![ICCM - Institute of Cemetery and Crematorium Management]

Member Review Panel

Report to the ICCM Board of Directors

June 2009

MEMBERS OF THE REVIEW PANEL

Charles Howlett – Chairman (South East Branch Representative)
Suzanne (Suzi) Moden – (North West)
Brian Stott – (North West)
Robert (Bob) McCulloch – (Scotland)
Tom McDowell – (Scotland)
Bill Stanley – (Scotland)
Noel Evans – (South Wales and Western Branch Representative)
Brian Lowe – (Midlands)
Jack Startin – (Yorkshire)
Stewart Goulding – (Yorkshire)
John Robson – (Northern Branch Representative)

John Robson joined the Panel after it had started work in place of the original representative for the Northern Branch who had to withdraw due to work commitments. Stewart Goulding also decided he could not continue for similar reasons. Having carried out and reported on the branch questionnaire with Bob McCulloch, Tom McDowell was unfortunately taken seriously ill. The Panel members would like to acknowledge Tom's contribution prior to his illness and their hope that he makes a good recovery. Bill Stanley joined the group in place of Tom.

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1.0 Executive Summary

<u>Introduction</u>

Since the changes to the structure of the Institute in 2005 when it joined with the Confederation of Burial Authorities (CBA) there has not been any co-ordinated attempt to discover what members want and expect of their professional body. The changes were designed to, among other things, make the Institute more democratic and responsive to its membership, but it is unclear whether these goals have been achieved.

In order to help rectify this situation the Board of Directors established an independent Member Review Panel. The Panel's brief was to compile a consultation paper and questionnaire on a number of aspects of the way the Institute currently works and what it is doing.

This questionnaire was sent to every member of the Institute and the results used as the basis for the Review Panel to make recommendations for change to the Board.

<u>Overall summary</u>

Despite concerted publicity about the review, the number of pre-questionnaire submissions and completed questionnaires received was relatively low. The Panel is aware of a distinction between people (members and non-members) who are 'passive' users of the facilities and services provided by the Institute, and those who actively participate in its functioning, particularly by attending branch meetings. In this respect the review may not be cross representative of the views of the whole membership, but it is certainly representative of the active membership.

Because of the low response the Board could be tempted to dismiss the results of the review as the views of a 'vocal minority'. The Panel believe that this would be a mistake, particularly in view of their contention that this 'minority' represents a significant proportion of the 'active' membership which, if ignored, will continue to 'agitate' with albeit undue influence on the organisation as a whole.

There also appears to be apathy in the Institute and the Panel believe an important outcome of the review should be a concerted effort to re-engage with the membership as a whole (which in so doing would, incidentally, dilute any undue influence of 'minority' groups). To do this impetus is required from the centre, which should then be encouraged by the branches and cascaded out to the members, who are the lifeblood of the Institute. The Panel believes that the branches are an essential element in re-engaging with the membership, and that in

the longer term re-engaging with the membership is crucial to ensuring the future of the Institute.

The Panel has made recommendations aimed at helping bring about improvements regarding specific issues. The Panel believes that in the longer term the resulting changes will also help address a number of 'recurring themes' identified throughout the review process which include the following:-

- Uncertainty about the purpose of the organisation.
- Lack of support for members.
- Dysfunctional link between the membership and the executive.
- Lack of tangible benefits for members e.g. discounted courses/training, fringe benefits.
- Objectives being hampered by internal disputes and poor relations with allied organisations.
- Poor/ineffective public relations.
- Over emphasis on commercial aspects.
- Potential tension between corporate and professional.

Purposes and objectives

The survey found that a majority of members were satisfied that their expectations in joining the Institute have been met and that it is achieving its two main objectives of promoting the improvement of cemeteries and crematoria and improving the status and welfare of persons employed in the service, although a substantial number were not satisfied. Reasons identified for the organisation not doing as well as it could include poor public relations, a degree of uncertainty of its true purpose since amalgamation with the CBA, and the perceived level of damaging internal and external disputes.

Although a majority indicated they felt Royal Charter status was still an appropriate long term aim for the Institute, the Panel noted that this contradicted answers given to other questions. The Panel concluded that it is probable that members' do not fully understand the implications for the Institute in achieving Royal Charter and that this long term aim should be reviewed.

For a number of years an Institute target has been the development of a 'commercial services division', and the survey indicated members support for this. The Panel concluded from the responses that this outcome has as much to do with members' concerns that the commercial aspects are detracting from their interests rather than the advantages (if there are any) of having a separate trading arm itself, and that this whole issue should be investigated.

<u>Committees and board structure</u>

A clear majority of members indicated their dissatisfaction with the current executive arrangements and the Panel considered this was one of the clearest answers which has come from the review process.   The Panel concluded that most members wish to have a directly elected board and that this would improve democratic representation.

