

## Membership & Levy Consultation Feedback

### Association Chair Informal Feedback

Associations chairs were asked to give their views informally, that is their personal views rather than an association view – simply because many associations do not hold meetings during the 3-month consultation period.

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Option 1	2	3	Other
	Yes		
1	2	3	
	1	?	
		Yes	
Yes			
	1		
	1		
1	1	No	
	1		
			Alternatives
			See notes
	1		

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Key points made during the discussions:

- Option 2 preferred, a continuation of the 1:3 balance that feels right; feels this will be acceptable to individual orienteers  
Need to remind clubs that we need to act together in generating the income required for BOF to act as a governing body  
Feels some will begrudge funds being spent on the elite  
Regarding other ways of increasing income: Don't think about increasing income from the JK and food providers! It will only alienate lots of members.
- General feeling that membership fee is too low and that increasing it won't impact on the uptake of membership  
Levy, the want for 'pay as you play' is growing and increasing levy probably won't have an impact  
The increase in costs of entering major events will cause more of a headache  
Preference is to shift from the 1:3 ratio to the 1:4 ratio  
Therefore, preference of the options is 1, 2, 3 in that order
- Preference is to keep the 1:3 ratio therefore option 2 is choice; however, after some consultation at an association meeting option 3 is showing strongly  
Believes BOF should be more assertive about sending out messages about the on-going need for funding; we should not let membership and levy remain static but should gradually increase year on year.
- Strongly favour higher fee/lower levy option
- Strongly favour low fee/higher levy option
- Favour lower fee/mid levy option but ask we look at a club based membership capitation payment as well (see below)
- Favour low/mid fee and low/mid levy but have had some comments on levy cost implications (and general level) of cost of major events.

8. Didn't feel strongly but option 3 is least favourite  
Have members who don't compete a lot and feel these people would prefer weighting towards levy rather than membership  
Reducing membership fee had desired effect so don't reverse that now  
Find it difficult to understand why people are unwilling to pay membership and levy when they are such peripheral costs of competing compared to travel and accommodation.
  9. Recently reduced Association Membership fee to encourage new members to join. Although they don't yet know the impact of this they would be worried by a large increase in membership and they favour option 2 as being one they could sell to their members.  
They have been working on small mid-week evening events in local parks for which they charge £5. They would be reluctant to see significant increase in levy for these but accept the need for levy increase for the usual range of weekend events. This led to a discussion about the possibility of a lower levy for mid-week/evening events which has a certain logic in terms of encouraging more frequent local opportunities through the levy without getting into the difficulties of differentiating levy on the basis of status of event.
  10. Support the need for getting funds from members. Want to keep membership low so prefer increase on levy. Suggest preferred option is 2 but with a differential levy according to nature of event. Events with more facilities and higher fees already can stand a higher levy increase so e.g. B £2, C £1.75 D £1.50.
  11. Read the consultation document early this morning and don't really agree with the models you are using, so created an extra two of my own and put some thoughts down on paper.  
Premise – Not a mass market sport – due to involvement of travel to events participants need a reasonable income level.  
My feeling is that only model 3 shows a high enough BOF Membership fee.  
I support a lower cost to the pay & play element so a levy of £1.50 better than £1.60. This would help Strategic Plan item b).  
And, as an aid to Strategic Item e), I would have thought that rather than imposing a double or triple levy on Major Events when some of these struggle to break-even, then I would just charge a standard levy. This would enable lower entry fees for larger events, and allow regions to reward clubs volunteers with vouchers (be they food or for future entries) and compensate clubs for giving up their best areas.  
Options put forward: Membership £12, £5 and £1.50 levy and Membership £15, £5 and £1.50 levy
  12. Association did discuss some general principles around membership fee, event levy, reserves, savings etc.
    - BO should have a long-term financial plan that will accommodate change over, say, 3 or 4 years.
    - Make some savings: this would demonstrate to the membership that as well as asking for a significantly greater input from them, BO itself is prepared to make a contribution to the problem. What would £85k savings look like?
    - Use some reserves in this "exceptional situation" in order to gradually introduce increases in membership and levies over two or three years.
    - £33k/year for a couple of years is affordable.
    - A substantial levy increase will impact on income from events: it will encourage Level D events to become Activities and become increasingly difficult to charge a reasonable fee for entry to major events (we also had in mind the impact of a big levy hike on the financial viability of major events), and multi-day events. Participation will decline.
    - In summary, a combination of savings, using some reserves and spreading increases over 3 or 4 years would lead to progressive fee increases that will be acceptable to the membership.
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## Examples of feedback made on behalf of a club

