



REPORT:

Supporting chartership: the IoH as an efficient organisation

Private and Confidential: Institute of Hospitality Supervisory Board
January 2022



#imin

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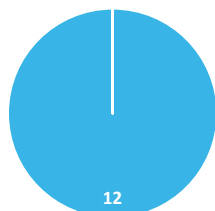
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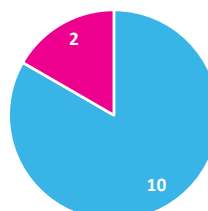
Exploring chartership

Q1 Are you aware that the IoH is exploring chartership?



■ Yes ■ No

Q2 Do you welcome this development?



■ Yes ■ No ■ Don't know

Why? Please give your reasons

Comments by those who replied 'Yes'

Hallmark of quality and excellence. Symbolises the best of a profession. Makes Hospitality a career of choice and not a career of last Resort. IOH gains recognition that for far too long has been underestimated. Consider the wellbeing of our professional and their role in the socio-economy.

It demonstrates professional competency

It is better for our industry and provide formal recognition for members across industry.

it will lend weight and credence to the impact and influence of the Institute

More exposure centrally and locally

Professional body that needs recognising in this way

The IoH represents a key sector of the UK economy and should be represented and recognised with this status

We believe it will drive new and existing membership

We feel it will give the IoH the professional recognition it deserves, encourage new members and become more appealing and useful to prospective members. It will also provide more recognition and prestige for current members.

Will improve the reputation and public awareness and is a positive step for our industry. Currently, we are missing that "label" and being recognised with regards to our standing in the industry and can give further credibility to professionals in the industry. It not only certifies us but shows our commitment to uphold professional standards within our industry.

Comments by those who replied 'Don't know'

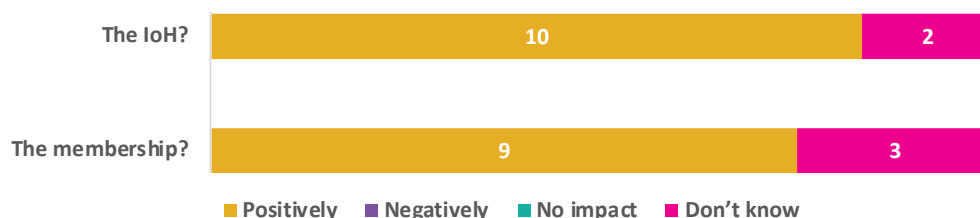
Don't know as it hasn't really been explained what this means to the membership
There is a broad range of questions that we have before we can comment further:

- 1) Strategic aim and benefit of chartership
- 2) Cost and impact on membership fee
- 3) Accreditation process and associated costs
- 4) Level of control associated with qualifications
- 5) How this dovetails into other organisations
- 6) Clarity of ownership
- 7) Conflict or unity with other industry sector associations and guilds



Exploring chartership

Q3 How do you feel that chartership will impact upon...



Please explain why you think so

a) Impact of chartership on the IoH

Comments by those who replied 'Positively'

Adds value to IoH, which will stand out from the rest

Attract new members who are looking for development and professional recognition

Give the Institute the deserved recognition

Increase perception and recognition of the required professionalism within the industry

Many members are unsure of all the benefits of memberships and often question why to join. The last two years have also been a very tough period for everyone.

Profile to have a more professional label to build on and improve our reputation as a sector and will allow us to be on par with every other certified institute. We also need more information here as to what the impact will be before we can make a fully informed decision

Recognition for excellence and quality. Consider not only our members - it has benefits to our economy and wider society - public interest escalated by Covid 19. Reward for champion the cause for hospitality professionals both locally and globally.

Wider recognition for that will cross industries

Will be more visible to the hospitality industry

Will help to align with other international chartered professional bodies.

Comments by those who replied 'Don't know'

Not enough information available

Probably a good thing but not clear on the benefits

Exploring chartership

Q3 How do you feel that chartership will impact upon... *continued*

Please explain why you think so

b) Impact of chartership on the membership

Comments by those who replied 'Positively'

Accreditation would be a welcome boost.

Adds value to being a member and structured status which is long overdue for our industry

Increased professional recognition.