There was a substantial majority in favour of prescribing measures to improve the branch 'link' between membership and executive, for example by requiring a director to be present at meetings. There was also a majority in favour of reinstating the formal branch structure and electing directors from each branch, although on this issue the Panel considered the level of support insufficiently high to actually recommend it. From the responses on this matter the Panel concluded overall that many members appear to feel the relationship between the Board and membership has broken down, or at best is weak, and that one of the ways to take steps to improve this situation is through the branches.

<u>Membership classifications and qualifications and continuing professional development</u>

Although the review only touched on the CPD scheme a number of issues concerning it and its perceived inadequacies were raised with the Panel. In view of role of the scheme as a method available to an Associate Professional Member to advance to Professional Member, and the poor take-up of the scheme, the Panel concluded that expert advice should be sought to see how it can be improved.

The responses to questions about whether or not members would like to see other routes to Professional Membership, or other categories of membership able to act as directors, were inconclusive, although taken together with other submissions the Panel concluded the results highlight possible tension introduced by the current arrangements between members who are ICCM qualified and those who are not.

There was a clear majority in favour of the proposal to introduce a new membership category at a reduced fee to encourage lower paid operational staff to join the Institute.

<u>Branches</u>

The majority of those answering the questionnaires indicated they either already attend branch meetings, or would attend meetings if they were taking place in their area. The majority also said they found the meetings constructive and helpful in assisting them to deliver their service. From these results the Panel concluded that even if the review is not

cross representative of the views of the membership as a whole, it is certainly representative of the <u>active</u> membership.

The Panel also believes that the results indicate a significant proportion of members wish to have active branches, and are particularly concerned that in some areas of the country branches exist in name only but are not operating.

There appears to be support for the current branch-type structure, but not necessarily in the way it is currently constituted, namely that travelling distances and the time taken up in travelling are deterring people from attending meetings. In light of the fact that even some of the existing branches are dormant the Panel recognises the difficulties of trying to find people to set up and run additional branches, but at the same time it acknowledges that the survey shows more members would attend meetings if this was the case.

A majority of members responding were in favour of branch secretaries being paid, which the Panel considers might be a means of assisting in revitalizing the branch network.

2.0 Terms of Reference

2.1 To review the committee and board structure of the ICCM and consider what improvements could be made to maximise democratic representation and organisational effectiveness;

2.2 To review membership classifications and qualification / CPD requirements and / or the absence thereof

2.3 To carry out a review of the current ICCM branch structures and make recommendations for change to ensure that fair and democratic participation is accessible to all members in the operation of the ICCM. As part of the branch review, make recommendations for changes to the organisation of branches (based on geographic locations, membership numbers and current branch activity).

2.4 As part of this review, to produce a consultation paper for the ICCM membership inviting, receiving and considering all feedback to ensure that the views of our members are taken into account. It is anticipated that recommendations made by the Review Committee will be supported by the results of consultation with our membership.

2.5 To make findings and recommendations for any proposed changes to the Board by the 1st December 2008.

3.0 Methodology/ Procedures

At its first meeting the Panel considered the terms of reference outlined by the Board and developed a work plan. The Panel members were unanimous in their desire to ensure every Institute member was given the opportunity to contribute to the review from an early stage. To this end the Panel decided to advertise its work with a newsletter outlining the review process and the names and contact details of the people involved. This was to enable any member to contribute comments or suggestions on particular questions they wanted to see included.

At this stage the panel was divided into three sub groups to do preparatory work on different areas of the review. A number of individuals and branches submitted comments. A questionnaire was also sent out by one of the sub groups from which a report was produced about the branches (included as separate Appendix 1). Many of the comments received from all these sources were taken into account in formulating the consultation document (see Appendix 2) and questionnaire (see Appendix 3), which was then circulated to every member of the Institute. At a later stage an electronic version of the consultation document and questionnaire was also made available on the Institute website.

The Panel agreed that all substantive comments received would be included in the appendix to their report, and the completed questionnaires submitted to the Board with the report, to ensure the Board get the whole picture, and these appear as Appendices 4 – 11.

4.0 Findings/Analysis

    4.1 Purpose and Objectives

1. PURPOSES AND OBJECTIVES		
Q.1 There appears to be concern about what the purpose of the organisation is and how individuals benefit from being a member? **Q.1(a) Describe the 3 main benefits you expected to gain by joining the Institute**		
Answer Options	**Response Frequency**	**Response Count**
1		
2		
3		
answered question		
skipped question		

COMMENTS

Networking & Support & Guidance	65
Training	35

Keep abreast of new and service specific information	28
Qualification	24
Professional Organisation - belonging to	19
To influence government	9
Group forums/branch meetings	8
Representing members in dealing with other organisations	4
Improve status and welfare	4
Recruitment opportunities	3
Conference and Seminars	3
Consultancy	2
Member fact sheets and magazine	1
To act as a union on status	1
CPD	1
Improve Company profile by promoting best practice, sponsorship & make sales	1
Compulsory	1
Improving standards in cemeteries and crematoria	1

Q.1(b) Have these expectations been met?

