

Association & Club Conference 15 October

Items for Discussion and supporting papers

The detailed agenda for the Conference is yet to be finalised as we are awaiting issues from associations and clubs. Currently the items we have placed on the agenda are:

- a) Whole Sport Plan 2013/17
- b) Articles of Association, review and update as a consequence of the Companies Act 2006
- c) Committee Structure review
- d) Membership & Levy Schemes review

British Orienteering are consulting widely on all the above issues. The Conference is a significant part of the consultation process for associations and clubs and we emphasise that your opinions are important to British Orienteering.

The paperwork that follows provides supporting information to enable clubs and associations to have informed discussions. Once clubs and associations have come to some conclusions about their views on the topics, your representatives will bring these views to the Conference. In order for club and association views to be taken into account, and given weight and authority, it is important that representatives attending the Conference are fully briefed by their club or association.

Whole Sport Plan

Firstly, can we thank again the 54 clubs that provided significant input into the development of the Whole Sport Plan 2009/13. It was thanks to their input that we were able to feel confident that the plan did meet the needs of our clubs and members.

The Board is now working to develop the Whole Sport Plan 2013/17 and sees this work as critical to the on-going development of the sport in the UK.

The initial consultation with members has taken place and seems to support the continued use of our vision 'more people, more places, more podiums'. The consultation does raise a significant number of issues for discussion and we would like to hear the views of the clubs and associations on these issues. It is worth noting a few points prior to the discussion however:

- The Whole Sport Plan is for orienteering and not the sports councils or other funding agencies. Once we are clear what we wish for the sport we will tailor various funding submissions from the Whole Sport Plan.
- The process of developing the Whole Sport Plan requires considerable input from members, clubs and associations. Your views are the basis for the plan and this is a genuine consultation – nothing is settled and it will be shaped by you.
- The timeline for the development of the Whole Sport Plan 2013/17 is to have the plan in final draft form by March 2012. This will enable our significant funding submissions to sports councils to be made based on the plan.

From the themes identified in the Whole Sport Plan (WSP) online survey, below are a number of discussion questions based on the themes. We ask these questions to be considered and discussed within clubs and associations, and views fed into the Association and Club conference by delegates attending. Although we recommend feeding comments back via the Association and Club Conference to allow detailed discussions, if that is not possible, we are happy to receive feedback to the questions below via email feedback@britishorienteering.org.uk

1. Events
 - How can we make local events easier to stage?
 - What is the ideal pathway for newcomers into the sport?
 - How could events be staged to increase social interactions?
2. Bureaucracy
 - What is the biggest bureaucratic barrier to clubs and associations?
 - What can we do to improve the bureaucratic process?
3. Whole Sport Plan
 - What would make the WSP more meaningful to orienteers?
 - What are the benefits of the WSP to a) you? b) club/association?
4. Increasing volunteers
 - What is currently the biggest issue for clubs and associations in relation to volunteers?
 - What could we do to improve this?
5. Retaining 16-25s
 - What is currently the biggest issue for clubs and associations in retaining young orienteers?
 - What could be done to improve this?
6. Performance
 - Please discuss and put the following in order of priority for improving the talent pathway in orienteering
 - Improved support, guidance and/or education for athletes
 - Improved support, guidance and/or education for coaches
 - Improved support, guidance and/or education for parents
 - Increased funding and resources for the programme
 - Any other suggestions
7. Publicity
 - What area of orienteering do you think our resources should concentrate on promoting?
 - What is the target audience for this area of promotion?
 - What assistance can we give to promotion at club and association level?
8. Resource application
 - How should we measure if our work towards the WSP is making a difference?

Supporting papers:

- [Themes from Whole Sport Plan survey](#)
- [Results for: Whole Sport Plan for Orienteering – Part 1, statistical analysis](#)
- [Results for: Whole Sport Plan for Orienteering – Part 2, comments](#)

Articles of Association

Unfortunately the supporting papers are taking longer to prepare than had been expected. The draft Articles and supporting papers will be circulated as soon as they are prepared.

Supporting papers to be circulated at a later date:

- Introduction and overview of the draft Articles
- A clean copy of the draft Articles
- Cross referencing of the current Memorandum & Articles of Association and the draft Articles

Committee Structure review

The supporting documents have been circulated previously and there has already been considerable discussion and feedback. As a consequence the Board issued an update to the document.

The significant issues that we are seeking your views on are:

1. Below the Board, the current committee structure includes: Coaching Committee, Development Committee, Events Committee, International Committee and Trail O Committee. Some committees are supported by the work of groups. The work of which committees (not groups) is most effectively delivered through the inclusion and attendance of association representatives in the membership of the committee?
2. One of the roles of the association representatives is to ensure communication from the committee to the association. Are there other mechanisms that could be used to ensure effective communication from committee to association and vice versa?
3. Which work of the committees and groups do you see as being most effectively delivered with the direct involvement and attendance of association representatives?
4. For associations: is the system of directors liaising with associations working effectively? If not, how can it be improved?
5. For clubs and associations; is the system of communication between clubs and associations working effectively? If not, how can the system be improved?

Supporting papers:

- [Governance Review \(Including Events Committee and groups\)](#)
- [Review of the Committee Structure – Update](#)

Membership & Levy Schemes Review

The supporting paper forms the basis of a consultation to individual members, participants, clubs, associations and committees. The consultation process, at this stage, has several clear strands: individual members and participants; committees; clubs and associations.

Clubs and Associations are asked to discuss the supporting paper focusing on the questions specified below and to brief their representatives attending the Conference on these views.

Feedback will also be sought from individual members and participants and committees on the review. Details of this consultation are outlined in the paperwork below.

Discussion questions:

1. Do you agree with the **basic principles** outlined in this paper for governing the membership and levy structures?
2. Do you agree with the **assumptions** outlined in this paper for governing the membership and levy structures?
3. Do we have the right balance between income generated by members and income generated by participants?
4. Do you agree with the current ratio of income generated by membership compared to income generated by levy? What do you feel is the ideal ratio?

Supporting paper:

- [British Orienteering's Membership & Levy Structures](#): A British Orienteering Board Consultation Paper

Themes from Whole Sport Plan survey

Below is a series of themes highlighted by the respondents to the Whole Sport Plan (WSP) online survey, free-text questions. The raw data is attached for your information.

Q2) What changes would you make to the vision?

- Less emphasis on podiums
- More quality, fun, social events
- General agreement on the requirement for more people, less consensus on target market? e.g. youth, baby boomers

Q8) Please share with us any thoughts you may have about what will encourage you and your club to engage with the whole sport plan

- General agreement on need for less bureaucracy (seen as imposed by British Orienteering)
- For orienteers - A feeling the WSP 2009-12 was not written for orienteers, too much emphasis on funding. Clear benefits to orienteers and clubs?
- Include a plan for increasing volunteers
- British Orienteering seen as dictating and need to focus on persuading clubs/associations to come on-board with contents of WSP

Q9) What single initiative will increase participation significantly?

- Raise profile of sport, publicity, media at both club and national level
- More local events, easier to stage
- Pathway from Community O into traditional orienteering

Q10) What single initiative will help to keep people involved in orienteering?

- More local events, easier to stage
- Improve social aspects of events and clubs
- Improved customer service, events that hit quality standards set by other sports e.g. toilets, welcoming to newcomers
- General agreement on need for less bureaucracy (seen as imposed by British Orienteering)

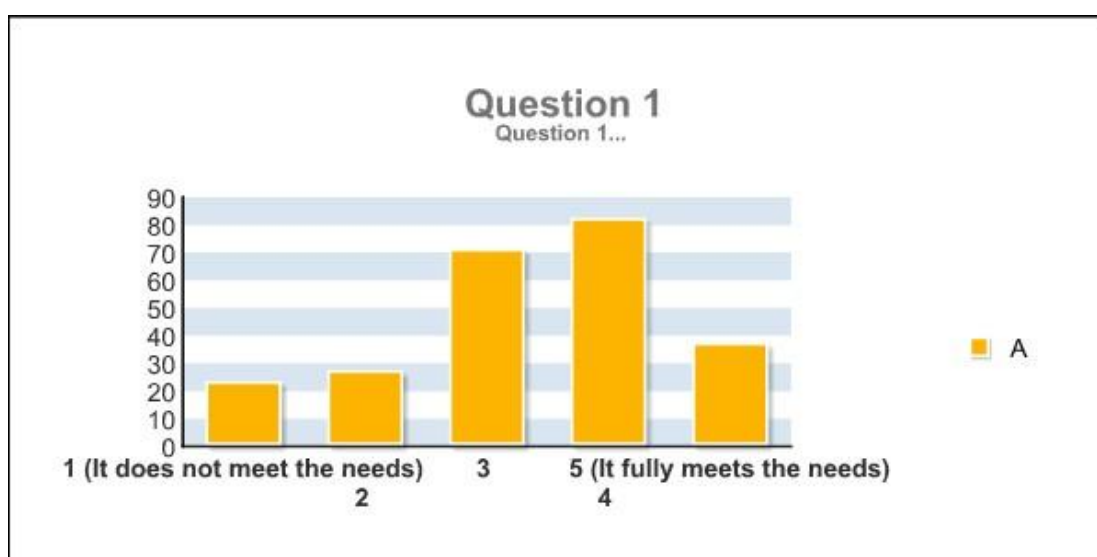
Q11) What single initiative will help to deliver more medals at the World Championships?

- More young people in sport generally. Wider pool of participants to choose from
- More appropriate coaching
- More experience of terrain abroad
- More money
- Overall some respondents felt they lacked the understanding and knowledge about what would help deliver more medals.

Results for: Whole Sport Plan for Orienteering – Part 1, statistical analysis

1) Question 1...

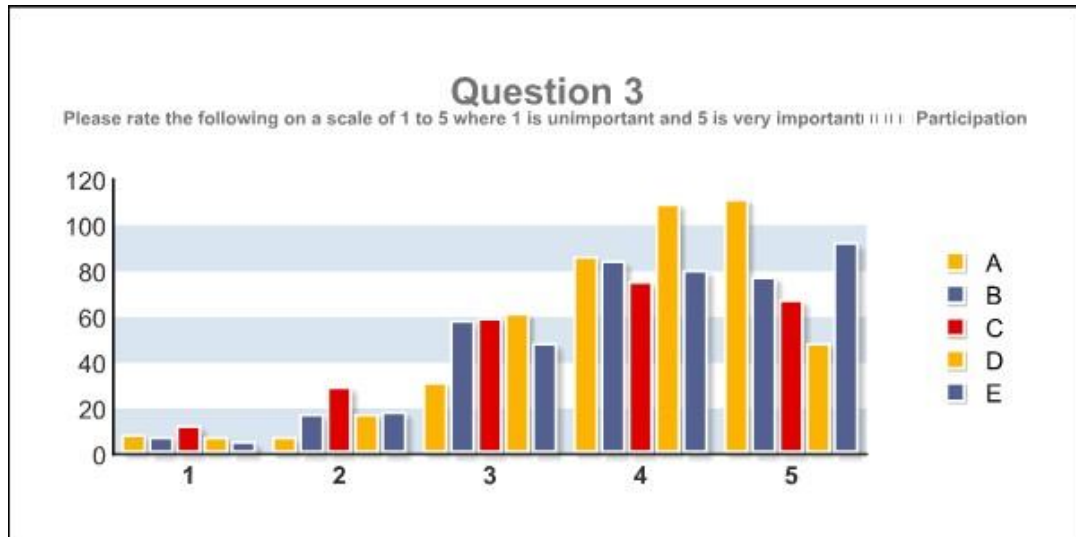
	1 (It does not meet the needs)	2	3	4	5 (It fully meets the needs)	Responses	Average Score
The vision for British Orienteering is 'more people, more places, more podiums'; does this vision continue to meet our needs?	23 (9.62%)	27 (11.30%)	70 (29.29%)	82 (34.31%)	37 (15.48%)	239	3.35 / 5 (67.00%)
							3.35 / 5 (67.00%)



3) Please rate the following on a scale of 1 to 5 where 1 is unimportant and 5 is very important

Participation

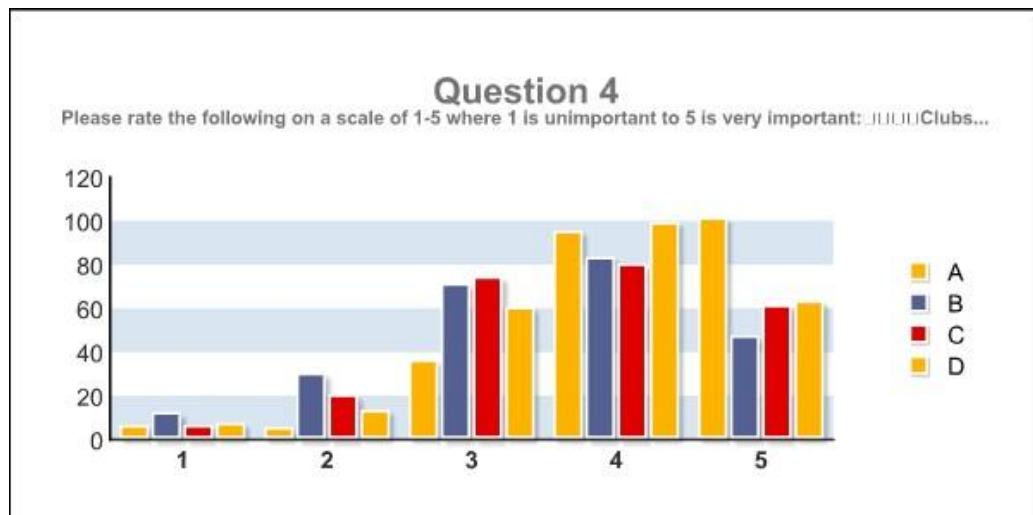
	1	2	3	4	5	Responses	Average Score
Increasing participation	8 (3.31%)	7 (2.89%)	30 (12.40%)	86 (35.54%)	111 (45.87%)	242	4.18 / 5 (83.60%)
Translating participation into membership	7 (2.89%)	17 (7.02%)	57 (23.55%)	84 (34.71%)	77 (31.82%)	242	3.86 / 5 (77.20%)
Working with schools to develop orienteering	12 (4.98%)	29 (12.03%)	58 (24.07%)	75 (31.12%)	67 (27.80%)	241	3.65 / 5 (73.00%)
Working with local communities to develop orienteering	7 (2.90%)	16 (6.64%)	61 (25.31%)	109 (45.23%)	48 (19.92%)	241	3.73 / 5 (74.60%)
Working with universities and colleges to develop orienteering	5 (2.07%)	18 (7.44%)	47 (19.42%)	80 (33.06%)	92 (38.02%)	242	3.98 / 5 (79.60%)
							3.88 / 5 (77.61%)



4) Please rate the following on a scale of 1-5 where 1 is unimportant to 5 is very important:

Clubs...

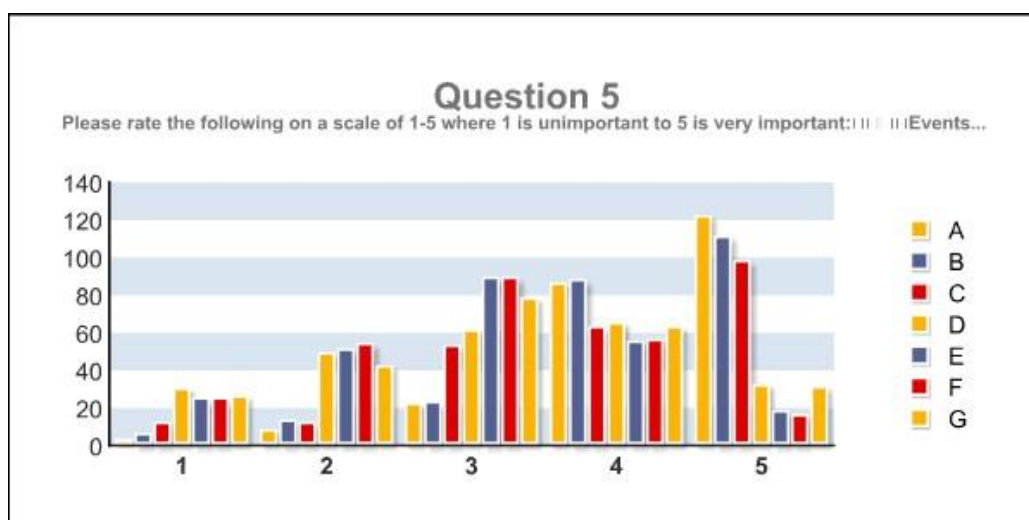
	1	2	3	4	5	Responses	Average Score
Supporting the development of our clubs	6 (2.48%)	5 (2.07%)	36 (14.88%)	94 (38.84%)	101 (41.74%)	242	4.15 / 5 (83.00%)
Supporting clubs to develop the social aspects of orienteering	12 (4.96%)	30 (12.40%)	70 (28.93%)	83 (34.30%)	47 (19.42%)	242	3.51 / 5 (70.20%)
Providing more coaching support to club orienteers	6 (2.50%)	20 (8.33%)	74 (30.83%)	80 (33.33%)	60 (25.00%)	240	3.70 / 5 (74.00%)
Sharing evidence of good practice between clubs	7 (2.90%)	13 (5.39%)	59 (24.48%)	99 (41.08%)	63 (26.14%)	241	3.82 / 5 (76.40%)
							3.80 / 5 (75.90%)



5) Please rate the following on a scale of 1-5 where 1 is unimportant to 5 is very important:

Events...