Members will feel profession better represented and will give more ethos to new members

More opportunity for professional recognition and accreditation

More visible and increasing members and bringing IOH up to 21st century

Perception in the public eye may generate interest and in turn membership. Members can attract higher pay & benefits & the recognition of a 21st century profession. Feeling of elevated recognition, professionally recognized amongst peers and other professional bodies.

Perceptions of industry recognition

Provide a wider target market to drive by association

Comments by those who replied 'Don't know'

For new members it will be a good attraction tool. For existing members we are torn as whilst it is credible for all professionals we are already members and as yet have no information as to how this will affect us. At present we already pay high fees, with potentially little benefit and so would these fees look to be increased?

Not enough information available

Probably a good thing but not clear on the benefits

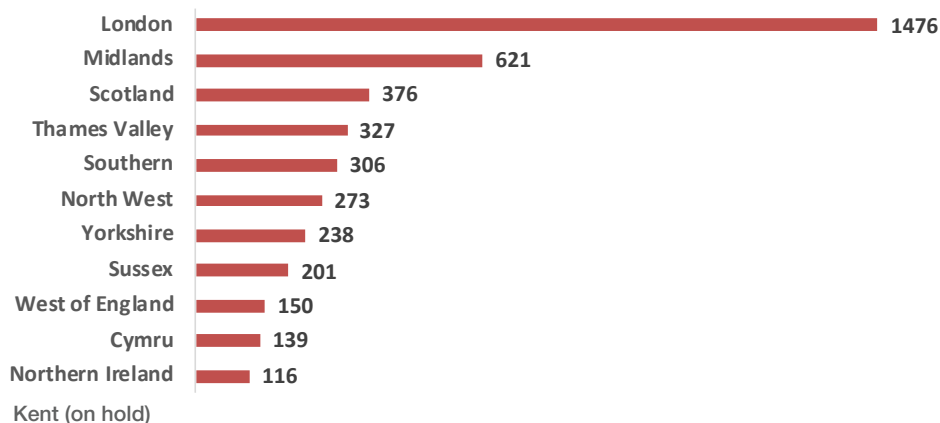
IoH and branches

Q4 Which IoH branch are you a Chair of?

The following 12 branches responded to the survey:

- Cymru
- Kent
- London
- Midlands
- North West
- Northern Ireland
- Scotland
- Southern
- Sussex
- Thames Valley
- West of England
- Yorkshire

Number of Members



IoH and branches

Q5 How do branches support the strategies of the IoH? Please tick all that apply



If other, please specify

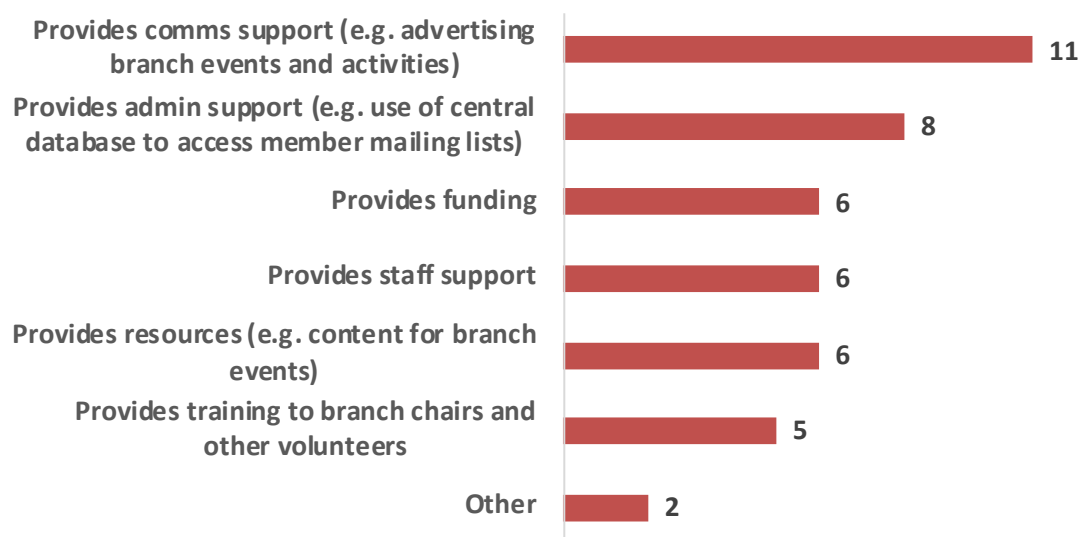
Branch events are a big one - obviously the huge success (and massively increased engagement and attendance) the Sussex Branch had with the online events but also the more recent F2F ones and the partnership with the Rising Star Awards and subsequent local press coverage. The branches are key to members feeling part of something locally and can provide value through this.