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We haven't yet had an opportunity to give our view on the Membership & Levy Fees 2017 question. We would like to do so prior to your meeting to set the EGM proposal about this.

We have been working hard on Club Development in recent years, implementing programmes of events designed to attract and retain newcomers, working on our offering to Club members, and targeting our publicity carefully. This effort is bearing fruit, but many parts of it are cost sensitive, and will be impacted if we pass on levy or membership fee increases. Absorbing them would cost us something like £1500pa under any of the scenarios proposed in "The Funding Question" (in March eNews). Simultaneously we are facing new charges from local authorities for land access.

We don't think it's acceptable for BO to replace government funding by charging members. We feel that BO should cut its coat according to its cloth, and just do the minimum required to be a National Governing Body.

Referring to the costs given in "The Funding Question": the difference between the totals for the "Strategic Budget" and the "Most Prudent Budget" shows that there is scope to achieve the necessary savings. In particular, we don't think centrally-driven Development is working - the programmes and volunteer support have not helped us. What has helped is dissemination of good practice in other Club via Focus.

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Thanks for your reply. I agree that dedicated orienteers see the current fees and charges as good value. It's not them I'm worried about; the problem is the "sticker shock" for people contemplating orienteering for the first time. They have alternatives like free Park Runs. And in the club we have lower charges for members even at our introductory events, as an incentive to join. So potential newcomers are looking at membership fees too.

Please can the Board find a way to mitigate the impact of increased charges on development efforts.

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The club response is as follows:

1. We do not think that any extra money should be raised to support core services, as we are not convinced that these services represent value for money or are at present best directed.
2. We are surprised that in the 3 options there is not one that represents our view. The survey introduces a big bias in the way it is presented. The sliding scale in the next part is a poor attempt to collect views.
3. We are surprised that the deadline for completion is 1 week, this will miss many members who would have responded.
4. We are uncertain as to why all members were not emailed with the survey (this is done in the case of the EGM). Once again response will be limited.

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The club committee have discussed the Membership and Levy Fee proposals proposed by British Orienteering. The Committee is keen to protect the progress that it has made with recruitment of brand new members (particular junior members) so looked at the proposals with this in mind.

It is felt that an increased levy would make the large number of level D events put on by the Club (and which have been so successful in recruiting new members) more expensive to put on without a significant increase in entry fee. In particular, we feel we would struggle to continue our policy of free first runs for school children, which has been so successful in increasing participation and membership. The Committee believe that a levy increase and therefore increased cost to the club

may even act as a disincentive to putting on level D events with a potential knock on effect on new memberships.

Although there was some concern regarding the potential impact of the increased membership fee on new members, on balance the Committee felt that it would be less of a barrier than increased entry fees. Whilst for regular orienteers the increased membership fee would ultimately be cheaper than the proposed levy increase, for those new to the sport who have not yet joined BO, the levy increase would have an immediate impact. Therefore, the Committee are supporting Option 3 of the three options and will consider ways of helping to mitigate the impact of the membership fee increase on new BO members.

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## Member Survey & Feedback

**Q1: Which is your preferred option to raise the additional income? As a result of changes in government funding, the Board is seeking to raise an additional £80,000 to fund British Orienteering in 2017. In the discussions prior to and at the 2016 AGM there were few comments about the need to generate this additional funding and an apparent acceptance that it is necessary. You will have opportunity to comment on this later in this survey. Please rank the following options in your preferred order, (1 being the most preferred):**

The outcome:

Option	Priority	1	2	3
Membership, Senior £6.00, Junior £2.00; Levy £1.90 The ratio of income raised from membership and levy will be balanced at 1:4		56	26	147
Membership, Senior £7.50, Junior £2.50; Levy £1.75 The ratio of income raised from membership and levy will be balanced at 1:3		44	180	2
Membership, Senior £10.00, Junior £3.00; Levy £1.60 The ratio of income raised from membership and levy will be balanced at 1:2		130	20	78

Option 1: 56 people selected this as their preferred option whilst 147 selected it as their least preferred.