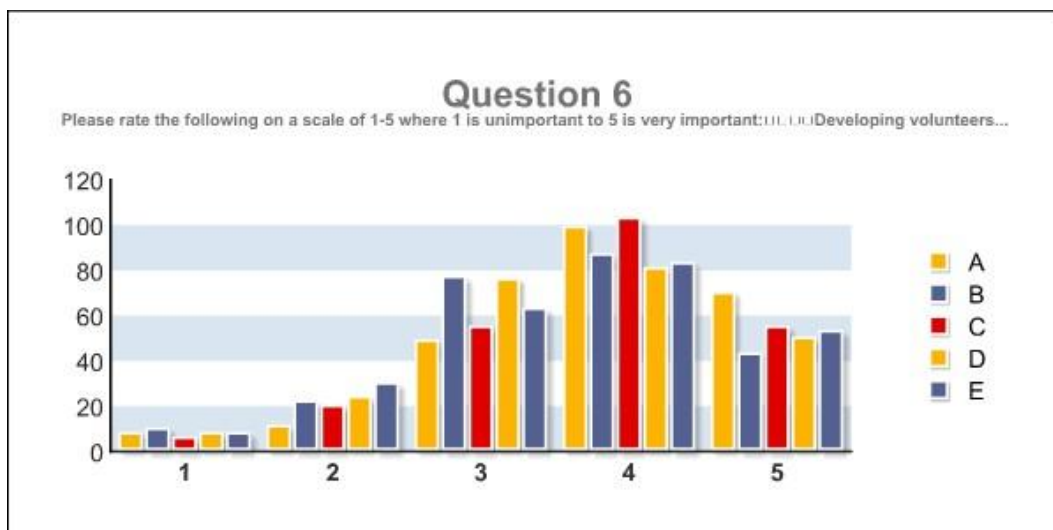
	1	2	3	4	5	Responses	Average Score
Providing events attractive to newcomers	3 (1.25%)	7 (2.92%)	22 (9.17%)	86 (35.83%)	122 (50.83%)	240	4.32 / 5 (86.40%)
Providing events for participants living locally	6 (2.50%)	12 (5.00%)	23 (9.58%)	88 (36.67%)	111 (46.25%)	240	4.19 / 5 (83.80%)
Simplifying the delivery of local events	12 (5.06%)	11 (4.64%)	53 (22.36%)	63 (26.58%)	98 (41.35%)	237	3.95 / 5 (79.00%)
Increasing the number of event officials	30 (12.71%)	48 (20.34%)	61 (25.85%)	65 (27.54%)	32 (13.56%)	236	3.09 / 5 (61.80%)
Improving the quality of the infrastructure at larger events	25 (10.55%)	51 (21.52%)	88 (37.13%)	55 (23.21%)	18 (7.59%)	237	2.96 / 5 (59.20%)
Providing more events that are attractive to orienteers willing to travel further	25 (10.46%)	54 (22.59%)	89 (37.24%)	55 (23.01%)	16 (6.69%)	239	2.93 / 5 (58.60%)
Being innovative in the way that major events are delivered	26 (10.88%)	41 (17.15%)	78 (32.64%)	63 (26.36%)	31 (12.97%)	239	3.13 / 5 (62.60%)
							3.51 / 5 (70.24%)



6) Please rate the following on a scale of 1-5 where 1 is unimportant to 5 is very important:

Developing volunteers...

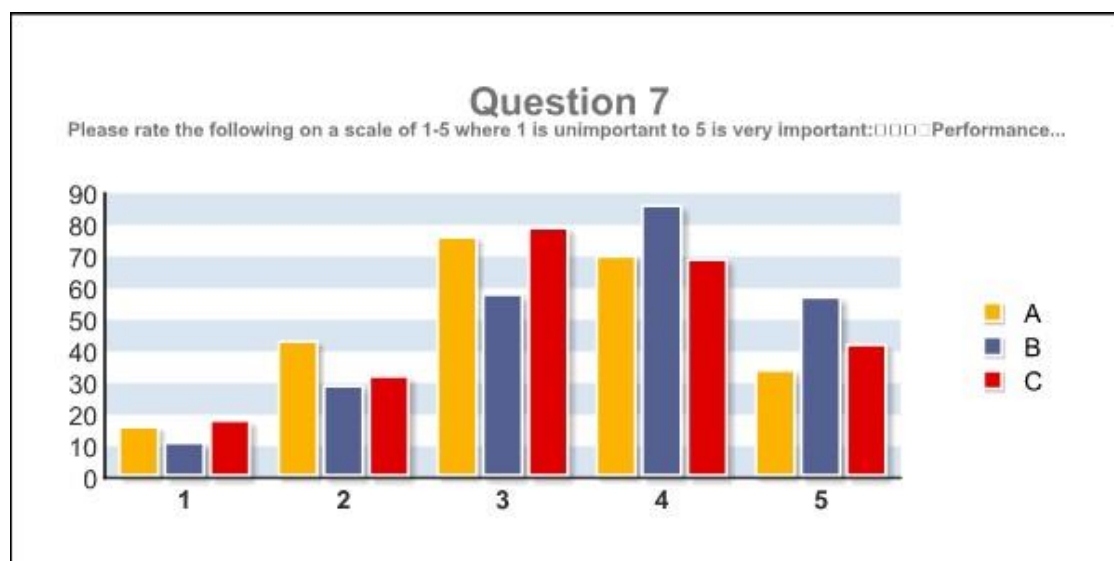
	1	2	3	4	5	Responses	Average Score
Developing event officials i.e. planner, organiser, mapper and controller	8 (3.39%)	11 (4.66%)	48 (20.34%)	99 (41.95%)	70 (29.66%)	236	3.90 / 5 (78.00%)
Providing more training and on-going support to event officials	10 (4.20%)	22 (9.24%)	76 (31.93%)	87 (36.55%)	43 (18.07%)	238	3.55 / 5 (71.00%)
Developing coaches and coaching	6 (2.52%)	20 (8.40%)	55 (23.11%)	102 (42.86%)	55 (23.11%)	238	3.76 / 5 (75.20%)
Increasing the number of coaches	8 (3.36%)	24 (10.08%)	76 (31.93%)	80 (33.61%)	50 (21.01%)	238	3.59 / 5 (71.80%)
Improving the quality of coaching	8 (3.39%)	30 (12.71%)	63 (26.69%)	82 (34.75%)	53 (22.46%)	236	3.60 / 5 (72.00%)



7) Please rate the following on a scale of 1-5 where 1 is unimportant to 5 is very important:

Performance...

	1	2	3	4	5	Responses	Average Score
Supporting the Performance programme	16 (6.72%)	43 (18.07%)	75 (31.51%)	70 (29.41%)	34 (14.29%)	238	3.26 / 5 (65.20%)
Supporting the development of talented orienteers	11 (4.58%)	29 (12.08%)	57 (23.75%)	86 (35.83%)	57 (23.75%)	240	3.62 / 5 (72.40%)
Providing more support to the coaches involved in identifying and developing talented orienteers at all levels of orienteering	18 (7.53%)	32 (13.39%)	78 (32.64%)	69 (28.87%)	42 (17.57%)	239	3.36 / 5 (67.20%)
							3.41 / 5 (68.28%)



Results for: Whole Sport Plan for Orienteering – Part 2, comments

2) What changes would you make to the vision?

- More possibilities to socialize at an event: event center with showers/seating area/cafe
- more emphasis on grass roots development
- add 'more events'.
- Concentrate more on participation less on podiums
- It needs some prioritising. More podiums is great but lack of outside publicity means successes do little to attract non orienteers into the sport. More places is the key. If the sport is more widely available geographically the participation will follow. WE should campaign for local event locations and POCs being provided as part of the push for healthier lifestyles and try and stop local authorities charging us to the use of local parks
- Put more emphasis on participation, particularly of youth.
- I am not sure that I would change it. It's quite snappy and to the point.
- I personally would be inclined to say it's the taking part that's important and not the winning but I can see that to many people having British orienteers doing well on the international scene might encourage them to take part.
- I would drop the more podiums.
- more events.
- Introduce opportunity as the key concept
- more young people...
 - we've got enough baby boomers!
- to make orienteering a olympic sport
- In these times of economic uncertainty we need to keep costs down, such as entry fees and membership fees
- Target adults more than children. Maybe campsites or walking clubs. We need to attract outdoor families.
 - Under 16 year olds can't drive!
- The vision is fine - it needs BOF staff support directed at helping club events (publicity etc).
- It has to focus on more people, otherwise the other two things won't happen. However, does this vision fit as orienteering is consistently failing to attract more people. Perhaps to keep in with landowners and the government and other bureaucracies we are in league with, shouldn't it be "continuing to well manage and be professional in our sport, or fun, adventure"
- Greater emphasis on 'more people'
- More participation instead of more podiums
- The vision is OK in terms of the needs of competitors, but there are many people in the sport who get their fulfilment by organising, planning, mapping etc. I'd like to see the needs of these people also included in the vision.
- Participation, particularly by young people more important than focus on podiums
- More support to the people currently involved in the sport
- Someone who will come into school and enthuse the children, so we can encourage them to come along to orienteering events. My school also works on Saturdays so we do not go to Sunday events as this is our only day off a week. Saturday afternoon would be perfect
- Address the enjoyment and fulfillment of current members.
- None, but only because there are more important things to think about - any "vision" is going to be abstracted to such a high level that it is meaningless.
 - At least it is better than the ridiculous 2020 vision of being "the leading orienteering nation in the world" - apart from giving no indication as to how this should be measured, it is totally unrealistic given the lack of technical terrain and cultural position compared to Scandinavia.
- How about 'supporting orienteering clubs and orienteers'? BOF should be an enabling organisation, not a dictating one.
- More opportunities is slightly more than more places and is focussed on existing orienteers.
- Increased accessibility (mainly in a literal sense via public transport, lift shares etc.) as this is crucial is sustaining orienteers/keeping us in the sport.
- I think this vision is primarily designed to encourage funding, not to meet the needs of the average club orienteer!
- Not everyone who competes in orienteering can aspire to a podium place, so this will not be relevant to everyone.
- more affordable, classic distance orienteering on complex terrain with minimal organisation such as the Cumbrian Galloper
- We need to focus on what we have - not getting more. The overriding focus has been on the 'More' and what we 'have' has been neglected, disenfranchised and annoyed.
- This vision is simple and to the point. I'm not sure it is particularly inspirational. What about something more like, "To increase both participation and venues for orienteering, leading to increased podium places."
- More Fun? Orienteering is not about statistics, which this vision seems to imply, it is about the simple pleasure of running in the forest, and then discussing routes with the man you thought you had beaten but he got past you on number 6, or having a wifls after your run, and enjoying the freindly banter between clubmates.
- more YOUNG people
- Make it happen!
- More people yes, sod the podiums. Yes we need to keep it in there, but take me. Hated cross country in school, but really enjoy the challenge of even a very slow run round, so podiums can smack of elitism. That is not to belittle our elite competitors which we all think we should be like. Need to keep the whole family coming.
- something about quality of events
- More focus should be placed on providing more events and raising the quality of those events rather than just involving more people.
- The vision is fine. The problem is how it is interpreted.
- I am unsure as to the relevance of this question, should we not be asking 'do we meet this vision?' to which the answer may be very different.
- Concentrate on more podiums
- I think we need to stick to the more people and more places but drop the more podiums. We have to get more participants and turn them to club members and not put off the vast majority who can't get to the podiums. That isn't to say that we ignore the podiums as especially at the elite level we need to concentrate on developing successful athletes on an international stage.
- We don't need more people, the only reason it is perceived that we need more people is that seems to be the only way we can gain funding from various sources. Concentrating on quality orienteering events and event infrastructure is the only way to go. More places and more podiums will be the natural result of this.
- It has the impression to me of being somewhat elitist, the emphasis would tend to be on the final word and that being "podiums" switches off the vast majority of the membership

- Overall view of orienteering as a sport from the public's point of view
- Perhaps less heavy emphasis on podiums, particularly in "Focus"? I have huge respect for our elite orienteers, but it sometimes seems like they are on another planet compared to your "ordinary" orienteer
- I think the vision is OK and working in some respects - JK in NI was great. More support from BOF with development of urban O would be appreciated. BOF seem to have hindered this at times (eg with U16s unclear guidance) rather than supported.
- Become more inclusive for all branches of O: Foot-O, MTB-O, Ski-O, Trail-O
- More emphasis on increasing participation especially amongst children. So more people is by far the most important. I would say 'orienteering for all'.
- Replace podiums with publicity
- Replace by "A sport in good shape - more participation by 15-40 age group." (In orienteering terms M/W16, M/W18, M/W20, M/W21, M/W35.)
- none
- It is not all about podiums and more people. What about quality and enjoyment.
- Less emphasis on Coaching & Medals and more on recreational Orienteering. More people enjoying themselves in the fresh air reading Maps.
- I'm much more interested in participation than in competition winners
- does it have to be about podiums?
- Just more people, more places.
- less emphasis on elite performance viz more podiums
- more podiums is OK for the "elite" squad but orienteers want excellent, fun, variety events. Podiums are not the main reason for the majority doing orienteering
- I'm not keen on the idea of trying to encapsulate a "vision" in a snappy catchphrase. Also, it sets rather specific "targets" which I think distract us from thinking about a wider concept of needs - at least those of us who don't just groan and try to ignore the management-speak.
- Get rid of visions and concentrate on giving ordinary members good events.
- Some people may not understand the meaning of 'more podiums', (ie those who do not view a podium as a step forward in development) therefore the 3rd P needs a little thought
- Never sure if "more places" refers to more quality venues in which to orienteer, in which case I would vote 4, or more orienteers placed in international competitions, in which case I would vote 2. "More podiums" is irrelevant to me as a local and regional participant, mapper and planner.
- No change
- Something needs to be included about 'more understanding' - the public perception of orienteering is still very bad - this needs to change for the sport to move forwards. Much more positive publicity of orienteering is needed.
- Less emphasis on medal winning and podiums, more on a sport for all ages
- Improve two way communications
 - Put clubs centre stage
 - Prioritise volunteers against a background of increasing rules and regulations
- Although more podiums may be important for attracting funding, I would suggest that the majority of the membership has very little interest in international competition. More people and more places is of greater interest.
- Not sure what "more places" means. More connotes begging. It is not aspirational.
- Focus more on ordinary people and less on podiums. Think about the grass roots more.
- less emphasis on podium places and more emphasis on participation
- more beauty
 - more publicity
 - I don't care if the vision is alliterative or not! 3 sentences would do.
- more motivation, more coaching
- forget podiums- it's too elitist. Focus on the clubs and their initiatives. Stop being obsessed by numbers and more of everything. Focus on the needs of the key volunteers who take on the burden for everyone else.
- MP3 is as good a strapline as can be contrived, but I don't know whether the majority of ordinary, non-elite competitors are able to identify with it. We like the recreational aspects as well!
- Better events
- I generally think "visions" are pointless waffle
- replace "more podiums" with "an active sport for all".
 - I believe there is too much emphasis on the quest for medals ~ this does not attract or motivate the ordinary orienteer
- Emphasis on the "more people" and getting them active.
- More emphasis on more people as more podiums should follow with a greater number of orienteers.
- We are NEVER going to win a Long Distance medal in World Champs etc., - focus on our strengths - 1. Sprint, 2. Middle - it's what we have the "home" terrain for - forget Long - it's a pipedream!
- Less emphasis on podiums
- Needs more emphasis on getting more people into the sport. I envisage this being easiest through support of uni clubs.
- more places delete
- add 'more progression' emphasis on developing orienteers from casual to more serious, local to national etc.
- The vision should be to support quality orienteering for those who love the sport, not a forlorn hope to drag people from other sports into ours. The majority of orienteers are grass roots for whom the current vision offers little and costs too much.
- traditional quality orienteering
- Getting more people to more places resulting in more podiums. (Addressing transport issues).
- None
- more publicity
- Younger orienteers to get involved in officiating instead of moaning.
- It's totally irrelevant to most orienteers. Should be: "More participation, more events, more fun".
- Cater for the majority not the minority
- I wouldn't change the vision, but I would change how it is put into practice - a disproportionate amount of head office time seems to go into governance/self assurance tasks which don't contribute much towards the vision, for example.

- More stress on people and participation, and less on podiums. I don't think that a few more medal winners at the top are going to encourage families or youngsters to try orienteering as it's unlikely that they would be reported anywhere except in the specialist press already selling to the dedicated orienteer.
 - it is remote from the average orienteer - it needs to reflect development of membership
 - More Places = More People + More Podiums
 - Concentrate more on orienteers and what they want for their sport rather than what BO think we want
 - None
 - better publicity
 - None
 - more publicity
 - None - it is communicating what it means that matters
 - Cut down the elitism, and make it cheaper for people to take part.
 - none
 - The vision sounds ok but I would maybe disagree with the approach BOF goes about trying to reaching its vision.
 - Focus on increasing participation. International competition is a luxury.
 - Less bureaucracy for clubs
 - Focus on participation. The height of the pyramid depends on the width of the base...
 - More active orienteers amongst the membership.
 - 'more people, more places, more enjoyment, more podiums'
 - BO does not need a "vision". This is typical of the infuriating management speak which infests the organisation.
 - more for the everyday club orienteer
 - Make it more relevant to normal, recreational orienteers and less elite.
 - it really needs "more competitors, more competitions, more podiums" so as to stop the idea that fitness training sessions, and Wednesday night sports hall meetings can count as meeting the objectives of the vision.
 - Maybe slightly less focus on the podium part. For many "footsoldiers" of orienteering there is perhaps too much coverage of top UK orienteers. I feel we need to focus more on increasing participation
 - Doesn't involve anything to do with quality, i.e. quality maps, quality courses or quality communication between BOF and the athletes.
 - I would prefer the vision to focus on more people and more participation rather than places or podiums.
 - To concentrate on local orienteering, providing opportunities for the public to participate.
 - Best maps, best places, best planning
 - More opportunities for children to get involved. I'm a parent and I think we could find more ways to bring children into the sport.
 - The sport is too focused on the Podiums and following a government direction as to what is orienteering should be. The sport should be run by the sport not the government to fill need not filled in either schools or funding.
 - This is happening in many areas so it should continue, with the emphasis on supporting clubs to provide regular attractive events in accessible areas. Accessibility to orienteering is the key.
 - An emphasis on high quality events on good areas - this could include urban areas, but may well not do. Use of boring areas should be discouraged for everything other than novelty events or in special circumstances (e.g. a busy area with high probability of attracting newcomers spontaneously).
 - You really need to concentrate on supporting the Orienteer in general, currently we feel very much that we are the last thought, rather than the first.
 - More events, less bureaucracy
 - I think that more podiums is so far removed from increasing participation - I think achieving both these goals within the same program is a mammoth task. If you put on low key events for the general public - this will do nothing for the elite orienteers.
 - See below, but basically get more people orienteering, increases the chances of finding top athletes.
 - An emphasis on More Young Members could be emphasised.
 - More support for current junior orienteers through bigger talent squad
 - No one outside orienteering really knows that podiums are top 6 placements so it should be 'mode medals' instead of 'more podiums'. (In any case, the plural of podiums is podia, not podiums).
 - None, but don't refer to it as "MP3".
 - How does this deal with retention of participants?
- Comparison response:

8) Please share with us any thoughts you may have about what will encourage you and your club to engage with our whole sport plan.

