your budget (perhaps after flights).**

One element you and the coaches will want to consider is how long before the start of the tournament you want or need to arrive in the host country. You may want to train and play scrimmage games there, especially if your team has overseas-based players who have not trained with the GB-based players before. But every additional day in the host country is an extra day's food and accommodation costs.

## **FOOD**

Your aim is to get the most nutritious meals possible for your team at the lowest possible cost, at times that fit with your tournament playing schedule. This can often be tricky, and you may wind up feeding your players from different sources. These can include, depending on circumstances:

- ✦ Buffet meals provided at your accommodation.
- ✦ Meals provided at the tournament venue (this can often be good-quality food at low prices).
- ✦ Sandwich lunches that you make up from supermarket ingredients.
- ✦ Packed lunches provided by your accommodation or by the tournament.
- ✦ Meals at, or takeaway from, local restaurants.
- ✦ Self-catering: food cooked by staff members or a cook brought along for this purpose.

Figuring out how and when to feed your team from these various sources can be an interesting logistical exercise. But from a budget point of view, you will need to get at least rough costs for these various possibilities and come up with a figure that represents what food will cost per person per day for the duration of your stay.

**Doing the multiplication will give you a food budget, to which you should add a**

**contingency.** For example, at the end of the tournament, you may want to treat your team to a nice restaurant meal.

A number of teams have reduced food costs recently through self-catering, but this requires: a) someone willing to do it; and b) accommodation with self-catering facilities. If you want to self-cater, especially for evening meals, you should bring someone on the tour specifically to do this; coaches and managers have too many other things to do.

## OTHER TOURNAMENT EXPENSES

There are a variety of other potential expenses while you are at the tournament that you may need to budget for:

- ⤴ **Vehicle hire.** If you have flown to the tournament city, and you don't have any local contacts who can help, you may want to hire a staff car that will allow you to make trips to the supermarket or pharmacy, take laundry to a launderette elsewhere in town, bring staff back from the competition venue who stay on scouting missions, etc. There are many uses for a vehicle at a tournament, and there can be a lot of frustration if you don't have access to one. But it can be a considerable cost item. If you hire a car, you will need to allow for insurance, petrol etc. One solution, depending on how accessible the tournament city is from the UK, is for one staff member to drive his or her car from the UK, with the team budget paying for ferry, petrol etc.
- ⤴ **Taxi fares.** If you don't have a staff vehicle, you may need to budget for some local taxi journeys. And staff members may wind up making a few taxi journeys even if you do have a staff car.
- ⤴ **Laundry.** You will be doing team laundry pretty much every day, and there will be a per day cost, including laundry powder, conditioner etc.
- ⤴ **Medical supplies.** You may need to buy medicines locally or replenish supplies in the team's or the physio's kitbag, such as tape, chemical icepacks etc.
- ⤴ **Dugout food.** During training sessions and games, you will want to have certain basic supplies available in your dugout: water or energy drinks (hopefully using powder), cereal bars, bananas and other fresh fruit etc. You will need a daily budget for this.
- ⤴ **Phone bills.** During the tournament, your staff members may need to make what will be expensive mobile phone calls to each other, tournament organisers etc, and you may want to reimburse them. While you may not know the amounts required until after the tournament, you should make allowance for this in your budget.
- ⤴ **Team outings.** You may get a chance to take your players on a sightseeing outing at some point during the tournament week. You might want to set up a budget line item for this, which could be for transport, entry fees to a local attraction, a visit to a local swimming pool etc.
- ⤴ **Clothing and equipment.** Are you likely to have to buy any team clothing or equipment while at the tournament? If so, budget for it.
- ⤴ **Miscellaneous.** There will always be a few small expenses you didn't allow for. Maybe buying a local map, buying laundry bags, paying for a team photo etc. Allow something!
- ⤴ **Contingency.** Having ascertained or estimated all your potential costs, you should then add an amount for contingency, to allow for unexpected cost overruns or an expense that comes out of left field. You could set your contingency as a percentage of total costs or

simply as a lump sum, but £500 is probably a minimum.

## TRAINING CAMP EXPENSES

Is the team going to have a training camp or a number of training days before the tournament, either in the UK or in the host country?

If so, you need to budget for this, based on any of the elements above (accommodation, food, transport, laundry etc) that will arise during the camp.

## INCOME

What sources of income might you have to set against all of the expenditure your team will incur? Here are some possibilities:

- ⤴ **BSF National Teams Levy.** The BSF gives £500 to every fastpitch team going to an ESF or ISF tournament. This amount will automatically be invoiced to the BSF and transferred to your team's account before your trip by GB Management Committee Treasurer Steve Getraer.
- ⤴ **Sponsorship.** If you can secure sponsorship for the team as a whole, perhaps from local businesses, a company with a connection to one of your players or other sources, this can be set against total costs and will reduce the amount players/parents will need to pay. If individual players secure sponsorship for themselves, this money is theirs, not the team's, and will help the player pay the trip cost you charge her.
- ⤴ **Fundraising.** Fundraising carried out by team (for example, raking fields at Farnham Park or running a raffle) should go into the team kitty and can be offset against team costs. Funds raised by individual players (for example, by applying for a Local Authority grant or running a sponsored half-marathon) belong to the player unless she chooses to donate it to team funds.
- ⤴ **Personal donations to the team.** Some GB Teams in the past have received private donations from individuals. Unless the use of such a donation is specified as being for a particular player, it can go into team funds and be offset against costs.