Answer Options	Response Frequency	Response Count
Yes	83.3%	60
No	16.7%	12
answered question		72
skipped question		5

Comments

Difficulty in contacting/getting response	7
Hampered by break down of relations with other organisations	3
No longer supporting the membership	2
Internal disputes causing problems	2
Out of date course notes	1
Information leaflets and publications required	1
Should not need to be a member to study Diploma	1
More branch meetings	1
Cost too much compared to both external and in-house training	1
Hampered by conflict between members expectations v officers need to seek income	1
Concern about failure to achieve real increase in professional membership	1

Q.1(c) What additional benefits would you like to gain from being a member of the Institute?

Answer Options	Response Count
answered question	
skipped question	

Comments

ICCM managers handbook	3
Membership list published to facilitate networking	3
More interest in branches - meetings	3
Lobbying to establish national standards in staff status & service provision	3
Fringe benefits, employers & employees e.g. bulk purchase, AA/RAC + Prof indemnity	2
Promotion of the service not improved in proportion to increase in ICCM staff	2
Need to be kept better informed	2
Chat room to post questions	1
Better relations with allied organisations, but specialise in Cems & Crems	1
More localised support for Diploma Students	1
TJ to deal with more day to day issues	1
More done to improve member welfare and status	1
More support for local issues	1
Make retired members feel valued	1
Discount on courses/subsidies paid by charging non ICCM members a premium	1
Have f/t paid officers brought significant achievements compared to previous p/t officers?	1

Q.1 Considerations

Most respondents answered this question, and the fact that a substantial majority felt their expectations have been met is encouraging. However, the Panel felt that the Board should take equal notice of a relatively significant percentage of members who are not satisfied.

The Panel also wishes in particular to draw attention to the number of comments relating to difficulties in making contact or eliciting a response from ICCM which, in view of the number of officers the Institute now employs, is considered unacceptable.

Q.2 Do you think the Institute is achieving its key objective of promoting the improvement of cemeteries and crematoria and public services for the disposal of the dead?		
Answer Options	Response Frequency	Response Count
Yes	68.1%	49
No	31.9%	23
	answered question	72
	skipped question	5

Comments

Better PR needed	6
In fighting hampering achievement of objectives	3
External influences responsible	2
Ongoing feud with FBCA is hampering this objective	2

Membership should bring benefits at no extra cost e.g. free members day	1
Promote Charter for the Bereaved more	1
Website not promoting the service	1
Needs to mature into a more representative association	1
Too much emphasis on training	2
Too much emphasis on trying to deal with non-core services to the bereaved	2
ICCM internal problems damaging its reputation	1
Hampered by neglect of academic/legal/research fields and green burial	1
Little public recognition compared to funeral directors	1

Q.3 Do you think the Institute is achieving its key objective of protecting the interests, improving the status and promoting the advancement and welfare of persons employed in the service?

Answer Options	Response Frequency	Response Count
Yes	45.6%	31
No	54.4%	37
answered question		68
skipped question		9

Comments

Too much emphasis on making money	4
Ongoing feud with FBCA is hampering this objective	4
External influences responsible	3
Broaden membership basis and numbers	1
More effort needed to influence LA Chief Executives	1
Cost of Diploma time and cost prohibitive to some and only get HNC equivalent qualification	1
This should be dropped as a key objective	1
Lack of success due to small membership	1
Hampered by potential conflict between Corporate and Professional arms	1
Failure to achieve significant external recognition/confidence in members competence	1

Q.2 and Q.3 Considerations

Most respondents answered these questions. A majority of members think the Institute is achieving the key objective of promoting the improvement of cemeteries and crematoria etc, although nearly a third of those who answered think it is not. Conversely, a small majority of members think the objective of improving the status etc of those employed in the service is not being achieved, although a substantial minority consider that it is. Taken overall, the Panel believe these results leave a good deal of room for improvement.

A number of the comments reflect the 'recurring themes' identified by the Panel and give an indication of member's views about why the organisation is not doing as well as it should.

Poor public relations are identified as being an obstacle and the Panel see giving an officer 'public relations' responsibility as a first step towards correcting this deficit. The Panel also recall that in the past Directors were given a specific portfolio which they had the responsibility to pursue through the relevant officers, and this might be a way of bringing focus back onto progressing various policies and objectives.

