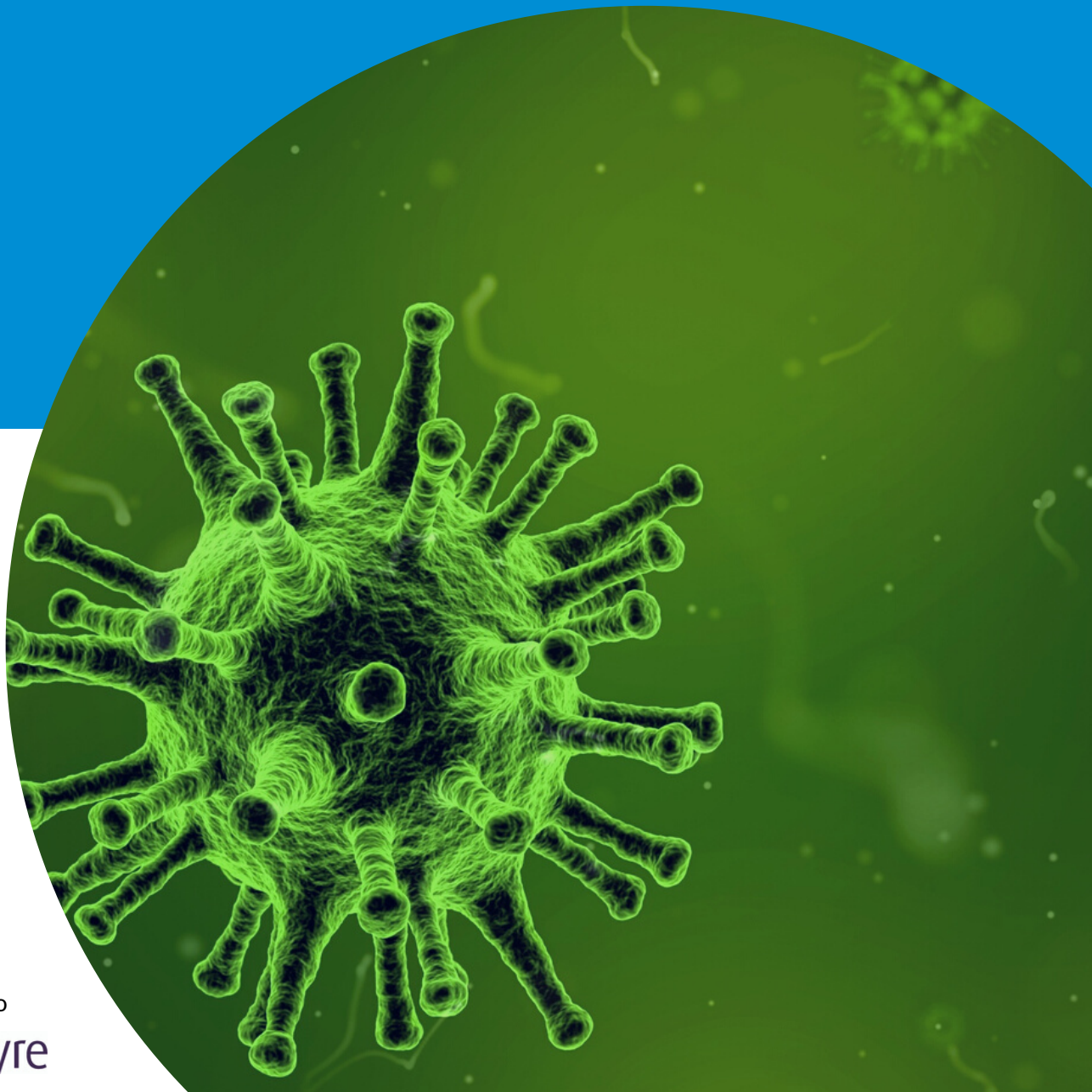


COVID-19



HOW THE PANDEMIC IS AFFECTING MEMBERSHIP ORGANISATIONS

MAY 2020



With special thanks to
haysmacintyre

AT A GLANCE:

74%

Of organisations have an up-to-date business resilience continuity plan

However, this figure drops to just 53% of very small organisations

81%

Of organisations polled have a minimum of 6 months' reserves

A further 51% believe they currently have more than 12 months' reserves. But how accurate is this? See the advice from **haysmacintyre**

75%

Of organisations were already set to work remotely

Surprisingly, 1 in 4 very small organisations had not already adopted working from home for its staff, whereas larger organisations seemed to be much better prepared.

56%

Of respondents believe the pandemic will affect membership renewals and growth.

A further 32% believe it's too early to tell, due to the renewal cycles

80%

Are feeling the effects of the pandemic

Unsurprisingly, most organisations are feeling the financial effects of loss of events and training revenues - but the survey found some surprisingly positive effects too, such as increased engagement, PR opportunities, focus and creativity.

62%

Are pleased with the government response

Perhaps unsurprisingly, this figure drops to just 37% of organisations representing the medical and health professions. One to watch for the future.

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memcom has been dedicated to serving the membership sector since 2000. Our mission is to connect senior leaders to collaborate and to harness best practice – helping to drive the membership sector forward and celebrate its success. For more information on who we are and what we do, visit www.memcom.org.uk

EXECUTIVE OVERVIEW



There is no definitive list of professional bodies or trade associations. Estimates put these two categories at an estimated 4000 organisations. Add in learned societies, trade unions, membership-based regulators, ombudsmen and organisations which are a blend of more than one of the above, and the picture becomes even more blurred. And then of course, there are membership charities...

With such a diverse and complicated sector, this survey did not set out to provide any forensic detail; our aim was to allow membership organisations to examine where they are against their peers in the context of the wider sector in these unprecedented times. To this end we have decided to focus on the 101 professional bodies and trade associations who completed the survey, and have re-classified some organisations within these two definitions, based on our knowledge of the sector. Whilst focusing on the above two categories, the report still contains plenty of useful nuggets of information, advice and innovation for other membership organisations and we are deeply grateful to all individuals who completed the survey, as well as [haysmacintyre](#) for their advice and support.

The report indicates that the larger your organisation, the more likelihood your survival: you are likely to have been better prepared than most, to have greater reserves, own your own assets and have more talent at your disposal. However most organisations are likely to need to innovate and refocus in the coming months, and much of that innovation will come from organisations beyond your immediate peer group, - and innovation is often led by necessity.

