



THE 1876 TRUST: PURPOSE AND AMBITIONS

We are establishing a Charitable Incorporated Organisation (CIO) to address barriers in the way of the OUCCC's future prosperity and success.

- **Purpose:**

First, we note that until very recently, relations between the club and its alumni have been distant. Communication has been sparse and the abundant skills of our alumni have not been adequately tapped into.

Second, on a variety of issues – from changes to club documents mandated by university authorities, to interactions with England Athletics, and fundraising – there has, up to now, and with the exception of the club's Senior Member, been few external sources of advice for the student committee to draw upon, except on an ad hoc basis.

Third, there has been limited scrutiny or oversight over how the club spends its development funds – that is, funds held separately to the general club bank account and earmarked for purposes other than the day-to-day operations of the club. At present, few checks and balances prevent a Treasurer from putting development funds towards day-to-day expenditure, even if seriously detrimental to the long-term financial health of the club.

Finally, there has been no coherent strategy around which to organise the club's fundraising activities. This includes deciding what we wish to fundraise for, how much we ought to raise, and how best to proceed towards our chosen ends. Partly, this reflects a lack of year-to-year continuity in committee personnel, limiting the scope to develop multi-year strategies that transcend the temporal scope of each individual committee.

We believe that establishing a CIO offers a promising means of alleviating these problems. It would offer formalised channels of communication

between the student committee and a rotating cadre of qualified alumni, allowing the former to benefit from the advice of the latter.

The diverse skill-set possessed by the trustee board would help the student committee more confidently, and competently, navigate complex issues surrounding budgeting, fundraising, and sports governance.

Development funds, hitherto scattered, would be consolidated in a single bank account, for which the trust would have responsibility. Funds would be released to the club with the trust's approval, following an application by the club. This would offer checks and balances to prevent irresponsible or unsustainable spending of development funds by the student committee.

Finally, in consultation with the student committee, immediate- and long-term fundraising strategies could be agreed, in whose execution the trust would play a leading role. With continuity in personnel, such strategies would be less likely to run aground or lose momentum following the election of new student committees. Successful fundraising activities would allow us to improve the financial health of the club and the quality of experience offered to each of our members in a variety of way, as detailed below.

In sum, the CIO would constitute a long-term contribution towards a better-governed, more prosperous, and thus more successful and inclusive club.

- **Charity structure and personnel:**

The 1876 Trust would be a Charitable Incorporated Organisation (CIO). Trustees would be concerned with supporting the student committee in its activities, not with running the Club on a day-to-day basis.

There would be five trustees, initially appointed for terms ranging from one year to five years. Correspondingly, at least one trustee position would be up for renewal each year. Re-appointment of trustees would be permitted.

Collectively, the trustees would possess as wide a range of relevant experience, skills, and knowledge as possible. Particularly important would be experience in the areas of sports governance, financial administration, fundraising, alumni relations, and charity law. The trustees should also reflect the gender and generational breadth of the Club's alumni.

The Club's Senior Member would sit, *ex officio*, as a trustee throughout their tenure of office, as would the Club Captain for as long as they hold office, and for 12 months following their relinquishing of office.

The trustees would meet as they see fit throughout the year, including a compulsory general meeting. They would also meet the Club's Executive Committee – Club Captain, Alternate Gender Captain, Secretary, and Treasurer – at least once per academic term.

Further details about the appointments and operations of the Trust, as well as its relationship with OUCCC, will be outlined in the Trust's constitution.

- **Fundraising ambitions:**

Cross-country ought to be an inexpensive and accessible sport, open to all, regardless of background or material circumstances, and with a minimum of financial barriers in the way of attaining excellence. However, regrettably, students at Oxford are currently unable to immerse themselves in the sport without incurring costs of several hundred pounds per year. Below is a personal case study, showing my expenditure on cross country in the last calendar year. Only those costs owed directly to the club are included, excluding the likes of spending on footwear, clothing for events like Blues Varsity, and transport to the likes of pre-season training camp.

