

FVO AGM 2021 – Club Development Officer

1. Introduction

In 2015, FVO successfully applied for a 4 year grant from SportScotland, which the club used to fund a professional Club Development Officer (CDO) for 8 hours/week. The post has been employed through SOA but managed by FVO.

Chris Smithard was recruited to this post and has focused on attracting newcomers with 2 newcomer blocks each year in Linlithgow/Dunblane, increasing participation and providing sprint coaching. During his time, Chris has supported the club to achieve the following:

- Increased events organised by FVO from 25 in 2016 to 45 in 2019
- Increased participation from 1000 in 2016 to 1500 in 2019
- Increased membership from 175 in 2016 to 224 in 2019
- Over 20 local events held post-lockdown in 2020

2. Current Position

Chris has decided to resign from the CDO post in February 2021. As a club, we would like to say a huge thank you to Chris for all this success. It is now time for the club to decide whether to continue or discontinue the Club Development Officer role. We are also seeking the AGM's views on expanding the role - once Covid and funding allows. The remainder of this document explains the possible options:

- Maintain
- Expand
- Discontinue

3. Maintain

Having a CDO has enabled the club to grow participation, membership and local event numbers. It has been invaluable during Covid to have a professional officer who has been able to organise local events when we only get permissions from landowners at short notice. The committee proposes that the club continues to employ a CDO, on the assumption that Covid restrictions are progressively lifted during 2021 allowing local events again. Having a CDO in post will help the club continue to provide regular local events for members and attract new members who have discovered the outdoors during lockdowns and are seeking a socially distanced sport.

At the current position, the committee is confident that FVO is able to continue to fund a Development Officer on 1 day a week over the next 4 years, assuming that:

- 1 large event weekend is organised per year from 2021 – i.e. Covid restrictions ease substantially during summer 2021 to allow FVO to hold at least 1 large event;
- 40-50 events are organised per year, which attract similar participant numbers to those seen in 2019;
- Similar volunteer effort is sustained by club members as in 2019;
- A slight reduction in the Relays / Compass Sport Cup subsidy by approximately 25% of that provided in 2019. The committee would review the exact support on a year by

year basis according to the financial position, but we would hope to continue the existing subsidy for junior entries and to a large extent for the Compass Sport Cup, but would likely need to discontinue or significantly reduce the subsidy for adult relay entries.

- The club draws down c£1.5k p.a. over the next four years on funds held by SOA in FVO's name. These funds have accrued as the variable costs associated with the development officer (expenses, national Insurance, pension etc) have been lower than the fixed cost FVO has paid to SOA to cover the estimated CDO cost since inception.
- If the membership increases (from 200 to 250 members) and additional events do not happen according to the ambitious plan, further increases in event entry fees AND/OR increased membership fees may be required. *(Please note that the committee has already voted to increase local event entry fees for adult members from £4 to £5 from 1/1/2021. Junior entry fees remain the same at £3. Non-member fees stay at £6/£4).*

Due to the risk of Covid restrictions not easing sufficiently to allow the club to hold a large event in 2021, the post would be advertised for an initial period of 1 year with the intention to extend if the club has enough financial security to continue with the post by the end of 2021. Note that the club has sufficient funds to commit to 1 year even if large and local events are substantially limited by Covid again, due to the FVO-designated balance currently held for development with the SOA.

4. Expand

Feedback from Chris is that there is an opportunity for the role to have a bigger impact on club development with increased hours. To that end, the committee has agreed a Strategic Plan (attached to AGM papers as a separate document), which is an ambitious vision for the club to continue to grow across the next 4 years and ensure its long term sustainability. As with many orienteering clubs in the UK, our club demographic, including our most experienced event officials, continues to become older, so it is important to build capacity for the longer term.

The Strategic Plan is based on the committee's recommendation to aim for funding and recruitment of a Club Development Officer on 2 days/week which will support the club to::

- Recruit and develop new members to support them to become competent orienteers and active in the club;
- Develop new and existing member volunteers into event official roles (planners, controllers, organisers) to ensure long term viability of our club;
- Provide regular training opportunities for existing members.