And you're not alone. As a membership community in its own right, **memcom** was 100% geared up for remote and flexible working, but it doesn't follow that we were prepared for what hit, and our income (largely derived from recruitment and events) faces the same challenges as everyone else in the sector. Like other organisations, we're taking stock, we're planning and we're innovating.

Every single respondent to the survey has shared their fears, their pains, their losses and in some cases, their fight for survival. We didn't just want to list all of the negatives, however, and the myriad ways in which the sector is struggling. Importantly, this report demonstrates optimism and innovation in rising to the challenges posed by the game-changing situation in which we all find ourselves. *Could this actually herald the start of a Golden Age of Membership Organisations?*

Thank you for your contributions to this report.

JULIAN SMITH & DEBBIE HOCKHAM

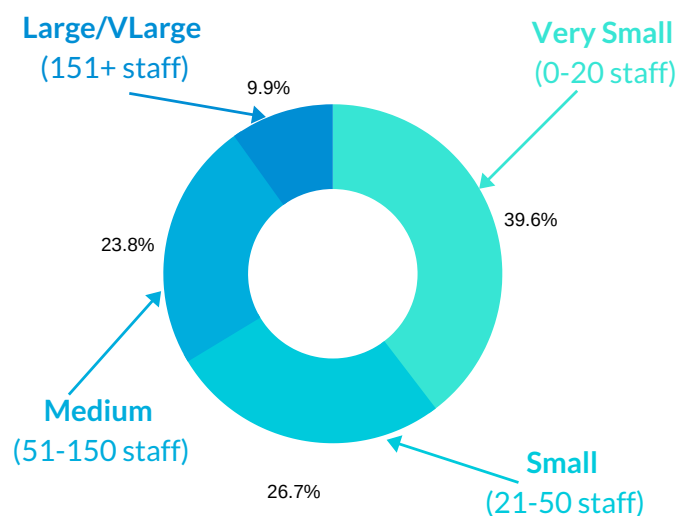
Executive Directors, memcom

BACKGROUND & METHODOLOGY

The survey attracted responses from 118 organisations. In stripping out duplicates, anonymous entries and those which did not strictly fall in line with our definition of membership organisations, the figure fell to 114. An executive decision was taken to add respondents into the two largest categories of professional bodies and trade associations in order to provide meaningful comparisons for those who took part, which brought the number to a respectable 101 respondents. However, we believe that all participating organisations will find value in the survey, regardless of how they self-identified.

The survey itself consisted of 28 questions. Given the breaking nature of the effects of Covid-19 on the sector when the survey was launched, there were a lot of open questions. As a result, this report has been written as **narrative**, highlighting the trends with the data in the appendices.

When analysing and interpreting the data, it became clear that the **professional bodies and trade associations were equally affected by Covid-19**. Nearly all organisations were seeing a drop in income, cancelling events and scrambling around to move their people and their events online. Other reports might make more of a distinction between the two types of organisations, but the data didn't warrant this. Instead, the survey has divided responses based on the illustrated 4 categories (see right) of size of organisation, to provide better comparisons.



There are many ways of dividing and categorising the sector - and all have their flaws since the sector is so diverse (turnover often depends on the size and wealth of the profession; membership size depends on the categories of membership, etc.). memcom's default position is to categorise the sector based on the size of staff, since organisations of similar size often have similar levels of operational sophistication.

Our report has been divided into 3 sections covering organisational response, readiness and resilience; the effects of Covid-19 on the business and adaptations; and looking towards the future. By including the findings for both professional bodies and trade associations into one report, it is hoped that innovation and good practice will be jointly shared by the whole membership sector.

THE ORGANISATION

JUST HOW READY WERE YOU? WHAT MEASURES HAVE YOU TAKEN? WHAT ARE YOU DOING DIFFERENTLY?

"In some ways it has been positive as it has allowed us to fully test out business continuity planning as well as causing us to reconsider how we manage committees, and also increasing the ongoing opportunities for staff to work from home"

Louise Frayne, Director of People at the Royal College of Paediatrics and Child Health



This section of the survey focussed on the internal elements of the organisations surveyed, in particular: how prepared they were, the concerns they have over staff - and how their management structures have had to change.

Who was prepared?

Nobody saw this coming, obviously - and yet **75% of respondents to the survey had plans in place for the majority of staff to work from home.** This was the same across the board, from very small to very large organisations. However, when it came to up-to-date **business resilience continuity planning** it was a different story, with just **52.5% of very small organisations being prepared, compared to 100% of the large and very large organisations.**

As a side note, it is **difficult to compare trade associations against professional bodies**, except in the 'Very Small' category (1-20 employees), where there was both a large sample size and fortuitously, equal numbers (20 of each). In case you're wondering, neither category properly came out on top: **80% of VS trade associations were set up to work from home, compared to 60% of professional bodies. In terms of business plans, the reverse was true with just 45% of VS trade associations, compared to 60% of professional bodies!** We believe the absence of large differences across the survey justifies our decision to focus on the size of organisations rather than the age-old comparisons between professional bodies and trade associations.

An interesting point worth noting: **there is no correlation between having up-to-date business resilience continuity plans, holding larger reserves and owning your own property.** Nor does there appear to be a correlation between the size of the organisation and its 'readiness' to cope with the pandemic - although the largest organisations responding to the survey (150+ employees) were naturally more resilient when it came to business plans and reserves.

What about the staff?

Understandably, with lock down happening almost overnight, the welfare of staff is high up on the priorities of most respondents, with **90 out of 96 organisations having given consideration to the mental health and wellbeing of staff** (and of the others, 5 organisations had fewer than 8 employees). A further **57% are currently offering additional support to staff**, ranging from EAPs, mental health first aiders, confidential helplines, financial support and training.

When asked if they had any **concerns over health and safety, 71% of organisations did**. Of these, 68% were worried about unsuitable working-from-home arrangements, bad posture or lack of equipment - yet **only three organisations mentioned they have supported staff with specialist equipment**. **51% of organisations also mentioned concerns over isolation and mental health issues**.

Little innovations...

Many organisations have been adopting different ways of managing and engaging with staff, embracing flexible working, specifically around those with parenting or caring responsibilities, setting relaxed guidelines for Zoom or MS Teams calls (by far the most popular, although Powwownow, Gotomeetings, Whatsapp and Skype were also mentioned) and regular catch ups.

