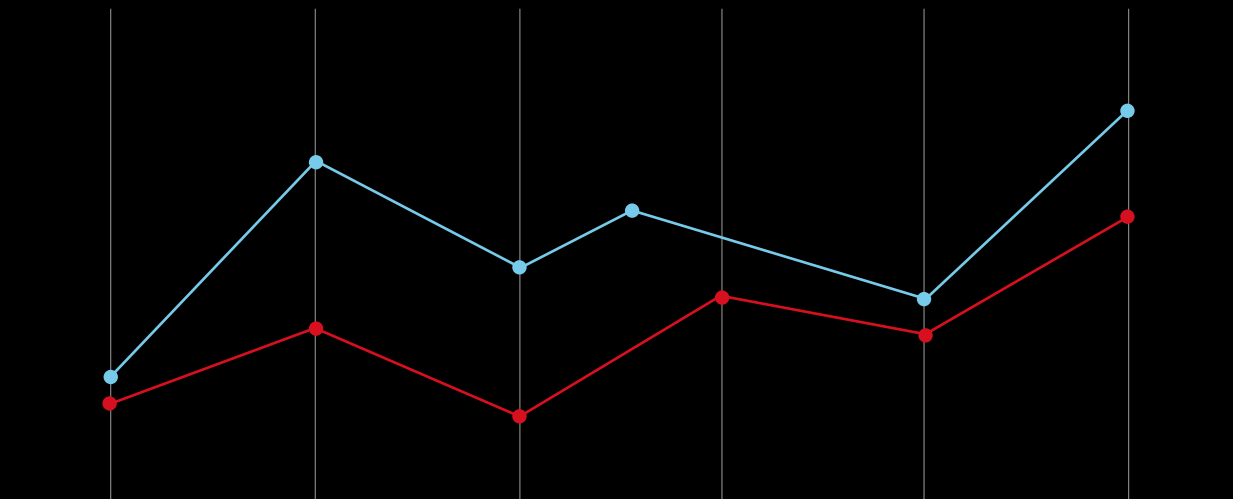


# The Influence 100 Financial Benchmarking Report (2021/22)

| An annual financial resource  
| for the membership sector



**Price Bailey are delighted to partner with the MemberWise Network to produce the second financial review of the largest 100 membership bodies in the UK (The Influence 100 List).**

This report is based on The Influence 100 List for 2021/22, which is a new list that only covers individual membership organisations. The analysis in last year's report included both individual and corporate membership organisations. Corporate membership organisations are now on their own separate list. Therefore the data for this year now only looks at The Influence 100 List for 2021/22 and their latest set of financial statements and the prior year set of financial statements so as to make the data more comparable. The report considers how the financial resilience, sustainability and emerging trends have changed amongst the sector's most high profile membership organisations and associations.

The calculations/figures contained within this report are sourced from publicly available information and statutory accounts – the data spans year ends from December 2019 to March 2021 and therefore has a mix of pre and post COVID-19 pandemic.

The results in this report have been categorised by membership body type to help senior management team members evaluate and benchmark activity with similar organisations, especially now that the corporate membership organisations have been removed, which tend to have higher membership fees. We have also reclassified some of the organisations in their category type, such as a professional body that is also a trade union/regulatory body. Therefore this has reclassified several organisations this year.

**Categories include:**

- Consumer body
- Donation based charity
- Political Party
- Professional body
- Sports body
- Trade association
- Trade union

We hope that you find the data useful and a way to benchmark and consider your own organisation based on this summary data.



**Helena Wilkinson**

Partner and Head of Charities and not for profit at Price Bailey LLP



MemberWise

**The Influence 100 Financial Benchmarking Report has fast become the 'go to' resource for senior professionals looking to benchmark/analyse their finance/operations related income/expenditure with the wider Membership and Association Sector.**

This year we share mixed news following the COVID-19 Pandemic. Most will agree the sector has remained resilient/strong with more of a stronger focus on delivering tangible member benefit when only virtual/online interaction with members was possible.

Those membership organisations representing members who were directly impacted quickly pivoted, with many providing practical short-term solutions/member benefits in response.

Never before have we worked at such speed/pace and certainly tried to avoid 'pulling down the shutters' wherever possible.

The Influence 100 List is an invaluable tool for senior management team members (of membership bodies of all shapes and sizes) who wish to compare and contrast their size, scale, reach and now (thanks to this report) financial and sustainability-related facts/figures.

This is the second year the report has been published by the MemberWise Network and the first year the list has gone through a full and robust quality assurance process. We are therefore able to be confident with the data/results contained within this report and make robust comparisons/report on emerging trends.

The list is constantly changing, so it is expected that some organisations will rise up the table and others will fall. The latest version of the Influence 100 List (and entry criteria) can be found at: [www.memberwise.org.uk/influence100](http://www.memberwise.org.uk/influence100)

The list is complemented by a range of key sector-specific statistics, a map containing the regional locations of these organisations' national headquarters.

If you believe an organisation is not listed or the figures contained in the list are inaccurate, please email [info@memberwise.org.uk](mailto:info@memberwise.org.uk).


I hope that you read this report with interest and would like to thank Helena Wilkinson and Price Bailey LLP for taking this content to the next level.



**Richard Gott**  
Chair / MemberWise Network

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# Overview

We have once again analysed and assessed the financial data from the MemberWise largest membership organisations (The Influence 100) list to look at the financial data available in the public domain and compare these organisations to reveal a number of interesting facts and statistics.

The list includes the largest 100 organisations by membership numbers, and of the 100 organisations on the list, we were able to extract and analyse data on 99 of these.

The total number of members covered in this review is over 40 million (over 41 last time, so a net loss of around 600,000 members) and produces an average membership per organisation of 408K (up from 402K last time). The new entries this year were larger organisations which has resulted in an increase in the average.

Only 22 organisations in the sample have more than 400K members, so the majority are well below this average (up from 20 last year). These organisations can be classified into 7 specific groups as follows:

## Current year:

Membership type	Number of organisations	Average number of members in each category	Median membership fee	Average yearly membership fee per member	Membership income as % of Total income	Average yearly fee per member based on all income
Consumer body	18	295,422	£32	£36	28%	£126
Donation based charity	27	441,719	£39	£45	32%	£139
Political Party	5	195,800	£18	£24	17%	£142
Professional body	24	130,000	£165	£221	55%	£407
Sports body	10	204,150	£30	£24	26%	£83
Trade association	3	151,000	£113	£120	60%	£201
Trade union	12	1,982,917	£120	£38	86%	£44
<b>Overall</b>	<b>99</b>	<b>408,409</b>	<b>£57</b>	<b>£54</b>	<b>47%</b>	<b>£117</b>

We have introduced the median this year to help interpret the information and look at the consistency of the comparators. This shows that in two categories, sports bodies and trade unions, the median is more than the average, which is showing the effect of a large membership organisation with lower income levels pulling the average figure down – particularly in the trade union category. In the prior year, consumer bodies also had their median higher than the average alongside the other two categories; and the decline in the median is due to several organisations in this category have much lower fees per member in the current year versus the past, and indicates discounted fees in the year.