The answers to these questions can be interpreted as reflecting a degree of uncertainty, not only on the part of members but also the Board and officers, as to the true purpose of the organisation since its amalgamation with the CBA. If so there is an urgent need for the Board to re-establish what this is. More immediately the Panel considers significant progress will continue to be hampered until a number of seemingly endemic negative traits within the organisation are corrected. Any organisation will have disagreement within its ranks, but the level of feuding, internal disputes and personality clashes currently perceived within ICCM, and the failure to effectively engage externally with a number of organisations, are all issues of concern raised by members and seen as damaging to the Institute's reputation as a credible organisation. This in turn is losing the ICCM influence, with some recent decisions indicating it as increasingly isolated from and ignored by 'government'. Rightly or wrongly the ICCM risks gaining a reputation for not wanting to be involved which in turn risks further isolation.

Q.4 Do you think achieving Royal Charter status is still an appropriate long term aim for the Institute?		
Answer Options	**Response Frequency**	**Response Count**
Yes	62.9%	44
No	37.1%	26
Comments		4
answered question		**70**
skipped question		**7**

Comments

More important issues than RC	4
Industry and ICCM too small	3
Needs to get own house in order first	2
RC would improve status with employers	1

Q.4 Considerations

Most respondents answered this question and a majority indicated they felt Royal Charter status was still an appropriate long term aim for the Institute, although over a third of those responding did not.

The Panel consider that the majority 'yes' answer to this question contradicts the answers to Q.12(b), Q.13 and Q.14. Paragraphs 3.7 & 3.8 in the Consultation Document clearly describe the requirement for 'membership by qualification' to achieve Royal Charter status and yet nearly half those responding think there should be other routes to professional membership (Q.12b), nearly half think more categories of membership should be eligible to act as directors (Q.13) and a two thirds majority think there should be a new membership category to encourage lower paid operational staff to become members (Q.14).

The Panel considers this indicates that member's frustration at the organisations seemingly slow progress of the organisation in achieving its objectives (see answers/comments to Q.3 & Q.4) may have led them to answer 'yes' to Royal Charter status as a possible means to an end, but without properly understanding the implications for the Institute in achieving it. Consequently it believes the Board should review this long held objective and decide whether it is still relevant. It may well have been a worthy and desirable aspiration, but if in practice we are still far away from achieving it, which seems likely, then the detrimental effects on the organisation in the meantime of continuing to try to pursue this goal may no longer be worthwhile.

Q.5(a) Do you think that training, education and consultancy should only be available to ICCM members?		
Answer Options	Response Frequency	Response Count
Yes	41.3%	31
No	58.7%	44
answered question		75
skipped question		2

Comments

Discounted rates for members	18
Preference for members if course over subscribed	1
Available to all providing it benefits ICCM	2
Non ICCM members pay more	2

Q.5(a) Considerations

Although a majority of respondents indicated training, education and consultancy should be available to members and non-members alike, the Panel are concerned about the relatively large number of members who disagreed. There could be a number of reasons for this. One possibility is that this is further indication of the desire for tangible benefits from membership. Another is that it reflects concerns that perceived commercial priorities have shifted the focus away from members.

The Panel wishes in particular to draw the Board's attention to the number of specific comments indicating a desire that these services should be available for members at discounted rates.

Q.5(b) Would you like to see the commercial aspects of ICCM run as a separate corporate trading arm?		
Answer Options	Response Frequency	Response Count
Yes	54.8%	34
No	45.2%	28
	answered question	62
	skipped question	15

Comments

To allow focus and support for members	6
Would help resolve the potential conflict of interest between Professional and Corporate	4
After full evaluation and cost benefit analysis	3
No consultancy on projects detrimental to members e.g. outsourcing	1
Profits to the professional arm	1
Consultancies (for corporate members) should not dominate office activity	1

Q.5(b) Considerations

The Panel consider that the reason why a large number of members would prefer to see a separate trading arm has more to do with the fact that the commercial aspects are currently perceived as detracting from members' interests, rather than for the advantages (if there are any) of having a separate trading arm itself. This conclusion has been reached based not only on the comments made in answer to this question, but also from the pre-questionnaire submissions.

For a number of years the Institute has listed one of its targets as being to develop a 'commercial services division'. In view of the response to the questionnaire the Board should now investigate the advantages in having a separate trading arm, and whether they outweigh any disadvantages, in order to decide sooner rather than later if it is an objective which should be pursued.

Alternatively, other measures should be implemented to ensure officers' time can be more equally divided between pursuing policies which promote members' interests and pursuing commercial enterprises. For example, one possibility discussed by the Panel is the outsourcing of some of the commercial work to other organisations and consultants, charging a percentage of the fee for the referral.

Q.6 Are you satisfied with the methods and frequency by which the ICCM communicates information to members i.e. website, newsletters, The Journal and the AGM?