Once Covid eases, the committee is confident that the CDO role can become sustainable on 2 days/week by the end of the 4 year period with the following assumptions:

- 2 large events (regional/national/major) held each year by club volunteers. Predicting large event income is extremely difficult and subjective, but as an example a SOL/middle weekend along with a separate Stirling City race would be expected to provide the required net income.

- c62 events organised each year, with the vast majority organised by club volunteers.
- Further increases in local event entry fees of £1 over the next four years (on both the junior and senior rate) and progressively increase membership fees from £10 to £14 by 2024.
- Membership grows from the current 201 to 300 by 2025
- Covid restrictions ease substantially during summer 2021
- If the membership increases and additional events do not happen according to the ambitious plan, further reductions in team subsidies by 2024 (potentially 50-100%), increased membership fees **OR** further increases in event entry fees may be required.

The club is currently seeking external funding to support its financial transition over 4 years to the additional commitment of a CDO 2 days/week, especially given likely ongoing Covid restrictions during 2021. It is projected that a total shortfall of c8k would need to be funded over the period 2021 – 2024 from external sources to enable the CDO to become sustainable at 2 days / week. We have agreed that part of the SOA Development Fund awarded in 2020 to FVO, and part of the Callander Hydro Fund grant will be used to fund the post. This will provide c£1k of funding. FVO has submitted applications to the O Foundation and the Lottery Awards for All. During January, we have been awarded a grant from the Lottery Awards for All and we expect the outcome of the O Foundation bid soon.

Although the committee would only proceed to expand the post if sufficient external funding is received **AND** once covid restrictions are lifted to allow large events, members are asked to provide their views at the AGM on this proposal.

5. Discontinue

There is an opportunity to discontinue the post entirely. If club volunteers continue to organise sufficient events, then this may allow the event revenue generated to be used for other expenditure instead - for example, additional mapping or additional team/athlete support. Any further club development would be dependent on additional volunteers coming forward.

However, discontinuing the Development Officer role may not appear consistent with the principles of the original Sport Scotland DCI funding application for the CDO, where the club suggested in year 5 (now 2021) that FVO would self-fund the CDO position.

6. Proposals

The committee is asking the AGM to indicate their views on these proposals.

The remainder of this document is as follows:

- Page 4 - a summary of benefits and assumptions for the CDO on 1-2 days/week
- Page 5 - to provide your view, please use this [Google link](#)
- Page 6 – appendix with illustrative financial projections
- Separate document – FVO Strategic Plan

Summary

Development Officer	1 day/week	2 days/week
Benefits to club members	Occasional training opportunities provided mostly for experienced members	Regular and more structured/ progressive opportunities for new and existing members to train on their orienteering skills
	Same old volunteers!	Coordinated pathway for developing new and existing volunteers
Key club metrics by 2024	40+ events per year 250 club members 2 newcomer blocks	60+ events per year 300 club members 5 newcomer blocks
Financial requirements by 2024 for long term sustainability	Reduce club subsidies of team entry fees by c25% vs 2019 levels (ie adult relay subsidies for JK, British and Scottish). Increase membership fees from £10 to £13 may be required in 2024 (or alternatively raise event entry fees).	Local event entry fees are raised by £1 by 2024. Gradually increase membership fee from £10 to £14 by 2024. Reduce club subsidies of team entry fees by c40% vs 2019 levels (ie adult relay subsidies for JK, British and Scottish). If membership growth is slower than predicted, then further reduction in team subsidies (50-100%) and/or increased membership and/or event entry fees may be required.
	Income from 1 large weekend event per year (i.e., >300 people over 2 days)	Income from 2 large events per year
COVID and other assumptions before recruitment	Covid restrictions allow regular local events from summer 2020	Covid restrictions allow major events (>300 participants) to be held AND External funding is granted to enable a transition to financial sustainability
Commitment	Post will be advertised for 1 year initial term, with indication that this will be extended if possible	

AGM Views – use this [Google Form link](#) to provide your views

Q1. Do you agree with the Strategic Plan?