- More direct consultation with clubs. More efficient dissemination of information to clubs. Less top down directives and more notice of the clubs which deliver the sport on the ground.
- There has to be a perceived benefit to the club
- Unsure
- put focus on doing not administering - for example avoid registration scheme for Organisers and Planners.
- Anything that keeps us and the clubs feeling involved with BOF and part of it will help.
- ensure that the whole sport plan focuses on developing the sport at the club and athlete level, and does what orienteers think is good for the sport, not external bodies who will not give funding support.
- Try not to increase the burden on club members who help to put on events.
- Reduce Bureaucracy and mandatory approaches (ie not all things suit Scottish Clubs as well as English Clubs).
- Reduce the bureaucratic burden for level B and lower events.
- I think it starts with schools. I'm a geography teacher orienteer trying to encourage more younger students develop an interest in orienteering. It is hard work! The students that might be interested a) are already engaged in other activities on Saturdays b) rely on parents to drive them to a wood in the wild where they might have to wait if they don't want to join in too. For me to take them would be a quagmire of red tape. We've got our school mapped and I'm trying an after school event next after a poor turnout on a Saturday..
- Lets see orienteering in the public eye more on the news and such but aiming it more at the people that enjoy adventure sports as that's how I got hooked because the common false perception is orienteering doesn't involve any running or competition
- Sharing of clubs best practice in order to bring along new members to events, and subsequently best practice to convert them into club members
- Less events and make entries cheaper. some weekends there are several events in a 50 mile radius.
- A simple two page document that outlines the WSP.

- As little paper work and bureaucracy as possible. Most people just want to enjoy their sport and are willing to help out so long as the hoop they have to jump through are kept to a minimum.
- I am based in the south east, and to be honest, there is if anything an over provision of events! Whilst I try to do as much as possible, it sometimes seems as though the various leagues and series are in competition against each other.
- Decrease bureaucracy
 - A national strategy
 - If it looked like the club would have a direct benefit
- Less emphasis on international programmes and more on family participation.
- Regular newsletter,
 - Clearly stating the reasoning and benefits of the WSP.
- More visible external help - either from other clubs or BOF officials
- This is a very tricky question to answer briefly, but what it boils down to is that I believe my club (NN) is not treated as an equal partner (unless finance is required) by NEOA and because of that, BO also.
- We need to promote orienteering at all university/college sport organisations.
 - National input would assist local efforts
- Local recognition.
 - More information about local events so that the school can plan ahead on fixtures and transport
- "British Orienteering" has become an "us and them" situation. We need to all be able to think of ourselves as British Orienteering, working towards a collective goal. This should be considered in marketing materials, for instance.
- Provide support rather than red tape - while it's good to develop and deliver training courses, make them optional rather than compulsory or they will put less committed people off volunteering in the first place. I can see the new requirement for all organisers to have attended a training course putting more workload on existing 'qualified' volunteers which is surely not what BOF should be trying to do!
 - An area which already suffers from this is coaching - I "coached" adult beginners and improvers at university without any sort of qualification because to get one at a relevant level involved huge commitments in time and effort related to coaching children (which I wasn't and aren't interested in).
- The key word is 'support', not impose. I've flagged support for officials as important, but this does not mean compulsory courses or qualifications.
- At the risk of stating the obvious, the plan must be accessible and relevant to the "average" club and its members.
- Clarity about what support we would get from BOF to help us do so
- I only have time to glance at Focus/Compassport/club mag so I don't know what the plan is
- It has to be relevant to clubs. They have to feel ownership of it. It needs to be written by orienteers for orienteers. Not by a Sports Administrator for Sport England and the wider public.
- I was not aware there was a Whole Sport Plan. Increase support for clubs on a grass roots level. I feel there is a bias towards support for individuals who are already performing well/large high level events, rather than at the level where the majority of participants and events sit.
- keep it simple & cut down on bureaucracy
- Need at all times to emphasise and develop the family aspect of orienteering
- Recognising the diversity of clubs.
- Make us feel listened to and consulted with.
- Nothin springs to mind.
- make it easy to engage without getting bogged down in policies
- Removing red tape around organising, controlling, coaching, and age limits on urban races, to make engaging in the whole sport plan easy, and to prevent further alienation of bof management from the membership, especially the junior membership.
- Simplify the form and number of courses for regional events, to increase the number and decrease the burden on planners etc and to reduce the cost for competitors. The soaring fuel costs and entry fees, possibly combined with fixed or reduced incomes makes the participation in Regional Events prohibitively expensive, especially for families.
- Awareness of what the whole sport plan is and where we/they might fit in. Advice on developing local members and maintaining interest through inovative ideas.
- Social events. Coaches/ training
 - Don't make it bureaucratic; it has to fun for club members and not onerous on club officials.
 - support for events which we already put on
 - Remove all red tape and barriers that prevent people from signing up to help.
 - Reduce rather than increase paperwork. Where you have said provide training and development to event officials, I would now see this as making additional hoops - there is a suspicion of BOF at grass roots that needs to be allayed.
 - Making sure clubs are involved in developing the plan - not imposing it on high as a fait accompli.
 - Made to feel inclusive in decicions rather than excluded.
- My small test will be to see how the plan is aiming to get 100+ club teams running in the women's and men's open relays at a major event.
- Communication of the point and accurate communication of the results and difficulties, e.g. why should we fill in attendance figures.
- introducing orienteering to school children through badge schemes eg BSOA Explorer Challenge
- Support and encourage family participation
 - Long term agreements with Forestry Commission, National Trust, etc
- Local involvement
 - Easily accessible advertising and event support
 - Less interest in Coaching & Juniors and more interest in encouraging Event officials and Adult Recreational Competitors.
 - Support of club orienteering is more important than support of a small elite
 - Sharing resources and best-practice to avoid reinventing the wheel.
 - Recognition that clubs understand local factors far better then a central body. Clubs drive the sport, what they need from BO is support rather than direction.
- Now this is the 1 mil \$ question. My club has been searching for volunteers for the past 4 yrs. At the moment it doesn't have ANY, other than the club Chair & sec. So how do we run weekly activities, which, incidentally, we were the first ever to do so?
- It's a personal view, not necessarily a club view, but I would like the emphasis to be far more on encouraging participation and developing event officials so as to secure the future of well-attended and well-organised quality local and regional events. I have much

- less interest in developing elite orienteers whose successes I applaud, but who have very little impact on my own enjoyment of orienteering.
- none
 - An understanding of the plans - what are the aims behind it, and crucially - if the plans are good!!
 - Communicate in appealing language not management speak
 - Engage clubs not just individuals
 - Provide some context - horizon scanning - and present options/scenarios
 - Demonstrate that support from BOF will help and not hinder club development and is well grounded
 - Most members of our club probably don't even know what the whole sport plan is about. They want their regular orienteering 'fix', but nothing more from the sport. This is rather deplorable but, I regret, inevitable. Too many people nowadays seem to want to benefit from the sport without having to contribute to it, either by helping out or anything else!
 - The roadshows were good
 - No comment.
 - make orienteering famous by achieving a huge double whammy to get publicity - this might be somehow getting a celebrity to orienteer, or getting the sprinter Bolt to orienteer or something dramatic like that.
 - Also try to get Cameron to orienteer.
 - Feed back on how the results of this survey are taken forward, for example.
 - For smaller clubs not being pressurized to grow beyond or take on more than the physical capabilities of the members
 - Frighten us as to what may happen if you were to lose all your grants, plunging orienteering into a dark age.
 - I have been an active orienteer since 1986 and I think that the sport needs to be seen to be actively encouraging the M/W35+ groups as well as the younger folk.
 - For me-more good quality cross country events, fewer urban sprints
 - No increase in rules and paperwork. Keep the cost of events to a minimum with the majority of any profit remaining with the club(s) involved.
 - Reduce the red tape involved in becoming an "official". Scrap the requirement for coaches to have first aid certificates and particular pieces of paper. Don't insist organisers are registered. Make being an official in orienteering more about enjoyment of the sport and enthusiasm and less about jumping through hoops to get registered.
 - Event officials need a lot more help with the technology. Paying people like Robin Strain to give SI talks to clubs would help. The technology puts people off and the sportident website is rubbish for actual help on using it.
 - Keep it short ~ cut out aspirational waffle. It needs to be relevant to a club member and most importantly deliverable.
 - Some tangible sign that there is some end to the steady downward spiral of low recruitment and ageing membership.
 - Keeping information about the plan simple and easy to read - e.g. highlighting the key points.
 - Communication from top to bottom is vital (although difficult). All members need to be aware of what is happening in the wider sphere.
 - I have scored the development of officials low because you have lumped them all together. While development and qualifications are important for planners and controllers, I believe the proposed qualifications for organisers are misguided and will put capable people off running events.
 - get rid of all this community crap. It'll never increase participation.
 - get rid of all the non orienteers involved in orienteering aspects of BOF
 - Annual reports are interesting, with where I am that's as far as I'm likely to engage
 - BO should limit itself to performing a bottom-up supporting role to fulfil central functions e.g. membership, insurance and land negotiations, and to provide consistent quality and coordination across the sport: mapping, event standards, planning standards etc.
 - need for 'whole sport plan' and any other initiative to be able to mold to each Club.
 - Lay out the complete timetable now for discussion, consultation periods and deadlines
 - Focus on whole club participation while addressing elite targets
 - Less bureaucracy.
 - Explain what is the whole sport plan?
 - Encouraging: easy to access surveys such as this. Concise, clearly communicated plan.
 - Discouraging: national conference style events which I would imagine involve a lot of travelling and the need to sit through the determined ramblings of the old guard. While I recognise their immense contribution to the sport, the world is changing rapidly and we need to change or die.
 - More 2 way communication with us!
 - More openness and discussion by the current committee. Perhaps just a more progressive committee.
 - Producing less incomprehensible documents. Ensure everyone involved with orienteering knows what the sport is. Let the sport evolve as it always has rather than imposing silly ideas upon intelligent people.
 - I leave it to the committee to decide. That's what I elect them for.
 - Provide schools with proper maps and ensure teachers are shown videos of proper orienteering events to promote how competitive the sport is, and to move it away from the "treasure hunt" that they seem to teach.
 - Improve the strategy, management and delivery of the current performance and talent programme
 - British Orienteering understanding better what is going on in clubs, establishing best practise models and that the one size fits all doesn't work
 - Club league tables of club participation, number of events, activities. Statistics as a percentage of size and for improvements in the numbers each year. Then national awards for clubs that top the league tables.
 - university club, so not entirely relevant
 - I think the emphasis is wrong with everything geared up to younger beginners. Why bring in juniors when they leave the sport at 18 because they lose interest? Should concentrate on the 18-35 age range - they generally have more money than juniors anyway.
 - The idea of MP3 is pretty basic and obvious. So we as a club will get on with our end of it as it's what we want too
 - Forestry commission charges and charges by landowners are making it impossible to run small local events at some of our mapped areas
 - At club level there are too many hurdles with regard to certification of coaches and event officials. The result is that too much work falls on too few people. All club members should be encouraged to take their turn, with "buddy" support. The coach should not be limited by levels - they should organise sessions for all, using talent within the club to supply appropriate activities for higher levels.
 - Already fully engaged.
 - I have no interest in a "whole sport plan" (more management bollocks) and just want you to stop inflicting me and my club with jargon-filled communications, unnecessary reviews and bureaucracy. BO is far too large and intrusive a governing body for the size of the sport. It should be downsized and focus only on tasks that clubs cannot carry out themselves, e.g. arranging insurance and national access agreements.

- Our members don't know what the whole sport plan is!
- Cost of levy charges for events need to encourage clubs to hold events not penalise them for high turn out of competitors.
- Let the clubs and competitors initiate and decide the way forward. For example- it is one thing to ask these questions but the membership should be saying how these should be translated into action.
- Less dictating from the centre, more consensus with the clubs and associations. Clubs need to be persuaded rather than dictated to.
- Less bureaucracy surrounding qualifications
- Minimise bureaucracy. Reduce the levy. At a recent local event I heard organisers bemoaning that the unexpectedly high turnout meant that we lost money on the extra participants, since the low entry fee didn't cover the levy. In these days of rising cost of living and especially relevant perhaps fuel, keeping event entry fees down is key. The levy doesn't help. Cut unnecessary costs, starting with printed publicity such as Focus.
- Make sure the club can stage events without a whole range of hoops!! All orienteers, organisers, planners and controllers start their career in a club that they join. Clubs provide the route to an enhanced sport.
- 1. Explain why we have to have a 'whole sport plan'
- 2. Make BOF fit what members want, rather than members fit what BOF wants
- Not sure. We operate well as a club.
- I am sorry to say that British orienteering is not interested in what most clubs think only ticking boxes for the government funding.
- In short, CUT THE CRAP.
BOF is alienating the majority of its membership through the creation of endless bureaucratic hoops and an insistence on a politically correct 'one size fits all' sport. The impending regulation of organisers is an example of this, it is a fallacy that organisers require "support" (= more red tape) from BOF, clubs already do a good job at this. Likewise, the super-catchy slogan "orienteering is an exciting outdoor adventure sport enjoyed by people of all ages, abilities and backgrounds" means NOTHING at all and is unlikely to attract anybody whatsoever as the 'sporty' will be turned off by such a ridiculous slogan and the unsporty and unlikely to enjoy running through marshes no matter how often you tell them they can and should. I would like the next WSP to shift the focus from the needs of bureaucrats to those of members - orienteering is ultimately about having fun and BO would do well to remember this as they force more and more policy on their members. Furthermore, I would suggest lowering expenditure on Red Tape, governance and the exceptionally well formatted propaganda mag Focus so that our elite orienteers don't have to organise their own summer training tours.
- The vision is very much viewed as top down, so it should be as written, but appears to the grass roots Orienteer as "more podiums" and well one out of three is not bad!
- Absolutely nothing at all . it is full of management speak and Sports Council related jargon. The "document " is aimed at the Government Agencies not the clubs or members.
- More incentives for the average orienteer
- Needs time to move forwards. Learn to accept lots of little steps to get there. Committee needs to discuss and support every step. (so slow)
- Many members of my club are lost in their own little world. Finding champions to encourage and persuade other members to look more widely could be of great value.
- 1) To increase the club orienteer's awareness of the elite squad that represents Britain, those who run for Britain should be made to run in GB kit at major events in the UK (British Champs, JK, etc.) - in the past this has been the case and this year the GB squad were a lot less visible.
- 2) To get more people involved as event officials, need to reduce the red tape that is placed in front of them. Eg. coaching shouldn't involve so much paperwork, it should involve actually going out and coaching people. Organising shouldn't require the attendance of a course on how to fill in a risk assessment. Organising an informal coaching tour by a club shouldn't need a registered coach to be listed.
- It is a slow process and interests only a small minority of the membership
- I'm engaged already. For better club engagement, we need better communication links between clubs and British Orienteering.
- Needs to be more relevant and we need more coaches to help deliver the programme for new participants

Comparison response:

9) What single initiative will increase participation significantly?

- I don't think there is one single initiative - its a steady drip of several ideas. However small local events do seem to work as a recruiter for my club.
- More low key events in parks
- Involvement of a sports celebrity (preferably an Olympic athlete medallist).
- more local opportunities
- Publicity on television
- More populist beginners' events with excellent publicity.
- more local events
- working with schools and linking with local club events, so parents are involved transporting kids.
- More publicity.
- For me, as a mother of a young child who loves orienteering, it would be having more low key, local events. This may involve more mapping of local areas. I often don't go to events as I find I have to drive more than an hour just to run a couple of kilometres. More permanent courses would be nice too.
- Push the family aspect, try to provide string courses at more lower key local events
- more permanent courses
- More local events at minimal cost to the participants
- Keep costs as low as possible whilst having more local maps.
- Online branding and promotion through the use of social media - low cost, high returns.
- major advertising, eg. tv
- More BOF help with running events inside schools
- Come and try events.
- Community Orienteering
- Working with communities
- clubs organising lift sharing and socials to make events more accessible and less daunting to newcomers
- Reduction of event entry fees and ensuring events are marketed to local orienteers - the days of people travelling many miles to events are dying as fuel costs increase and due to concern over environmental impacts of travel
- Cheaper entries.
- Use BOF staff to advertise club (level C&D) events locally.