However, our favourite innovations were: **Sunrise breakfasts, Tea/coffee with the team, weekly virtual pub, Friday quizzing, yoga and mindfulness sessions, regular staff morale surveys, singing/choir lessons and increased empowerment**.

On policies

In terms of new policies implemented to assist staff during this time, this was a question which really split the survey into 2 camps. **48% of organisations believe their existing policies are adequate**, whereas **the remaining 52% have introduced a whole raft of policies**. Given the changing legislation it is possible that some of the former might just need to rethink some of their policies, specifically around some of the following: **annual leave and carry over, flexible working, wfh expenses, mental health and well-being, realignment of sign-offs, specific Covid-19 policies on leave, sick pay and reporting, etc.**

On furlough

53% of organisations had already furloughed staff at the time the survey was circulating, although anecdotally through our CEO and HR round tables, we believe this figure will now be much higher.

It is clear that redundancies will follow the furlough periods, and 11% of respondents had already started on that process. At least 2 of the organisations had already introduced reduced hours.

THE BUSINESS

WHAT'S HAPPENING IN YOUR BUSINESS? HOW DOES IT COMPARE TO OTHER ORGANISATIONS?



"The current situation forced us to escalate our online training and webinars. Not only have we found this to be an effective way of communicating with our members and providing our sponsors exposure, but due to the relatively low cost base it is proving to be quite profitable"

Rennie Schafer, Chief Executive Officer at Self Storage Association UK and FEDESSA

*This section of the survey focused on the external elements of the organisations surveyed, in particular: whether or not organisations have seen an increase in **demand for services** (and could they cope?); thoughts on the likely **effects on membership renewals and growth**; other effects such as **loss of income**; access to and take up of **government funding**, and; the all-important question of **reserves**...*

Demand from members: increasing or decreasing?

35% of organisations have seen a decrease in demand from members. The biggest sectors represented include organisations whose members work in construction, engineering and education (*industries whose members are largely furloughed or out of work*) but also professional services - but this is not the full story, since **41% of respondents have seen an increase** in demand from their members, and this is at all levels of organisation size.

Understandably those working in health are most affected by increased member demand, but some organisations representing creative industries, engineering or professional services are also seeing an increased demand from members, especially from associations whose members are largely self-employed, not considered key workers when they felt they should have been (such as the members of the BCPA) or just trying to keep up with new legislation (i.e., the CIPD) or government initiatives.

Concerningly, almost **50% of the organisations reporting an increase in demand are unable to meet member expectations**, due to a range of factors including cashflow, furloughed staff and the cancellation of face-to-face events. Other organisations have temporarily seconded staff to assist overworked colleagues as an alternative to furlough but none reported hiring temporary staff to help cope with demand.

The other prevailing sentiment which comes out of the survey is the fact that increased demand might just be temporary, and much will depend on the state of the economy in the coming months, as well as how long the virus lasts.

Quotes:

On membership...

The outlook of Covid-19 on membership is uncertain, with **56% of all respondents believing that the pandemic will inevitably have an effect on renewals and growth, and a further 32% believe it's too early to tell.** This may well be due to the fact that membership cycles vary immensely within the sector, and those who have just completed an annual cycle might have to wait up to 9 months to see the effects on future renewals.

In the open question on the effects of the pandemic on organisations, many respondents reported similar findings along the lines of *"changing from membership acquisition and growth to purely member retention"* and *"revenue has stopped and so has membership renewals; no new members coming on board"*.

(memcom's conclusion is that a separate survey focusing specifically on membership (renewals, growth and innovation) is needed - and will be with your membership teams shortly).

Is it all 'doom and gloom'?

Not quite! **12% of organisations surveyed do not believe there will be any lasting effects on membership levels** and some have reported new member attraction as a result of their increased public profile and engagement activities. Even amongst the 32% of respondents who are unsure of the long-term effects on membership, more than a third mentioned positives arising from the crisis, such as *"significant press coverage due to nature of organisation"* or the fact that there was *"more interest in the organisation"*.

Inevitably, however, the pandemic has **changed the nature of the way most organisations are working.** Despite the fact that 53% of organisations reported the furloughing of staff and 10% have already made redundancies, there's a general sense that organisations are working harder than ever to bring members the support that they need. This pressure is mainly felt by membership, communications and PR teams, as they struggle to keep on top of ever-changing legislation to offer information to their members.

The other key pressure is on those involved in **turning to digital communications,** reporting issues which organisations large or small can relate to such as an *"increased pressure on communications and the ramping up of all digital services"* or *"responding to the needs of members in giving them good advice around Coronavirus and moving products lines to a digital format"*.

For us, one quote summed up the struggle felt by many organisations, the "sheer pace and volume alongside uncertainty is challenging for everyone."

"We have concerns about 2021 renewals when the financial support has gone away..."

"Of course there's uncertainty, but it's a bizarrely business as usual."

"Members are focussed on short term issues so we're having to be agile to show relevance"

"We now need to keep up to date with a range of information to update members on"

"Non-members have realised the value of their trade body, driving demand for membership"

"We're now more focused on member concerns and getting more feedback from them"

Quotes:

On events, sponsorship & other income...

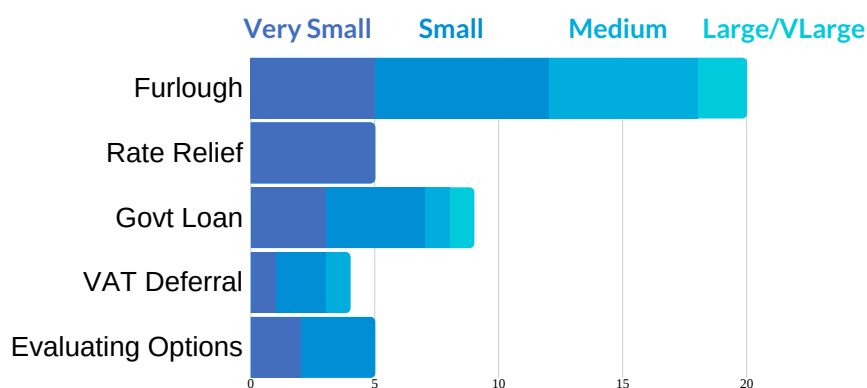
The outbreak of Covid-19 meant the **cancellation of all face-to-face events, and the subsequent 'double whammy' of both costs incurred and revenue lost.** This seems to be the one area where all respondents were affected, regardless of size or status of organisation. For obvious reasons we didn't specifically ask a question on whether or not organisations had cancelled events, but in the open question "Has Covid-19 had any other effects on your organisation?" **40% indicated substantial losses from cancelling conferences or training events.** A future survey might look at the split of income between membership, events and other trading activities, but for some, the collapse of all face-to-face events has also meant their own conferencing businesses have collapsed.