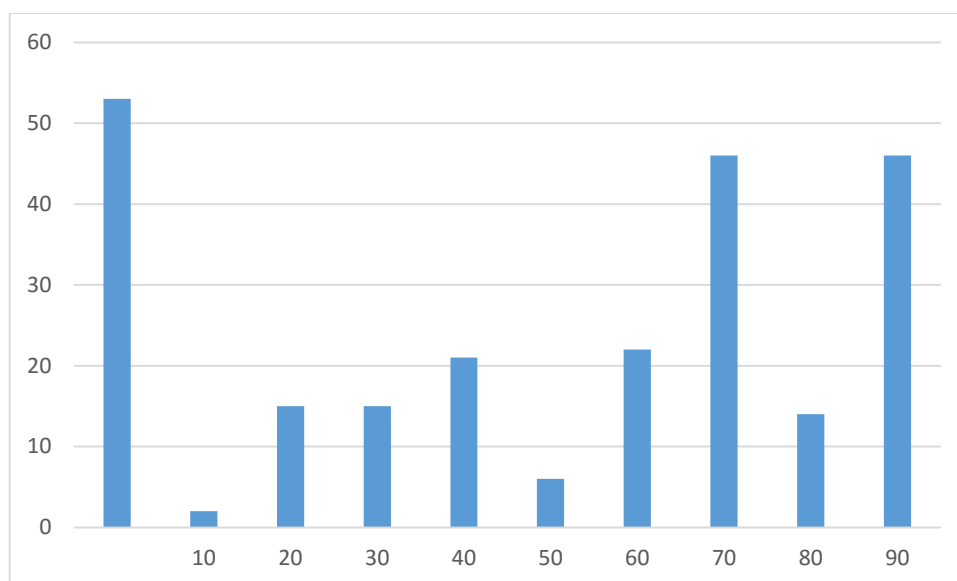
Option 2: 44 people selected this as their preferred option whilst 2 people selected it as their least preferred.

Option 3: 130 people selected this as their preferred option whilst 78 selected it as the least preferred.

**Q2: As previously indicated there is a need to raise the additional income. Please tell us where you sit on the following scale:**

Where 0 represents: No, we should not be increasing income but should be further reducing the cost of running British Orienteering

And 100 represents: Yes, I agree there is a need to raise additional income and understand that British Orienteering will still need to reduce costs



Represents count of selected value between horizontal axis numbers ie 0-10; 11-20 etc

In summary there are a number of people who indicate they strongly think British Orienteering should be reducing costs. More people indicate they recognise there is a need to raise additional income whilst continuing to reduce costs.

**Q3. What other ways do you think the Board should consider to raise the additional income required and perhaps offset rises in membership fees and levy in future years? The Board will consider other ways in which income can be raised and seek members view on them - however it is not feasible to do so for 2017 and in reality it may take 1 or 2 years to consider additional ways before introducing such changes. Your suggestions for raising additional income:**

The outcome when categorised:

Funding: pursue additional funding	4.72% (6)
Levy increase	4.72% (6)
Membership increase	9.45% (12)
Raising the profile of orienteering	2.36% (3)
Savings: make savings/reduce size	27.56% (35)
Commercial activity	11.81% (15)
Sponsorship	29.92% (38)
Uncategorized: individual comments	23.62% (30)

Over a quarter of comments focused on making savings and we have and continue to make savings and reduce costs. Several commented about Focus as an expensive 'luxury'; how we replace Focus in order to make savings is under discussion.

Over a quarter suggested sponsorship could be the answer to the funding problems and it is clear that raising income in this way is extremely difficult at the moment.