This is an indicative feature across the board – the median has fallen across all categories, albeit at a much lower level than consumer bodies which has fallen the most at £13. This is the case for all except for trade unions where it has risen and political parties where it has remained static. The trend indicates that the membership fee income per member has fallen as the median figure has decreased from £63 to £57 – when looking at the total population. In fact, 36 (or 38%) organisations have lower income per member than in the prior year and these have therefore shifted the median down. A significant number of organisations have reduced their income from their members, especially as not all of the financial data covers the pandemic period. For forty four organisations, their accounts analysed include part of the pandemic in their figures and of these nineteen have a fall in their membership fee per member (or 43%) – so approaching half of the organisations in The Top Influence 100 List; which rises to thirty organisations (or 68%) of these forty four organisations when looking at total income per member. The statistic is not surprising and income includes furlough income and other government help provided and still shows a demonstrable fall.

**Last year data for the same membership organisations:**

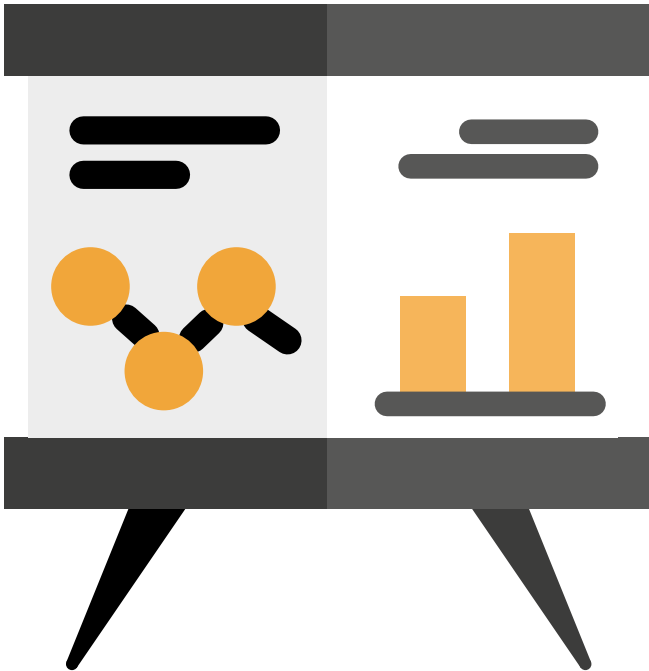
Membership type	Number of organisations	Average number of members in each category	Median membership fee	Average yearly membership fee per member	Membership income as % of Total income	Average yearly fee per member based on all income
Consumer body	18	285,494	£52	£38	28%	£139
Donation based charity	27	433,852	£38	£43	29%	£147
Political Party	5	192,000	£18	£25	21%	£116
Professional body	24	131,875	£174	£212	53%	£400
Sports body	10	200,800	£37	£23	28%	£73
Trade association	3	119,333	£114	£147	52%	£282
Trade union	12	1,483,250	£113	£34	83%	£41
<b>Overall</b>	<b>99</b>	<b>415,667</b>	<b>£63</b>	<b>£51</b>	<b>44%</b>	<b>£116</b>

As in both the current year and in the previous year, the tables above show that there are two categories with large numbers of members over the average for the group– being trade unions and donation based charities which have

“There are also another two categories which dominate the list by being most commonly represented – and account for over 50% of the total number of entities – being professional bodies and donation based charities (again).”

- Helena Wilkinson

The remaining membership types are all below the overall average for the group. However, as three organisations in this population have membership of 5M or above (as in last year’s analysis), they do skew the sample and averages. If these organisations are stripped out then the average membership level falls to 243K (222K last year).





# Income Analysis

With regards to membership income, only 3 organisations did not record membership income in their financial statements and so recorded zero income per member as a fee. Therefore the vast majority (96) did allow for a calculation of total income per member, which varied from £573 (£571 in prior year) per member and fell to £0.67 (£0.58 in prior year) per member in the overall population. The average member fee was £54, so only £3 per member more than the prior year of £51.

**Influence 100 Average Membership Annual Membership Fee: £51. Total income per member £117 which has only risen by £1 from prior year per member.**

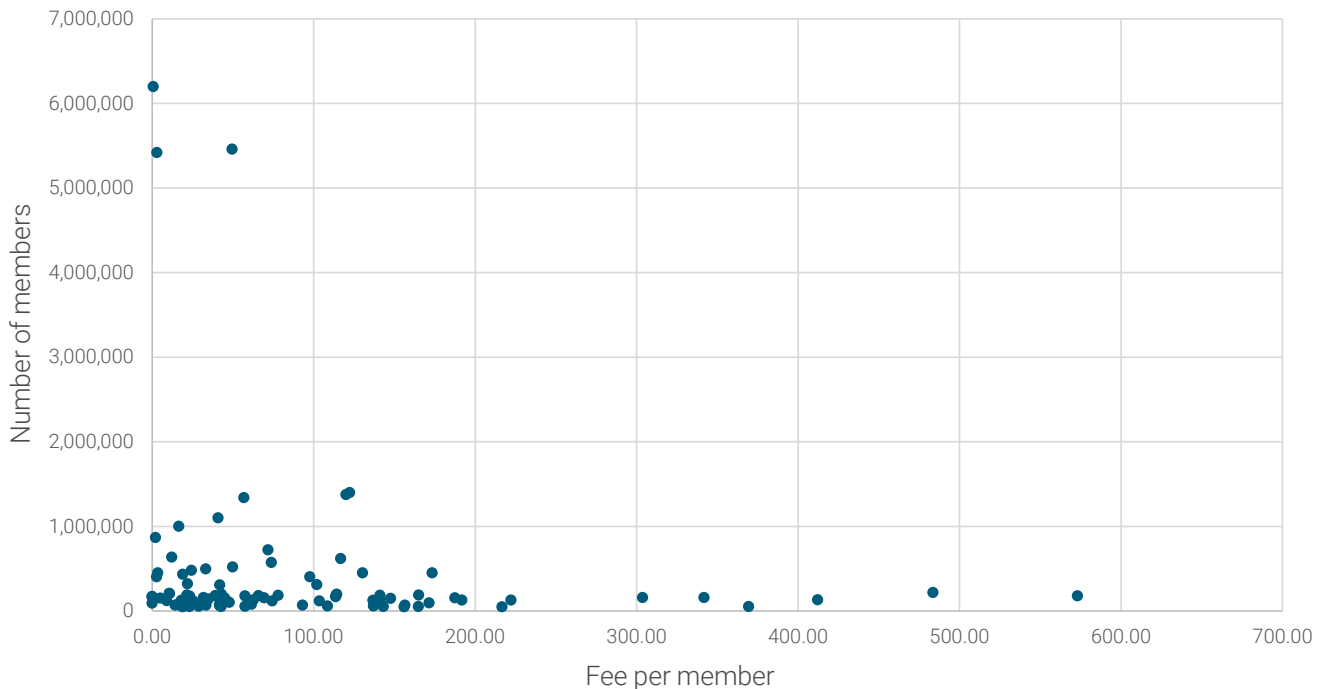
When looking at total income generated per member then the income ranged this year from £1,494 (£2,671 in prior year) at the highest to £1.83 (£1.90 in prior year) at the lowest – which is a significant range and therefore it is helpful to consider the median membership figures for each category that helps give more context to the membership fees. The table is as follows, and figures in red in current year data show where these have decreased from the prior year:

Membership type	Current year data			Prior year data			Change in average fee
	Median membership fee	Average membership fee	Total income per member	Median membership fee	Average membership fee	Total income per member	
Consumer body	£32	£36	£126	£52	£38	£139	-£2
Donation based charity	£39	£45	£139	£38	£43	£147	+£2
Political Party	£18	£24	£142	£18	£25	£116	-£1
Professional body	£165	£221	£407	£174	£212	£400	+£9
Sports body	£30	£24	£83	£37	£23	£73	+£1
Trade association	£113	£120	£201	£114	£147	£282	-£27
Trade union	£120	£38	£44	£113	£34	£41	+£4
<b>Overall</b>	<b>£57</b>	<b>£54</b>	<b>£117</b>	<b>£63</b>	<b>£51</b>	<b>£116</b>	<b>+£3</b>

Plotting the average membership fee by member (taking out the 3 largest members) gives the following scatter chart – most membership remains at less than £200 per member, with the less than £100 still having the highest concentration.



## Average membership fee



As noted last year, part of the reason for the lower membership fees is that some of the organisations are umbrella bodies, and therefore, they charge affiliated groups/associations for fees which reduced the amount per member charged to them as the umbrella body. For consistency, the calculations have been calculated by the total membership on an individual basis – not on the number of affiliated groups or associations which would markedly change the amount.

Notably, membership income as a percentage of total income received demonstrates that less than half of the total income on average in an organisation comes from membership income at 47% (prior year was 44%). This shows that membership income generated in the year accounts for more of the income in the year and demonstrates less ability to generate income from other sources. The following table clearly shows that overall income has risen by £5M, with 4 out of 7 categories having less total income. Figures in red show where the trend in the table is the wrong way – for instance, a growth in membership numbers yet a fall in income.

Certain membership types are more resilient than others to price sensitivity – professional bodies and trade unions have increased both their membership income and total income even though they have lost members. The National Union of Students and Trades Union Congress account for the majority of membership reductions in the trade union category of some 1,200,000 members. Trade associations have increased their members and their income and total income. Price sensitivity is not a major factor for individuals choosing whether they remain members, as they are determined by their choice of belonging to a trade association, professional body or a trade union and the benefits this brings to them as individuals. However, even in these organisations, the earlier table of average and median fees shows that in professional bodies and trade associations, their median fee was lower than the year before and for trade associations, so was the average. Therefore membership fees even in price resilient organisations, have been affected by the pandemic.

Other membership types, such as sports organisations and donation based charities could be viewed as more of a social or leisure driven decision, so these organisations have seen both gains and losses in members depending on their area of interest – Wildlife Trusts have had significant increases whereas the National Trust which closed access to its properties, saw membership losses. There is perhaps nothing surprising in the individual trends

in membership numbers, however, organisations have needed to demonstrate value for money more than ever before in the pandemic. Value need not necessarily be related to monetary value and could be intrinsic through strong brand and donor loyalty maintained through good customer relationship management and targeted member communications. It is very clear that member ‘value’ will play an increasing role in how membership organisations develop their members in the future. Particularly pertinent will be how membership grown during the pandemic will be retained, and even grown further, by these organisations in the future.

Membership type	Current year data			Prior year data			Change in members	Change in membership income £M	Change in Total income £M
	Total number of members	Membership income £M	Total income £M	Total number of members	Membership income £M	Total income £M			
Consumer body	5,317,600	£184	£668	5,147,000	£190	£713	170,600	-£6	-£45
Donation based charity	11,926,400	£539	£1,659	11,714,000	£503	£1,718	212,400	+£36	-£59
Political Party	979,000	£24	£139	960,000	£24	£111	19,000	-	+£28
Professional body	3,120,000	£691	£1,270	3,165,000	£674	£1,263	-45,000	+£17	+£7
Sports body	2,041,500	£45	£170	2,008,000	£42	£146	33,500	+£3	+£24
Trade association	453,000	£55	£91	358,000	£53	£101	95,000	+£2	-£10
Trade union	16,595,000	£639	£738	17,799,000	£600	£723	-1,204,000	+£39	+£15
<b>Overall</b>	<b>40,432,500</b>	<b>£2,177</b>	<b>£4,735</b>	<b>41,151,000</b>	<b>£2,086</b>	<b>£4,775</b>	<b>-718,500</b>	<b>+£91</b>	<b>-£40</b>

As 38% of membership organisations have been impacted by reduced membership fees, whether the fees were held, discounted or saw significant cuts, income diversification is an important part of their resilience and sustainability strategy. This figure is based on 56% of the organisations’ financial information being pre the pandemic. We would envisage that this trend is even higher if all the financial data available had included the effects of the pandemic where 68% experienced membership fee decreases per member – significantly more had lower membership fees during the pandemic.

**FACT: In 2020/21 the Membership Sector’s 4<sup>th</sup> Key Priority is to enhance member value. Last year member value was the Sector’s 5<sup>th</sup> Key Priority.**

\*Finding taken from MemberWise Digital Excellence Report 2021/22

**MemberWise Recommendation:** In 2021, inflation is estimated by the Office of National Statistics (July) to be at 2.1%. Membership organisations and associations whose members have been impacted negatively must show caution to price increases (with many freezing fee levels); however, others not directly impacted should continue to make proportionate increases to annual membership fees.

A diversified income stream allows organisations to be more resilient to change. Thirty one organisations – nearly 1 in 3 have at least 70% of their income generated from their membership fees and remains relatively unchanged from the prior year, where it was thirty organisations. Of these thirty one organisations, fifteen (50%) had decreased membership fee income per member compared with the prior year. These organisations, which are less diversified, are at a higher risk of income loss as their future is tied into the success of their membership offering and income generation and less able to survive prolonged membership fees decreases. This point is further discussed in the reserves section.



# Expenditure analysis

Most membership organisations do not recover the costs of looking after their members from their membership fees.

This has always been a fascinating aspect of membership organisations – hence although average income per member is £54 (prior year £51), the average total cost of running the organisation per member is £119 (prior year £116) – in both years more than double the income. Total income was on average £117 (prior year £116) per member, and therefore, this is a net loss in the year of £2 (prior year £nil) per member.

