



TAF

Trade Association Forum

ANNUAL REPORT

2025/26

Chair's Foreword

Dear member,

It has been a pleasure meeting so many of you at TAF events over the past year. Thank you for your continued support. It is greatly appreciated and remains the foundation of everything we do.

This has been another positive year for TAF. We have strengthened our financial resilience, expanded the services and support available to members, and continued to invest in the organisation's future. These achievements reflect the commitment of our Board, volunteers and the wider TAF community.

One of the year's most significant milestones has been the launch of TAF's new five-year strategy. Developed with input from our Board and informed by members' needs, it sets a clear direction through to 2030. Built around three priorities, growing membership and financial resilience, championing the UK trade association sector, and establishing TAF as the go-to organisation for trade associations, it will ensure TAF remains a strong, sustainable and influential organisation for years to come.

TAF is unique. It exists for associations and is led by associations. Everything we do is focused on helping members build stronger organisations, share best practice and respond to an increasingly complex and fast-changing environment. It is a privilege to serve as Chair of such a collaborative and supportive community.

None of this would be possible without the dedication of volunteers from across the sector. I would like to thank my fellow Board members for their leadership and commitment, as well as everyone who contributes to our events, Awards, Special Interest Groups and wider programme of activity. Your time, expertise and enthusiasm are what make TAF such a valuable community.

As we look ahead, our focus is on delivering the ambitions set out in our strategy: strengthening TAF, providing even greater value for members, raising the profile of trade associations, and ensuring our sector has the recognition and influence it deserves. I am excited about what we can achieve together over the next five years.

Thank you once again for your continued support of TAF and for the opportunity to serve as your Chair. I look forward to seeing many of you at TAF events in the months ahead.

Richard



**Richard
Smith**

TAF Chair and
Managing Director
at the Road Haulage
Association

A handwritten signature in black ink that reads "R.J. Smith". The signature is written in a cursive, slightly slanted style.

The TAF Year in numbers



With the support of our members, TAF continues to build its reach and impact.



180

members



51

events delivered across the year



200k

organisations represented by
TAF members



6.3k

social following (+50%)



160k

website pageviews (+7%)



3.7k

newsletter subscribers (+38%)



1k

database of UK trade associations to
support member growth



7k

contacts in database (+20%)

Treasurer's Report



Dear Member,

I am pleased to report that TAF has delivered another strong financial performance, continuing the positive momentum of recent years. Despite making significant strategic investments during the year, including developing our new five-year strategy, the organisation remains in a robust financial position, with healthy reserves and a resilient income base.

Total turnover increased to £384,034, up 14.6% on the previous year (£335,125), reflecting continued growth across our membership, sponsorship and events. TAF generated an operating surplus of £23,600, exceeding our budget by more than 84%. While this was slightly below last year's surplus, it primarily reflects planned investment in strategy development and increased event delivery costs, both of which will support the organisation's long-term growth.

Our balance sheet has continued to strengthen, with total capital and reserves increasing to £108,075, up from £84,475 the previous year. This represents another important step in rebuilding TAF's financial resilience following the challenges of the pandemic and provides a solid foundation from which to deliver our new strategic ambitions.

Income

- **Total turnover** increased to £384,034 (FY2024/25: £335,125), representing growth of 14.6% and reflecting the continued strength and diversification of TAF's income streams.
- **Membership income** totalled £170,269, up 10.4% on the previous year (£154,299). Strong renewal rates and continued new member acquisition ensured membership remained TAF's largest and most stable source of income.
- **Sponsorship income** increased to £98,538 (FY2024/25: £79,912), driven by record Best Practice Exchange sponsorship and another excellent year for the Awards, demonstrating the continued value of TAF's flagship events to partners.
- **Awards income** continued to perform exceptionally well, with delegate, entry and sponsorship income reaching £124,956, up from £111,637 the previous year, reinforcing the Awards as one of TAF's most important commercial and community events.



Tim Doggett

TAF Treasurer
and CEO of
the Chemical
Business Association

Expenditure

- **Cost of sales** increased to £176,841 (FY2024/25: £131,631), reflecting the growth of TAF's events programme, particularly the Awards and Best Practice Exchange. While event delivery costs were higher, they were supported by increased income across these activities.
- **Administrative costs** rose by 8.6% to £183,593, reflecting planned investment in the development of TAF's new five-year strategy, continued CRM enhancements, and core services such as the Secretariat function. These investments were aligned with the Board's long-term priorities while maintaining a lean operating model.
- **Corporation Tax** relating to previous years has now been resolved, with a refund subsequently received from HMRC in FY2026/27, providing welcome confirmation of TAF's tax position.