Answer Options	Response Frequency	Response Count
Yes	71.6%	53
No	28.4%	21
answered question		74
skipped question		3

Comments

Website should be kept up-to-date	14
Better use of IT	10
AGM must be held at conference	8
More frequent communication and more professional newsletters	7
Minutes of Board and Committee meetings should be published	4
Make Journal more cost effective	2
Website difficult to navigate	2
Increased promotion of ICCM	1
TJ more articles of a training nature	1
Review Journals content and format	1
Member mailbox - updated weekly	1
Lack of transparency and presence of cliques making constructive criticism difficult	1

Q.6 Considerations

The Panel interpret the answers to this question to mean "yes, but with reservations".

In particular the Panel would like to draw attention to the number of comments relating to the lack of up-to-date information on the ICCM website. When this criticism is directed at the Board the response for some time has been that the website is going to be updated when it is amalgamated into the Bereavement Services Portal which has 'recently' been acquired by ICCM. The Panel considers this response unacceptable as it has no bearing on making sure in the meantime that the information both websites contain is kept constantly relevant and up to date, regardless of any future plans to modernise and amalgamate the two. In any event, why is this process taking so long?

4.2 Committee and Board Structure

2. COMMITTEES AND BOARD STRUCTURE

2(a) Structure

Q.7 Are you satisfied with the current structure?

Answer Options	Response Frequency	Response Count
Yes	41.9%	26
No	58.1%	36

answered question	**62**
skipped question	**15**

Comments

Current structure too big	8
1 board only 6 Directors	4
Current structure does not represent members	2
Current negative issues loosing respect for Institute	2
Committees not meeting regularly	2
2 internal Directors rest of board external	1
President & Deputy non-political and non-voting	1
Standards and recognition committee required	1
Individual director portfolios	1
Current failings not necessarily due to structure but poor internal relationships and problems	1

Q.8 In order to improve democratic representation and organisational effectiveness would it be beneficial to have a Board of Directors directly elected by the ICCM membership on a first past the post basis (either at national or branch level) with a clear democratic mandate to deliver policies on behalf of all members of the organisation:-
a) irrespective of membership category?

Answer Options	Response Frequency	Response Count
Yes	80.6%	50
No	19.4%	12
answered question		**62**
skipped question		**15**

Comments

Candidates standing for election should produce a manifesto	1
More attention paid to the election process	1
A directors 'job description' to give potential candidates info. about what is involved	1

or Q.8(b) retaining representation between the professional and corporate arms?

Answer Options	Response Frequency	Response Count
Yes	48.8%	21
No	51.2%	22
answered question		**43**
skipped question		**34**

Comments

Should be greater representation for Professional Members over Corporate	1
Clearer distinction needed between the roles of Professional and Corporate	1
Potential conflict between Corporate and Professional possibly a serious issue	1

Nearly two thirds of members who answered Q.7 indicated they were not satisfied with the current structure, although over a third indicated that they were satisfied. However, the Panel believe that when considered together with the results and comments to Q.8(a), and from the pre-questionnaire submissions, this gives one of the clearest answers to come from the review process which is that overall members are not satisfied with the current executive arrangements.

As a minimum the answers to Q.8(a) show that in order to improve democratic representation most members wish to have a <u>directly elected Board,</u> and that consequently the present separate corporate and professional committees should be disbanded. Whether the members answering the questions wish to see the separate professional and corporate arms retained with equal representation on the Board (as apposed to simply having professional and corporate members being elected on a first past the post basis) is made less clear by the answers to Q.8(b) and the fact that some members have answered both questions, instead of one or the other as requested.

or Q.8(c) other representation (please describe)?	
Answer Options	**Response Count**
answered question	
skipped question	

Comments

Should be for Professional Members only	3
Committee structure preferred	1
Associate Members should be able to stand	1

Q.8(c) Considerations
No comments.

Q.9 In order to attract directors with the right levels of experience and qualifications should they be paid?		
Answer Options	**Response Frequency**	**Response Count**
Yes	51.5%	34
No	48.5%	32
	answered question	**66**
	skipped question	**11**

Comments

Honorarium (subject to performance e.g. attendance)	8
Paid by results	3

Paid time off by employer or evening/weekend meetings	2
Directors should not be paid but work loads kept to a minimum	2
Volunteers think they can evade responsibilities	1
Non-executive (external) Directors paid, elected Directors unpaid	1
Being a director should count towards CPD	1
Directors in full time employment struggle to find time to do the job properly	1

Q.9 Considerations

An inconclusive result, although the Panel considers that it at least indicates the view that directors should not be out of pocket as a result of carrying out their duties.

2(b) Branch Representation

Q.10 To help ensure members views are conveyed to the Board and to improve consultation on important matters would it be appropriate and practical to:-
a) reinstate the formal branch structure and elect directors from each branch?

	Response Frequency	Response Count
Yes	56.7%	34
No	43.3%	26
answered question		60
skipped question		17

Comments

Meetings should be as informal as possible	2
Directors elected from branches but not necessarily the Secretary	1
Executive based on formal branch structure unrepresentative and divisive	1

or Q.10(b) prescribe other measures, such as requiring a director to be present at all or a proportion of branch meetings?