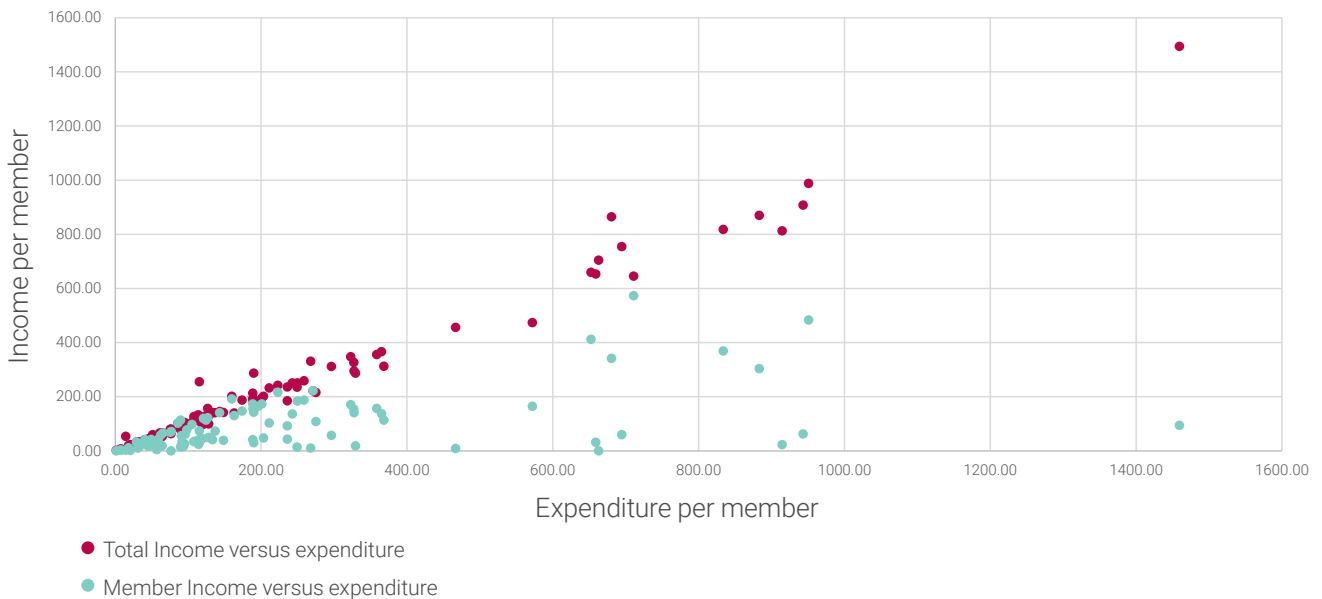
Therefore membership organisations have to generate income from other sources in order to be able to look after their members and carry out other aspects of their activities such as education, training and policy work. Income diversification is a necessity to find the additional £65 (prior year £65) per member to run these organisations.

There is also a very curious statistic that where more income is earned overall per member, then the more is incurred in costs per member overall in the organisation – so that it is almost a linear correlation as demonstrated in the next chart with the red dots.

**MemberWise Analysis:** It is likely that Influence 100 membership organisations 'cut their cloth accordingly' so if subscription income is higher, the higher the propensity to spend on providing the benefits of membership.

The teal dots show that virtually all organisations earn less income per member than its overall costs.

## Income versus expenditure



Per category, the variation is more significant – consumer bodies, donation based organisations and sports bodies raise only about 1/3rd of their costs from members fees. For professional bodies and trade associations, it represents about 1/2 of their income, whereas for political parties, it is only about 1/5th. Trade unions are the closest to raising the vast majority of their income from members at 88%. This is demonstrated in the following analysis:

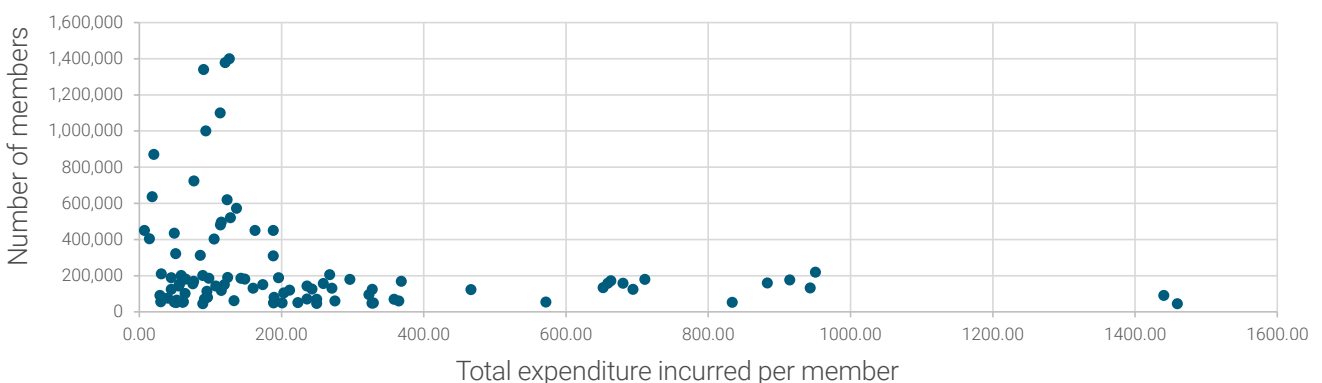
Caution should also be taken for organisations (particularly professional bodies/learned societies) that remain over-reliant on journal income/royalties in light of changes to the way future generations of members will access content/open access expectations.

Membership type	Current year data			Prior year data		
	Average yearly membership fee per member	Average yearly total cost of organisation per member	Average yearly surplus/(subsidy) in the organisation per member	Average yearly membership fee per member	Average yearly total cost of organisation per member	Average yearly surplus/(subsidy) in the organisation per member
Consumer body	£36	£127	(£91)	£38	£136	(£98)
Donation based charity	£45	£151	(£106)	£43	£153	(£110)
Political Party	£24	£130	(£106)	£25	£113	(£88)
Professional body	£221	£395	(£174)	£212	£395	(£183)
Sports body	£24	£76	(£52)	£23	£75	(£52)
Trade association	£120	£208	(£88)	£147	£289	(£142)
Trade union	£38	£43	(£5)	£34	£37	(£3)
<b>Overall</b>	<b>£54</b>	<b>£119</b>	<b>(£65)</b>	<b>£51</b>	<b>£116</b>	<b>(£65)</b>

MemberWise Insight: De-risking Membership Income by diversifying via a wider range of products/services is becoming more popular. Examples include paid-for eLearning opportunities, conferences/events, corporate membership schemes (being provided by organisations that traditionally only had individual membership schemes and magazine/journal income. Increased focus on cross and upsell of content/services/products to members has moved from 'nice to have' to 'need to have' in the current challenging period.