Detailed responses by category, note some responses were in several categories so the numbers might not tally but all the responses are included:

## Funding

Apply for Lottery funding/Grants from supermarkets

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Lottery Funding

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private fundraising efforts; keep membership and levy charges the same as current so as not to deter new participants to the sport

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## Membership & Levy increase

Increase the levy as well to say £2 for Seniors. Why are you not asking about suggestions for savings, such as making focus on line only and more contact like Mike's news

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ON the basis that commercial sponsorship has failed and any trading activity would only generate a small income I think that the only way to generate extra income is via contributions (membership and Levies) from the members

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Such a niche sport I am not sure what else to suggest other than membership and event fees.

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increase junior fees more, keep levy low and inc membership fees

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£10 annual adult fee is tiny. I think you could set it at £20 per adult and £2.50 per junior possibly with the first 2 years of membership discounted to £10 to stop it being a barrier to newcomers.

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A rise in yearly fees is acceptable in my view. A rise in levy is not and will deter both newcomers and existing orienteers

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I think that membership should be set a rate that does not require a levy fee for members. Levy should only be charged to non members. Effectively this would make events cheaper for member giving them an incentive to go and more expensive for non members giving them an incentive to join. Most other sports have this system so why not orienteering?

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Raise the membership fee more. Even £10 is low!

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Your question presuppose that membership should not be increased substantial. However, I think the could be

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increase membership fees

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Membership fees should be benchmarked against other NGB's - still too cheap

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British Triathlon membership costs upwards of £40. British Orienteering needs to significantly increase membership fees. The problem is that in Scotland orienteering activity is measured, and therefore funded, by the number of members and not by the amount of participation in the sport - not a sensible way to encourage people to be more active. Obviously if membership fees go up there is the danger of membership going down, which would result in less Scottish Government funding. The prime objective of the Board should be to persuade the Scottish Government that they should be funding sports on the basis of participation (ie improving the health of the nation) and not on membership numbers.

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Increase membership; increase differentials in fees between members and non-members

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## Profile

Lobby for inclusion as an Olympic event and gain a higher profile with the public.

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Raising profile is important and should lead to more funding allocated to orienteering but I don't see BOF out there in schools and scout groups and gyms and leisure centres. Where do you do your profile and awareness raising that are part of your aims? Doesn't seem very effective at the moment I'm afraid...

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## Savings

The board do not seem to have considered reducing costs but only raising income. For instance the latest Focus seems of little interest to the average member being just a summary of historical elite performances with none of the analysis etc. provided by Compass Sport. It even talks of selection for a World Champs which had already happened by the time it was distributed. It is difficult to see the justification for a lot of the expenditure. Even where it is funded by external grants, there is doubtless an impact on staff time that is not costed.

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I'd like more information about what's regarded as 'core' business - I'm not sure if we need all this additional income. As for ways to raise it - there was previously a suggestion that there could be a club levy, based on the size of the club, and clubs could raise this money however they chose. I thought this was a good idea.

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Disband BO

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The Board is not clear enough on what it wants to spend the money on. This must be spelt out in detail. Then I'll be able to agree or disagree. Currently I don't know.

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Clarify what the extra income is needed for.