You need to add up all **guaranteed** sources of income to the team and subtract that total from your estimate of total costs. The remainder is the sum that you will divide by the number of players going on the tour, and the result is what you will ask players/parents to pay.

## PLAYER PAYMENTS

You may want to set a date soon after the team has been selected to ask for a percentage of the trip cost levied on players/parents as a deposit, so that you have some cash to pay deposits on flights, accommodation etc. You will then want to set another date when the balance of what each player owes must be to be paid.

If any players have received BSF bursaries, these will be paid into the team account, and you will subtract the amount of the bursary from what you ask those players to pay. For example, if the trip cost levied per player is £600, and Player X receives a BSF bursary of £250, then that player will need to pay £350 in total.

To save charges (which you may wind up paying on your end), ask overseas-based

players/parents to make payments via PayPal rather than bank transfer (check with Steve Getraer about how this works).

If possible, all money should be collected from players **before** the tour.

You can then ask Steve Getraer, if necessary, for a cash float to take to the tournament to meet small expenses in the host country, as long as what you ask for does not exceed the amount in your account. You will need to make sure you record all money spent from this float and return any money unspent at the end of the tour.

It may be that some expenses, typically food and accommodation balances, may need to be paid by a staff member's credit card during the tournament, then claimed back from the BSF Travel Account (through Steve Getraer) as soon as you return.

**IMPORTANT:** Keep a detailed and accurate record of all income and expenditure associated with your tour. You will be required to submit a financial report on the tour to the GB Management Committee soon after your return.

## SAMPLE BUDGET

Below is what a sample budget for a tour might look like, but there are many ways to record income and expenditure, including Excel spreadsheets etc. This is a final, post-tour budget, which is why amounts are exact rather than estimated and there is no line item for contingency.

## GB UNDER-22 BUDGET EUROPEAN CHAMPIONSHIPS 2015

### Ronchi di Legionari, Italy

#### INCOME

⤴ Money in hand from 2014 (as at January 1, 2015)	£ 432.25
⤴ BSF National Team Levy payment	£ 500.00
⤴ PayPal Donations to BSF Website (less PayPal fee)	£ 72.28
⤴ Team Fundraising	£ 235.00
⤴ Staff Contribution (Coach A)	£ 300.00
⤴ Staff Contribution (Coach B)	£ 300.00
⤴ Private donation	<u>£1000.00</u>
<b>TOTAL:</b>	<b>£2839.53</b>

#### EXPENDITURE

⤴ <b>Flight Costs</b>	<b><u>£ 162.80</u></b>
○ All flights into UK, to Italy and back, out of UK	Paid by players

○ Parking charges for airport pick-ups	£ 42.80
○ Taxi charge for picking up Player B	£ 20.00
○ Excess baggage charges (UK to Italy)	£ 100.00
<b>▲ UK Training Camp</b>	<b><u>£3677.31</u></b>
○ Accommodation (3 nights x 10 rooms @ £65.00 per room)	£1950.00
○ Lunch & Dinner (4 days x 20 people @ £15.00 pp per day)	£1200.00
○ Dugout food (4 days)	£ 123.46
○ Laundry	£ 80.00
○ Medical supplies	£ 23.85
○ Farnham Park venue hire	£ 300.00
<b>▲ Tournament in Italy</b>	<b><u>£17,138.34</u></b>
○ Accommodation (10 nights x 11 rooms @ £80.00 per room)	£8800.00
○ Meals (10 days x 20 people @ £20.00 pp per day)	£4000.00
○ Team outing and meal	£ 278.94
○ Group insurance for UK-based players/staff	£ 323.34
○ Insurance reimbursement to overseas-based players	£ 304.23
○ Staff car hire	£ 428.60
▪ Petrol	£ 80.00
○ Airport transfers (charged by tournament)	£ 200.00
○ Transfers to practices and scrimmage games (charged by tournament)	£ 200.00
○ Taxis	£ 46.32
○ Laundry	£ 196.50
○ Dugout food	£ 323.80
○ Medical supplies	£ 93.20
○ Red socks for players	£ 130.00
○ Umpire charges for scrimmage games	£ 50.00
○ Tournament official team photo and prints	£ 56.80
○ Swimming pool charges	£ 53.75
○ Staff phone reimbursements	£ 172.86
<b>▲ Staff Costs</b>	<b><u>£1400.00</u></b>
<b>TOTAL</b>	<b>£20,978.45</b>

**EXPENDITURE: £20,978.45**

**INCOME: £ 2,839.53**

**CHARGED TO PLAYERS £18,738.92**

**CHARGE PER PLAYER (16 PLAYERS): £1135 plus personal flights**