Looking purely at expenditure then the chart, ignoring the largest three organisations, is as follows:

### Expenditure per member



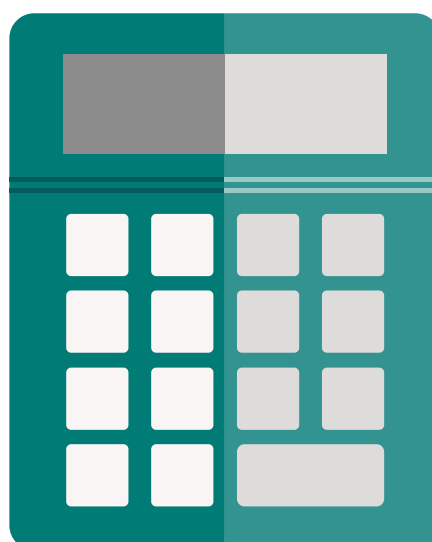
Not all organisations have disclosed their staff costs data in their accounts – only 93 out of the 99 organisations and the overall amount incurred on staffing for these organisations represents 40% (prior year 39%) of the total costs. This shows that staff costs have increased as a proportion of all costs by 1.3% or £65M, which was expected as the pandemic reduced overall costs in organisations – although this reduction in total expenditure is not as significant as expected at only £21M and is predominately as the pandemic only covers part of the years in review. Only 1/3 of accounts reviewed are December 2020 and March 2021 year ends; and extends to forty four if consider June year ends onwards which have at least 3 months or more of the pandemic period. Furlough income was only separately disclosed in a handful of organisations so it was not possible to ascertain how much of the staff costs incurred was subsidised.

Membership type	Current year data			Prior year data			Change in members	Change in staff costs £M	Change in Total expenditure £M
	Total number of members	Staff costs £M	Total expenditure £M	Total number of members	Staff costs £M	Total expenditure £M			
Consumer body	5,317,600	£218	£674	5,147,000	£210	£700	170,600	+£8	-£26
Donation based charity	11,926,400	£746	£1,804	11,714,000	£700	£1,791	212,400	+£46	+£13
Political Party	979,000	£50	£128	960,000	£42	£108	19,000	+£8	+£20
Professional body	3,120,000	£506	£1,232	3,165,000	£515	£1,250	-45,000	-£9	-£18
Sports body	2,041,500	£48	£154	2,008,000	£48	£150	33,500	-	+£4
Trade association	453,000	£45	£94	358,000	£44	£103	95,000	+£1	-£9
Trade union	16,595,000	£307	£713	17,799,000	£296	£653	-1,204,000	+£11	+£60
<b>Overall</b>	<b>40,432,500</b>	<b>£1,920</b>	<b>£4,799</b>	<b>41,151,000</b>	<b>£1,855</b>	<b>£4,755</b>	<b>-718,500</b>	<b>+£65</b>	<b>+£44</b>

Overall expenditure per member has increased by 1% over the whole population or £44M whereas staff costs have increased by 4% on their prior year cost or £65M, which is above the rate of inflation. Therefore other costs excluding staff costs have decreased by £21M. The most significant increases in costs were in trade unions, whereby total costs increased by £60M - greater than the growth in income, which was only £15M.

Thus the increase in overall expenditure incurred by The Influence 100 List of membership organisations of £44M versus a £40M fall in overall income means a negative effect on their reserves of £84M from running their activities this year which represents 2% of their total income. Such a drawdown on reserves is not significant for the population as a whole. Forty-six (or nearly ½) of the organisations made a loss in the year that ranged from £68K to £154M. For fifteen of these organisations, the loss represented 25% of their total income and for two of these, it was 51% and over 100% of their total income. Such individual losses are not sustainable in these organisations.

Membership type	Current year data			Prior year data			Current year results as % of income
	Total income £M	Total expenditure £M	Net result £M	Total income £M	Total expenditure £M	Net result £M	
Consumer body	£668	£674	-£6	£713	£700	£13	-0.9%
Donation based charity	£1,659	£1,804	-£145	£1,718	£1,791	-£73	-8.7%
Political Party	£139	£128	£11	£111	£108	£3	7.9%
Professional body	£1,270	£1,232	£38	£1,263	£1,250	£13	3.0%
Sports body	£170	£154	£16	£146	£150	-£4	9.4%
Trade association	£91	£94	-£3	£101	£103	-£2	-3.3%
Trade union	£738	£713	£25	£723	£653	£70	3.4%
<b>Overall</b>	<b>£4,735</b>	<b>£4,799</b>	<b>-£64</b>	<b>£4,775</b>	<b>£4,755</b>	<b>£20</b>	<b>-1.4%</b>