Raise funds for Local causes. New Member acquisition

Strong engagement with university students to encourage them to feel part of the institute, and the opportunity for them to hear from industry professionals in relation to contemporary topics
Connection with influencers eg Kate Nichols and Andy Street to lobby the sector especially during the pandemic period

IoH and branches

Q6 How does the IoH support its branches? Please tick all that apply



If other, please specify

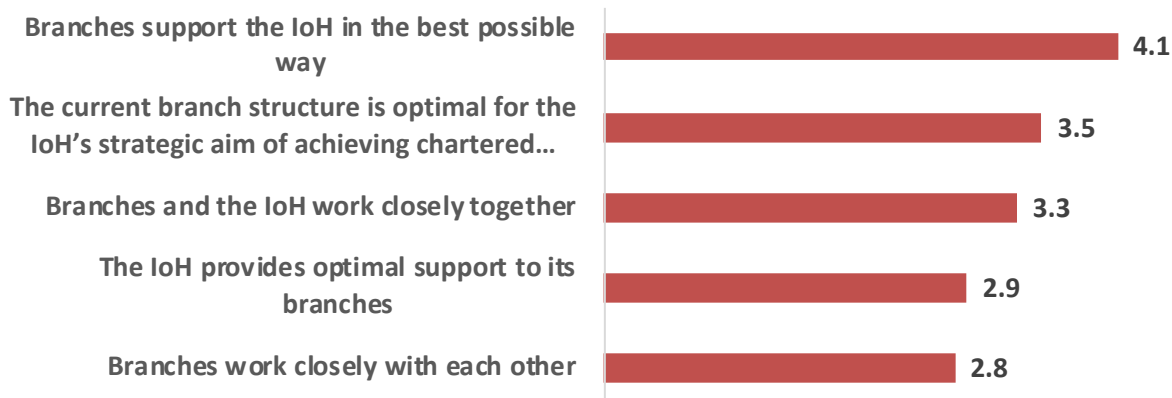
Funding- unaware of any Comms support- the branches are required to advertise their events and create their own marketing materials. IOH has supported freshers events to promote the institute. Admin support- the centre have added adverts to the IOH website and created an email invite for us, but all other admin tasks are the responsibility of the branches- eg Eventbrite, Surveymonkey, Google forms etc Training- no training has taken place for any committee members Resources- we have been required to collate our own

General consensus is that the IoH hasn't provided optimum support to the branches - i.e. we have struggled to get members in our region's details before to understand areas we should be targeting and our current audience. The branch structure needs exploring in terms of geographical coverage - i.e. Surrey does not formally come under any specific region, it had just been adopted by us. We have never personally sought funding being a self-sustaining Branch but I understand this to be an issue among other regions who are at an early stage of development. I think branches could be incentivised to provide local leads to Head Office - i.e. a commission for each new EMS member we introduce that can go towards funding local initiatives and events. It also appears that any locally focussed event which head office perceives to be a dilution of audience in contrast with their own scheduled events is at a disadvantage. A recent example being the Sussex branch golf day which was the only branch event not to be contained in the January edition of the I'm informed newsletter despite this request for marketing support early enough to secure teams (this was the only one missing from the event listing from now until the 19th May which is when the national golf day is scheduled for.) This immediately placed the branch at a disadvantage to the national golf event which was in fact scheduled after our local one by restricting the obvious benefits of the wider circulation of the IoH membership. The level of IoH support provided must be fair and consistent throughout.