- You have to target the mums and dads and market the family friendliness of the sport. Going into schools is fine but if the mums and dads aren't willing to then take their kids to events you lose them.
- I started orienteering at night score events, and quickly found myself to be part of a community as we all normally ate together afterwards. This is often missing from day time events, and when I started going to conventional day orienteering I often felt lonely and out of my depth as there was often no one I knew to talk to and hang around with at the finish or start. It was quite off putting and unfriendly, even though I knew that orienteering wasn't like that at all.
- There has GOT to be a national media campaign. I have feedback from schools why things are not working: competition from other sports, football dominating and lazy pupils and parents. I think that we MUST have a lot of national media and TV exposure. BOF should focus on having a national month of orienteering events with features on TV and in the national press. Otherwise I would say, don't bother with trying to increase participation.
- more simple local events and activities
- Reduction in costs
- Simple local events in parks geared to newcomers rather than difficult woodland events primarily aimed at experienced club members.
- Simplifying the sport for newcomers
- If I knew the answer to this it would have been done.
- Getting orienteering into the sports pages. The World Champs in the early 70's plus Chris Brashers articles in the Observer brought many of us into orienteering
- A newcomers competition/league where parents can compete with their children directly.
- Marketing it through schools as a family sport - with specific family friendly events.
- An outside person coming into the school to host an event. Pitches at year 4-6
- Increased awareness of events through advertising at mountain walking/running/social clubs.
- There almost certainly isn't one, or it would have been done by now, as communities around the county are diverse, but as a suggestion:
Nominate a few weekends each year (and possibly a full week in summer, though undergrowth limits the quality of event and might give a bad impression) as "mass participation" challenges - only Level D events would be allowed with clubs encouraged to put on as many as possible. This would enable all experienced orienteers to be focused on their local area without distractions further afield, and would also provide the opportunity for a national publicity campaign.
- I'm wary of increasing 'participation'. We want more people orienteering at events. People turning up at a regular 'club night' with minimal orienteering content may tick a Sports Council box, but won't actually do anything for orienteering.
- More events geared towards young people/students. Possibly with freebies/prizes, and in locations easily accessible by foot or public transport. Orienteering has the potential to have a far greater appeal to a far greater number of young people; just needs a bit of extra facilitation.
- more event in the summer when people have time to try it out with family and kids
- Schools orienteering - bridging the gap between on-site and "real" orienteering. Loads of kids are exposed to orienteering at this very basic level but very few actually experience even a local event.
- More media coverage or advertising, still an unknown sport to many except 'something I did in scouts'
- Be hard nosed about it. Focus on those people who are most likely to take up and stay in the sport. E.g. Bringing children into the sport is good, but schools rarely become involved because of the out of hours time required of teachers. But Scouts/Guides consist of children who (mostly) want to be outside and come with leaders who want to do things with them (and have transport).
- Local events to increase involvement with low cost.
- reduce entry fees
- Introducing orienteering to the national curriculum, plus linking schools with local clubs.
- Lobby government for compulsory Orienteering in schools.
- More frequent, small scale local events, to ensure people who are new or "casual" orienteers always have another event in their calendar to aim for. There are too many gaps for those unable to travel far and this means making progress is difficult without the continuity.
- Publicity focused on getting over the message about what orienteering IS and how newcomers can start.
- getting young people interested
- Publicity and sponsorship from a multi-national Company/organisation
- Improved access to orienteering.
- Having more local frequent events that offer a multiple number of courses at a lower level (Yellow, Orange).
- Reduction in fuel costs.
How often can you get a pollution to joinin? After all they should be encouraging the nation to get fitter.
- university orienteering clubs
- Removing the over 16 age limit on urban events to increase youth participation, and providing more high quality local orienteering with electronic punching and good maps.
- More simpler, cheaper events.
- A friendlier and more accessible route to participation of new members at events. It should be intuitive how you arrive and enter and take part in an event.
- More local events held throughout the year
- social mixed with training/racing (lagganlia!!!)
- Getting rid of the perception in the public that orienteering has something to do with boots, GPS and other common misconceptions. Related, make schools orienteering a bit harder by doing it outwith school grounds so kids can see it is fun. Aligned is persuading insurance companies that urban orienteering is safe for kids and encouraging planners / organisers to get courses in quiet areas to allow the under 16s to compete.
- supporting events such as Cliffhanger
- Don't think this is necessary.
- More national PR & Marketing on the sport in general and big events. Less "development officer stuff" in school halls
- More socialising at club level, more club nights something that some clubs do substantial amounts of but most very little
- One of our club suggests targetting mothers, who might involve their children in the sport...
- Getting orienteering back into schools.
- Publicising local events in advance to groups who might be interested and may subsequently take up the sport. (E.g. schools, scouts, local sports clubs, article in local paper, posters in the area a couple of weeks in advance?)
- Support for schools orienteering (bring back regional development officers). Also get running clubs involved.
- Focus on schools.

- I think the sport should adopt 15-40 age group participation at its six most high profile events each year as its key measure of health.
- Better Marketing and Advertising, selling the sport as THE adventure sport and the basis for all other adventure races
- introducing young pupils as part of the curriculum & maintaining their participation
- Improving publicity in local areas.
- Why increase participation? There are often too many people at events already.
- More promotion of local, convenient urban/park race orienteering on week day evenings a
- Little & Often: Local events
- Lobby TV/media to at least occasionally show and explain an event
- Marketing outside of orienteering. E.g. city race
- Try to make "normal" events more family friendly
- promoting, making it look attractive to young professionals, seeking challenges
- more activity at school and college level
- Improving the public understanding of orienteering as a competitive, racing sport. Working with schools helps us to ensure that future generations can think of orienteering without visualising rucksacks, picnics and OS maps.
- Making local events simpler and easier and increasing the number of them. Only B events should need pre-entry - discourage pre-entry and restrictive practices for C and D events.
- More volunteers, or people who are willing to give 2 hours each week, whatever their level of knowledge, we can always train them up to do a job.
- Regular, good quality, local events - 30 - 50 miles max, without pre-entry or premium fees.
- Given the present cost of motoring, more events local to towns and cities, and/or close to public transport links
- PR activity. We MUST do more to get positive publicity, in national press/bbc sport/tv etc about orienteering. If the public perception of the sport improves then participation will improve/
- Define a single image of the sport, rather than try and be all things to all people. If we want it to be a competitive active sport, then say so!
- don't know
- Helping clubs to help themselves
- Orienteering must decide whether it is a sport or a keep fit activity. Or can it be both and still appeal to the talented youngsters? (-and remain cool!) I am convinced that if it is promoted more as a way of retaining fitness as one ages, then the attendance would increase. At present we don't make it clear whether we can cater for both groups of people. And should we?
- Getting rid of the blame culture and whiners who are quick to criticise. That is why I will not take on the role of planner or organiser. I do not want to be pilloried on nope sport. Getting rid of mystifying jargon. I do not understand the event structure C4 and C1 whatever they are mean nothing. Call an event by what it is - local informal. Describe courses as easy short. We need to start being normal and not so idiosyncratic and weird.
- Publicising orienteering as a challenging adventure sport.
- Publicising orienteering as a challenging adventure sport.
- Reduced event costs. Reduced bureaucracy.
- more simple local events
- Fame on t.v. and repeat showings of that video on Youtube
- More humor in orienteering -s how the muddy side of it - show how clean and tidy we are in the cars afterwards, due to availability of toilets/showers at most events. Showing that mud can simply be boxed up and that carshares help us learn O techniques will encourage more carpooling.
- Making communities aware that orienteering is a sport that can be participated in locally
- Sorry i think there is not one. Orienteerers are diverse and I think we need to offer more diversity in the type of events offered.
- there isn't one
- A more flexible approach to entries/start times etc.
- For example, the A class events seem to perpetuate a rigidity towards start times, when with SI and Emit, the system should be able to accommodate a start and go approach, within reason of course!
- publicity
- cheaper local events
- Making it more simple to organise events
- A prominent orienteer becoming a celebrity, or a celebrity becoming a prominent orienteer. Both unlikely.
- More local events ~ try to ensure that level 2 events become " that little bit special". They are overpriced when compared with the regular Sunday morning colour coded event. Some clubs have compromised on expected "standards" but still charge the higher fee.
- Pre-entry fees , although helpful for the big event, should not be charged where participation is unlikely to be greater than 300 runners.
- These events need to attract the more local turn up and run participant who cannot always plan their lives around orienteering.
- Total focus on attracting the family. Without family support (Travel etc) participation alone leads to poor retention.
- More and better publicity about orienteering in general and local events in particular.
- More local events at a modest price.
- Urban Sprint racing on Television!
- The challenge and park races run in cities offer opportunities to try orienteering in large centres of population.
- local events at affordable prices
- University clubs, it's a time when everyone tries lots of new things, so it's easier to get people involved. Also local groups getting whole families into the sport together.
- Local publicity officers firing on all cylinders
- Representation at the Olympics
- enthusiasm of 'message' to take part
- Wider advertising of events, particularly park, urban and Come-and-Try-It.
- Getting mass media coverage of a major O event
- Encouragement to hold more CATI type events
- (a) Orienteering version of 'Parkrun'
- (b) Virtual 'O' playable on a treadmill in the fitness gym
- More quality local events.
- Trail and urban events to attract people, especially runners. to the sport
- More events in the forest.

- Seeing the sport through the eyes of new/younger participants - 'traditional' orienteers need to recognise that their model isn't appealing to everybody and that currently the sport isn't particularly accessible - especially as anyone that is new to the sport is treated with contempt by 'lifelong' orienteers.
- More events locally
- No single initiative will do this, orienteering is a sport for all and therefore you can not say one initiative will meet the needs of everyone. One initiative could be a trun off for others
- In Bristol: More quality maps of areas of all kinds. New areas and remapping (not updating) existing areas. I want to go orienteering 52 weeks a year easily (I really like the WCOC model) More maps, especially close to urban areas, makes it easier to go orienteering. Also more opportunities for training.
- It must start with explaining what orienteering is. People are still not sure.
- Allow Scouts ,Schools etc to be group members of BO as they used to be.
- A regular venue every week, never mind returning frequently to thje same place.
That's what my French club does.
- Greater national publicity of what orienteering is actually about. Most people believe it is merely a bit of a hide and seek game, as they were "taught" at school and in the scouts, We need to convey, in the highest level of media possible, that it is a highly competitive sport.
- More urban events to give the sport exposure to the public
- Publicising the sport to a wider audience, i.e. getting articles in newspapers etc.
- Build the links between children who try orienteering at school and orienteering clubs
- Informal, local, frequent to hook families
- The OD model - just look at how many people attend their Local events now and what has been achived by their Juniors and Seniors, not related to current orienteers that have come into the club.
- Quality events based in schools during the school day to encourage participation amongst juniors using the latest technology etc.
- Better publicity and support for publicity officers is the quickest win.
- Cheaper entry fees.
- Simple events on local areas with a consistent format which newcomers can get used to.
- Convince students that the sport is trendy not weird - people are likely to take up new activities at university. Welcome newcomers to races (not "events") rather than put them off and make sure events are organised to perfection to give a good impression.
- more TD3 events
- inexpensive events
- real support for university / college athletes eg. minibus possibilities for under-21's
- Professional internet marketing. E-mail sign-up lists for beginners/people thinking about the sport etc. They are then emailed every week or two with local events, announcement from local clubs, links to videos on key skills etc. Sign up to geocaching.com for a successful example...
- Consistant support for universities with appropriate local training to develop those new to the sport.
- more local events at a reasonable price
- Emphasising the enjoyment and fun for the participant and not just dwelling on the podium places.
- lower bof levies allowing events to be run with cheaper entry fees which would be more attractive to families
- (continue with and enhance) customisable marketing materials for clubs. Most orienteers, including me, lack graphic design skills.
- No single initiative will achieve this. Clubs should be left to decide what will work best for them, rather than being pushed, or bribed by grants, into supporting national initiatives which in many cases are inappropriate for them.
- Coaching to move beyond novice
- Making it affordable and easily accessible in the current economic climate.
- Get a major sponsor/government related initiative on the health benefits of the sport c/f BUPA involvement in local authority road races.
- Focus on providing more simple to understand (in terms of courses) events local to the community. Perhaps course descriptions from the colour code structure to small, medium, long etc. Beginners need a string of events very local to them before they will become hooked.
- I doubt there is a magic wand solution but you could specifically target people with a Maths or Science A Level since the 1970's survey by Southampton University showed that most orienteers had these qualifications.
- costs
- Creating clubs within schools and universities with links to local orienteering clubs and transport to events (eg school minibuses)
- WOC 2015
- Use social networking to link to interested individuals and communities. Which BO employee is responsible for converting interest in relevant online-organised activities into trial of orienteering? Example: Nike Grid in London last October - 3,000 competitors and a huge missed opportunity. A few participants from the O community put in an effort but if BO were to focus responsible resources on this then we could have produced more new orienteers in the London area in a stroke than in the last how many years? Look out for more social network based activities and pounce on the next one ?ideally getting in before launch by Identifying sponsors/organisers/etc and partnering with them.
- Courses at events suitable for adult beginners
- Providing LOCAL opportunities to orienteer, with events put on by the LOCAL club.
- I don't think we want to increase participation significantly. Why do we have to get bigger?
- Making the sport and clubs more sociable and approachable.
- stop putting up the event fees
- Supporting clubs in providing regular and accessible events, simple in format but with full event infrastructure however small the event might be (e-timing, pre-marked maps etc).
- Making orienteering cool. No more 'The Adventure Sport for All', we need a return to the exciting, dynamic mantra associated with BOF's own slogans of yesteryear. If we rebuilt BOF around "Orienteering: Run Clever" or "Cunning Running" while simultaneously removing bureaucratic hoops and orienteering jargon (including colour-coded course names) I am sure orienteering would begin to appeal more to the masses and shake off its DofE/Ramblers associations that so many seem to harbour.
- We had regional Dev officers, they helped clubs a lot with school and other areas of development. Now and without any real consultation the club is left to fill the gap. Your decision set us back 2 years, it will take us that long to put a system in place to work as well.
- Somehow help the progression from local, simple events to participation in more "traditional" O events through more family oriented initiatives
- More events where the organiser etc. doesn't need to worry about additional form filling and record keeping

- lower cost
- More events.
- school orienteering.
- Gaining national publicity probably through encapsulating improvements to fitness and reducing obesity
- More urban events as they find it more fun
- Lots of events locally.
- A summer series developed and introduced in 2011 is having a small but relevant effect. But it still takes more than one person to run each of them as yet
- Making orienteering more "cool and exciting" to the missing generation of 20-40 year olds.
- More local event

10) What single initiative will help to keep people involved in orienteering?

- Lots of local events and perhaps a good club social life.
- Ensuring standards at events are maintained at the correct level - e.g. keeping to the guidelines when planning courses and not making courses too long/difficult as is still happening.
- More social side
- More local events
- Better publicity at a local level. Involvement of local councillors and media. There is too much insider gobble de gook
- Lower membership fees - the levy system can bridge the gap and favours those using facilities paying for them
- active and friendly clubs
- More emphasis on 'Sport for Life', ie encouraging people to enjoy the sport at all levels for the purpose of increasing and maintaining a healthy lifestyle, not (just) concentrating on the competitive end of the sport
- More use of social media etc to keep people engaged and informed.
- more local events
- putting on high quality events at every level
- More local events. More possibility to enter on the day.
- I started orienteering in the Army and ran an orienteering club in a services boarding school. In both these environments orienteering was highly regarded as a sport which developed useful skills. I feel that the problem in civilian life is that Orienteering is maybe regarded by young people as being rather 'uncool'. I would therefore suggest that if children are involved in orienteering, through schools and local clubs, from a young age and that the initiative is then continued into secondary schools, it may help. I had our school grounds mapped and used to have lots of fun events ringing the changes between score, relay, getting the kids to set out their own courses and any other variations I or they could think of. So in a nutshell, get kids involved and keep their interest.
- Encourage people to have a picnic/BBQ after the event.
- advertise the sport, get it on or talked about on TV/Radio
- Quality of the event, namely terrain and courses
- A friendly, rewarding culture at all levels.
- Treat newcomers like precious customers. Engage with them, connect to them and communicate little and often. E-mailing lists, RSS feeds, blogs for our elite orienteers and top coaches.
- Prizes for different levels of participants
- Prof help in schools.. students have told me they will only go if their friends go...
- Variety of courses suitable for intermediate level orienteers.
- Community Orienteering
- working with the clubs
- More events locally more frequently; and by events that includes training, competitions, social events.
- Cheaper entries.
- Rewards - complete 5 events and get a tshirt or shopping voucher for outdoor sports kit etc. Complete 10 eventsetc, etc
- Keeping it fun and easily accessible
- Sorting out transport - whilst part of the charm of orienteering is travelling to new places, this can be costly and complicated.
- More local events, simpler ones.
- reduce the volunteer burden; fewer courses etc. just accept that classes are combined and winning times may be longer or shorter than the guidelines. Just have colour coded events instead of all these age class events; we do not have classes for those who are over 15 stone or those that are early retired and train for 8 hours; both of which are more relevant to me than those who happen to be the same age and sex!
- Reduction in costs
- Conveying that they are doing well rather than finishing last everytime. Perhaps this means a new classification of 'NOV' rather than age and preparing the results in a different format.
- Go back to the old ranking system with separate tables for Long and Short courses per age group (and include a combined table as well by all means)
- See answer to Qn 9
- Well run local events in good forests with decent maps
- As above. Keep the parents interested.
- Maintaining regular District events.
- Memorable, quality competitions that provide "comforts" expected in sports these days (eg adequate toilets, childcare, commentary).
- The biggest problem for keeping people involved are that many events aren't very sociable. More emphasis should be placed on event arenas at all levels of event with clubs encouraged to bring banners and tents and organising clubs locating the finish in or adjacent to the car park with plenty of space for them - even if this slightly compromises the quality of the courses towards their end. This applies to _all_ levels of event, not just the major ones - indeed it is probably more important at Level C as the people going to major events are already committed.
- Changing to a less obstructive insurance company. Banning children from some events, putting hurdles in the way of organisers, the present insurer is not helpful!
- Fun
- Ease of access to events; i.e. information about when the next event is, and how to get there easily. Friendly faces.
- good event also over the summer