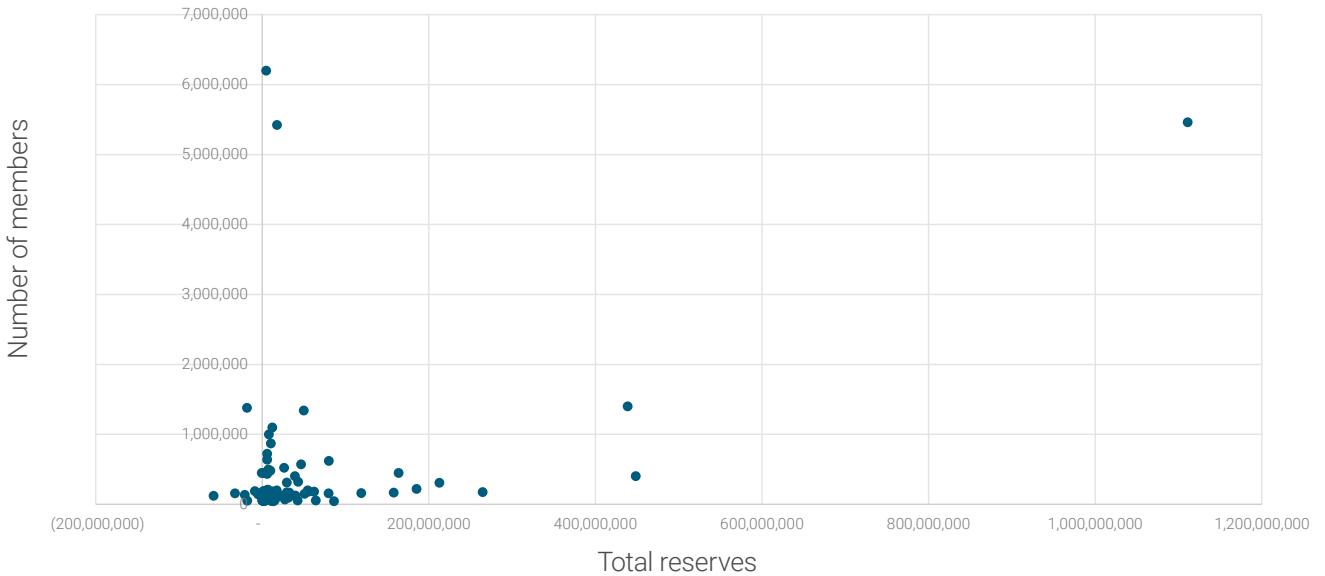


# Reserves

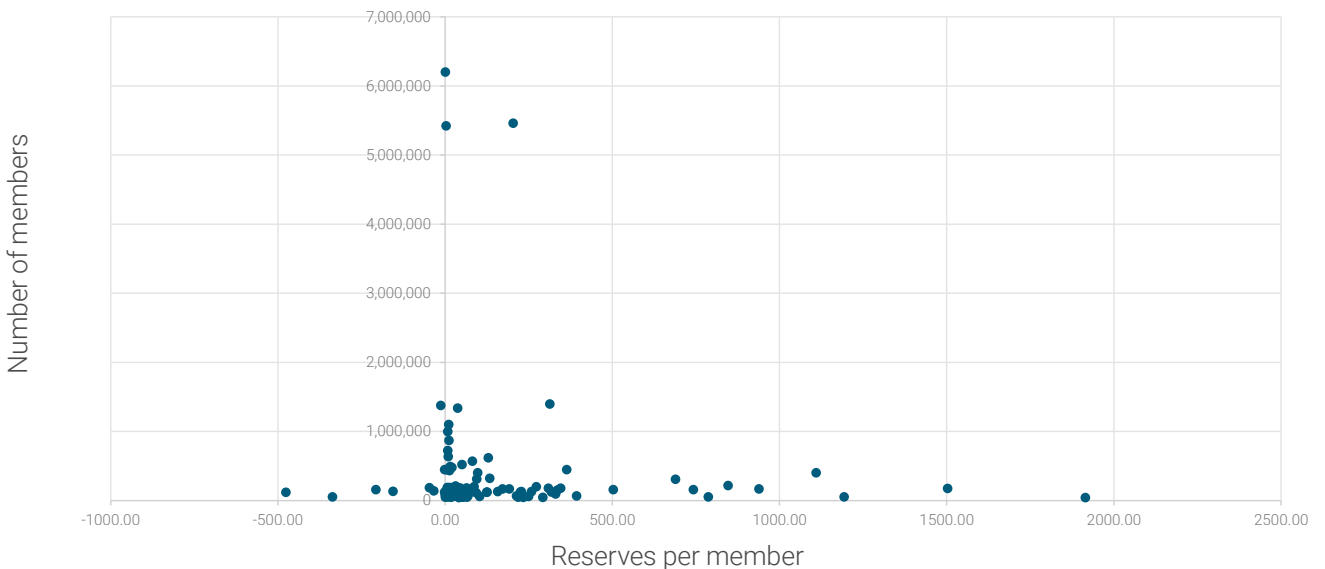
Moving to the balance sheet, the total assets of the organisation per member equates to £286 (prior year £272), which falls to £107 (prior year £99) per member if the fixed assets (land and buildings, fixtures and equipment etc) are removed. This means that based on an average income of £54 (prior year £51) per member there is only 2 (prior year 1.9) times each member's annual income being held in the reserves of these organisations.

Reserves are the amounts that an organisation holds, after removing fixed assets, which allow it to invest in future activities and plans, survive losses and periods of low profitability, afford to pay redundancies and generally manage its future.

## Total reserves (ignoring fixed assets)

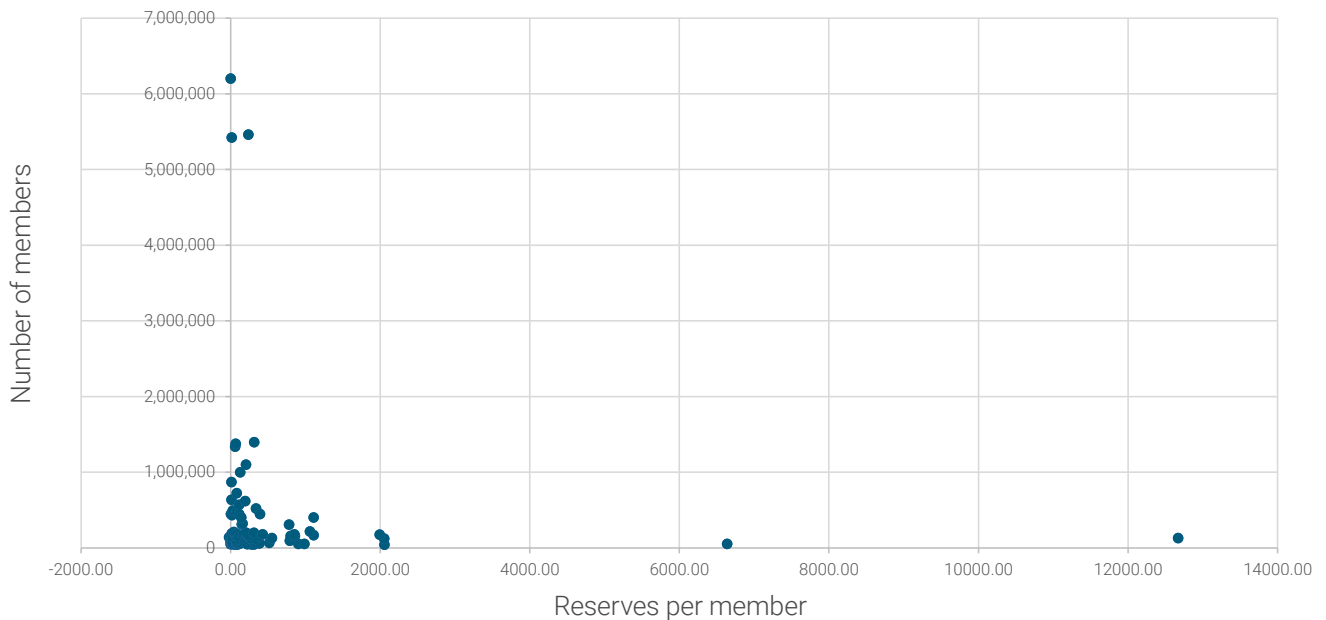


## Reserves per member (ignoring fixed assets)



The above tables demonstrate that there are many organisations, which have little or no reserves. The first table shows the reserves per organisation after removing fixed assets – 10 (prior year 14) organisations have no reserves or have negative reserves as a result of their investment in their fixed assets. The next table shows the same reserves analysed at the amount per member – again demonstrating that these organisations have very little reserves per member. When looking at the detail 20 organisations or 1/5th have less than half their member fee income in reserves per member – and as noted earlier, 10 of these have negative reserves. Obviously, these organisations may be able to leverage their assets with mortgages or loans to manage their working capital and cash flow needs, so it is important to therefore look at total reserves too. On the next average reserves per member table, most organisations are very close to the left hand edge - i.e zero. Few organisations are fortunate enough to have substantial reserves and these figures include fixed assets. The chart shows these ten organisations on the far left of the vertical axis with negative reserves– and many more organisations are closer to this axis than on the total reserves chart.