Answer Options	Response Frequency	Response Count
Yes	76.5%	39
No	23.5%	12
answered question		51
skipped question		26

Comments

Officer and/or Director at some branch meetings	7
Directors at all meetings	2
ICCM officers should run branches	1
Candidates could conduct their election campaign via branches	1
Can only attend some	1
ICCM officers should be allocated a particular branch or branches	1
Directors report a formal agenda item at branch meetings	1

or Q.10(c) if your answer to a) and b) is "no" then please describe the measures you think should be introduced to help bring about the improvements outlined?	
Answer Options	**Response Count**
answered question	
skipped question	

Comments

Engagement with members should not only come through branch meetings	2
Need to move away from cosy club mentality	1
Retention of membership by attending at least one ICCM event each year	1
Branch secretaries should be sent copy of Board minutes	1
If Directors affiliated to branches on proportional representation basis to be fair	1

<u>Q.10(a), 10(b) & 10(c) Considerations</u>

Nearly two thirds of members answering Q.10 supported the suggestion of reinstating the formal branch structure and electing directors from each branch, but over a third did not. Comments from the questionnaire and pre-questionnaire submissions indicate opposing views on this issue; for example, of the only two branches to make a submission to the review one was in favour and the other against. A much larger majority supported the alternative suggestion of prescribing other measures to improve the branch 'link' between membership and the executive.

The Panel acknowledge the majority answer for reinstating the formal branch structure and electing directors from each branch, but consider that at this juncture, whilst it remains a consideration, it is not sufficiently well supported to be able to actually recommend it. What the results do appear to indicate is that the majority of members answering and submitting comments feel that the relationship between the Board and membership has broken down, or at best is weak. They have indicated that the Board should take formal steps to improve the situation, and that one of the ways they should do this is through the branches and branch meetings, which are still considered an important function of the organisation.

Q.11 Were you aware (before reading the background information on this questionnaire) that branches have the right to submit resolutions to the Board, which the Board must then consider at its next meeting?		
Answer Options	**Response Frequency**	**Response Count**
Yes	68.5%	50
No	31.5%	23

answered question	**73**
skipped question	**4**

Q.11 Considerations

The Panel are concerned that nearly a third of members responding were unaware of the formal channel of communication, through the branches, between them and the Board. The fact that the membership have this mechanism through which the Board are obliged to hear their views means, at the least at the time it was set up, that the Board considered the branches an important function of the organisation that warranted this direct channel of communication. Furthermore, in view of the importance the Institute places on branches through its constitution, the fact that the Board appears to do little to revitalise branch meetings in those areas where they are not currently taking place is a careless, if not serious, omission. Little wonder that many members feel the relationship between them and the Board has broken down.

4.3 Membership Classifications and Qualifications and Continuing Professional Development

3. MEMBERSHIP CLASSIFICATIONS & QUALIFICATIONS & CONTINUING PROFESSIONAL DEVELOPMENT		
Q.12(a) Were you aware (before reading the background information on this questionnaire) of the methods enabling an Associate Professional Member to become a Professional Member?		
Answer Options	**Response Frequency**	**Response Count**
Yes	54.1%	40
No	45.9%	34
answered question		**74**
skipped question		**3**

Q.12(a) Considerations

A large percentage of members seem unaware of the methods available to an Associate Professional Member to advance to Professional Member, which is surprising considering how many comments were received about this issue. The Panel is aware that the information is available on the website, but concludes that it could be made clearer.

Although the review only touched on the CPD scheme some issues concerning it and its perceived inadequacy were raised with the Panel as follows:-

- No framework for accounting for experience.
- No means of accounting for other qualifications.
- Too high a waiting for ICCM course compared to other courses.
- Not like an NVQ assessment which includes a record of achievements.

The Panel are aware that there is a very poor take-up of the CPD scheme, which gives further weight to the concerns which have been raised about it. The Panel acknowledges it has little specialist expertise in being able to make recommendations about how it should be improved, but considers that the Board should carry out a separate and thorough review of the scheme, including seeking external expert advice about how it can be improved.

Q.12(b) Do you think there should be other routes to Professional Membership

Answer Options	Response Frequency	Response Count
Yes	48.3%	29
No	51.7%	31
answered question		60
skipped question		17

Comments

Recognition of other professional qualifications	8
Number of years in a senior position	5
Experience + APL	5
Equal emphasis between ICCM courses & employer in-house courses	3
Professional members by qualification only	2
By reaching ICCM certificate	2
10 + years membership should be awarded Honorary Diplomas	1
Only have one membership category	1

Q.13 Currently only Life Members, Fellows, Corporate Members (via their nominated representative) and Professional Members are eligible to act as directors. Do you think other categories of membership should be allowed to act as directors?