- I suspect that a very large number of athletes, particularly women, must be put off by the lack of even basic amenities at local events. Would you put on a local road race without toilets - of course not. We should consider ways of encouraging this - how about a discount on the BOF levy?
- More events that are easy to get to without long car travel. Fuel prices a major issue for some
- Lots of events that they want to - which for the majority will mean more events close to home
- Local events to increase involvement with low cost.
- simplify red tape/admin/management to make putting on events easier and cheaper
- Having events at times and places that are convenient.
- Less red tape.
- A good range of event styles to develop different skills eg night events, score, contour only etc, which will maintain peoples' interest and develop their skill levels.
- Clubs to communicate better with newcomers by (a) staging more local events and (b) encouraging them to attend. Volunteers need to be appreciated more too.
- building up a network of young people in a club
- Realistic membership structure.
- Having coaching so that people can progress, and a lot more local events
- Mentoring. We are a fairly insular bunch, after all what do we do. dash off on our own and wander round a fell or forest on our own and compete against ourselves. If the newcomer isn't in the group or has many other interests then it is easy to become excluded. Some may persevere to be just interested in just orienteering to the exclusion of all else. I know it's not like that, but can be viewed from the outside as such and one doesn't want to be overbearing.
- effective clubs
- Regular opportunities to orienteer properly locally with e punching and up to date maps, rather than running round sports halls doing club nights and 'orienteering'.
- Encouraging beginners to start with courses at the limit of their ability, so that they feel challenged and want to improve, rather than starting them on say orange, so that they finish and say "Done Orienteering" and move on to something else. It is the people who struggle and are determined to do better next time who will stick with orienteering and be the officials of the future. My friends and I started by running M43 courses which were hard, way back in the early 70's. Boy, how we struggled, but we persisted and later became mappers, planners, controllers etc and we are still orienteering, albeit rather slowly.
- Beer tents.
- New challenges, innovation and the social aspect. We should not be afraid to diversify in our events with new formats and novel events.
- More opportunities to run locally, combined with sufficient 'flagship' events for the more committed.
- Lagganlia
- Getting families with kids interested in doing orienteering as well. Concentrate more on people with an outdoor background such as hill walkers rather than runners.
- more team events (eg senior and veteran inter-regionals, north v south comps which can just use events which already happen)
- quality events.
- See above, and better electronic communication/websites from Bof/clubs/entry systems
- Same as number 9. Plus more organisation at major events and more opportunity to socialise at these events.
- Support for training event officials so that the burden of putting on a variety of events is more equitably shared
- Keeping the challenge going through the age groups and keeping the cost down.
- Badge schemes & ranking points probably work quite well. Children would probably like a ranking point scheme for them too (currently ranking points are not available for children).
- Ensure costs kept reasonable - reduce BOF levy and negotiate cheaper deals with Forestry Commission and local authorities.
- Less focus on elite - more on general membership.
- The national body should concentrate on supporting wide appeal and high presentation standard and prioritisation (across all aspects e.g. selection, rankings, overseas teams) of up to 6 major events per year. (Summer Multiday, JK, British Champs x2 (not nights) and I would argue the Harvester weekend and a new Autumn interclub competition weekend to replace CSCup final.)
- Making the sport more like a sport, rather than a pastime. So more training and coaching sessions for the whole range of members. No other sport fails to act like a sport like orienteering.
- achievable targets e.g. badge schemes
introduction to local events
- More permanent courses, properly maintained
- Quality events. Bring back badge events.
- Good quality, value for money events
- Lively Club Spirit
- Local permanent courses and clear information about them direct to schools & youth clubs
- Better facilities. Bad weather can deter people new to orienteering
- A consistent regular programme of events
- good prizes, the smell and look of something 'amazing' and 'challenging' so newcomers can boast about their achievement.
- reducing travel time, holding events at different times of day (a lot of youngsters like a lie in on Sundays)
- more variety of the type of events
- Marketing it to families.
- Concentrate on supporting ordinary club members and reporting on them instead of just focusing on the top.
- Keep it simple, just do low key events that are local.
- As above, with a good local and regional league structures to add spice. The East Anglian League works well, though some events can be too distant and in too poor quality areas to be attractive. The five year age band competitive structure is a real incentive to staying involved, and the number of age 50+ regular orienteers a unique strength of our sport that we should celebrate at least as much as elite performances.
- more guidance at club level for event officials.
- Same as above - publicity - and the idea that orienteering is actually a serious sport.
- Joining a CLUB that they feel part of and a sense of loyalty, pride, ownership etc. The national body is irrelevant and a hinderance in this goal.
- local event close to decent public transport
- Reversal of the trend towards regulations, standards and qualifications to volunteer for the sport
- Provide sufficient events locally, especially following Try Orienteering events. Developing more permanent courses could help with this.

- See answer to 9. Also need to market the sport. Need to explain what it is.
- high participation.
- high participation.
- Reducing the over abundant bureaucracy and allowing the sport to be run at club level by those who know what they are doing rather than by those who have certification of apparent knowledge.
- promoting a welcoming atmosphere, especially at larger events which can feel exclusive and cliquy
- A transport initiative for car sharing.
- Providing different courses and different types of orienteering (sprint, long, relay)
- A diversity of events to suit people and place. Less emphasis on health and Safety, coaching etc, get people out doing it. The rest can come later.
- leave well alone. Allow people to decide how they put on events.
- Capping the costs, why not offer discounts to the retired as well as Students and the "unwaged"?
- keep in mind that it is a sport run by volunteers and not a business with too much "top level" management.
- Making the whole thing an enjoyable process. I think providing social activities within a club as well as just orienteering is a good way of doing this as everyone gets to know each other better. This also helps develop their orienteering more as it gives people a chance to discuss their courses and learn from each other.
- Reduce the red tape and help people with the IT. Orienteering events have become too complex.
- Fewer rules (more guidelines) from BOF.
Stop loading more requirements on a diminishing band of committed volunteers. training courses should be offered and attendance encouraged but not made mandatory.
- Remove the need for pre-allocated start times at every Level B event.
- Enthusiastic and welcoming coaching
- As above, more local modestly priced events. The cost of travel is now a major obstacle to participation.
- More REGULAR local events
- Abolish a lot of the bureaucracy
- less bureaucracy
- Progression - always offer a next step
- Run the sport for us orienteers and stop deluding yourselves that you are a corporate entity empowered to lead us where we don't want to go. Stop looking out and start looking at the people you are employed to support.
- interest and encouragement
- Evidence in the form of certificates for juniors (numbers of events, ranking points, badge standards etc) T shirt or reward for 100 events?
- Improving volunteer recognition
- Provision of series of local events so they can develop their interest after trying it once
- (a) Variety
- (b) 'retiring' orienteers becoming mappers, coaches or event officials
- More quality local events.
- More focus on the needs of ordinary orienteers.
- More local events.
- Being more ambitious/thinking outside the box - new formats of event that suit the changing world that we live in, that appeal to the media, sponsors and the general public in order to make it all sustainable. At the moment we're not thinking beyond the traditional way of doing things, we're not thinking big enough, we're not utilising different funding streams available to us, we're not using the media or social networking. Orienteering is an inward-looking, even cliquy, sport and that needs to change if you're going to attract and retain anyone outside the clique.
- Regular local events
- No single initiative will do this, orienteering is a sport for all and therefore you can not say one initiative will meet the needs of everyone.
One initiative could be a trun off for others
- Organisers/Events being more relaxed/social.
- Regular events/training like typical extra-curricular clubs. Whether it be a choir or an athletics club, there should be something each week that is pretty constant so it can become part of a weekly routine.
- A Board that believes in its members rather than a board that thinks it is right and everyone else is wrong
- Convert 'runners' into 'navigators'
- Have a stricter structure for the International/National and (what used to be called) badge events whereby entries should be by age level, but have a free and easy choice of courses at other events. There used to be a period when there was a natural progression from local, through colour coded, on to badge events, nationals and internationals. This progression has now gone and the sport seems to have lost its way a bit.
- Greater diversity of events at local level
- Regular local events
- More innovation in event formats + better media coverage of the sport.
- frequent opportunity. car sharing
- Lots and lots of good local events on suitable areas. The sport has to respond to the current and ongoing economic state of the country.
The sport has become too costly to travel longer distances and pay high entry fees, except for the odd big events.
- more local events, local leagues - light competition for people to aim towards like the club Forest Leagues etc.
- Any initiative to help club spirit/socialising.
- Cutting out the beaurocracy of the different levels of events. Cheaper entry fees.
- Ensure there is a strong club atmosphere - more social activities either as a club or post-event pub lunches etc.
- improved social side
- inexpensive events
- some sensible adult award schemes
- Keep juniors in the sport by scrapping junior elite courses, building the colour coded system, not overly focussing on the top few and generally not putting off the majority of those who aren't in the top 5 or so in the UK by the time they are 18.
- local community clubs - training, competing, organising together (perhaps under the umbrella of a larger club)
- regular events
- More local and informal events where results are not important to maintaining club standings.
- more more local events, more national publicity of orienteering
- New areas, new formats. Urban racing has given us a lot.

- Keep the cost of participating down. BO could help with this by reducing levies and major event entry fees.
 - Coaching
 - A lifestyle/health improvement benefit it provides.
 - More events + pairs events mainly for women.
 - For most participants who do not travel great distances more regular local events are key.
 - Again, I doubt there is a single magic wand solution. However, the more opportunities there are to take part in an event, the more likely people will take part.
 - lots of cheap events with less bureaucracy
 - continue to provide good quality events at both local and national level without significantly increased cost
 - Keeping them happy. Not wasting our time with qualifications, glossy magazines and poor communication to talented (but not Talent) athletes
 - Cutting costs.
 - Support for local low cost events
 - Being able to orienteer regularly and frequently locally. Travelling to the big events is peripheral.
 - Providing quality events on quality areas (not urban parks) and returning BOF's role to supporting the membership rather than regulating and controlling it
 - The social aspect.
 - access to forestry land
 - Generate more club spirit by having more team events, and encouraging senior club members to take an interest in newer people in their club.
 - An INTERESTING magazine from the national association - NOT the dry, boring, propaganda rag we have at the moment that contains self-congratulatory reports on BO-coordinated events and reams of dull-as-ditchwater policy. For an example of how an official mag should look like, see the 1970s BOF mags - they may have been B&W and lacking any formatting, but they were interesting and had a sense of humour!
 - Stop annoying the grass roots, we are the sport. Consult before changing the way we do things. We are well aware the sport has to present itself better, but whether you call an event local or regional does not matter a jot!
 - more local events
 - See 9.
 - less bureaucracy
 - Building social side post event/ training.
 - In tough economic times, events nearer to home
 - Making it fun and sociable.
 - Lots of events and training
 - Lots of events locally.
 - ?
 - Making it easier to be a volunteer official (better training, better guidance).
 - Improving the welcoming at events and adding a social feel
- Comparison response:

11) What single initiative will help to deliver more medals at the World Championships?

- I don't know - I have no experience in this area.
 - Unsure
 - Don't care
 - Keep all enthused and interested!
 - I'm sorry but I really don't know.
 - elite coaching
 - developing a support network to help athletes secure supported employment to allow them to train at the level and intensity needed to compete.
 - ?
 - Don't know
 - Support the young talented orienteers.
 - Support all gifted orienteers (not only those that can achieve the commitments required currently - eg some young people are not able to make the necessary number of sessions but they are extremely talented).
 - encouraging more school age young people to participate
 - Better Coaching
 - Identifying potential champions early and working with them to have a coach assist them
 - Orienteering in Scotland and the Lake District. People need higher standards to be able to compete abroad.
 - Start top elite orienteers first at UK competitions rather than last (when tracks are obvious in the forest).
 - Borrow Harry Potter's magic wand or trip wire the opponents!! Sorry but i can't think of a sensible alternative
 - Identify talented youngsters early, bring them through and get them to continue with the sport.
 - Give some of the money directly to the athletes who have already achieved a top 10 or 15? World Cup result and let them choose how they wish to spend it; if they want to hire a coach or be tested in a lab then they could. The rest should be banked and given to those who get a medal or top ten result, say £10,000 for a gold £5,000 for silver £2,000 bronze and £1,000 for top 10.
 - Inter club competitions
 - Increased support at Schools and Universities
 - I fear we may already have peaked in this respect
 - Targetting school & university cross country running clubs / events
 - More support for those willing to become full time athletes - some incentive of sorts? It's progressively going in the direction that you have to be full time.
 - Reduce British Orienteering HR costs through via downsizing staff numbers and/or hours and reallocate funds to junior athlete tours.
 - Offer a British passport to some elite Scandinavians just outside their national squads :-)
- Seriously - we don't have the resources to support a large elite programme, so focus BOF's attention on developing orienteering as a participation sport and encourage our own top elites to live in Scandinavia and take advantage of their top clubs' facilities and support. Medals will come to the few who have both natural talent and the focus to succeed, but this is not something that a governing body can really control.

- Cutting back on junior tours is certainly not going to help, although I appreciate the financial problems.
- Wider pool of talent i.e. provide more training opportunities which are accessible to greater numbers of people irrespective of initial ability, if they have the wish to improve. This would also improve the social aspect which helps keep and attract more people into orienteering.
- The only way of achieving this is to have a bigger pool of talent to fish in. As suggested above getting larger numbers of kids to real orienteering is the answer.
- probably more high level coaching and financial support for the best. Also get them young and keep up the interest level of those showing promise.
- Broaden the base of the pyramid. The more MW21s etc in the sport then on average we will have more good people available to move into the Squad
- Attract orienteers from other running based sports.
- Lobby for more disciplines, especially mixed Sprint Relay and Mass Starts which play to GBRs strengths.
- Perhaps ensuring people know about them - I know nothing about them, and if all orienteers knew about them, maybe we would find there were more talented people out there aspiring to attend than the current pool.
- Much More clarity and fairness in the selection system for all ages and levels. This could be accomplished by rotating the talent selectors. Currently the same selectors are choosing people who they believe have potential for camps, and then they can choose them again the year after for races/tournaments/other camps. If the person they have selected does not get selected again, they may feel like they might have made wrong decisions, and even subconsciously they might favour those who have performed well in the past, but not in the selection races. I believe having a yearly rotation of different selectors would lead to a much more fair, unbiased, evidence rather than opinion based selection process, and thus athletes will know exactly what they need to do to be selected, rather than relying on the selectors own personal opinion, which, unless the selectors have never met any of the orienteers involved, may be biased. If this is not practical, selections should be made "Blind" with the selectors not knowing the names of the runners results they are looking at. Although Selections should be based on one season of racing, so everyone feels they have a chance to be selected, and that the "Big Names" in their year will not be selected regardless of performance/ injuries/effort in that season. Whilst you at British Orienteering may feel that these changes are unnecessary, I, personally, have known many extremely talented young orienteers who have been discouraged, and have left the sport, due to selectors not selecting in a way that many would feel is not fair. (I.E. selecting athletes who have not ran all season due to injury to run in international competitions over the summer) Surely encouraging and developing these talents, will lead to a much wider group of orienteers who are able to compete at world championship level, rather than focusing on only 2 or 3 people per age group. I understand that BOF is suffering from government cuts, but places do not need to be increased. I believe merely the knowledge that if a athlete does do well, they will be selected, regardless of previous performances, or their "reputation", would lead to a far greater number of young orienteers continuing to a world class level. And with a larger field, comes a larger potential for medals.
- Increasing the number of juniors - pitifully small at the moment
- Making it easier for top athletes to devote time to training, e.g. sponsorship.
- A structured programme for fewer athletes. Develop the best.
- Get more teachers involved in actually competing, but don't forget they are also far too busy with other things to be always in the organising party.
- good coaches at top level
- Providing more high quality training opportunities in Britain and abroad for very talented athletes with proven physical ability and technical potential, and focusing on working closely with athletes who are very talented, rather than a larger number of athletes most of whom do not have woc medal winning potential.
- Making sure that both youngsters and their parents are kept interested. Behind every successful top flight competitor, whether in diving or motor racing there are pushy parents!
- A large, functional national squad - not the half hearted excuse we currently have (which I am a member of).
- More people and more belief. A larger pool of athletes will mean they push each other and raise the standard of British orienteering. There also has to be an emphasis on self development, people should perform for themselves and not at the mercy of some higher being, when they enjoy and strive for them self they will perform. There appear to be some resentment/fear of BO rather than the personal connection there should be. I think it would also pay to make the 'elites' more accessible, you see the other nations publicising their athletes on the national web page, through this they have a personality and a connection to the wider public and more importantly the younger generation. You can underestimate the power this can have, the idol effect for it is the younger generations attention and imagine we want to capture to produce medals in the future.
- Experience abroad (tours) for juniors from a young age
- Taking as many athletes as we can to all European championships plus JWOC and WOC. This means 4 people in each age class to EYOC as well as the higher profile JWOC and WOC. Don't be afraid to ask for athlete contributions higher than at present and get the athletes to the competition earlier to let them get acclimatised.
- Make sure all 'elite' athletes have a coach and are coached on relevant training camps
- There isn't a single initiative that can do this. It's a few things: funding, quality training opportunities, quality coaching (not just O coaching but state of mind etc too)
- Money for more world class coaching and training.
- Better terrain to train on or at least better maps in the UK more like european mapping standard instead of the generally fairly average standard we have. So support for clubs to do this.
- I don't agree with drafting in athletes from other sports. Increasing the numbers at the bottom of the pyramid is the main way to ensure sufficient elites reach the top. Goes back to getting school kids involved.
- Encouraging participation earlier - engaging more schools.
- Getting more kids involved in the sport - see above (bring back regional development officers and get local schools and running clubs involved).
- Don't see this as important to average orienteer.
- Large participation between 15 and 21 - so a larger pool available and potential world class orienteers are not so isolated.
- Communication of what is required to succeed at that level from the Performance Department, including typical annual training programmes, guidelines on elite orienteering techniques, openness and willingness to accept that they don't know everything and could learn from others in the sport, particularly at the Talent level where communication is terrible, with emails not replied to!
- financial support & reward
- Re-introduce School Sports Partnerships
- Enjoyment of orienteering.
- Getting more juniors involved in the sport and supporting their development