### Total reserves per member





The reserves have increased by £18 per member from an average of £268 per member to £286 per member in the latest statutory accounts, which is partly as a result of the reduction in members driving up the assets per member. Looking at the detail, changes in the balance sheet which include other unrealised gains and losses (on investments and pension schemes) as well as the income and expenditure in the year, the data shows:

Membership type	Current year data			Prior year data			Change in reserves ignoring fixed assets £M
	Average reserves per member	Total reserves £M	Total reserves ignoring fixed assets £M	Average reserves per member	Total reserves £M	Total reserves ignoring fixed assets £M	
Consumer body	£778	£4,005	£629	£723	£3,723	£535	£94
Donation based charity	£384	£4,578	£1,943	£392	£4,593	£1,984	£41
Political Party	£25	£24	£16	£23	£22	£14	£2
Professional body	£511	£1,595	£919	£483	£1,529	£851	£68
Sports body	£37	£77	£57	£37	£74	£62	£5
Trade association	£511	£231	£186	£622	£223	£175	£11
Trade union	£63	£1,050	£653	£57	£1,025	£464	£189
<b>Overall</b>	<b>£286</b>	<b>£11,560</b>	<b>£4,403</b>	<b>£272</b>	<b>£11,189</b>	<b>£4,085</b>	<b>£318</b>

Fixed assets are used by organisations predominantly to deliver their services and activities, and therefore, they are generally recorded at the amount they cost – which is rarely their realisable value. Fixed assets can be disposed of – so a building sold and premises leased instead of owned as an example of this – however, as they are usually required for the ongoing continuation of an organisation, it is sensible to consider reserves of the organisations with these fixed asset figures removed. The results in the year show that there has been little investment in the fixed assets of these organisations as they have only increased by £53M. These reserves per member are an average of £107 per member - moving from £99 per member in the prior year.

The largest reserves (ignoring fixed assets) are held by donation-based organisations that represent £1,943M (prior year £1,984M). However, such organisations account for their income under the charity SORP, which generally means that income restricted to a particular purpose may be recognised when it is receivable and not as it is spent down over future years - which creates a timing difference. Such charities are required to show and calculate their free reserves – those funds available for charitable activity. There are forty four charities across all categories above. These charities hold £5,572M (prior year £5,564M) in reserves but only £1,841M (prior year £1,889M) are unrestricted funds – so there are £3,731M (prior year £3,675M) of funds which are restricted funds that can only be used for specific purposes given by the funder which are being held in reserves. If these funds are removed, then the figures above change significantly to £7,829M (prior year £7,514M) total reserves and £672M (£410M) after fixed assets. Hence the reserves of membership organisations are not that high when compared to total income in the year.

Most membership organisations also hold these excess funds in investments – which are invested in stock markets and property to deliver a return to the organisation and some £3,674M (prior year £3,747M) is invested at the balance sheet date for 94 (prior year 96) out of the 99 organisations – and an average of £91 (prior year £91) per member across the whole population. Investments have fallen by £73M during the year, which may be due in part to the pandemic, and part to having to be utilised. We have seen that the loss in investments for many organisations has started to reverse and most have recovered to their prepandemic levels for the clients we work with, and therefore, this movement is predominantly a balance sheet movement and may not be a realised loss. There are expectations and indications that investment income yields will be depressed for future years, estimates have widely varied from 10% to 40% expectations, and this is another income reduction, which will need to be factored into budgets and future forecasts.

Finally, another factor which can influence the reserves of an organisation is if they have a defined benefit pension scheme – which requires the organisation to recognise a liability of the estimated pension scheme as a creditor on its balance sheet. Thirty four organisations have such a defined benefit pension scheme liability amounting to £648M (prior year £585M) liability in total – predominantly 11 in professional bodies sub category, 8 in consumer bodies, 5 in trade unions and 5 in donation based sub category and is the reason why 4 of the membership organisations have negative reserves when fixed assets are removed. In addition, there are eight organisations whose defined benefit pension scheme is currently an asset amounting to £121M (prior year £92M) – hence the net of these is £527M (prior year £493M). The defined benefit pension scheme liability represents the total potential future costs of the pension scheme – not the annual amount that is required to be paid and is a very long term debt. This has an effect of reducing the average reserves by member by £13 (prior year £12) – therefore, the average member figure would be £299 (prior year £284) for all reserves and £120 (prior year £111), ignoring fixed assets if this liability was removed.





## Conclusions

The analysis of membership organisations in the MemberWise Influence 100 List has indicated that membership fee income was impacted during the pandemic and has resulted in lower incomes and deficits for some organisations as a result. Not all of the effects of the pandemic have come through the results in this year as financial statements were not available. The results for the year continue to indicate that income was fully spent by these organisations and in fact, more than the income generated, so a net drain on reserves from their operating activities. Staff costs and staffing figures increased in the figures by 4% on average on the year before, which indicates that the majority of organisations have retained their staff and there have been few redundancies, as yet. Furlough has no doubt played an important part in organisations retaining their staff, and has continued to September 2021, only forty-four have any period which covers the pandemic to a greater or lesser extent so the full effect of the pandemic will not be seen until next year's review. Of these forty-four organisations, so far, only two have shown a 40% or more cut in their overall staff costs and four at 10-15% cost reduction. So the vast majority have not yet reflected any decisions made in the financial statements released and reviewed so far.

Reserves are quite low when fixed assets and restricted funds of charities are removed, and therefore, it is very clear all organisations need to carefully consider their future income generation, how quickly this can be recovered and to what extent there needs to be a change in their cost base to accommodate their new income stream levels. Financial management is key - regular budgeting and forecasting remains a priority to ensure that the organisation has the financial information to make informed decisions. Indications are that resources will need to be cut as the sustainability of losses incurred by some organisations is not sustainable for the long term. Member growth, as well as losses, will have affected different organisations in different ways and it is imperative that member trends are closely monitored. As indicated earlier, membership relationships are critical to managing membership levels and how well organisations manage this relationship and 'member' loyalty will play an important aspect in their future financial success.

This survey may be a useful tool for benchmarking your organisation. The online community, conferences and training available from MemberWise are invaluable in helping organisations to understand and inform their future strategy and scenario planning.



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## Appendix 1 - Influence 100 (Largest UK Membership Organisations) List 2020/21

New Rank	Old Rank	Rank Difference with formular	Membership Organisation	Members 2019	Members 2021	Total Difference
1	1	0	National Union of Students (NUS)	7,000,000	6,200,000	-800,000
2	2	0	National Trust	5,830,000	5,460,000	-370,000
3	3	0	Trades Union Congress (TUC) / 50 Affiliated Unions	5,600,000	5,422,000	-178,000
4	6	2	Unite	1,310,000	1,400,000	90,000
5	4	-1	Unison	1,378,000	1,378,000	0
6	5	-1	English Heritage	1,340,000	1,340,000	0
7	8	1	Royal Society for the Protection of Birds (RSPB)	1,100,000	1,100,000	0
8	9	1	Caravan and Motorhome Club	1,000,000	1,000,000	0
9	13	4	Wildlife Trusts (46 in total)	572,000	870,000	298,000
10	11	1	Camping and Caravanning Club	720,000	724,000	4,000
11	10	-1	England Golf	740,000	637,000	-103,000
12	12	0	GMB	631,000	620,000	-11,000
13	13	0	Worldwide Wildlife Fund (WWF)	572,000	572,000	0
14	23	9	Royal Horticultural Society (RHS)	400,000	521,000	121,000
15	15	0	Labour Party	540,000	496,000	-44,000
16	17	1	Scout Association	492,000	480,000	-12,000
17	21	4	University of the Third Age	424,000	450,000	26,000
18	19	1	Royal College of Nursing (RCN)	435,000	450,000	15,000
19	18	-1	National Education Union	462,000	450,000	-12,000
20	24	4	British Gymnastics	320,000	434,000	114,000