Answer Options	Response Frequency	Response Count
Yes	49.3%	35
No	50.7%	36
answered question		71
skipped question		6

Comments

All categories able to be Directors	6
No Corporate Members	2
Experience	2
Life members & Fellows should be scrapped	1
Corporate Members should not serve on the Board	1
Allowing other categories might attract more/better candidates	1

Just over half the members answering in each case indicated that they would not like to see other routes to Professional Membership, or that other categories of membership should be allowed to act as directors. The Panel consider that to some extent, when taking into account over half of those responding to the questionnaire are full Professional Members, this answer may reflect a degree of 'elitism'. In any event, the roughly even split means the result is inconclusive and so the Panel is unable to reach any conclusions, other than to highlight concern about what it sees as possible tension unintentionally introduced by the current arrangements between members who are ICCM qualified and those who are not.

The Board may also wish to consider if there are advantages in reducing the number of different membership categories.

Q.14 Would it be appropriate to introduce a new membership category at a reduced fee to encourage lower paid operational staff to join the Institute, and do you think such a policy would lead to an increase in membership?		
Answer Options	**Response Frequency**	**Response Count**
Yes	67.6%	48
No	32.4%	23
	answered question	71
	skipped question	6

Comments

Pro-rata to job grades	4
Incentive to join	2
Find other ways to assist lower paid staff	2
But not at the expense of dumbing down	1
Additional category would lower ICCM status	1
In so doing must avoid allowing existing members to pay lower fees	1

Q.14 Considerations

A relatively clear answer to this question, with just over a two thirds majority in favour of the proposal to introduce a new membership category at a reduced fee to encourage lower paid operational staff to join the Institute.

Nearly a third of those answering were not in favour. As some of the comments and the background information commentary indicate, implementing such a change would not be straightforward and could have wider implications, not least in the pursuit of Royal Charter (if this is to remain an objective) and also within the organisation in relationship to other membership categories.

4.4 Branches

4. BRANCHES		
Q.15 Do you attend branch meetings:-		
Answer Options	**Response Frequency**	**Response Count**
a) Every branch meeting	29.6%	21
b) Some branch meetings	47.9%	34
c) No branch meetings	26.8%	19
answered question		71
skipped question		6

If "yes" please say how often?

2/3	3
3/4	3
1/2	4

If you do not attend branch meetings please give reasons why not?

Meetings have ceased	11
Demands on personal time	10
Pressure of work	8
Distance	7
Only weekday meetings	3
Can't get time off to attend	3
Lack of attendance due to having a life	2
Talking about politics and sniping is off putting	1
Recent negative issues putting people off	1
Not well advertised	1
Allow other staff to go to weekday meetings	1

Q.15 Considerations

Out of 71 members who answered this question 77.5% said they attend branch meetings. A similar number of members answered the earlier questionnaire on the branches when an almost identical percentage indicated they attended branch meetings, quite possibly the same people. An even higher percentage would probably attend meetings if they could but, as indicated by the comments, many can't because meetings in their area have ceased. These results support the Panels view, outlined in the introduction to this report, that even if the review is not cross representative of the views of the membership as a whole, it is certainly representative of the active membership.

In the earlier questionnaire on branches one of the questions asked members if they thought the meetings constructive and helpful in assisting them to deliver their service, and 87% said 'yes'. The fact that members want branches cannot be disputed and for this reason, and in

view of the considerations already expressed by the Panel relating to Q.10 & Q.11, the Board should do something to address the deficit as a matter of urgency.

Q.16 Are you satisfied with the present branch structure?

Answer Options	Response Frequency	Response Count
Yes	66.7%	40
No	33.3%	20
answered question		60
skipped question		17

Comments

Too widespread - travelling	5
Is there a need for Branches have a travelling roadshow instead	1
All branches meetings should be advertised on the website	1

Q.17 Are you satisfied with the present level of support the branches receive from the Board?

Answer Options	Response Frequency	Response Count
Yes	44.7%	21
No	55.3%	26
answered question		47
skipped question		30

Comments

Full time officers should organise branch meetings	1
Perhaps some clerical support would be useful	1
Too little information to branches about what is going on at Board level	1

Q.18 Responses to the branches questionnaire have indicated a majority would like to have more branches covering smaller geographical areas.
Q.18(a) Do you agree with this suggestion?