- Not Important to the average Club Orienteer
- no idea
- Quality coaching in quality areas.
- not bothered
- Does that matter?
- Same answer as 9 - make sure that young people (at least) think of it as a race.
- I'm not particularly interested in anything done to deliver more medals.
- Encourage talented athletes to do O in as many different countries as possible. I did, & it's certainly helped me in all of my competitions & also my coaching.
- This isn't an area of interest to me.
- More quality coaching/mentoring
- Money - this is difficult to get through UKSport at the moment, but SPONSORSHIP is key - get our top athletes properly sponsored. Noone is going to do this with such a bad public image of orienteering. Improve the public image (through good publicity/PR) and companies will want to be associated with orienteering and will support our athletes. The number of 'development' staff at British Orienteering compared with a 3day per week Marketing manager is terrible... employ a good Marketing and PR team! It will increase participation and performance.
- Promote the sport more as a competitive action sport to encourage more athletic people to try orienteering.
- more variation in those selected
- don't know
- Is this important other than as a justification for funding - would orienteering be better if it focused more on being self funded, used less resources but used them better, and kept in touch with its clubs
- Only by increasing the appeal of the sport to young people, so that far more talented youngsters are available for selection. At present, this country produces so few that there is little chance of our having the winners!
- Get more people involved in the sport. Need a wider base and value all juniors not just those who get selected. Juniors are often late developers. Make joint ventures with athletic and running clubs
- No comment. I think more focus on developing grass roots participation is more important than elite success.
- I'm not bothered
- I don't know
- A structured training programme adapted to the needs of the athletes
- Bringing on a bigger pool of competitors, they all develop at different rates, but we select too few too early. Those who perhaps are slow developers or have other pressures get left behind, become disinterested and stop. Perhaps these people should be held and taught not only competing skills but other things like planning, controlling, organising, so that these skills are not concentrated in an ageing competing group. This would also mean they would stay part of a social cohort which is an important factor in training elite competitors, they need to be part of a team, but if you take that team spirit away you get left with self interest which is not good for the sport. In addition these individuals should not only train but compete against each other more regularly so that the selections is not on one or two key races. We should look at models in other countries, as well.
- Bigger pools, more to choose from, less pressure as it is spread. Nurture the talent, don't put them off.
- who cares?
BTW, these are my own views not that of the club.
- This question is more about the British/english attitude to competition and applies to other more prominent sports as well.
I suppose that determination and sacrifice by those with the ambition is the only answer I can give, but I think that the best competitors have an intuitive self confidence as well.
- Again making the whole thing an enjoyable process so people want to work hard to achieve. At the moment I think there's is too much assessing and making of plans; which while I find this very useful and essential to help me improve I find it can sometimes make you forget the real reasons why you orienteer. I think there is a fine balance between setting aims, targets and making structured plans and keeping the process enjoyable at the same time. At the moment I think it's too heavily weighted towards the making plans and setting targets side and feel there is not enough of just enjoying the orienteering.
- No idea. Having more Scandinavian type terrain? Having enough money in the sport that people can do it professionally? Both unlikely.
Accepting it's a minority sport in the UK and we can't compete with Scandinavia may be a more realistic approach.
- Don't think many orienteers actually care if we get more medals. This question should be directed towards the squad members who take competition seriously.
- A much bigger, competitive & active membership in the 12-25 age range will, of itself, throw up a more ambitious & talented elite squad.
- More funding for regional junior squads
- The more people we have taking part the better the chances of having top flight orienteers who can win medals.
- Concentrate on Sprint and Middle - FORGET the Long - totally unrealistic
- Don't care
- supported coaching from a young age, so that young competitors showing promise can be kept in the sport rather than being put off through lack of support
- revamp the entire performance programme away from all this hoop jumping crap & get back to delivering quality coaching and training... self funded if required
- No idea
- Planning the coaching system from a purely orienteering point of view and not trying to adapt what may work in other sports.
- not important
- Increasing participation at school and university level.
- I wish I knew!
- If BOF shows interest in and support for the 18-25 year olds
- (a) Luck
(b) Make your own luck -practice in the terrain
- Get more fitter and better at orienteering.
- Re-badge some Scandi or Swiss orienteers as Brits.
- Encourage more participants at the bottom of the sport.
- More youngsters to get involved,
- Developing the sport as a whole so that it is more attractive and has more participants, thereby creating a larger talent pool, increased sponsor/media interest and an increased motivation to stay with the sport rather than turning to running etc. where the profile is higher.
- Emigrating to Sweden - OK, I'm not being serious, but as a grassroots participant, I find it very hard to get excited about this.

- Not sure I would want to do so. And any initiative would work against grass roots orienteering,
- Short term: For World Champs medals it's pretty obvious who wants to 'make it' - help them as much as possible; training camps etc. Be ruthless and drop people who aren't. This may not work in the long term; Get to really know all potential candidates, keep checking on athletes, show them that you care about (i.e. motivate) their progress whether you are supporting them directly or not.
- Greater emphasis upon the psychology of athletes in both their training and their competition. It must be taken seriously.
- Better training camps in different locations for different age groups.
- I'll be a better judge of that following the Champs in France where I'll be helping! Incidentally where were they during the training days in the terrains end May?
- More club training sessions for all club members so that more people get training providing a bigger pool which is therefore more likely to result in a higher proportion of capable athletes who can go on to more specific coaching.
- Early identification of suitable talent and keeping it motivated
- See my answer to Q8 above.
- Having the right management, coaching and support team in place. Our successful athletes are all highly self motivated, they just need to the right framework round them to deliver.
- Is this really important?
- Get quality coaching from a younger age, our athletes are about 5 years behind those in Scandinavia in terms of training. Coaches know a little bit about teaching basic skills. They know NOTHING about physical training. At international level it's the fitness differences that decide the medals
- Get rid of the opposition?
- external funding
- None it is up to the individuals train harder
- A permanent British camp in Scandinavia
- Providing knowledge as to how to train in a genuinely effective way to juniors. Particularly include physical elements of training not just technical.
- A broader base of talent; greater numbers training together and stimulating competition.
- Direct contact with employers of talented athletes to secure event and training participation.
- less snobbery by elite athletes
- Ample squad funding so that athletes need to work no more than part-time to be able to afford to (a) live (b) train, solo and in groups (c) attend competitions (d) get treated for injuries etc. But you knew that, and nowadays it's probably a pipe-dream.
- Who cares?
- Funding for training and travel to world class events all year round.
- Top runners competing against each other more often. If they want to be considered for WC selection then they should be competing against at least some of their rivals on a regular basis. Try handicapping them so nobody has an easy win.
- Not sure- not something I've thought about
- More funding, secured early, so athletes aren't wasting their time begging from potential sponsors.
- speak to France, Switzerland etc
- Need to look longer term and develop regional junior squads with more coaches and more access to training camps. Need to attract good junior and University athletes into the sport by changing the image and public perception of the sport to emphasise the competitive nature
- Working with Universities more.
- As above I would not focus on this unless it becomes a summer Olympic sport, which we all know is most unlikely, at least until technology develops more TV-friendliness.
- A larger pool of orienteers will provide the competition needed for the juniors to aspire to be the best.
- Best maps, best places, best planning
- Getting more people into the sport at an early age: it's a numbers game.
- who cares?????
- Not sure.
- Increasing participation by making Orienteering cool will cause a trickle up effect over about a decade - see answer to Q9.
- No idea apart from increasing participation and helping clubs to develop their own programmes
- Getting more people orienteering . with a small base you cannot have a sustainable top to the pyramid (and does it matter anyway!)
- have no idea - this is not what the average orienteer can do much about.
- Bigger Regional Junior Squads. Bigger base will need more coaches. Recruit more endurance athletes esp those in athletics.
- increasing participation.
- Getting members of squads at all levels to engage with other club members and those in neighbouring clubs.
- Lots of tours to QUALITY terrain in Scandinavia instead of ditching them for sports hall 'identification' :D
- Increase the pool of talented orienteers that are vying for places in the team as this will spur everyone on to better performances.
- Very few individuals are capable of this - the spotting of talent [by whom] has to come from the regional squads but the wider school population too
- Maintaining or perhaps even increasing funding and support of the Performance Programme.
- Developing more real athletes to be our future performance athletes

Governance Review (Including Events Committee and associated Groups)

A number of major issues have arisen in recent years that have caused the Board of British Orienteering to review the way in which the sport is being governed. A summary of these issues is attached in Appendix 1.

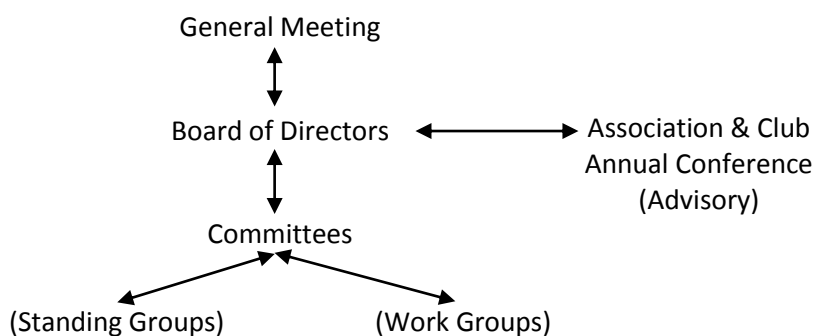
The intention of the Board is to bring clarity to the governance structure particularly with regard to the ownership, delegation, authority, responsibility and accountability surrounding decision making within British Orienteering.

The proposed changes will increase and improve association and club involvement in strategic decision making prior to decisions being made. A change to the current situation, where association and club responses are often received *after* a decision has been taken.

This paper outlines how this will be brought about, with the changes in the governance of the current Events Committee and its Groups commencing as soon as is feasible.

Proposed governance structure

The Board is proposing a governance structure that will address the issues of decision making and lines of communication that have been highlighted. The components of the proposed structure are:



The function of each component of the governance structure is outlined below. One or more members of staff will be associated with each of the Board and committees to provide information, support and guidance.

- **General Meeting of Members:** to elect the Board of Directors and transact other business that requires member approval as stated in the Articles of Association. General Meetings hold the Board to account.
- **Board of Directors:** The body of elected or appointed people who jointly oversee the activities of British Orienteering. The Board has a responsibility to determine the vision for orienteering in the UK and the strategic plan that will bring the vision about. The Board oversees and monitors the implementation of the strategic plan through the committee structure. The Board also has responsibilities for the business plan of British Orienteering and the monitoring of that plan.
- **Association & Club Conference:** To discuss major strategic decisions and advise the Board of their considered views. This will ensure communications between the Board and the associations and clubs regarding major strategic decisions is robust and takes place *before* major strategic decisions are taken. Additional lines of communication between the associations and the Board will be via the existing formal linkage between a Director and each association. For the Conference to take place effectively, agenda and papers will need to be circulated 6 months prior to the conference being held in order that association and club committees can give the matters due consideration.
- **Committees:** Teams of appointed people who have been delegated authority and/or responsibility by the Board for particular areas of work. The committees will be required to input into the development of the strategic plan and will then monitor the implementation of the plan in the areas of work they are responsible for. Each committee may choose to discuss with the Board the need to delegate work to a Standing Group or Work Group.

However, the committee will maintain responsibility for any decisions and associated work. The Board will require a dialogue with a committee prior to the decision being made to establish any group and will expect (i) the need for the group to be justified and (ii) for there to be clear terms of reference. The issue of the cost of such groups will need to be considered in the final decision taken by the Board regarding the establishment of a group.

- *Standing Group*: a group of people appointed by the Board or committee to oversee a delegated piece of work which is on-going in nature.
- *Work Group*: a group of people appointed by the Board or committee to oversee a delegated piece of work which is time limited in nature.

The Board will appoint the committee chair and members. Chairs and committee members will be appointed for a 3 year period with a maximum 3 terms of appointments (9 years). This is the same appointment basis as is used for Directors and should ensure continuity and rejuvenation is built into the system. As with Board Directors, a chair or committee member can stand down for one term and be reappointed. In the first instance the Board will appoint Committee members for a fixed period of time 1, 2 or 3 years, after which the normal appointment and reappointment process will commence. Approximately one third of the members of a committee will reach the end of a 3 year term each year. Any Standing Groups that are formed will be similarly appointed.

The Board understands that it has a responsibility to ensure chairs have a clear understanding of their role (see Appendix 3) and are equipped to fulfil the role. The Board is responsible for overseeing the induction of directors, chairs and committee members into the governance structure and providing training as and when such training is required.

Benefits

The benefits of these changes will be:

- To ensure the entirety of the governance structure is focused on and engaged with the vision for the sport.
- Increased clarity, giving committee and group members' confidence to operate within their roles and responsibilities and thereby creating a clear framework for decision making with a direct pathway between the Board and each committee.
- The people making the decisions are confident that they have the right to make the decisions; are responsible for those decisions and know how the decisions are being implemented.
- Decision making being more informed and accountable with decisions being able to be communicated more effectively
- Responsibility for communicating both the decision and the rationale for the decision being clear
- Members, clubs and associations are more informed as to where authority, responsibility and accountability lie; people know the person responsible for the decision (usually the chair) and therefore the person to whom responses should be made – the accountability will be far clearer.
- More effective meetings as there will be a reduction in the number of people involved in each committee or group as advised in the Governance audit. This will enable more efficient use of email and alternate meeting technologies. (It should be noted that our strong performance in the area of governance has already shown benefits with our funding partners and these changes will further demonstrate our commitment to good governance.)
- The reduced committee and group size will lead to potential cost savings; although cost reduction is not a driving force it may be a consequential benefit.
- Clear links between staff and the committee associated with their programme

How will this be implemented?

A review of the governance surrounding Events Committee and the events and competition groups has been on-going for some time and the Board has agreed that a new Events & Competitions Committee should be established as soon as possible. The committee will then be given time to consider the support they will require to achieve the new terms of reference. In order to continue the day to day work whilst this process is on-going the current Event Groups will continue operating during 2011, with the support of the Event Managers. The new Events & Competitions Committee support structure will be in operation as of 1 January 2012.

The Board will continue to review the remainder of the committee structure during 2011 and 2012.

The schedule for change is:

<i>May 2011</i>	Board to agree the model and begin consultation with the Events Committee and Groups.
<i>June 2011</i>	Agenda and papers distributed for the first Association & Club Conference to be held in autumn 2011.
<i>July 2011</i>	Board to agree the preferred governance structure. The Board recruits and appoints a person to chair the Events & Competitions Committee adhering to the 'Recruitment & Selection Policy' of British Orienteering.
<i>August 2011</i>	A small group of directors will meet with the appointed chair as part of the induction process to ensure there is understanding of the terms of reference for the committee, the role of the chair and the lines of communication between the Board and committee.
<i>September 2011</i>	Board uses the 'Recruitment & Selection Policy' of British Orienteering to appoint new Events & Competitions Committee members.
<i>Oct/Nov 2011</i>	Association & Club Conference held.
<i>November 2011</i>	First meeting of the new Events & Competitions Committee; induction followed by discussion on the groups that may be required to support the work of the committee, followed by recommendations being made to the Board.
<i>December 2011</i>	Board consider proposed support structure for Events & Competition Committee.
<i>End 2011</i>	Current groups cease operation.
<i>January 2012</i>	Appointment process to fill the membership of any new established groups.
<i>March 2012</i>	Board consider other committee areas and terms of reference.
<i>May 2012</i>	Board meets with Events & Competitions Committee and any support groups.
<i>December 2012</i>	Any other changes to the governance structure as determined by the Board are implemented.

What support will be available?

This is a priority area of work for the Board which will be supported by the staff team in producing terms of reference for Board approval and any administration such as will be required for the open process to recruit and appoint members of the Events & Competitions Committee.

How will we recognise whether the change is successful?

A governance document will be published that clearly communicates the structure and where ownership, authority, responsibility and accountability lie. Members should be signposted directly to the person or team of people that are accountable for decisions.

A Committee Conference will be held once every two years and feedback from committee members and Board Directors gathered to help monitor progress against the following indicators:

1. Is the authority to make decisions clear to Board members and committee members?
2. Are lines of communication between Board and committees working effectively?
3. Are lines of communication between Board/committees and the membership of British Orienteering effective and has communication improved?
4. Is the level of satisfaction of Board Directors and committee members increasing?
5. Is the level of satisfaction of the members of British Orienteering, in the way in which decisions are made, increasing?
6. Are staff members whom lead programmes satisfied with the way in which decisions are made that affect their programmes?

What will not change?

General Meetings including the Annual General Meeting remain the most significant decision making forum in British Orienteering. Members of British Orienteering maintain their direct input to the AGM. The Board will continue to strive to work at a strategic level with the number of occasions when there is a need for it to step into operational matters reducing.

Committees will remain the focus for most of the implementation of strategy and monitoring but with a strengthened role.

The views of clubs and associations continue to be sought and have increased significance prior to major strategic decision being taken with the opportunity to present these views formally built into the governance structure. Communications between Board, committees and associations will be enhanced with a greater degree of clarity in the lines of communication and the person responsible for communication taking place.

Staff will continue to support Board and committees with information and guidance and will, in many cases, lead in delivering the programmes that are agreed within the strategic plan. Staff will also continue to play a significant role in communicating to members the outcomes of Board and committee meetings.

Members will be given the opportunity to input directly to Directors and staff by building on the successful 2010 road shows and through club conferences where appropriate.

Are there negative implications?

Associations will lose their automatic representation within committee and groups but will have a formal role in the structure through input at the Association & Club Conference. This Conference will focus on the major strategic issues. Conference agenda and discussion papers will be issued in good time for association and club committees to meet prior to a conference to discuss and agree their views on agenda items.

Communication between committees and associations will change. Currently association representatives are expected to facilitate communication from some committees and groups to associations and then onwards to clubs, providing a channel for grassroots orienteers to input into the structure. There is considerable evidence that this does not work effectively in practice and is inconsistent. Where communication does take place it tends to be after the decision has been made; namely a communication of the decision rather than a considered view being presented by an association prior to the decision being made.

It will remain important that there is widespread geographical representation across the governance structure in order that the disparate situations that exist in the UK are able to be taken into account when decisions are made.

What will be the cost of these changes?