If the biggest threats are the loss of existing events and related revenues, the **biggest opportunities highlighted in the survey are the 'digitalisation' of exams, courses and events.** Several organisations mentioned similar positive comments such as the "rapid uptake of new technology" and the "release of new ideas", and the creation of "robust online programmes". Others mentioned specifically the fact that the virus was **bringing forward planned works**, some of which had been on the 'to do' list for much later in the year: "this has accelerated the need to convert our exam delivery to an online format."

This spirit of enterprise mentioned in many of the surveys was best summed up in this quote from **Sue Riley, CEO of the National Association for Able Children in Education:** "Like many membership organisations this current situation has made us consider new ways of working. We've flexed our delivery model, and at a rapid pace, adapted training and support services to meet current demands. We'll take elements of this new way of working into next year's strategic planning."

On government support

42% of organisations surveyed have either accessed or plan on accessing government funding and 37 of them explained how, as the chart shows.



Of the 37 respondents, 5 are still evaluating their options or unsure of their eligibility, whilst 7 have taken advantage of 2 or more of the 4 options highlighted.

"Our events represent 50% of income: we are likely to lose it all this year"

"All income streams have been negatively impacted."

"We've cancelled 30+ f2f events, and are now required to create a robust online programme"

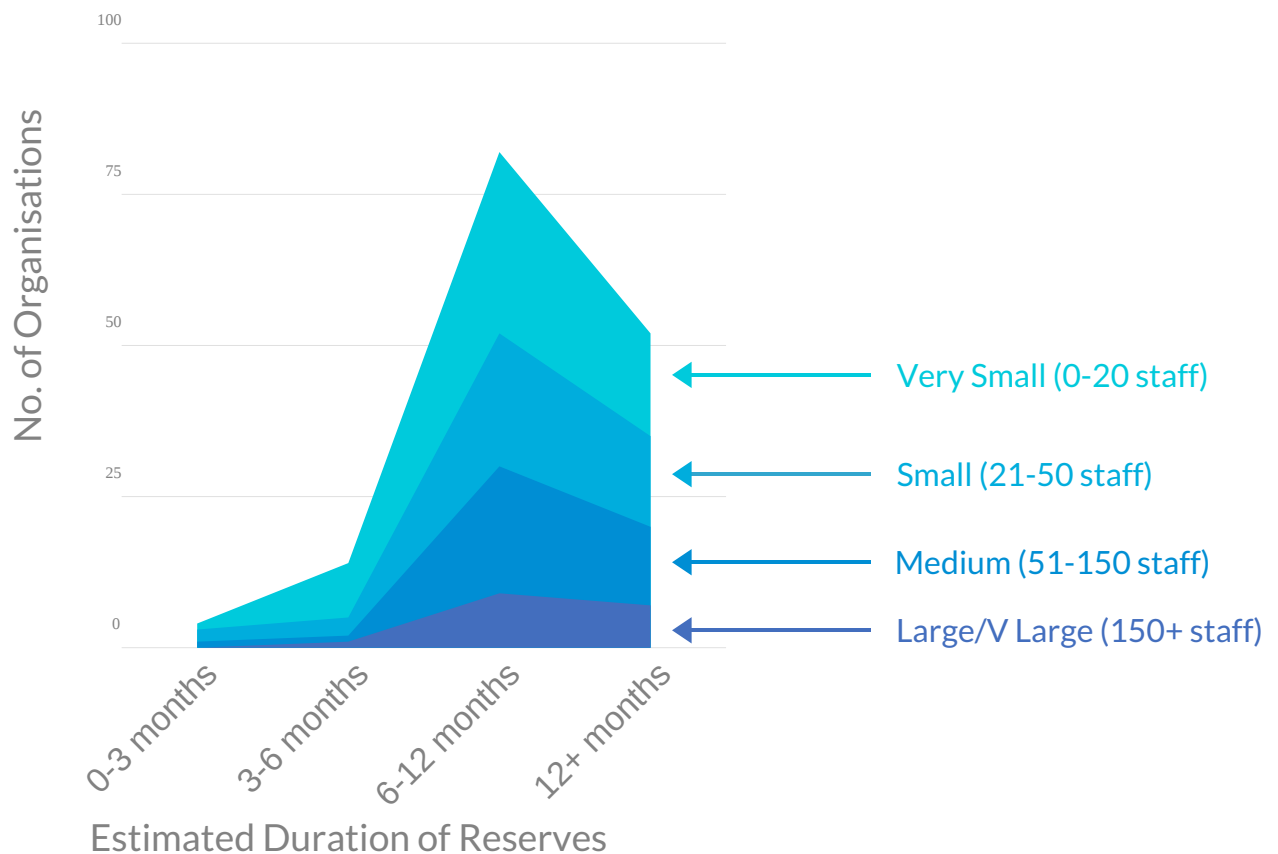
"Brought public awareness and enabled fund raising"

"We've seen a big increase in participation in our webinars and digital learning solutions."

"We have had to cancel all of our membership meetings and events"

On reserves

So now for something a little more positive. **81% of surveyed organisations have reserves (on paper at least) of 6-12 months, and 51% believe they have reserves of 12+ months.** The survey discovered that the larger the organisation, the more robust they were financially, as the below demonstrates:



Superficially, the good news is that the majority of organisations are likely to survive the impacts of the virus, providing the situation does not continue for too long, that income can be generated and that costs can continue to be cut. **The larger organisations were also most likely to own their own buildings (80%, compared to just 12.5% of very small organisations)** which also offers the possibility of a 'sweatable asset' - at least on paper.

However, award-winning sector specialist firm of chartered accountants and tax advisers, [haysmacintyre](#) warn against complacency and suggest "**reviewing your reserves policy in the current situation is a must**". They go on to explain why: "**...there is a question of what constitutes an organisation's reserves? Some membership bodies hold most of their reserves in property or restricted cash...that cannot be easily accessed in a time of crisis. Membership bodies should understand their access to liquid funds and consider this as part of reserve planning.**"

Unfortunately, the survey also indicated **18 organisations with fewer than 6 months' reserves**, including 5 organisations in the medical/health sector, but despite this 11 of the 18 ranked their long term outlooks between moderate to very optimistic, demonstrating that reserves aren't everything!