I remain satisfied with the integrity of the financial reporting and the support provided by Inflect through the Secretariat function. Their transparent financial management continues to provide the Board with clear oversight of TAF's performance. I would also like to thank our long-standing accountant, Peter Cload, for his continued advice and support throughout the year.

As in previous years, the accounts have been independently reviewed but not formally audited. The Board remains comfortable with this approach given the nature of TAF's finances, while recognising the responsibility this places on both the Board and myself as Honorary Treasurer to ensure appropriate financial governance.

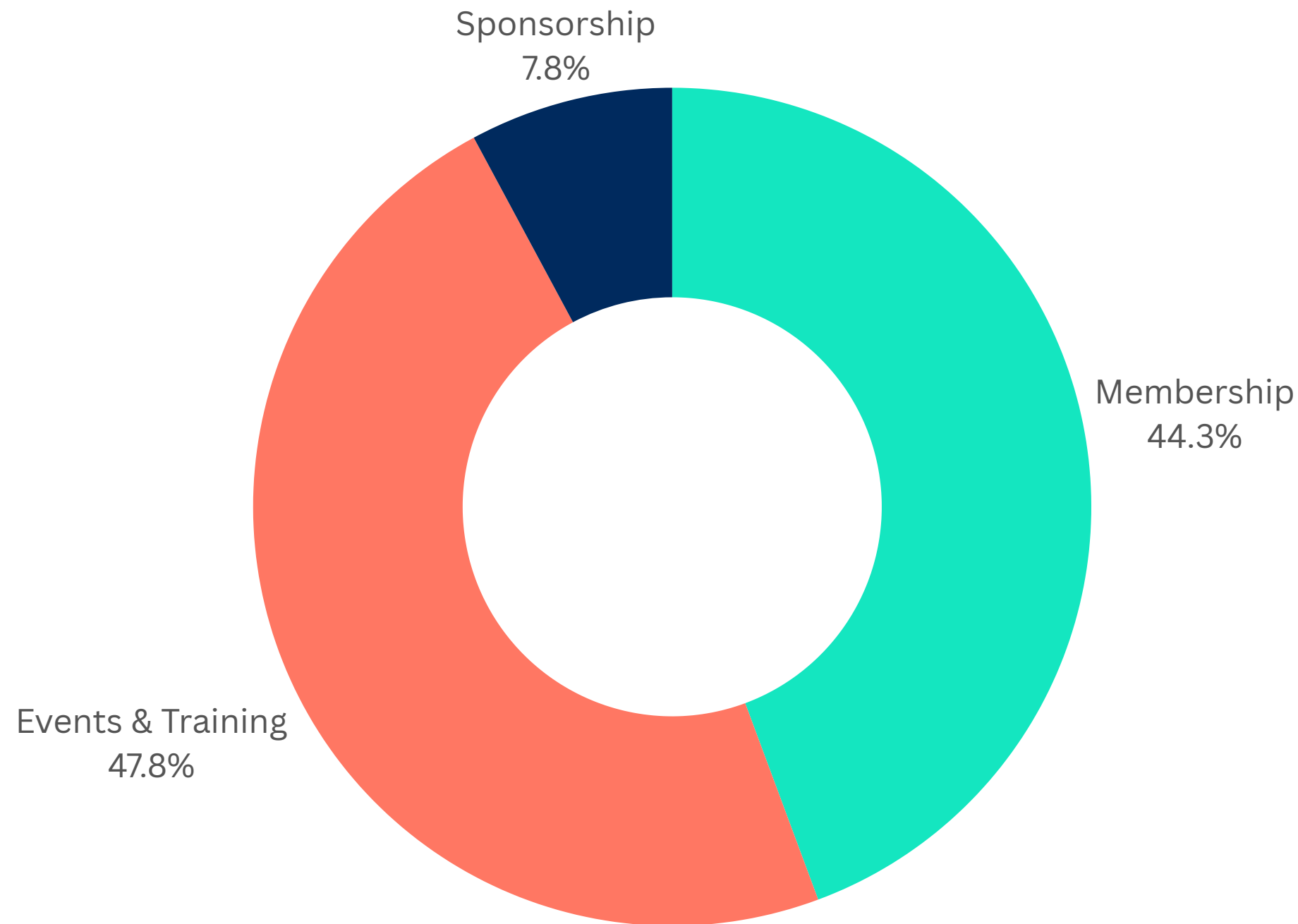
Overall, TAF enters the new financial year from a position of strength. Our finances remain healthy, our reserves continue to grow, and we are well placed to deliver the ambitions set out in our new five-year strategy. I look forward to working with the Board and our members as we continue to build a stronger organisation and an even stronger trade association sector.