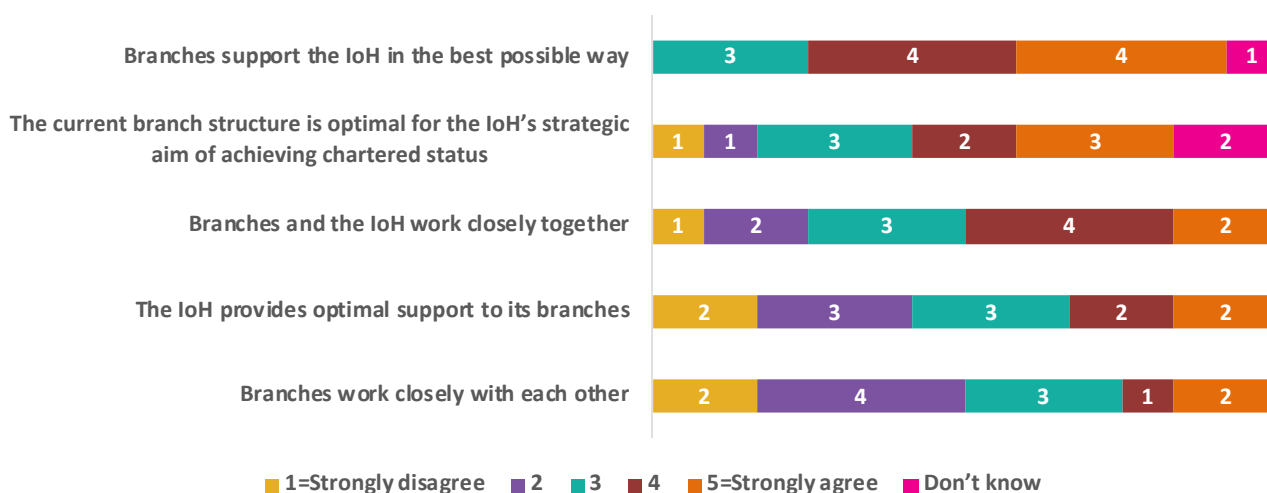
IoH and branches

Q7 To what extent do you agree with these statements? Please rate your agreement on a scale of 1=Strongly disagree to 5=Strongly agree

Average scores (1= Strongly disagree, 5=Strongly agree)



Full results:



IoH and branches

Q8 How can branches and the IoH be better aligned in terms of overall strategic direction?

3 monthly presentations from Chief Executive to Branch Committee. Clarity around the vision and goals, what resources are available to assist committees to achieve the overall IOH goals. Allow branches freedom to devise own initiatives to promote the IOH and guide its strategic direction.

Branch Chairs and committee members communicate with HQ and all seek the same outcomes. HQ send representatives to branch events, particularly student events, where overall strategy is promoted. Branch Chairs communicate with each other and hold regular meetings with HQ. This has become more frequent with Zoom meetings where Chairs and HQ get together and discuss what each branch does, what works well and what doesn't, what Chairs can do for their branch membership and what direction and initiatives that HQ want to promote.

Have a central IOH secretary focusing more on branches and visiting branches. More support given for branches wanting to run events differently to other branches.

Improved communication and support, guidance ie lack of membership information is a real issue in communicating with our own regional members.

Increased direction to the aims of the IoH overall.

More support and automated processes, we re all volunteers and in these challenging times, time is precious.

Overall implementing change with a more collaborative attitude would assist in getting branches on board with changes. Asking for cooperation by communicating as professionals and respecting as volunteers. Apart from the Branch Chairs, other committee members have still not been introduced to members of central team (what they do and sharing what we do.) Communication and working collaboratively towards the overall strategic direction is key. More IoH involvement with regional committee meetings and events could help here - there are some fantastic volunteers on the branches and we need to maximise their goodwill and input and benefit from their voice, diversity and experience.

Senior HO members to provide regular strategic updates Allow better and direct communication with our members More autonomy for the branches, currently very restricted and controlled so feel very limited with guidelines and direction w should have some independence When arranging events (i.e. P4H) regional branches should be spoken too so they can help recruiting students and have a regional member attend with the to foster great links Clear guidance, better communication and mutual respect.

The branch support in the best way we can, but would welcome guidance on the IoH's expectations. There needs to be a more unified approach so that the branches and IOH can better help each other. We have seen some change recently but unsure what the overarching strategy is. Would like clarification on what an alternate branch structure could be, and how it could work.

The branches are too wide and segregated to be able to work together properly. There should be a set of core principals / expectations on Brand activity / outreach etc that ties into the IOH evolving goals.

We believe that process is starting. What we have to get better at is ensuring that branches are active. It appears difficult for branches to source membership lists and contact members direct. Embracing Technology.