During 2020, the committee has agreed a Strategic Plan, which is an ambitious vision for the club to continue to grow across the next 4 years and ensure its long term sustainability.

We are seeking your support on the Strategic Plan, which is closely linked to the Club Development Officer proposal in this paper. This is because several areas of the Strategic Plan depend on the Club Development Officer role being maintained or expanded. Should the club not support expansion of the CDO role, then either additional volunteer resource will be required to deliver the Strategic Plan, or it will need to be substantially revised. You should also note that the Strategic Plan assumes that all committee and appointed roles are filled.

Q2. What is your view on CONTINUING the Club Development Officer role?

- CONTINUE the current 1 day a week, which will continue to support the current level of development activities, focused on increasing participation and recruiting new members, noting that this may require a membership increase in 2024 and a reduction in team subsidies.
- DISCONTINUE the development officer role, which will likely reduce the activities available to members but release funds to be deployed elsewhere.
- ABSTAIN

Q3. What is your view on EXPANDING the Club Development Officer role?

- YES, expand the post to 2 days a week. This will support full delivery of the Strategic Plan, helping to secure sufficient volunteers for the long term, spreading the load and facilitating lifelong athlete development for club members. Note that a potential gradual increase in event costs and membership fees, and a reduction in club team subsidies may be required to support this in the longer term, and volunteer support will still be required for the 2 large events per year.
- NO
- ABSTAIN

Note that if the AGM supports this proposal, then the club committee will only proceed to expand the role once Covid restrictions allow us to stage large events again (at least 300 people); AND we have confirmation of sufficient external funding to enable a transition to sustainable funding over 4 years. The committee may consider expanding to 1.5 days/week if external funding is lower than required for 2 days/week.

Appendix 1 – Illustrative financial projections for Club Development Officer

Appendix 1.1 – Introduction

In order to inform the financial projections above, the Club Treasurer has:

- Summarised the income and expenditure for 2019 and 2020 into high level categories.
- Determined an appropriate “baseline” figure for each category to be used as a projection going forwards from 2021. The “baseline” is considered to be the most representative figure for a projection going forwards. In many cases, the “baseline” was taken to be 2019 given the significant Covid impacts during 2020.
- Taken assumptions for the projected membership growth, # of events etc.
- Projected each baseline figure forward over the next 4 years to 2025 using a projected index. Different indices are used for different income/expense streams. For example, local event income is projected to increase in line with the product of FVO membership numbers x # Events.
- The tool developed allows different sensitivities to be run quickly.
- The tool outputs the surplus/deficit to FVO in each year over the projection period.

The Club Treasurer (treasurer@fvo.org.uk) is happy to send the underlying Excel tool to any interested members, which has been developed in the Treasurer’s personal capacity. This appendix, and the associated tool, is not considered Technical Actuarial Work and therefore the requirements of Technical Actuarial Standard 100, as set out by the Financial Reporting Council, do not apply.

Appendix 1.2 – Projection on 1 Day a week

The table below shows the existing 1 day a week position is sustainable over the next four years with the various assumptions outlined in section 3. Notably, c45 events are held, FVO draws down c£1.5k p.a. of the existing CDO surplus held at the SOA and there is a reduction in relay subsidies of c25% vs 2019. The proposed reduction in relay subsidies is one possible method to bridge a funding gap of c£0.5k. A similar amount could be achieved by increasing senior membership fees by £2 per adult (or c40% of current club fee) or increasing senior local entry costs by £0.5. The post is projected to become sustainable by 2025, once the drawdown of the existing CDO surplus held at SOA is completed.