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Reduce costs. Keep orienteering as an amateur sport. Reconsider reasons for needing to raise additional funds
Reduce the level of expenses given to staff and delegates attending meetings or events.
Events should not be more expensive. Compared to an organised park run the sport is already very expensive. Save the money but cutting existing programmes / staff.
Look critically at activities and expensive personnel. Are they really drawing in members and worth it?
Ditch Focus
Reduce full time employees and reduce the Admin costs, no extra income should be raised other than by increased participation. No increased participation, no increased income.
Reduce 'core' activities rather than increase income
Working with schools, universities and other centres to provide mapping, training and other orienteering specifics at a profit
If outside funding based on podiums is being reduced, then spend less on the elite.
throwing money at orienteering won't increase its popularity, this lust for podiums is wrong, go back to the "sport for all" credo and remake your strategy
Why marketing? why more people coming to orienteering?
I don't think you should raise additional income. I think there is scope for you to reduce your activity and still be an NGB.
Empowering members and understanding orienteering
IMO it would have been more helpful to ask members what costs they would most like to see cut back on. Sadly this is likely to be salaries and trying to combine jobs which may stretch the skill sets of the remaining staff. Erratic Sport England funding changing each four years is no way to run sport in this country, you only look at the lottery funding for the Olympics longterm strategy stretching beyond the next 4 year cycle.io, longterm
Reduce costs
I'm sorry I won't answer question 1. I don't think this has been justified. I think we have current a federation which does not fit the amateur nature of our sport. BOF should tell us what the money is needed to fund. Anything that is not directly in the support of members should have to be doubly justified.
Stop producing the focus magazine - this weeks one was 6 months out of date, read in 5 mins and straight in the recycling. Why not buy a few pages in compass sport each edition to cover BOF matters. That would be a better use of money.
Stop printing Focus
Rather than raising additional income, review roles at HQ and whether development should devolve to Clubs (locally we have achieved more through Club efforts than through support from BOF). Member derived income should not support initiatives such as Explorer.
We should be reducing fees to encourage new people into the sport.
There is an implicit assumption in this that the additional funding is required. I do not believe that this is the case. Expansion of the sport is best achieved through the clubs at a much lower cost.
Do away with glossy colour Focus magazine and return to a brief cheap newsletter. I have no interest in hearing about GB teams, I am interested in my results and people in my club.
I fundamentally disagree that success at the WOC should be a strategic priority for BOF. Previously, this was driven by UK Sport funding but in the absence of this, BOF should focus on supporting clubs by centralising functions which are more economic to perform at a national rather than club level. With this in mind, I don't accept that additional income is necessarily required.
Do not raise income but reduce spending on Staff and Elite.
I think a vision of "mp3" does not align with the members' need and was acceptable only whilst such a vision could draw external funding. If this is no longer the case then the association should focus on the needs of its existing members and funders and focus on providing quality UK events.
cut excessive staffing of HQ
Cut staff members
You should not be raising additional income, but should reduce costs to a sustainable level. You have had many years of failure in increasing participation in core orienteering events, you have no mandate now to continue to fail at the expense of the current membership. Sorry to be blunt, but is this not true?
Reduce costs by scrapping 'Focus' - website can carry all the information needed and CompassSport is available for those that want more and are prepared to pay for it. The general membership need not carry the burden of cost.
To justify any increase to the membership the Board could/should be a lot more open in explaining existing expenditure and how it is funded from various sources. (See for example the supplementary notes to the annual accounts produced many years ago, circa early 1990s). Plus: Do we really need a Major Events Manager, particularly if BOC is going to be passed to Clubs / Associations? And how many members have been brought in by a combination of the Marketing

Manager and Development Team? The answer would seem to be "not many", based on the continually aging of the membership.

## Commercial

Greater effort to attract commercial sponsorship

Grants, fixed o courses, online shop, paid for training

project manage/sell expertise to adventure race types

Full commercial rates for traders

Can BO raise any monies from maps & mapping, as per OS?

Better commercial partnerships

Seek commercial partners; stop raiding the pockets of the people who currently fund the sport (i.e. the members!)

Effective merchandising, include specific performance sportswear, not just linked to specific events.

private fundraising efforts; keep membership and levy charges the same as current so as not to deter new participants to the sport

run a series of high-entry fee "commercial" events

## Sponsorship

All I could think of was sponsorship, but BO already partners with NFU Mutual

Corporate sponsorship from an organisation interested in promoting health, fitness and education values

more sponsorship - but I don't see £10 or more as an unreasonable membership fee- BCU is £30 !

Sponsorship generally within the sport but seemingly difficult to achieve in UK

?sponsorship

Sponsorship, endorsements

More Commercial Sponsorship

Sponsorship

Sponsorship

Sponsorship

Sponsorship of elites and for both grassroots and major events. Life or 'golden' membership schemes e.g. with free or discounted entry to one of BOC, JK or multinational a year

Seek sponsorship of events by larger mainstream organisations. More televised events, higher media profile to encourage sponsorship. Proactive targetting of schools to encourage entry into the sport; encourage greater links with uniformed youth organisations such as scouting and guiding. (An orienteering badge?)