We have seen some fantastic movement recently with the annual calendar which will help the branches align with the vision of the supervisory board.

IoH and branches

Q9 How can branches work more closely with each other?

A coordinated approach to supporting the IOH goals / topic / focal points.

As stated in Q8 Chairs do work well together - Zoom meetings and social media. Where possible, Chairs or committee members will support and attend other branches events.

Collaboration and communication could be enhanced.

Covid has not helped but a set specific yearly calendar will provide a more structured approach instead of everyone going off and doing their own events. Information sharing.

Information given on who the other branches are to communicate more efficiently. The only opportunity to meet chair branch chairs is the chairs meeting once a quarter. More communication with other branches even event meets to encourage more branches to communicate with each other.

Joint events, shared events. This will be more beneficial in supporting each other when we become chartered.

Perhaps the idea of sharing best practice between the branches needs to be explored more and perhaps certain branches could provide support/mentorship/training to other branches with new people in the exec positions. Branches have never worked together historically and we have no idea why not. Some of our longer serving committee members have on more than one occasion tried to collaborate with other regions. More of a sense of being competitive - we don't really have any communication with other branches or know who they are so this is something to also look in to (current communication is only really at Branch chair meetings, Fellows dinners, etc.).

Possibly share 2-3 key focuses in the year that Link to the values of IoH and use social media channels of all branches Attend more of each other events Share content with each other# Meet formally once a year IoH to provide a platform that encourages this.

Sharing best practise and access to each others networks - again something that has improved hugely in the last year already.

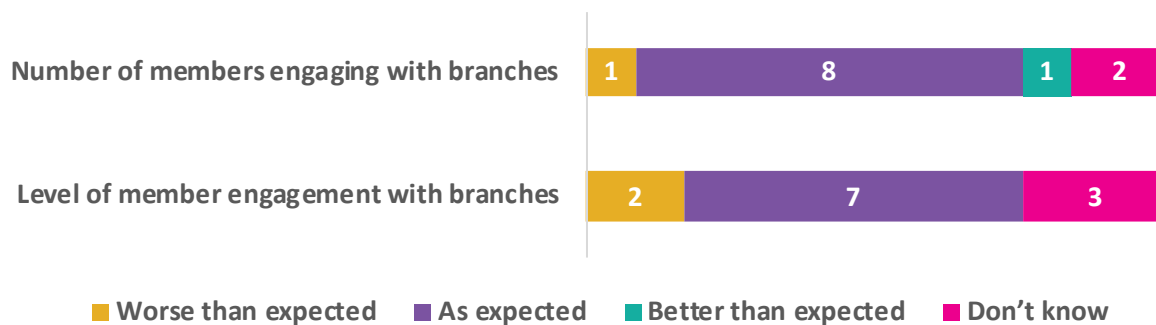
Sharing of best practice.

Show best practice. Use the Black Box analogy. Share what goes wrong is important also. Free flow of information, sharing of ideas.

We have worked well with Thames Valley esp' at the launch of our region More proactive branches could act as mentors to new branches marketing of events to neighbouring branches...how do we reach and support the D&C members Could D&C branch be included in the WOE region?

IoH and branches

Q10 How do members engage with branches? Engagement includes any active involvement with branches, e.g. attending meetings, responding to surveys/consulations, volunteering.



IoH and branches

Q11 How can member engagement with branches be improved?

A central calendar of branch events, and standardised expectation of branch event levels.

Access to list of members within your region. Knowledge of the members helps tailor events and CPD to the needs of your members. Identifying gaps in membership to allow target events, growth of membership, increased engagement.

Chairs and committee try to plan events that members are interested in and topics are relevant to the business. From my branch, having a committee with wide knowledge and different skill areas within the industry benefits the whole branch membership. Planning visits to venues that are of interest to members, new hospitality sites and behind the scenes visits are always well attended. Events where members are able to increase CPD are always well attended.

Clearer benchmarking and guidance on this welcomed Improved activity during lockdown but recognise it is more challenging this year- we will need to continue to adapt, eg virtual and in-person events Better tech is needed urgently to enable us to connect with members on a regular basis Aligning IOH events held in the regions with London and ensuring the price charged is more realistic. Consider packaging events into the cost of membership to improve value and increase accessibility.