[\(see Appendix 2 for the full advice haysmacintyre have kindly written to accompany this report\)](#)

THE FUTURE

REIMAGINING THE NEW NORMAL. WHAT SUPPORT DO YOU NEED? WHAT CAN MEMCOM DO TO HELP?

"Life looks tough right now but consider all the strides you are making to engage and retain your members through novel means as an investment. You are effectively opening new windows of future opportunity that will allow you to raise your profile once the world returns to a semblance of normality - and it will!"



Air Chief Marshal Sir Brian Burridge, CEO of the Royal Aeronautical Society

The above felt like a fitting quote to start the final section of memcom's report into the effects of Covid-19 on the membership sector. It's time to invest in a new future, not hang onto an old past. There are still so many unknowns (such as, how long will this all last?) and it is impossible to second-guess the future, but we should now start reimagining the new normal.

But first, **how happy were you with the government's response** to the crisis? Overall, 60% of respondents were happy or very happy with the government's response, with just 14% saying it was poor or very poor. However, one's response seems to largely be affected by the size of one's organisation or the sector it represents. **Just 40% of large organisations approved of the government's response**, and as many disapproved (the rest were neutral). The picture is similar when we look at **health and medical organisations, with 37% approval** and 37% disapproval.

Fig 1 - Overall picture

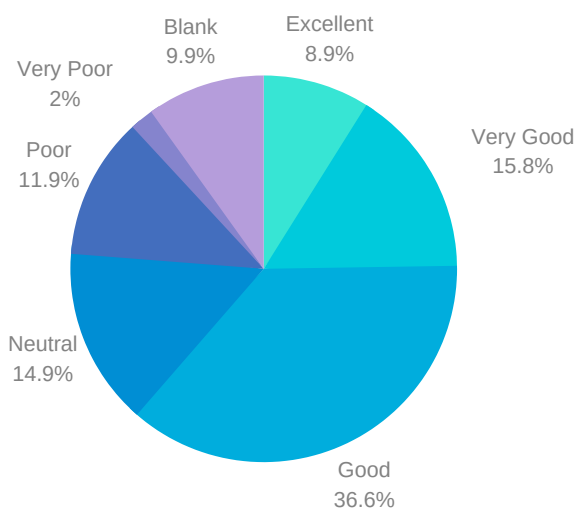
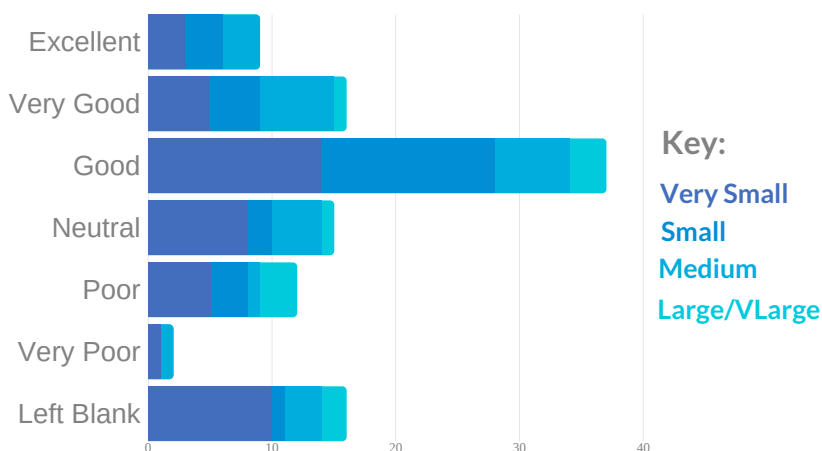


Fig 2 - By size of organisation



What more should the government do?

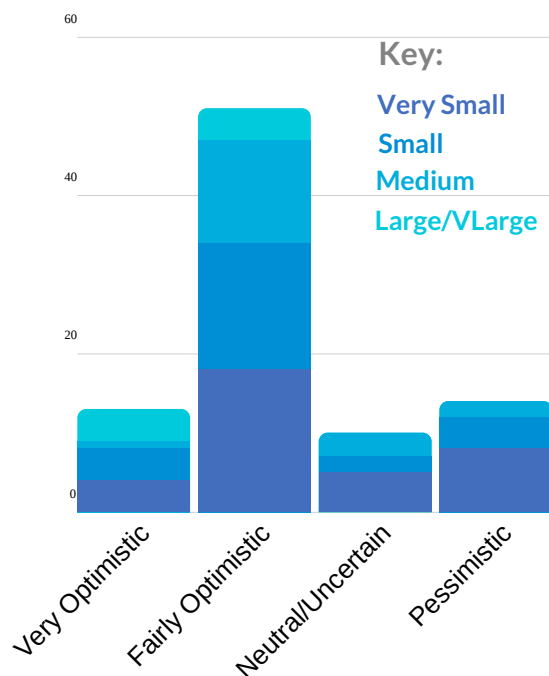
Another open question which received 76 different responses, largely due to the open nature of the question. Many chose to answer the question from both a personal and a professional point of view, and answers ranged from "clearer policies on non-corona-virus issues" through to "Tackling fake news and limit the spread of hysteria by the media." 25% of respondents also mentioned more testing and PPE equipment, which are still making headlines as this report is written.

Broadly, it seems that though the general measures taken by government in terms of business are supported, the prevailing feeling is that when you drill down into the detail, much more needs to be done. The "**pace of action**", the "**inaccessibility of loans**" and other financial support, the **inequalities and inconsistencies of government measures** were all identified as key frustrations and concerns, and **approximately 40%** mentioned a lack of clarity, forward planning and communication on how long things are likely to last.

It is clear that our sector is looking for guidance from government, but also frustrated that government still isn't quite looking to all of our experts for guidance in return.

How optimistic is the sector?

88% of those surveyed answered this open question but the results are interesting, and worth a closer inspection.