Answer Options	Response Frequency	Response Count
Yes	68.1%	47
No	31.9%	22
answered question		69
skipped question		8

Comments

Too far to travel to some	7
Get current branches functioning first	5
Decided at local level	1
New branches set up by ICCM officers	1
More branches would require more secretaries to run them	1
Meetings held in different parts of branch area helps to even out travelling	1

Providing there are sufficient members who would attend to make it viable	1

Q.16, Q.17 & Q.18(a) Considerations

The response to Q.16, that two thirds of those answering the question are satisfied with the current branch structure, appears to contradict the answer to Q.18 where a bigger majority indicate they would like to have more branches covering smaller geographical areas. The Panel have interpreted this to mean that members are satisfied with the branch-type structure, but not necessarily as it is currently constituted. The indication is that travelling distances, and the time taken up in the travelling, are issues, and the earlier questionnaire on the branches made a similar finding.

The Panel are aware of a number of more localised 'bench marking' type groups, often dealing with local as well as national issues, which are functioning successfully around the country where the Institute branches have failed. The logistics of trying to find people to set up and run more branches when some of those which already 'exist' can't do so could be a problem, but never-the-less this is what the members have indicated they would like to see happen.

The Panel considers the answer to Q.17 is inconclusive, with a roughly even split on whether or not members think the branches receive enough support from the Board. Of more significance is the number of people who didn't answer the question which the Panel interprets as being because some members simply don't know about branches, and others don't know how they work because none are operating in their area. Again, particularly in view of the considerations expressed by the Panel relating to Q.11 & Q.15, this is a matter of concern.

Q.18(b) If your answer is "yes", would you be prepared to help set up a new branch in your area?		
Answer Options	Response Frequency	Response Count
Yes	59.0%	23
No	41.0%	16
answered question		39
skipped question		38

Q.18(b) Considerations

With so many willing volunteers it is surprising all of the existing branches aren't fully functioning or that any new branches haven't sprung up. Perhaps these 'offers' can be followed up, and with active support from the Board result in the first steps towards improving

the present situation and establishing some new branches to provide better geographical cover.

Q.19 Should branch secretaries be paid?		
Answer Options	**Response Frequency**	**Response Count**
Yes	61.1%	44
No	38.9%	28
answered question		72
skipped question		5

Comments
Honorarium (with service level agreement)	13
Expenses only	11
Paid on results i.e. branch activity	3
If finance available	1
According to number of members	1
Being a branch secretary should count towards CPD	1
Paid subject to a service agreement	1

Q.19 Considerations

A majority of members answering this question indicated branch secretaries should be paid, although over a third indicated they should not. The percentage in favour is also significantly higher than for those who thought directors should be paid. The comments indicate that there are various opinions about what 'being paid' actually means, with many indicating an 'honorarium' as being appropriate.

The Panel consider that to be consistent with directors, as a minimum branch secretaries should not be out of pocket as a result of carrying out their duties. However, paying branch secretaries (with safeguards to ensure value for money) might be a way to encourage more people to come forward to re-establish a more active and better attended branch network.

5.0 Recommendations

5.1 Purpose and Objectives

5.1.1 The Board should review the purpose of the organisation.

5.1.2 The Board should review whether Royal Charter is still desirable in helping the Institute to achieve its purpose, particularly taking into consideration how quickly this can realistically be achieved and any detrimental effect the process may have on the organisation in the meantime.

5.1.3 The Board should be proactive in bringing about improved internal and external relations to help protect the Institute's reputation as a credible organisation.

5.1.4 More attention should be given to 'public relations' including making it the specific responsibility of an officer.

5.1.5 There should be more tangible benefits of membership.

5.1.6 The Board should investigate whether it would be advantageous to establish a separate trading arm (or 'commercial services division') which would also help ensure that the pursuit of commercial aspects does not detract from members interests.

5.2 <u>Committee and Board Structure</u>

5.2.1 <u>2(a) Structure</u>

The present executive structure of two committees and a board be disbanded and replaced with a directly elected board of directors.

<u>2(b) Branch Representation</u>

The Board should take formal measures to improve the relationship between the executive and the membership through the branches, for example by requiring directors and officers to attend branch meetings.

5.3 <u>Membership Classifications and Qualifications and Continuing Professional Development</u>

5.3.1 The recommendations to review the purpose of the Institute and whether Royal Charter is still desirable should be carried out before considering the following recommendations in this section.

5.3.2 The CPD scheme should be reviewed.

5.3.3 Alternative routes to becoming a Professional Member should be considered, including recognition of other relevant professional qualifications and a number of years in a senior managerial position.

5.3.4 The Board should investigate the feasibility of introducing a new membership category at a reduced fee to encourage lower paid operational staff to join the Institute.

5.4 <u>Branches</u>

5.4.1 The Board should take action to ensure all eight 'existing' branches are holding regular meetings, including using members' resources e.g. officers, to get branches back up and running.

5.4.2 The Board should actively investigate the possibilities for establishing new branches in areas where currently long travelling distances to meetings are unavoidable (and which may be deterring members from attending).

5.4.3 The Board should investigate the feasibility of establishing a remuneration package for branch secretaries as a means of assisting in revitalizing the branch network.