New Rank	Old Rank	Rank Difference with formular	Membership Organisation	Members 2019	Members 2021	Total Difference
21	25	4	Oddfellows	310,000	404,000	94,000
22	20	-2	Union of Shop Distributive and Allied Workers (USDAW)	430,000	403,000	-27,000
23	16	-7	Girlguiding UK	538,000	322,300	-215,700
24	27	3	NASUWT	286,000	312,000	26,000
25	26	1	National Trust for Scotland	310,000	309,000	-1,000
26	31	5	Association of Chartered Certified Accountants (ACCA)	208,000	219,000	11,000
27	32	5	Women's Institute (WI)	208,000	210,000	2,000
28	58	30	Conservative Party	125,000	205,000	80,000
30	58	28	Public and Commercial Services Union (PCS)	125,000	200,000	75,000
29	28	-1	United Grand Lodge of England	250,000	200,000	-50,000
31	37	6	Confederation for British Industry (CBI)	188,000	190,000	2,000
32	51	19	Greenpeace	130,000	189,000	59,000
33	35	2	Communication Workers Union (CWU)	196,000	188,000	-8,000
35	38	3	Federation of Small Businesses (FSB)	185,000	185,000	0
34	30	-4	Boundless (CSMA)	230,000	185,000	-45,000
37	36	-1	Campaign for Real Ale (CAMRA)s	192,000	181,000	-11,000
36	33	-3	Wildfowl and Wetlands Trust	200,000	181,000	-19,000
39	40	1	Woodland Trust	179,000	180,000	1,000
38	39	1	Law Society of England and Wales (TLS)	180,000	180,000	0
40	29	-11	Royal British Legion (RBL)	237,000	176,000	-61,000
41	49	8	Wine Society	141,000	171,000	30,000
42	44	2	Civil Service Sports Council (CSSC)	160,000	169,000	9,000
43	43	0	Institution of Engineering and Technology (The IET)	168,000	168,000	0
44	44	0	British Medical Association (BMA)	160,000	160,000	0

New Rank	Old Rank	Rank Difference with formular	Membership Organisation	Members 2019	Members 2021	Total Difference
46	47	1	Institute of Chartered Accountants of England and Wales (ICAEW)	150,000	158,000	8,000
45	33	-12	Historic Environment Scotland	200,000	158,000	-42,000
47	47	0	Chartered Institute of Personnel and Development (CIPD)	150,000	157,000	7,000
48	47	-1	British Association for Shooting and Conservation (BASC)	150,000	155,000	5,000
49	48	-1	England and Great Britain Hockey	145,000	153,500	8,500
50	52	2	Art Fund	122,000	151,000	29,000
51	49	-2	Prospect (Union)	141,000	150,000	9,000
52	55	3	Chartered Management Institute (CMI)	130,000	143,000	13,000
53	47	-6	British Cycling	150,000	142,000	-8,000
54	41	-13	England Athletics	170,000	142,000	-28,000
55	58	3	Royal Institution of Chartered Surveyors (RICS)	125,000	134,000	9,000
56	57	1	Tate Museum	128,000	132,400	4,400
58	NEW	N/A	Police Federation of England and Wales	40,000	130,000	90,000
57	63	6	University and College Union (UCU)	120,000	130,000	10,000
59	46	-13	Association of Accounting Technicians (AAT)	151,000	126,000	-25,000
62	66	4	Kew Gardens and Wakehurst	111,000	125,000	14,000
61	58	-3	Scottish National Party	125,000	125,000	0
60	56	-4	Chartered Insurance Institute (CII)	129,000	125,000	-4,000
63	42	-21	Youth Hostels Association (England and Wales)	169,000	122,500	-46,500
64	64	0	Institution of Mechanical Engineers (IMechE)	117,000	120,000	3,000
65	68	3	British Horse Society (BHS)	112,000	118,000	6,000
66	65	-1	Ramblers	114,000	114,000	0
67	67	0	Royal Yachting Association (RYA)	110,000	104,000	-6,000
68	70	2	Liberal Democrats	120,000	101,000	-19,000

New Rank	Old Rank	Rank Difference with formular	Membership Organisation	Members 2019	Members 2021	Total Difference
69	71	2	Institution of Civil Engineers (ICE)	92,000	95,000	3,000
70	NEW	N/A	Forestry England	40,000	91,000	51,000
71	NEW	N/A	National Residential Landlords Association (NRLA)	40,000	90,000	50,000
73	81	8	Institute of the Motor Industry (IMI)	61,000	80,000	19,000
72	69	-3	England Netball	103,000	80,000	-23,000
75	NEW	N/A	National Governance Association	40,000	75,000	35,000
74	73	-1	British Mountaineering Council	75,000	75,000	0
76	79	3	Cycling UK	66,000	71,000	5,000
77	73	-4	British Psychological Society (BPS)	75,000	70,000	-5,000
79	78	-1	Chartered Institute of Procurement and Supply (CIPS)	66,000	69,000	3,000
78	75	-3	Royal Air Forces Association	74,000	69,000	-5,000
80	82	2	Spotlight	60,000	65,000	5,000
81	80	-1	Coeliac UK	65,000	64,000	-1,000
82	111	29	British Canoeing	40,000	62,000	22,000
84	83	-1	Chartered Society of Physiotherapy (CSP)	59,000	60,000	1,000
83	77	-6	British Computer Society (BCS)	68,000	60,000	-8,000
85	85	0	English Bridge Union	54,000	55,800	1,800
86	72	-14	Countryside Alliance	81,000	55,000	-26,000
89	New	N/A	Royal Institute of British Architects (RIBA)	44,000	54,000	10,000
88	87	-1	Educational Institute of Scotland	51,000	54,000	3,000
87	85	-2	Historic Houses	54,000	54,000	0
90	89	-1	Royal College of General Practitioners (RCGP)	50,000	53,000	3,000
91	89	-2	Green Party	50,000	52,000	2,000
93	New	N/A	GS1 UK	40,000	51,000	11,000



New Rank	Old Rank	Rank Difference with formular	Membership Organisation	Members 2019	Members 2021	Total Difference
92	89	-3	Boys' Brigade	50,000	51,000	1,000
95	95	0	British Association for Counselling and Psychotherapy (BACP)	48,000	50,000	2,000
96	95	-1	Royal College of Midwives	48,000	50,000	2,000
94	89	-5	National Childbirth Trust (NCT)	50,000	50,000	0
97	98	1	Institution of Occupational Safety and Health (IOSH)	46,000	48,000	2,000
98	New	N/A	Chartered Institute of Building (CIOB)	46,000	46,000	0
99	New	N/A	Crohn's & Colitis UK	44,000	45,000	1,000
100	89	-11	Royal Society of Chemistry (RSC)	50,000	45,000	-5,000