Overall, the sector is broadly optimistic about the future, notwithstanding the recognition that hard times lay ahead, and the immediate short term is likely to hit hard. Unsurprisingly, in keeping with this survey, the responses show that the larger organisations remain most optimistic about the future, as the graph demonstrates. **80% of large and very large organisations are either optimistic or very optimistic about the future**, with the other 20% choosing to leave the question blank. **In contrast, just 55% of very small organisations feel the same way.**

No single sector was more or less optimistic than another, and there were no discernable differences between the outlooks of trade associations compared to professional bodies.

Overall, the sector is more concerned about the short term, with preoccupations including the potential loss of members, cash flow, lack of policy and loss of income, but many also believe that in the long term, the sector will bounce back better than before.

What more can memcom do to support the sector?

Another open question, receiving 47 unique responses. The majority of respondents want **memcom** to continue sharing best practice, tips, advice and reports such as this, which help the sector learn from each others' responses.

Interestingly, as well as **more networking opportunities for CEO's**, there were quite a few calls for **memcom** to play a role in bringing the sector together, to unify it with one voice and to **champion the membership sector**. We will of course take everything on board, and seek to deliver value to the sector we have supported for more than 20 years.

It's clear that the sector wants a bigger voice, and to be recognised for the expertise it brings. Arguably the best quote summing up the mood of frustration throughout the survey was one Chief Executive who, when asked what more could the government do suggested "**greater engagement with the experts (professions) on topics only we have expert knowledge on**".

A final word from memcom to the membership sector?

memcom, like all of you, with an income earned from our **recruitment and senior appointments businesses, and a calendar of live events**, has seen it has seen its own business challenges. We too are busy re-imagining some of our services, as well as taking advantage of government initiatives.

We are currently running several weekly roundtables for CEOs and Directors of HR. If you're interested in getting involved with these or have an idea for something else, simply call **Julian Smith** on **07966 939 145** or send an email to julian@memcom.org.uk.

As well as the damage done to the sector by Covid-19, what is also clear from this survey is the innovation, the sense of optimism, the never-ending passion and enthusiasm for the sector and our members, and with smarter working, targeted lobbying and joined-up working, we firmly believe that in the long term, this could herald a new golden age of membership bodies.

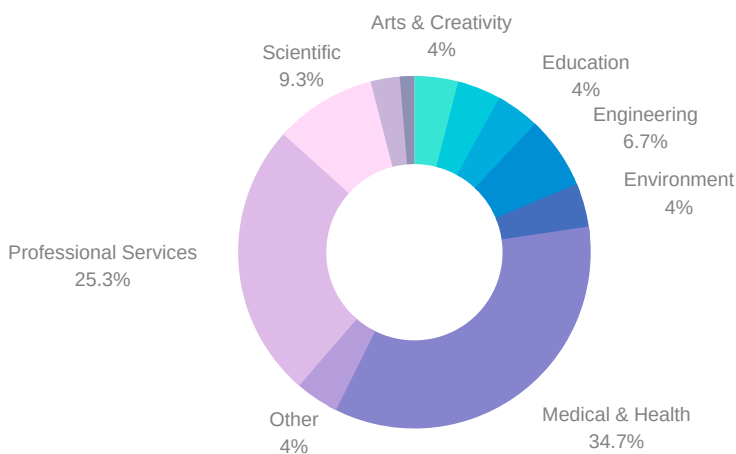
APPENDIX 1

THE DATA

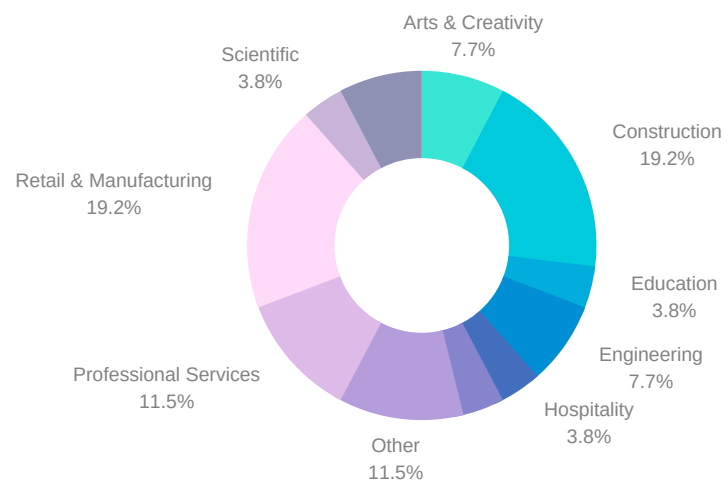
The survey comprised 25 questions of which 10 were open-ended. The other 15 have been mentioned throughout the survey results, but a further breakdown is given here of any areas not sufficiently covered in the above survey. Should you wish a breakdown on a specific question, please get in touch with Julian@memcom.org.uk.

Respondents by Sector

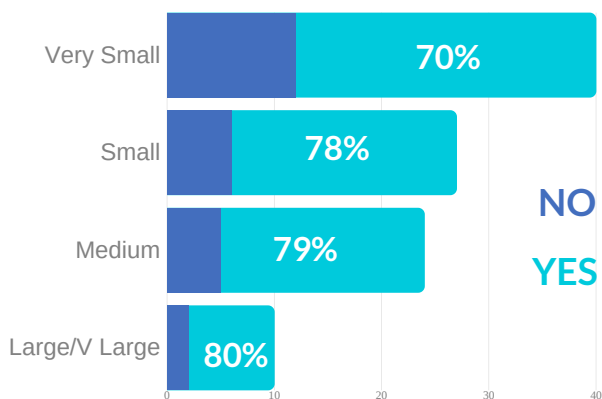
75 Professional Bodies:



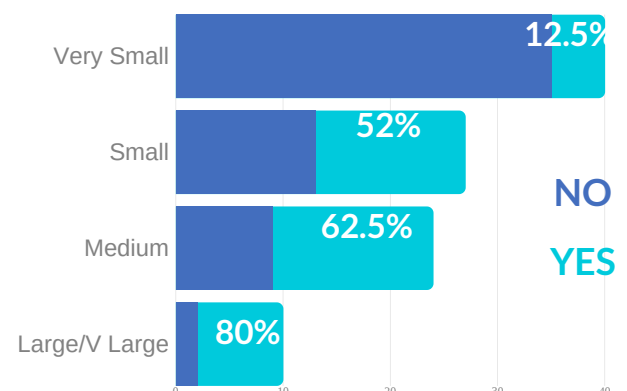
26 Trade Associations:



Were you ready set up for most staff to work from home?