CASE STUDY: 26/8/22 – 25/8/23:

Training camps - £97.68

Joint OUCCC/OUAC membership (2022/3) - £80

BUCS accommodation and transport - £98

Kit - £28

Varsity expenses - £48.50

Christmas/Annual dinner - £70

Joint OUCCC/OUAC membership (+ EA registration) (2023/4) - £98.94

TOTAL: £521.12

Such costs reduce the inclusivity of our sport, particularly in the absence of a hardship fund to support the most disadvantaged. Moreover, as well as forcing all members to bear significant additional costs, the club's current financial situation diminishes members' ability to excel. If, for instance, elite athletes wish to compete internationally, there is nothing the club can do to support them. Or if a member injures themselves and needs physiotherapy, we equally must leave them to incur all costs alone. Through vigorous fundraising efforts, the establishment of an endowment fund, and the prudent stewardship of its funds by a dedicated trustee board, we hope to minimise these barriers to participation and competitive success.

- A 4% return on an endowment fund of £500,000 would allow us to cover **all coaching expenses**, set up a **hardship fund** for disadvantaged

students, provide **free Varsity kit** to Blues and Seconds athletes, put on **free transport** from Oxford to the Blues Varsity match and back, allow individuals to **compete at BUCS free of charge**, provide for an **elite athlete fund** to contribute towards the travel and equipment of our most talented athletes, and enable **subsidised physiotherapy access** for injured athletes.

- A 4% return on an endowment fund of £250,000 would allow us to cover the cost of **all coaching expenses**, set up a **hardship fund** for disadvantaged students, provide **free Varsity kit** to Blues and Seconds athletes, put on **free transport** from Oxford to the Blues Varsity match and back, and offer **free transport to BUCS**.
- A 4% return on an endowment fund of £125,000 would allow us to cover the cost of **all coaching expenses**, put on **free transport** from Oxford to the Blues Varsity match and back, and offer **free transport to BUCS**.
- A 4% return on a fund of £30,000 would allow us to cover the cost of employing a **new assistant coach**.

These are merely examples of potential allocations. Actual allocations would be decided following consultation between the student committee and trustees. By covering such expenses, the club would be able to limit membership fee increases as much as possible. Amidst spiralling costs – and with the Sports Federation introducing a substantial centralised fee for all club members from 2024-25 – this is an important priority, allowing cross-country to remain a sport accessible to all.

Jared Martin

(OUCCC Club Captain, 2023-4)

3 September 2023

APPENDIX ONE: Current/Potential Club Costs:

The following costs rely upon an assumption of 200 members throughout. This is approximately in line with levels of club membership in the last five years. Costs marked with an asterisk are not currently incurred by the club but would be desirable if it had the financial means.

<u>Source of expense</u>	<u>Baseline cost</u>	<u>Other sources of funding</u>	<u>Final cost</u>	<u>Cost per member</u>
Coaching	£7445.03 (€5720 for head coach, £1725.03 for assistant coach).	£3057.51 (OUAC contribution to head and assistant coach); £1701 (Sports Federation grant).	£2686.52	£13.43
Varsity kit¹	£2700 (Vests and mid-layers for Blues and Seconds athletes; shorts for Blues).	£1000 (Kitlocker contribution).	£1700	£8.50
Blues Varsity transport (70 people)²	£1700 (Coach transport from Oxford to Wimbledon Common, then onto post-Varsity dinner before returning to Oxford).	£551.70 (Sports Federation contribution).	£1148.30	£5.74
BUCS transport (70 people)	£1900 (Bus to and from BUCS venue, including race-day transport).	£1000 (Sports Federation contribution).	£900	£4.50
BUCS accommodation (75 people)³	£7500 (two nights in hotel)	N/A	£7500	£37.50

¹ Currently, athletes competing in Blues and IIs Varsity incur most of the cost for the kit they are provided with. Unsubsidised, and split evenly between the athletes competing, this amounts to £53.13 per athlete.

² This does not for transport to IIs-IVs Varsity in Cambridge, which is another substantial cost incurred every other year.

³ This cost is incurred on an individual basis by those attending BUCS.

	at £50 per night).			
Hardship fund*	£3000 (assuming 40 eligible members, entitled to up to £100 each to cover yearly expenses).	N/A	£3000	£15
Elite athlete fund*	£1500 (Drawing upon OUAC expenditure).	N/A	£1500	£7.50
Physio subsidy*	£1000 (Drawing upon OUAC expenditure).	N/A	£1000	£5
Totals		£7310.21	£19434.82	£97.17