Company Sponsorships

sponsorship if at all possible

Private sector sponsorship

More sponsorship, other countries seem to use sponsorship more.

sponsorship

Sponsorship and less reliance on the government (in the future post-Brexit days when there will be more important draws on government money like the NHS!) And raise the clubs' fee too: most clubs are sitting on a very healthy reserve of cash.

Sponsorship would be ideal but we need to have a viable "package" to offer in return. In practice, at the present time this option is probably not viable.

Sponsorship is difficult to find but continued effort should be put into this as £80k is small money for many sponsors.

seek sponsorship & raise the profile of the sport. It's a bit of a long shot, but could we seek inclusion into the Winter Olympics? It is a winter sport here!

Sponsorship? though I know someone was employed to set this up and didn't produce anything...

Sponsorship but agree this is difficult/impossible to find the best/any partner

Commercial sponsorship deals with outdoors related organisations, branding events like BOC, sponsor logos on GB kit

Sponsorship!

Commercial Sponsorship for the Federation as well as for high profile events

sponsorship at all levels



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Make better use of associations, give SOA more power, get sponsors

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## Sponsorship plus

Sponsorship; commercial projects

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Sponsorship/Commercial partnership, look at partnership with other bodies to share admin and related functions, Life membership options

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Commercial opportunities ? Incl sponsorship of GB team / Talent squads or major events

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More effort into sponsorship and grant funding. Less spending at National level on development which can be done more effectively and cheaply at Local level.

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the only outside routes are sponsorship and grants. Is that feasible?

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Sponsorship, Lower entry fee's = More entrants? = More income from levy?

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Significantly higher event levy for non-BOF members (which clubs would pass on to the competitor by way of a tiered entry fee structure); sponsorship

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Much, much, MUCH, stronger lobbying of Government to provide / reinstate funding from Sport England, Lottery, etc, NHS budget even! Given the Government's stated wish to increase the general public's health through active participation in sport, which part of orienteering does not knock other activities / sports into a cocked hat for a whole variety of reasons? After all the hype and positive feel-good factor following the Olympics, surely it must be significantly easier to sell a sport which provides mass participation available at all levels from beginner to professional, without the requirement of expensive facilities? e.g. sports halls, running / cycling tracks, swimming pools etc. Many, many more people can participate from school age to old age than in some other sports that receive relatively huge funding. e.g. Cycling, rowing, boxing etc. On another tack, if parkrun can attract funding from a range of sponsors, then put on free weekly runs why can't BO do the same, or something similar based on their model?

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Run BO multi-day event where BO keep all profits, funding applications, sponsorship,

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Sponsorship or raising event levies on answers.

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## Uncategorised responses

I believe a drive for new members is the key in increasing income, this will not impact the short term costs but will elevate problems in the future.

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Increase participation by incentives including reducing entry fees of national events.

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Look at how Parkrun gets funds

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Crowd funding

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I understand the levy but feel the impact in small low cost events like our street league is disproportionate. At £3 entry the levy is huge

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I'm personally happy with all the Q1 options so haven't specified an order

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Reintroduce student rates to maximise student participation - some events are now exceedingly expensive to the extent that I didn't go, so didn't pay a levy.

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Tax the clubs, not the members

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Bequests

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It is meant to be a non profit making sport

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opportunity for direct donations as part of membership renewal (maybe from a selection of approx three choices for the money to be allocated to)

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I think we should introduce a club levy where the club pays a fee based on size. Many clubs have sizeable reserves and can afford this. Also this would encourage clubs to raise money appropriately to their local needs. With levy and membership clubs tend to either just increase membership or entry fees without risking cross subsidising.

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Levy clubs or Regions. Clubs/regions decide how to raise money

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Capitation, where clubs are charged a fee and they decide how members will pay it. This allows clubs & countries to have different models. We also need incentive to make more income. So perhaps a bonus is membership going up and penalties if going down. Amounts could be small but may impact on club responses

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1. Ask for donations with membership renewal!!! No idea why you aren't doing this! 2. Price like Geocaching.com (free basic, about £25 premium)

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CSP / county council support for major events sports tourism income to their area leveraged better at NGB level. That is what 'high profile' sports do.