The overall impact of the proposed changes should be to reduce the cost of the governance structure by a small margin. There will be a cost in making the changes but the cost in operating the structure should be less, provided the Board supported by the committees is able to keep to a viable minimum the number of standing and working groups and the number of people participating in these meetings.

Is the Board committed to this change?

The Board sees this review of the governance structure as being fundamental to British Orienteering and is of high priority. The Board has been frustrated that the review of the Events Committee and its groups has progressed so slowly and is determined that this aspect of the governance structure is resolved as quickly as possible.

Time to bring this about has been scheduled into the work of the Board, the Chair and the Chief Executive.

How will you be informed about progress?

As the work progresses the Board will continue to update those that are involved. This will mean direct communications with committee and group members. Associations and clubs will be informed of progress through news bulletins on the web and the newsletter and input sought directly with associations and clubs through their chairs copied to the general secretaries.

Appendix 1: Reasons for the Governance Review

The Board agreed to review the structure of Events Committee and its Groups during 2010. The impetus for this came from a variety of sources:

- a) The Committee/Group Conference held in September 2009 highlighted the need for changes to address a variety of issues.
- b) Internal issues being raised by members of Events Committee and the associated Groups.
- c) Board directors' frustration that certain aspects of the governance structure were not operating effectively and on a few matters were not fit for purpose.
- d) An external audit of our governance reporting that the decision making apparatus was cumbersome and needed to be reviewed and simplified. This external audit was significant; it was performed on behalf of UK Sport and Sport England in association with the competency of British Orienteering to receive funding.

Analysis from the above sources highlighted a number of issues including:

- There was limited engagement with the vision of British Orienteering amongst some committees and groups.
- Lack of clarity regarding ownership, authority, responsibility and accountability
- Lack of clarity over the role of the chair of the committee or group and to whom the chair is responsible and accountable.
- The Board, which should be focused on strategic issues, is too often forced into operational areas through the lack of a strong decision making structure.
- The number of committees or groups that believe they have responsibility for decisions that lie across committee or group interfaces, e.g. events committee/groups, coaching committee/development, International Committee/Elite Competitions Group, etc. The major events (JK/BOCs) are examples of this with many groups being involved.
- Events Committee being a forum of chairs of groups that have widely ranging views and loyalties to their group rather than to Events Committee; this resulted in the views of Events Committee members being disparate and passionately held.
- The mix of committee and groups that consist of representatives (for example from associations) whilst other consist of 'experts'; little consistency or rationale is evidenced
- Committees or groups consist of Association representatives whose primary loyalty is to the association rather than the committee or group or to British Orienteering and its members across the UK.
- Some important areas of work do not currently have a home, for example information technology at events, 'out of forest' infrastructure, finance, marketing and administration.
- The staff structure has changed and is often not aligned to the governance structure; for example the advent of the Events Manager role, established in November 2009, has changed the way in which British Orienteering manages competitions and events; the governance should reflect this.

Additionally the change in the funding situation with UK Sport, and the potential change in funding with the other Sports Councils and particularly Sport England, has made it obvious that other income streams must be identified and progressed. In order to do this it is important that the governance structure of British Orienteering recognises the need to operate coherently and in an integrated way to such challenges as attracting sponsorship and promoting products that British Orienteering owns. An example of this is to make competitions and events more attractive to potential sponsors.

Appendix 2: Draft Terms of Reference

Board Terms of reference

- a. Set the vision for British Orienteering and the sport of orienteering and its disciplines in the UK.
- b. Establish, review and update a strategic plan that will bring about the vision.
- c. Oversee the implementation of the strategic plan, where appropriate delegating responsibility for implementation to committees, staff or volunteers.
- d. Appoint Chairs and members to committees and groups and provide each with terms of reference.
- e. Set the values and behaviour of British Orienteering by developing and disseminating throughout the sport a clear values statement.
- f. Oversee the production of a five year Strategic Plan and an annual Operational Plan with targets and responsibilities for implementation.
- g. Identify and formulate new policies in consultation with the membership and overseeing the implementation of all policy agreed by the Board or a General Meeting.
- h. Ensure that key performance indicators (KPIs) are set in all areas and that performance is monitored.
- i. Oversee the running of British Orienteering ensure it meets standards of good practice.
- j. Ensure appropriate compliance procedures are in place.
- k. Ensure that all tangible and intangible assets are safeguarded.
- l. Ensure the Risk Register is maintained and that risk is managed.
- m. Establish a 15 year programme, reviewed every 3 years, of major international events that the UK will bid to host (excluding World Ranking Events).

Committee Terms of Reference (Generic)

- n. Advise the Board on the strategic development of the delegated area of work in order that the Board can establish an integrated strategic plan for the development of orienteering; discussions with other committees will be essential during this process
- o. Present to the Board an implementation plan that will deliver the strategic objectives and negotiate resources/milestones to implement the plan
- p. Oversee implementation, where appropriate delegating responsibility for implementation to groups, staff or volunteers
- q. Monitor and review progress and alert the Board to significant achievements and issues that may arise

Appendix 3: Role, Duties & Responsibilities of Committee Chairs

The key to a successful committee, even with dedicated committee members and solid objectives, is the chair. The smooth management and creative achievements of a committee are in direct relation to the chair's ability to lead and direct the committee's functions and work closely with the programme staff involved. An effective committee needs a chair who will accept responsibility while encouraging others to offer thoughts and recommendations on the committee's activities.

Chair: Overall Responsibility

- Ensure the committee works with programme staff to set and then oversee the implementation of the operational plan to deliver the vision and strategy, as determined by the Board

Chair: Specific Duties

- Provide leadership to the committee
- *Plan committee meetings:* The chair consults with the staff liaison and other key members of the committee in planning the committee's agenda within the framework of the committee's responsibilities. The entire program of committee work responsibilities should be thoroughly reviewed so that individual committee assignments can be made effectively.
- Ensure committee receives proper information
- *Conduct all committee meetings:* The chair directs the committee's work; he/she maintains the group's focus, stimulates group thinking, encourages and channels discussions, ensure that all committee members contribute, weighs the value of expressed ideas and suggestions, summarizes constructive suggestions and seeks out decisions by consensus where possible
- *Maintain records and information:* The chair ensures that accurate minutes are kept, actions recorded, necessary reports prepared and a record of committee work maintained. In addition the chair remains constantly informed regarding the progress of individual committee members' assignments.
- *Getting Action:* The chair must motivate members toward active participation and involvement in committee activities. With overall objectives in mind, the chair must channel the interests and talents of individual committee members into productive efforts and ensure the necessary follow-up action.
- Determine composition and structure of the committee is fit for purpose
- *Act as the committee's lead representative or spokesperson:* explaining aims, plans and actions

Appendix 4: Events & Competitions Committee Work Areas (Draft)

Events & Competitions

- Receive the vision for the sport and the overarching strategic plan and understand the aspects of the plan the Board is delegating responsibility for to the committee
- Establish, review and update an implementation plan to develop events and competitions across the participation pathway; discussions with other committees will be essential to this process
- Present the implementation plan to develop events and competitions to the Board and negotiate resources/milestones to implement the plan
- Oversee implementation, where appropriate delegating responsibility for implementation to groups, staff or volunteers
- Monitor and review progress and alert the Board to significant achievements and issues that may arise or have arisen
- Advise the Board on the strategic development of orienteering events and competitions and the part they play in the vision and development of the next strategic plan for orienteering

Work programme

- Determine the competition and event structure that will deliver the strategic objectives of British Orienteering
 - i. Liaise with participants to determine which types/structure of competition will meet their needs
 - ii. Liaise with various committees and programme staff to determine which types/structure of competition will most effectively support their programme(s) objectives
- Establish and monitor the programme of competitions and events that will deliver the strategic objectives of British Orienteering making modifications as required to better achieve these objectives
- Establish and monitor procedures to deliver a programme of events and competitions that meets the needs of participants and any strategic objectives that have been determined
- Monitor the programme of major events and develop the programme to meet strategic objectives
 - i. Oversee the identification of partners to host major events and ensure partnership contracts are established
 - ii. Determine which events will be nominated as World Ranking Events
 - iii. Monitor the appointment of Controllers and where appropriate IOF Event Advisors to major events and World Ranking Events
 - iv. Resolve any significant issues with the programme of major events that may be referred to the committee
 - v. Ensure that all major events are reviewed and the good and poor practice in the staging of such events is identified
- Oversee the production of the Rules of Orienteering and all British Orienteering endorsed competition rules and ensure they are fit for purpose
 - i. Advise the Board, committees and members on IOF rule or technical changes
- Determine and monitor the procedures whereby disputes and protests concerning the Rules of Orienteering and of all British Orienteering endorsed competition rules but not to be directly involved in the resolution of such disputes and protests
- Oversee the provision of support for all matters relating to the staging of events and competitions
 - i. Mapping and the use of maps in orienteering
 - ii. Land access and the protection of the environment

iii. Events systems such as the use of technology and software systems

iv. Volunteer training and the management of volunteers

- Establish and monitor a programme to train and manage Controllers and other event officials
- Establish and monitor a programme to train and support the volunteers that stage events

Review of the Committee Structure - Update

Many thanks to those who have provided feedback on the recently published paper entitled 'Governance Review'.

It was a challenge putting down on paper what was actually a series of complex discussions. How successful the paper was in communicating those ideas is open to debate! However, the feedback received does suggest that the Board needs to clarify a number of issues.

- A former Treasurer of British Orienteering, John Morris, has pointed out that the title of the paper is misleading. The *legal* governance structure of British Orienteering is the General Meetings, including the AGM, which are the prime decision-making authority, followed by the Board, which has authority for the remaining decision making. The Board is able to delegate authority to other individuals, committees and groups, but remains responsible for the decisions made. In this context the Board is not seeking to review the legal governance of British Orienteering, and the paper could therefore perhaps have been more appropriately titled 'British Orienteering Committee Review'.
- This review is completely separate from the update of the Memorandum & Articles of Association which was introduced at the 2011 AGM and which, following a wide consultation later in 2011, will be placed before members at the 2012 AGM. The current review of Events Committee and the wider committee structure will not in any way alter the Articles of Association or the legal governance of British Orienteering.
- The Directors who make up the Board are directly elected by the membership at the AGM, and consequently the current Directors represent a range of different viewpoints. However, the Board is aware of the importance of having a diverse group of Directors, who between them can reflect the views of a broad cross-section of members. For instance, to improve geographic diversity, the Board have in the past approached other parties, such as SOA, to encourage them to consider nominating a person to become a Director. The matter of Board diversity is an issue which needs further consideration at a later date. Each year the Directors conduct an audit of the Board's overall skill set. This is published on the website, and highlights which skills are potentially lacking and seeks to encourage members with those skills to put themselves forward for election. This process will continue.
- The Board is committed to improving its own performance through a cycle of reflection, review and change. To this end, the Board is currently engaged in an exercise to review its own effectiveness. This exercise has included seeking the views of the people that the Board interacts with, including current committee and group members. This process of reflection and review is important to the continued improvement of the Board's effectiveness. The Board believe the membership of British Orienteering deserve both an effective Board and a Board which can be shown to be following good practice.

To address some of the specific issues raised in the feedback received to date:

- a) Whilst the paper made some concrete proposals for changes that the Board are considering, it was nonetheless a consultation paper. The paper has been circulated to all Association and Club Secretaries, all members of current Committees and Groups, published on the web site, and referred to in a two-page article in Focus, and any feedback is sought and welcomed via feedback@britishorienteering.org.uk.
- b) The Board believes that democracy is vital, particularly in a membership organisation such as British Orienteering, and is certainly not trying to reduce the input of the members into the decision-making process. In fact, the Board is concerned that views are not being expressed effectively (and, in particular, early enough) through the current structure, and would like to

see the balance between democracy and decision-making working more effectively. For example, some association representatives rarely attend meetings, while others do attend but sometimes present their own personal view rather than a view reached by consultation with members, clubs and their association. And whilst association-appointed representatives do in theory ensure a wide geographical spread of representation, it is equally important that British Orienteering groups and committees should aim to be representative across other aspects of the membership, such as age, gender and experience, and that (where appropriate) they have the appropriate specialist skills and knowledge to function effectively.

- c) The Board do wish to see a diversity of opinion being expressed as part of the decision-making process. At the same time, however, effective operation requires that the individuals involved in that decision-making process be willing to accept that their view may not be the only view, and indeed may not be the principal view. There will always be a need to balance differing views, but once a final decision has been made it is vital that the individuals involved in making that decision accept the outcome, at least until it can be appropriately reviewed.
- d) In hindsight, the paper links three matters which could be separated:
- Improving the functioning of Events Committee as quickly as possible;
 - Addressing the wider matter of the terms of reference and membership of the committees, and what support they may need;
 - Determining how effective communication between the Board, committees, groups, associations, clubs and members can best be delivered.
- e) Events Committee is currently composed of the chairs of various groups (Fixtures, Rules, Map, Major Events, Junior/Elite/Senior Competitions), and has no association representation. For many of the reasons described in the paper it is not functioning effectively, and it is the Board's responsibility to resolve this. The Board is committed to addressing this by:
- Agreeing revised terms of reference for the new Events & Competitions Committee;
 - Agreeing person and skills specifications for the Chair and members of the new Committee;
 - Agreeing a transparent appointments process for the Chair and members of the new Committee;
 - Determining an Appointments Panel for the Chair, which may be composed of a Director, an individual able to represent the views of the associations, clubs or members, and an independent person who can ensure good process is followed;
 - Improving the communication and reporting structure between the Board, the new Committee, and any supporting groups which may be formed.

As a result of the feedback received so far, the Board have decided to await the discussion at the Association & Club Conference before forming the membership of the new Events & Competitions Committee.

Once formed, the new Committee will be asked to make recommendations about the supporting groups they need in order to delegate work. Until those supporting groups have been identified, terms of reference drawn up, and the members appointed, the current

groups will continue to operate. It should also be made clear that groups such as Fixtures may work most effectively with a membership composed of association representatives; however, such issues must be discussed by the new E&C Committee before a decision is made.

- f) The Board is of the opinion that an Association & Club Conference is necessary in order for the Board to carry out consultation which will inform its strategic decision making. A separate communication has been issued to invite representatives to a conference on 15 October 2011. Whilst the Board has matters it would like to place on this agenda, the associations and clubs will also have the opportunity to raise matters they wish to be included. Discussion of committee membership will be on the agenda for the Conference.
- g) A communications plan needs to be discussed and agreed to determine how items will be communicated between the members, clubs, associations, the various committees and the Board of British Orienteering. This plan will require wide consultation, and the Board will welcome any suggestions that people might have.

British Orienteering Committee Review: Revised Timetable

	Revised dates
Board to agree the model and begin consultation with the Events Committee and Groups	May 2011
Agenda and papers distributed for the first Association & Club Conference to be held in autumn 2011	Jun 2011
The Board recruits and appoints a person to chair the Events & Competitions Committee adhering to the 'Recruitment & Selection Policy' of British Orienteering	Sept 2011
Association & Club Conference	15 Oct 2011
A small group of directors will meet with the appointed chair as part of the induction process to ensure there is understanding of the terms of reference for the committee, the role of the chair and the lines of communication between the Board and committee	Nov 2011
Board uses the 'Recruitment & Selection Policy' of British Orienteering to appoint new Events & Competitions Committee members	Jan 2012
First meeting of the new Events & Competitions Committee; induction followed by discussion on the groups that may be required to support the work of the committee, followed by recommendations being made to the Board	Feb/Mar 2012
Board consider proposed support structure for Events & Competition Committee	Apr 2012
Appointment process to fill the membership of any new established groups	May 2012
Current groups cease operation	Jun 2012
Board consider other committee areas and terms of reference. Consult on any suggested modifications	Jun 2012
Board meets with Events & Competitions Committee and any support groups	Jul 2012
Association and Club Conference	Oct 2012
Board agree any further changes to the committee structure	Dec 2012

British Orienteering's Membership & Levy Structures

A British Orienteering Board Consultation Paper

Aim

The aim of this Board paper is to provide a framework for consultation as part of a review of the membership and levy structures within British Orienteering with a view to presenting a formal proposal to the 2012 AGM.

Why does this matter to you?

The paper that follows has been agreed by the Board as the start point for a consultation into the membership and levy structures currently in place within British Orienteering. As part of a review into their suitability and effectiveness, the Board is looking for the views and ideas of the members, clubs, associations, British Orienteering committees and staff that form the backbone of our sport. Time is tight – as explained at the 2011 AGM we would like to put a formal proposal to the next AGM in April 2012, which effectively gives us the rest of 2011 to consult and formulate the proposal or proposals that are likely to have the broadest support of the members.

As outlined above, there are 3 strands to the consultation process. Firstly, individual members and participants are asked to feedback their individual views, using the discussion questions below to structure responses, at any time to the following email address feedback@britishorienteering.org.uk. Interested individual members and participants are asked to express their interest in being involved in a further consultation process by registering their name and email address with the National Office at info@britishorienteering.org.uk. Depending on the level of interest in this further consultation process, it is likely this will take the form of a number of groups looking into particular issues. These will be conducted electronically.

Secondly, we will circulate the paper to British Orienteering committees and ask for comment using the discussion questions above to structure responses.

Thirdly, we are asking clubs and associations to consider the discussion questions and feedback their comments in the Association and Club Conference on 15 October.

We are aiming for this initial round of consultation to take place in August and September with club and association delegates having the opportunity to feedback at the Association and Club Conference on 15 October.

After this conference, we will compile feedback and circulate the outcomes for a second round of consultation that will lead to the proposal or proposals that will be put to the 2012 AGM.

There are no pre-judged conclusions. The review is being conducted because the current system is not perceived to be efficient, effective or fair, but retaining the status quo is certainly not being excluded! As you will see from the scope of the review, we are looking only at the structures or mechanisms which currently result in membership and levy income and not at the amounts raised or how they are spent. Do we have the right balance between member income and participant income? Are we raising money from the right people? Are we being fair? Are our income structures the right ones for the future? Your views on these issues matter.