1. Input for projection		Description	Scale Projected Cost with	2019 Actuals	2020 Actuals	Baseline	2021	2022	2023	2024	2025
	Membership		250 Members by 2025	224	201	201	211	221	230	240	250
	#Events		Flat	45	26	45	45	45	45	45	45
	Membership Unit Cost (proxied by)		+£3 in 2025	10	10	10.0	10.0	10.0	10.0	10.0	13.0
	Senior Entry Fee (local Event)		Planned	4	4	4.00	5.00	5.00	5.00	5.00	5.00
	Junior Entry Fee (local Event)		Current	3	3	3.00	3.00	3.00	3.00	3.00	3.00
	Cumulative Draw Down of SOA DO		Gradual	3	3	0%	14%	36%	57%	79%	100%
	Development Officer Time (Days /		Current	1	1	1	1	1	1	1	1
	Additional Grants for DO Officer 2nd		No additional grants	1	1	0	0	0	0	0	0

3. Outputs

Income	Memberships and Affiliations	Membership Fee Income	1,725	1,989	1,857	1,948	2,038	2,129	2,219	3,003	
	Dev Officer Drawdown					980	1,505	1,505	1,505	255	
	Event Net Income - CAT	Membership x Entry Unit Cost	2,474	n/a	2,220	2,720	2,846	2,973	3,099	3,226	
	Event Net Income - Night Series	Membership x Entry Unit Cost	580	n/a	520	638	667	697	727	756	
	Event Net Income - ClubOnly	Membership x Entry Unit Cost	-	n/a	-	-	-	-	-	-	
	Event Net Income - Sprint Series	Membership x Entry Unit Cost	1,110	n/a	996	1,220	1,277	1,334	1,391	1,447	
	Event Net Income - WEE Series	Membership x Entry Unit Cost	2,460	n/a	2,207	2,705	2,830	2,956	3,082	3,208	
	Minor Event Costs	Membership	-	3,312	n/a	-	3,117	-	3,407	-	3,696
	Major Event Net Income	Flat	6,808	-	3,000	3,000	3,000	3,000	3,000	3,000	
	Other Income	Flat	628	2,570	500	500	500	500	500	500	
	Grants - Release of current awards				0	1,000	-	-	-	-	
	Grants - Additional for DO				-	-	-	-	-	-	
	TOTAL INCOME					8,329	11,593	11,403	11,687	11,971	11,698

Expenses	Dev Officer Cost	Dev Officer Time x Inflation			4,968	5,067	5,169	5,272	5,378	5,485	
	Mapping Costs not covered by Grants	Flat	tbv	2,315	500	500	500	500	500	500	
	Annual Events	Membership x Inflation	450	291	450	481	514	547	582	618	
	Relays, CSC, Harvester and JS Trophy	Membership x Inflation	2,002	861	1,502	1,606	1,714	1,826	1,942	2,062	
	Socials Net Costs	Membership x Inflation	757	101	101	108	115	123	131	139	
	Subsidy (surplus) on Sale of O Tops and	Membership	-	8	16	75	79	82	86	90	93
	Equipment Costs	#Events	2,010	1,315	1,663	1,663	1,663	1,663	1,663	1,663	
	Trophies and Engraving	Inflation	68	90	90	92	94	96	97	99	
	Athlete Support	Flat	600	-	600	600	600	600	600	600	
	Membership and Affiliations Costs	Inflation	160	90	160	163	166	170	173	177	
	Callander Project Funding		-	-	-	500	-	-	-	-	
	Contingency	Flat	500	500	500	500	500	500	500	500	
	TOTAL EXPENSES					10,608	11,359	11,117	11,383	11,655	11,935

INCOME less EXPENSES with SOA drawdown (as shown in FVO Accounts)						+234	+285	+304	+316	-237
FVO Equity						10,103	10,337	10,623	10,927	11,005

Appendix 1.3 – Projection on 2 Days a week

The table below builds on the above projection by (i) expanding the CDO role to 2 days a week, (ii) assuming 62 events by 2024 and membership of 300 by 2025, (iii) increasing local event entry fees by £1 by 2024 and (iv) assuming a further grant of £5,000 is awarded, which is currently being applied for.

The table shows that, with these assumptions, the income and expenditure can be balanced over the five year period, and the position becomes sustainable in 2025. The CDO on 2 days / week would represent the majority of the clubs expenditure in each year. Assuming we are successful in receiving the grants applied for, the club would expect to hold reserves equivalent to one year's CDO costs over the projection period. The committee is also exploring whether the CDO could be self-employed, which would enable the resource to be deployed in the most effective way throughout the seasonal orienteering calendar.