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A Huge recruiting drive There were 20000 BOF members in 1994. A need to focus on recreational orienteers. Reduce Focus to a newsletter rather than a glossy. Dont antagonise all those who provide volunteering prizes and sponsorship.

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Develop and endowment fund or use reserves to invest in income generating assets. Interest or profits from these to be used to invest in the infrastructure required to encourage new participants to the sport. Alternatively, focus Foundation funds specifically at projects that recruit new people to orienteering. Need to keep levy low as possible as events are the key to participation in orienteering and costs mount up for families if event entry fees are inflated due to higher levies.

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increase the unattached/non member fees

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Reduce the amount paid to regions for running Major events, say 75% BOF to 25% Regions

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A return to the tiered membership structure. FULL members (those who orienteer at level A and B) should pay more (both membership fees and levy; and LOCAL membership (those who orienteer locally in a club or regionally, at levels C and D) and they should be treated as 'new to the sport' in the process of learning the skills to be able to move on to Levels A and B events.

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Collect additional levy for non-BO members with inclusive insurance cover, i.e. remove the 3 event limit.

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Invite clubs to contribute the total income after costs to BO - one event per year.

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Junior and Senior Squad self-organised fund-raising events

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1. Charge an annual levy on clubs based on their own membership. This allows clubs to decide whether to raise the money by way of membership fee, or by raising entry fees to generate surpluses to be used to pay the levy. 2.Sponsorship. I know this has been tried before, and failed. But what about asking the membership if they know of any firms which would like to sponsor British Orienteering? And what about Red Bull?

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Clubs - Good income streams and reasonable expenditure. British Orienteering provides services for them. Potential ways are increase club affiliation or

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Charge higher levy to no BO members

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Be prepared to invest some of the reserves in a strong campaign to expand membership, driving up revenue for membership fees and levies, strengthen the sport and make it more attractive to potential sponsors.

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Growing the numbers of members

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Examples of email feedback from members:

I always thought that the current £5.00 fee was a bit low. Seem to remember that it was a lot higher years ago.

Your options are not in tablets of stone so may be varied. Would certainly agree with a £10.00 fee, nice round figure. However, could you get away with £11.00 and reduce the levy to a basic £1.00 across the board. Might make it easier for the clubs. Yes, keep the junior fee as low as possible.

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I wish to express my concern about a levy of between £1.60 and £1.90 being applied to Level D events in the future particularly as this levy is likely to then rise towards £2.00 per adult competitor.

My personal view is that a membership fee of £10 is the absolute minimum and a higher fee would be more appropriate. Orienteers need to recognise the value of work undertaken by British Orienteering and the benefits of membership (insurance, the Focus magazine, and retailer discounts).

For Level C events and above, the income at events almost always exceeds costs and many events have a healthy surplus.

For Level D events, the situation is very different. Not all our Level D areas are free to use; the Council charges £60 for non-commercial use of a public park. For an event with 40 participants that is £1.50 per head increasing to £2.00 per head if there are only 30.

Map costs per head are higher because we are less certain about attendance and the distribution across courses so we print many more maps than are subsequently needed. Once organiser

expenses are added, costs can easily exceed income. Attendances at our Level D events are declining.

Level D events are necessary in order to bring people into the sport.

Entry fees need to be attractive to families (who will often be directed to the simplest course) and also pitched at a level where experienced orienteers will come along for "a training run". Bear in mind that many of the parks we use have a POC (free to access) and/or a Parkrun (free).

There is, of course, the argument that clubs can choose to subsidise Level D events from the proceeds of larger events. This fails to recognise the demoralising effect of running an event at a loss and is of little comfort to those small clubs that are only able to host 2 or 3 Level C events a year.

Applying the same levy to Level C and Level D events may ensure that larger events are not registered at Level D but there is a far greater risk of applying a high levy to small events. Clubs may simply substitute informal activities for Level D events.

The options that are being offered to the membership do not include a lower levy for Level D events. Please consider this for the reasons given above. If it is not possible, please consider exempting the first n participants at a Level D event from levy where n is 20 or a similar number.