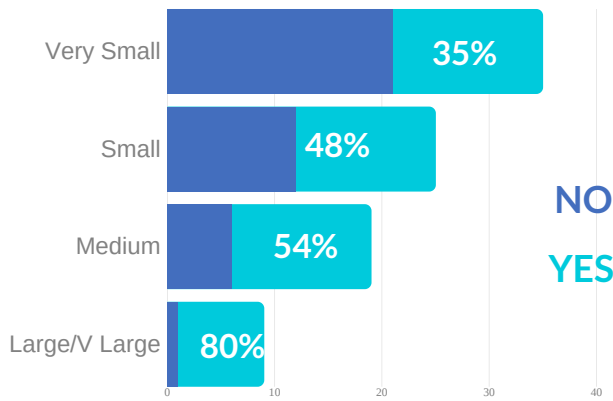


Do you own your building?



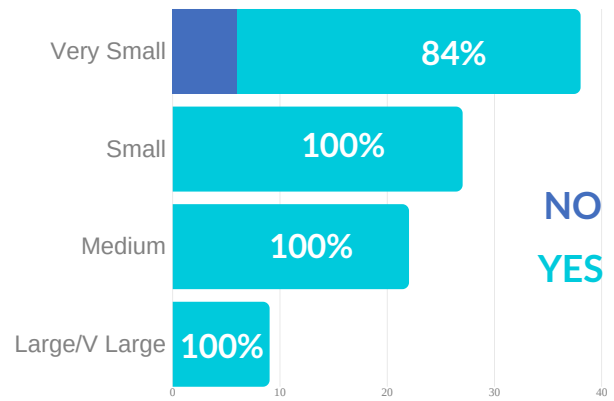
APPENDIX 1, PAGE 2

Have you introduced new policies for staff working from home?



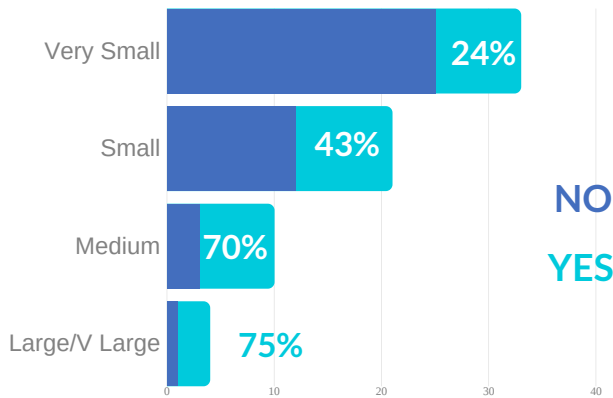
(Based on 88 responses)

Have you given specific consideration to staff mental wellbeing?



(Based on 96 responses)

Do you offer additional support to staff during this time?

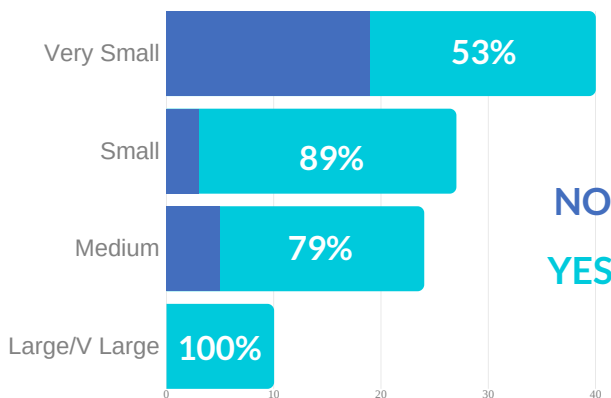


(Based on 68 responses)

Specific Answers included:

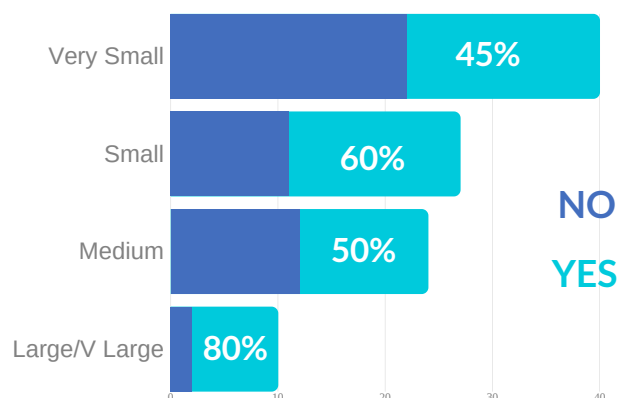
- EAPs
- Financial support (purchase of equipment or £18pcm working-from-home allowance)
- Free licences for home-use
- Mental health first-aiders
- Pastoral care/support helplines
- Online training courses
- Weekly newsletters, video calls, etc.

Do you have an up-to-date business continuity resilience plan?



(Based on 101 responses)

Have you already furloughed staff?



(Based on 101 responses)

APPENDIX 2

REVIEWING YOUR RESERVES POLICY: HAYSMACINTYRE

The survey shows some interesting data on reserves with over 80% of organisations suggesting they have at least 6 months and 51% having over 12 months of operating costs held within reserves. This is within our expectations and knowledge of the sector with several organisations holding assets such as property and investments. However, there is a question of what constitutes an organisation's reserves?

Some membership bodies hold most of their reserves in property or restricted cash. This may mean that some organisations hold reserves that cannot be easily accessed in a time of crisis. Membership bodies **should understand their access to liquid funds** and consider this as part of reserve planning.

Reviewing your reserves policy in the current situation is a must. The current situation may mean it is not fit for purpose. We quite often speak to clients and ask **why they need 6 months operating expenditure in reserves?** The answer is usually "because that's what the policy has always been", the question therefore, is why 6 months? Why not 5, 7 or 12?

In developing a reserves policy, a membership body should fully justify and clearly explain why it is holding reserves (or not). Some key considerations are, does it:

- Identify and plan for the maintenance of essential services for your members?
- Reflect the risks of unplanned closure associated with your business model, spending commitments, potential liabilities and financial forecasts?
- Help to address the risks of unplanned closure on your members, staff and volunteers?

Do you:

- Regularly monitor and review the effectiveness of the policy in the light of the changing financial climate and other risks?
- Understand which elements of your reserves are freely available to spend on any of the organisation's purposes?