Background

The activities of British Orienteering are currently funded from a variety of sources, public and private. Income from UK Sport, Sport England and Sport NI¹ represents about 72% of the annual income and may be used only for the purposes for which grants have been offered. Income from membership subscriptions, levies and major events represents about 17% of the total and may be used for any purpose in accordance with the members' wishes. All British Orienteering income categories are shown graphically in Figure 1 below.

¹ SOA receives funding directly from Sportscotland, which is not considered here

The current membership structure is perceived as cumbersome, expensive to maintain and, arguably, not sufficiently attractive to potential new members. The levy system is well tried, but currently more than 50% of participant runs are at events which do not contribute to the costs of orienteering through the payment of a levy of any sort. The Board therefore wishes to embark on a consultation process to review the membership and levy structures in tandem, to determine whether these structures are the most suitable for meeting likely future demands.

Within British Orienteering we have been striving for greater efficiency and transparency in the way we spend our income. The staff has been restructured over the past 18 months and its output carefully tailored to the aims of the various funding streams. There is no spare capacity in the resource that the staff represents, but there are evident gaps in the support required of it in such areas as coaching, external publicity and internal communication.

Figure 1: The 2010 income of £1.357M was generated as follows:

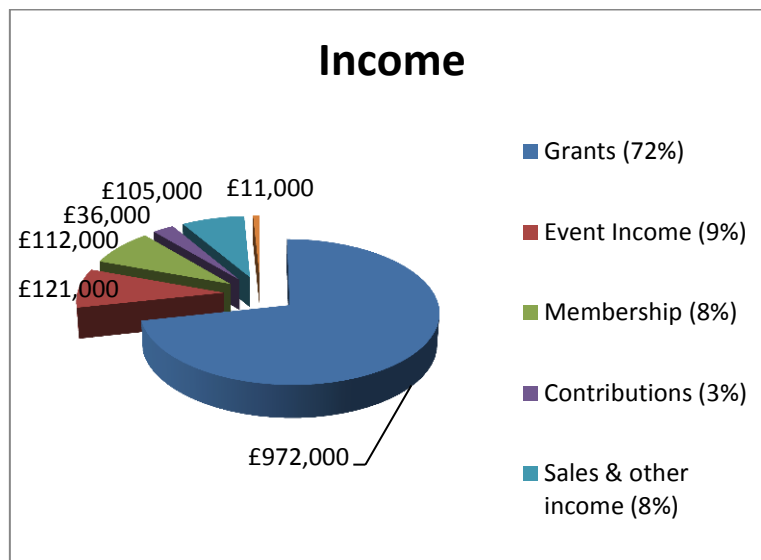


Figure 2: The 2010 membership & event income of £233K was generated as follows:

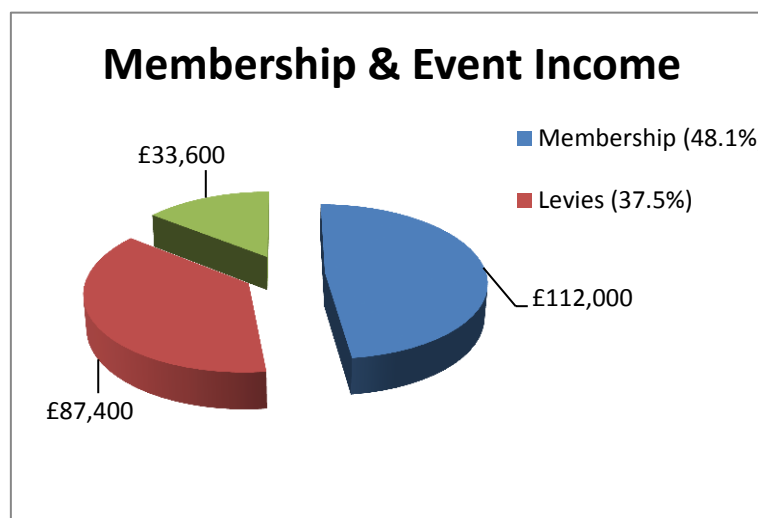


Figure 3: The British Orienteering staff is funded as follows:

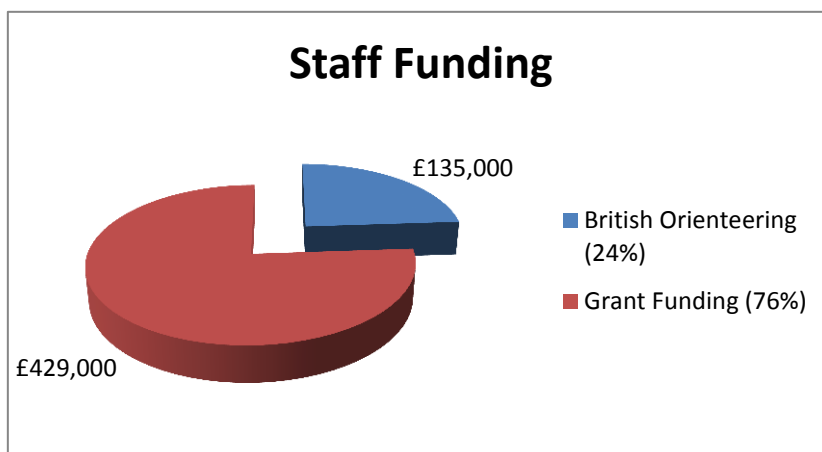
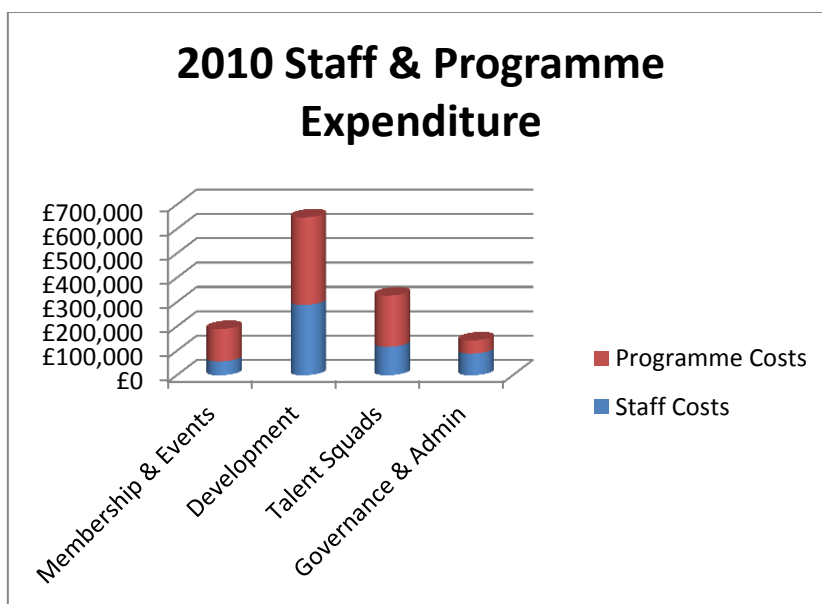


Figure 4: Staff and programme expenditure in 2010 was as follows:



Scope

This consultation process will be limited to looking at membership and levy structures only. It will not consider the totals raised or how the income is spent. It is not intended to be part of any other review into governance, management, competition, committee structure or Board effectiveness. As briefed at the 2011 AGM, the intent is to consult the membership, review the feedback and present a proposal to the 2012 AGM for implementation from 1 Jan 2013. The nature and scale of that proposal is by no means pre-decided.

Membership and levy structures will initially be considered separately. Although both bring income that is spent on support services used by members, the underlying purposes are fundamentally different. Those that wish to join British Orienteering are charged according to a membership structure based on age (senior or junior) and family grouping (individual or family subscription) in return for rights and benefits not accorded to casual participants. Participation levies are a straightforward income generation mechanism applied to all participants, irrespective of membership status. Currently the income ratio is about 50:50 membership:events, but this could be adjusted in either direction.

Income from major events (the JK, the British championships and the Compass Sport Cup Final) currently falls outside the levy structure; these events are budgeted to run at a profit, of which British Orienteering retains two-thirds. The major events income structure may be challenged as part of the consultation.

The related issues of club and Association member subscription structures will not be included. Currently a small number of Associations charge a membership fee while others charge a levy; amounts vary by Association. Club subscriptions are not uniform, in amount or collection mechanism. Once a consensus is reached on British Orienteering income structures, it may be worth examining ways to simplify and harmonise other subscription structures. The current system of club affiliation to British Orienteering will also be excluded from the review.

This paper will not consider other possible sources of income such as sponsorship, merchandise or corporate days. These are the subject of ongoing Board and staff discussions, with no sufficiently practical or affordable way forward as yet identified. Membership, levy and major events income should therefore be expected to meet the basic requirement unaided.

Drivers for Change

Membership

It is the Board view that membership is important to British Orienteering. While a 'pay-as-you-play' approach may suit many participants, our sport is largely generated, officiated and supported by volunteer participants who have made a positive decision to be members. Despite sustained local efforts to recruit new members, the overall number of members declined slightly in 2010 with the healthy stream of 1,434 new members being exceeded by the number of non-renewals (1882). The current membership structure is over-complicated, time-consuming and expensive to administrate. Its complexity is also a major barrier to increasing membership numbers. The Board also feels that it should be trying where possible to redeploy British Orienteering-funded staff away from membership duties to under-resourced priority areas such as coaching support, external publicity and internal communication which will have a positive effect on increasing membership and participation.

The Board is firm in its belief that a vibrant club structure is vital to the health of orienteering in the UK. For most that join, it is membership of the club rather than of an Association or the Governing Body that matters and it is thoroughly understood that the sport is delivered to all, members or casual participants alike, by clubs and club members. Ideally, therefore, the membership structure should be transparent to the member and should result in sufficient income for the levels of activity that the collective membership demands of club, Association and British Orienteering.

A staff review of the membership structure was conducted in April 2010. In addition to the complexity issue (and the considerable time taken explaining over the phone) it reported that:

- The structure is inconsistent, with clubs and associations charging different rates and offering different inducements to join. There is a lack of correlation between juniors in competition and junior membership, individual and within family units. It is difficult to fathom exactly how many members we have.
- Clubs do not feel ownership of the scheme and do not always market it strongly, with the Local category adding confusion and complexity.
- Members perceive a lack of benefit from membership.
- However, membership does provide an important direct link for communication between British Orienteering and members.

Although the Board feels that it is imperative that a new, attractive, consistent and simple membership structure is devised, it has no predisposition towards any particular solution and is looking to this consultation process to come up with one or more workable proposals.

Levy

The current levy structure is well established; the contribution levels are reviewed and voted on at each AGM. An analysis of the levy returns for 2010 shows that only 19% of events paid any form of levy and only 47.4% of participant runs counted for levy purposes (28% of '1st 75' are counted as non-payers). The current levy take is weighted towards large events that reach the threshold for the higher rate. With more participants choosing to 'pay and play' and an increasing number of smaller local events that contribute little or nothing by way of levy, the Board feels that there is value in reviewing the levy structure with a view to sharing the levy burden more equitably across the participant base.

Currently 'activities' (coaching sessions etc) registered with British Orienteering make no contribution to the costs of running the sport, despite drawing on centrally funded support such as insurance and the website.

The Future

The following strategic aims, desired outcome, principles and assumptions provide the framework for the first part of the consultation process. It is important to the Board that there is a good degree of consensus on the aims and principles that underpin our income structures. All of these are open to challenge and development. The lists are not exhaustive or exclusive but are offered to stimulate debate and feedback.

Strategic Aims

There are 3 threads within the Orienteering Whole Sport Plan 2009/13 which had considerable support from the consultation that preceded its publication:

- "Expanding the numbers of people aware of, participating in, and assisting as volunteers in orienteering. This will also swell the number of members of British Orienteering and its Clubs"
- "Widening the range of places where orienteering takes place – bringing the excitement, fun and skills of navigation at speed to a wider public by holding events more locally, including in or near urban areas, closer to where they live or can reach in the time they wish to devote, and with less environmental impact arising from travel to events"
- "Winning more places on the podium at international competitions – stressing the competitive nature of the sport and increasing our already creditable success by winning more medals and podium places internationally."

Inherent to these is awareness of the need to build the capacity of the sport to enable and support the above to be achieved. The membership and levy structures are fundamental to recruiting members, increasing participation and raising the funds needed to meet our agreed goals.

Desired Outcome

The outcome of the review that the Board is looking to achieve is a simple, easily understood, easy to administer and fair process to raise and collect income: one which supports our vision.

Principles

The basic principles that should govern our membership and levy structure(s) are:

- Membership structures and levy mechanisms should be easy to understand, simple to administer and easily scalable (up or down)
- All who participate should contribute to the costs of the sport, regardless of membership status

- The costs of core activity should be funded by all members and participants, not just by Associations, Clubs and individual volunteers
- Membership should offer clear benefits to the member
- Membership structures and levy mechanisms should support the aims of British Orienteering
- Any new structure or mechanism should endure for at least 2 years before review

Assumptions

In order to focus discussion, a number of assumptions have been made by the Board:

- Juniors and students will continue to count as one-third of a senior for levy purposes in line with the decisions at the 2010 and 2011 AGMs
- The current family unit and the definition of a junior are open to challenge and amendment
- Levies (participation or membership) will not be raised on activities, only on events
- There is the possibility of introducing modest registration charges for events and activities

Consultation

Method

The consultation process will have 3 clear strands:

1. Individual members and participants are asked to feedback their individual views, using the discussion questions below to structure responses, at any time to the following email address feedback@britishorienteering.org.uk.
 - a. Interested individual members and participants are asked to express their interest in being involved in a further consultation process by registering their name and email address with the National Office at info@britishorienteering.org.uk
 - b. Depending on the level of interest in this further consultation process, it is likely this will take the form of a number of groups looking into particular issues. These will be conducted electronically.
 - c. Communication will be via email within each group. Groups will be balanced as far as possible to reflect age, gender and geographic distribution.
 - d. These electronic discussion groups will consider the consultation paper and discuss several key issues; Agree principles, strategic aims and assumptions; Consider a number of illustrative levy and subscription models to arrive at best contenders; Consider draft proposals ahead of Board formal adoption and presentation to AGM
2. As well as individual feedback, we will circulate the paper to British Orienteering committees and ask for comment using the discussion questions above to structure responses.
3. As well as the individual and committee feedback, we ask that the paper and the above discussion questions are discussed at club and association level, with a view to club delegates feeding back responses to the Association and Club conference on 15th October.

It is anticipated that the range of views will be wide and that most will be strongly held. The Board will try to find a balanced consensus and will put forward more than one proposal to the 2012 AGM if there is strong support for appreciably different solutions.

Timetable

The timetable for this consultation will be:

Date	Action
15 Jul 11	Board agree discussion paper
August	Electronic discussion groups established (Individual members and participants)
1 Aug – 30 Sep 11	<ul style="list-style-type: none"> • Electronic discussion group consultation • Feedback sought from committees on consultation paper • Consultation paper sent to clubs and associations for discussion prior to Association and Club Conference
15 Oct 11	Association and Club Conference
31 Oct 11	Draft proposals circulated for feedback
1 – 30 Nov 11	e-consultation process on draft proposals
10 Dec 11	Final draft proposal to Board
Jan 12	AGM Proposal published
Apr 12	AGM Discussion and Vote

The Numbers

The consultation will use figures from 2010 to provide a common baseline. There were only 3 levels of event in 2010, which are shown as Levels A, C and D. Using these figures to quantify discussion points and any eventual proposals will ensure that comparisons can be fairly made. The key figures are:

2010 Statistics:

Ref	Statistic	Number	Note
a	Participants in levy paying events	63,656	
b	Levy paying events	390	
c	1 st 75 not levied	29,250	b x 75
d	Total levy paid	£87,400	
e	Non levy paying events	1497	Excludes major events
f	Total senior participation in all events	106,830	From table below
g	Total junior participation in all events	53,070	From table below
h	Major events income	£33,600	

Participation:

	Number	Senior Member	Junior Member	Senior Non-member	Junior Non-member	Senior Non-paying	Junior Non-paying	Total
Level A	9	4250	1320	53	60	8	122	5813
Level C	160	33532	9738	1287	981	967	1474	47979
Level D	1635	50491	16660	7506	7648	8736	15067	105962
Activities	2328	12955	7226	4529	22990			47700

Ratio of senior 'payers' to junior 'payers' is 2.67:1 or 72.7% and 27.3% respectively

Calculations:

Ref	Statistic	Calculation	Number
j	Seniors in levy paying events	$a \times 72.7\%$	46,278
k	Juniors in levy paying events	$a \times 27.3\%$	17,378
m	Senior equivalents in levy paying events	$j + k/3$	52,070
n	Average levy per runner in levy paying events	d/m	£1.68
o	Notional levy needed to raise equivalent income if every participant levied in every event	$d/(f+g/3)$	£0.70

Membership

Members paying subscriptions in 2010 (excludes those joining after 1 Sep 10):

	Junior	Student	Senior	Family Units	Associate	Total	
Local	252	32	889	1967		3140	29%
National	253	102	2354	4976	20	7705	71%

Note: 6068 Family Units contained 10854 individuals, a total of 14736 members

Membership income amounted to £112,000.

Status Quo:

2011 British Orienteering Membership Structure:

Status	Senior	Junior/Student	Family	Note
Local	£8.00	Free	£14.00	Free for 1 st year
National	£21.50	£4.65	£30.00	

2011 Levy Structure:

Level	Number of participants	Rate
Free	0 – 64	Free of levy
Lower	65 – 209	£2.15
Higher	210 and over	£3.55

Juniors and students count as one-third senior and there no events are exempt from levy (except for the profit-share Major Events).

Summary

The Board is very keen to involve the whole of British Orienteering – members, clubs, Associations, Committees and staff – in this consultation exercise. It recognises that time for consultation is short but the timetable is driven by the need to present one or more proposals to the 2012 AGM. It is, however, confident that those that wish to engage in the consultation will do so in a positive and constructive manner, seeking to help create workable and effective structures for both membership and levies from 1 Jan 2013.