Description		Scale Projected Cost with	2019 Actuals	2020 Actuals	Baseline	2021	2022	2023	2024	2025
1. Input for projection										
Membership		300 Members by 2025	224	201	201	221	241	260	280	300
#Events		Growth	45	26	45	50	54	58	62	62
Membership Unit Cost (proxied by		Increase	10	10	10.0	10.0	11.0	12.0	13.0	14.0
Senior Entry Fee (local Event)		Increase by further £1	4	4	4.00	5.00	5.25	5.50	5.75	6.00
Junior Entry Fee (local Event)		Increase by £1	3	3	3.00	3.00	3.25	3.50	3.75	4.00
Cumulative Draw Down of SOA DO		Gradual	3	3	0%	14%	36%	57%	79%	100%
Development Officer Time (Days /		Expand	1	1	1	2	2	2	2	2
Additional Grants for DO Officer 2nd		+ Lottery + O Foundation	1	1	0	4000	1500	1000	500	0
3. Outputs										
Income	Memberships and Affiliations	Membership Fee Income	1,725	1,989	1,857	2,040	2,445	2,887	3,365	3,880
	Dev Officer Drawdown					980	1,505	1,505	1,505	255
	Event Net Income - CAT	Membership x Entry Unit Cost	2,474	n/a	2,220	2,849	3,289	3,759	4,259	4,790
	Event Net Income - Night Series	Membership x Entry Unit Cost	580	n/a	520	668	771	881	998	1,123
	Event Net Income - ClubOnly	Membership x Entry Unit Cost	-	n/a	-	-	-	-	-	-
	Event Net Income - Sprint Series	Membership x Entry Unit Cost	1,110	n/a	996	1,278	1,476	1,686	1,911	2,149
	Event Net Income - WEE Series	Membership x Entry Unit Cost	2,460	n/a	2,207	2,833	3,270	3,737	4,235	4,762
	Minor Event Costs	Membership	- 3,312	n/a	- 2,972	- 3,265	- 3,557	- 3,850	- 4,143	- 4,436
	Major Event Net Income	2.0xBy2025	6,808	-	3,000	3,600	4,200	4,800	5,400	6,000
	Other Income	Flat	628	2,570	500	500	500	500	500	500
	Grants - Release of current awards				0	1,000	-	-	-	-
	Grants - Additional for DO				-	4,000	1,500	1,000	500	-
	TOTAL INCOME				8,329	16,483	15,398	16,905	18,531	19,023
Expenses	Dev Officer Cost	Dev Officer Time x Inflation			4,968	10,135	10,337	10,544	10,755	10,970
	Mapping Costs not covered by Grants	Flat	tbc	2,315	500	500	500	500	500	500
	Annual Events	Membership x Inflation	450	291	450	504	560	619	679	742
	Relays, CSC, Harvester and JS Trophy C	Membership x Inflation	2,002	861	1,261	1,413	1,571	1,734	1,903	2,078
	Socials Net Costs	Membership x Inflation	757	101	101	113	126	139	152	166
	Subsidy (surplus) on Sale of O Tops an	Membership	- 8	16	75	82	90	97	105	112
	Equipment Costs	#Events	2,010	1,315	1,663	1,847	1,995	2,143	2,291	2,291
	Trophies and Engraving	Inflation	68	90	90	92	94	96	97	99
	Athlete Support	Flat	600	-	600	600	600	600	600	600
	Membership and Affiliations Costs	Inflation	160	90	160	163	166	170	173	177
	Callander Project Funding		-	-	-	500	-	-	-	-
	Contingency	Flat	500	500	500	500	500	500	500	500
	TOTAL EXPENSES				10,368	16,450	16,539	17,141	17,755	18,235
INCOME less EXPENSES with SOA drawdown (as shown in FVO Accounts)						+33	-1,141	-236	+775	+788
FVO Equity (/Reserves)					10,103	10,136	8,995	8,760	9,535	10,323