We have seen a move to a **more sophisticated method of reserve planning, linking reserves to key financial risks**. A perfect example of this is Covid-19. What if a global pandemic hits and normal operations are compromised for a period of X months which in turn, has an impact on events, training and membership income? What level of reserves do we need to manage that situation sustainability?

Answering this question and other key financial risk questions can help build a more modernised reserve policy. Forecasting and scenario planning is key in this regard and should be regularly performed.

APPENDIX 2, PAGE 2

There are a significant number of **membership bodies who hold their reserves in investments**. Currently, the investment markets are showing significant decreases on pre-covid valuations, usually 20% plus. It is possible, due to a significant downturn in income levels, that some organisations may need to use some of these funds to get them through the short-term financial challenge. This will be the right thing to do in some cases but in others it may not.

If your investment portfolio is likely to rebound to at least some extent it may not be the best time to divest funds as you may lose significant amounts of value. In some circumstances, **short-term financing in the form of loans or maximising other government schemes** may be the best course of action to fund a shortfall and protect your reserves.

A reserves policy does not just need to consider operational spend, it needs to consider contractual obligations and commitments, potential fluctuations in income, the future needs of the membership body as well as members' expectations. It also needs to align to your strategy. An important part of financial management and forward financial planning. Failure to do this may result in reserves levels which are either:

- Higher than necessary and may tie up money unnecessarily. Holding excessive reserves can unnecessarily limit the amount spent on your core activities and the potential benefits you can provide to members.
- Too low, increasing the risk to your ability to carry on your activities in future in the event of financial difficulties, and increasing the risks of unplanned and unmanaged closure and insolvency.

For more information and guidance on Covid-19, check out the [haysmacintyre Covid-19 resources page](#), dedicated to guiding non-profits through these turbulent times. Our thanks to haysmacintyre for their support with aspects of this survey.

APPENDIX 3

INSPIRATIONAL QUOTES & INNOVATIONS FROM THE SURVEY

"As a Trade Association we endeavour to be the voice of our members in our sector and beyond. The Covid-19 pandemic meant we had to really change gear in our public affairs agenda. Our public affairs work went from 'very little' to 'very little else' overnight as we worked tirelessly to get government recognition as key workers and to ensure our members had every support they needed to continue operating as key workers. Covid-19 resulted in a positive drive on public affairs for the BPCA."



Ian Andrew, Chief Executive, British Pest Control Association



"At FPM we discussed the development of online training and events but thanks to Covid-19 crisis, we stopped talking and started acting. We developed and launched a webinar within a couple of weeks and the uptake by the members has exceeded our expectations. It has given us the confidence to repackage some of our current offerings as well as develop new programmes that will appeal to and engage more of our members. This is an exciting and new future for FPM and there is no looking back!"

Dr Marcia Philbin, Chief Executive, Faculty of Pharmaceutical Medicine

"Adapting to Covid-19 confirmed our ability to work remotely and will probably lead to more remote working in future, As our members went on furlough and became unavailable for events it enabled us to implement a CRM system that we had not been able to find time to do, It made us aware that we should spend more time on lobbying and winning influence with government on behalf of our members and raised our profile among construction sector bodies."



Margaret Fitzsimons, Chief Executive, Electrical Distributors' Association



"Necessity is the mother of invention' and so it is proving for us. The teams are actively engaged in re-engineering process in many areas from getting events on-line to Membership Committee new member sign off (which quite bizarrely was still done in person). There are lots of processes and process steps that have 'always been done that way' that are now being done differently because they need to be and are more efficient for it. The crisis has accelerated our change programme for the good."

Mark Walley, Chief Executive, The Society of Trust and Estate Practitioners

"Our members are facing the busiest and most demanding times in living memory and we have been able to support them and raise the profile of their work through the media. Almost daily our President has featured on national TV, radio and in the press and our concerns over testing were even highlighted at the daily government press briefing. IBMS has provided its members with a strong and respected voice in these difficult times and I am very proud of what we have achieved."



Jill Rodney, Chief Executive, The Institute of Biomedical Science

INSPIRATIONAL QUOTES & OPPORTUNITIES, PAGE 2



"Meetings on line are tiring, which means that people's appetite and stamina for lengthy conferences are reduced. Shorter, virtual meetings have their advantages. Recently our Board had its first full on-line meeting. After pre-emptive circulation of the rules of engagement (muting, raising hands and most importantly the expectation that all papers would have been read, questions and observations would have been prepared, and that discussion would be limited to what is necessary to reach a decision), a meeting that normally takes five hours was despatched in just over two. A great deal of time and money was saved by not needing to travel.

As a permanent solution, I'm not sure. I got the feeling that some concerns were not expressed because of the collective pressure to reach agreement, but as an occasional or alternating way of meeting, it shows promise: what previously might have been rejected as an option for governance will certainly be allowed consideration."

Peter Hinton, Chief Executive, Chartered Institute for Archaeologists

"Firstly our (external) authors, who are mainly taken from the world of brewing and distilling consultancy, have been unable to travel and so we have been able to ask more of their time to accelerate the development of online learning products which are now in more demand. The second benefit is that of pulling forward the remote proctoring (invigilation) for some of our qualifications which was a project we had scheduled for 2021 and which has now become crucial for the delivery of examinations. The combination of these two has taken us to a point where we should be able to automate the delivery of both learning and the associated examination."

Jerry Avis, Chief Executive, Institute of Brewing and Distilling



"As an organisation with very limited staff numbers, and a membership who work in an industry that has shut down overnight and is likely to be one of the last to re-open due to social distancing protocols, it's been extremely beneficial having the rest of the Executive Committee being more available to answer questions, discuss current issues and possible strategies in ad-hoc online meetings and divide up the increased workload."

Ian Saunders, Executive Director, The Association of Lighting Designers

"Covid-19 has given British Footwear Association a platform on which to shine. My team and I decided we would be here for our members so we've disseminated the avalanche of information that is out there and ensured that it is industry and business specific. A specific example of what we've done is we created an industry specific FAQ on the CJRS which grew as the information and questions changed from Government and members. We receive consistent feedback that members and non-members can't believe how incredibly supportive BFA are being and that in some instances they couldn't have managed without us. They can also see that we are fighting with government to ensure our sector's voice is heard, and are saying for the first time in a long time they don't feel forgotten."

Lucy Reece-Raybould, Chief Executive, British Footwear Association