COVID has played a significant barrier to attending events in person and the fact we are limited to who we can contact does restrict attendance.

Greater networking events.

It's difficult to measure member engagement when we don't know who our regional members are. We are not informed when we have new members sign up within our region (this used to be the case but hasn't been now for a while and I know we have had new members in the interim.) I think this is important as committee's can then reach out to these individuals. This can really help with the initial welcome and introduction to the IoH and the branch. Provide perceived value, sense of belonging, inclusivity, etc. Monthly regional newsletters formed would also assist and help keep members engaged and up to date with activities and events of said branch.

Let branches contact their own members to keep connection and to drive and foster relationships and not having to always go through central IoH, which removes the personal contact Share more information on our members so we can really support and work with them IoH actively supporting and promoting all branch events and attend at least one event a quarter of each branch to develop and foster positive relationships On joining and renewing you should receive a direct email from your branch, unfortunately all these reports have been removed not allowing us to do so.

More comms from individual branches - certainly in the NW this is where we need to improve

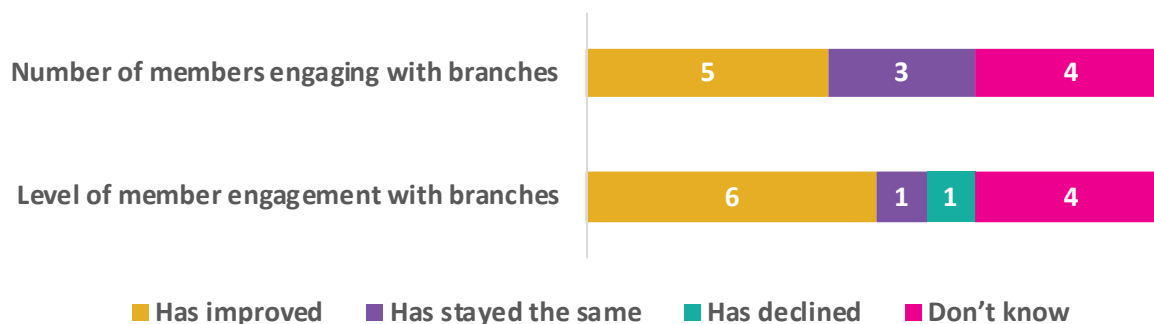
More smart / targeted emails from IoH in regarding each member according to their career status and avenue of support through branches. Sharing the benefit for CPD for their chartered status by giving back to your committee. We are drowning with the social media at times from our competitors and smaller regional local groups. More targeted news release targeting regional media.

Moving the branch forward with new incentives and ideas a more modern approach.

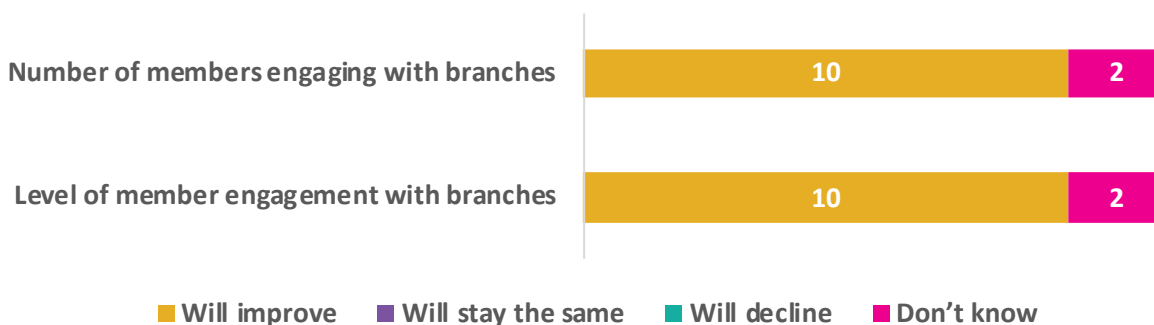
Targeted Social activity. LinkedIn, Instagram, Facebook, Twitter etc.

IoH and branches

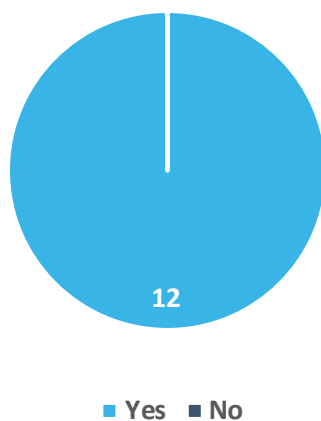
Q12 How has member engagement with branches changed in the last three years?



Q13 How will member engagement with branches change in the next three years?

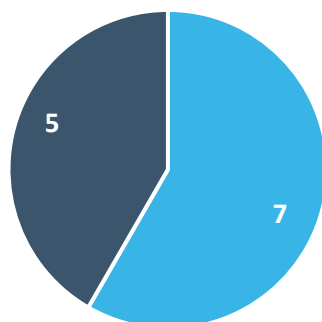


Q14 Do you feel an overarching strategy led by the IoH and tailored to the regions of the branches is an effective way of supporting our members?



Finally

Q15 Thinking outside of the IoH, are you aware of any organisations where the organisation and its branches support each other well?



■ Yes ■ No

If yes, please tell us about how the organisation and branches work together

BAHA working with Southampton hoteliers association and New Forest Hoteliers for joined together campaigns / awards / meetings BAHA refreshed all website and marketing 3 years ago working with local bids , council and tourism boards to promote hospitality in the local area.

CIPD with all branches working together towards a common goal and strategy each year but have independence, whilst having full access to our members NACC and LACA work closely and in some cases collaboratively to maximise revenue, attendance and networking opportunities

Food and Drink Federation British Culinary Federation CMI Chef's Guild

HITs Scotland works because of a huge number of volunteers working locally. As a branch we struggle to find who is still active, who has joined and what experience they may have or willing to offer. Aberdeen FC Community Programme works on a similar local level and was voted the best in Europe.

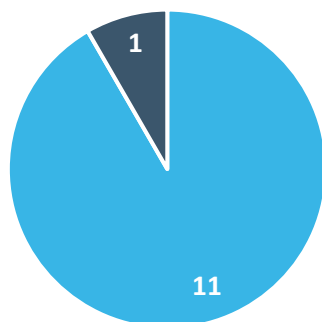
More of a joined up strategy, regular communication and events led and supported by the centre

UKHA very strong in Yorkshire and work closely with IOH Yorkshire Society Chamber of Commerce

Unaware of how they operate but we have active committee members across different regions who have held positions within other membership organisations such as LACA (Michael Hales) and NACC (Mark Taylor) both of which we should utilise. Other committee suggestions were the RSA National Trust and FSB Federation as examples of small businesses who could be very good examples.

Finally

Q16 The IoH has recently introduced new financial reporting procedures. Has your branch supported these?



■ Yes ■ No

If no, please tell us why not

We are complying, but do not feel we were ever consulted or even brainstormed about how to address any of the challenges IoH faces with it.

Consolidated report: colour coded branches responses

We have colour coded branches responses to the survey questions shown in the table below to show their levels of support for the IOH direction of achieving chartership/being an efficient organisation.

The coding is as follows

- Green** = supportive
- Amber** = ambivalent
- Red** = signs of misalignment

	Q1	Q2	Q3		Q7: To what extent do you agree with these statements? Please rate your agreement on a scale of 1=Strongly disagree to 5=Strongly agree					Q8
	Are you aware that the IoH is exploring chartership?	Do you welcome this development?	How do you feel that chartership will impact upon the IOH?	How do you feel that chartership will impact upon the membership?	Branches and the IoH work closely together	Branches work closely with each other	The IoH provides optimal support to its branches	Branches support the IoH in the best possible way	The current branch structure is optimal for the IoH's strategic aim of achieving chartered status	How can branches and the IoH be better aligned in terms of overall strategic direction?
Cymru										
Scotland										
Thames Valley										
Kent										
London										
Yorkshire										
North West										
Midlands										
West of England										
Sussex										
Southern										
Northern Ireland										

Legend:

Q1	Q2	Q3	Q7	Q8
Yes	Yes	Positively	1=Strongly disagree	Want more clarity around the IOH vision/goals/direction
No	No	Negatively	2	
	Don't know - feel don't have enough info to form an opinion	No impact	3	
		Don't know - not enough info, not sure of benefits	4	
			5=Strongly agree	
			Don't know	