Tim Doggett

TAF Treasurer, June 2026



Annual Revenue Breakdown



TAF's revenues are split between three main sources:

- **Membership: £170,269 (44.3%)**
- **Events & Training (Awards, Best Practice Exchange, training and surveys): £183,624 (47.8%)**
- **Sponsorship: £30,142 (7.8%)**

Membership income continued to grow during the year, increasing to £170,269 and remaining TAF's largest and most stable source of recurring income. While flagship events continue to generate a significant proportion of annual revenue, growing membership income remains central to TAF's long-term strategy and financial resilience.

The launch of TAF's new five-year strategy places renewed emphasis on increasing membership penetration, improving retention and strengthening long-term financial sustainability. As we work towards these ambitions, we will continue to invest in attracting new members while delivering greater value to existing ones.

Note: These percentages are based on the three headline revenue categories only and exclude directories and other miscellaneous income, which together account for less than 1% of turnover.

Executive Report



2025/26 has been another important year in TAF's development. Building on the strong financial recovery of recent years, we have continued to invest in our services, strengthen our influence across government and the wider business community, and lay the foundations for the next phase of TAF's growth.

The most significant milestone of the year has been the launch of our new five-year strategy, setting out a clear ambition for TAF to grow its membership, champion the UK trade association sector, and establish itself as the go-to organisation for trade associations. With a stronger financial position and growing member engagement, TAF is now well placed to deliver against these ambitions.

Highlights from 2025/26 include:

- Membership continued to grow, with TAF ending the year with 180 member associations, representing around 200,000 UK businesses.
- Our influence continued to expand, with stronger relationships across Government, another successful Parliamentary Reception, and new strategic partnerships including the CBI.
- We expanded opportunities for members to connect, launching three new Special Interest Groups, growing our events programme, and preparing to launch the new TAF Online Community.
- Our flagship events went from strength to strength, with the Best Practice Exchange and the Trade Association Awards achieving record levels of engagement and commercial support.
- We enhanced our member offer, launching the TAF Business Hub, expanding our Expert Network and Marketplace, and embedding our new CRM to support a more personalised member experience.

The TAF Team



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TAF's executive function is provided by Inflect – www.inflect.co.uk



Looking ahead, TAF will focus on:

- Delivering our new five-year strategy, centred on growing membership, strengthening financial resilience, and increasing the value we deliver to members.
- Championing the UK trade association sector through stronger engagement with Government, policymakers and strategic partners.
- Expanding our programme of events, Special Interest Groups and online community to strengthen peer learning and collaboration.
- Developing new services, insight and benchmarking to establish TAF as the go-to organisation for UK trade associations.
- Continuing to invest in our digital infrastructure and member engagement, ensuring every interaction with TAF is more personalised, connected and valuable.

With a clear strategy, a growing community and a strong financial foundation, we are well placed to support our members and champion the UK trade association sector for many years to come.

Thank you for your support!

Emily, Harry, Aoife & Jade



The TAF team at the 2026 Trade Association Awards in February 2026

A man in a blue suit and red tie stands at a wooden podium, addressing a large audience in a grand hall. The room features a large, ornate chandelier hanging from the ceiling. The audience, consisting of men and women in business attire, is visible in the background. The entire scene is overlaid with a semi-transparent blue filter. In the top right corner, there is a graphic element consisting of several overlapping triangles in white, orange, and teal colors.

**WHAT YOUR MEMBERSHIP
DELIVERED THIS YEAR**

Championing Trade Associations

TAF

TAF's role is not only to support individual members, but also to strengthen the wider association sector by championing the role trade associations play in the UK economy and civic life.

This year we delivered:

- A stronger national platform for showcasing the impact and professionalism of trade associations
- High-profile moments that raise the visibility of the sector, including our annual Parliamentary Reception
- A programme of awards and best practice sharing that promotes excellence and raises standards
- More opportunities for members to connect with partners, policymakers, and peers who can support your work

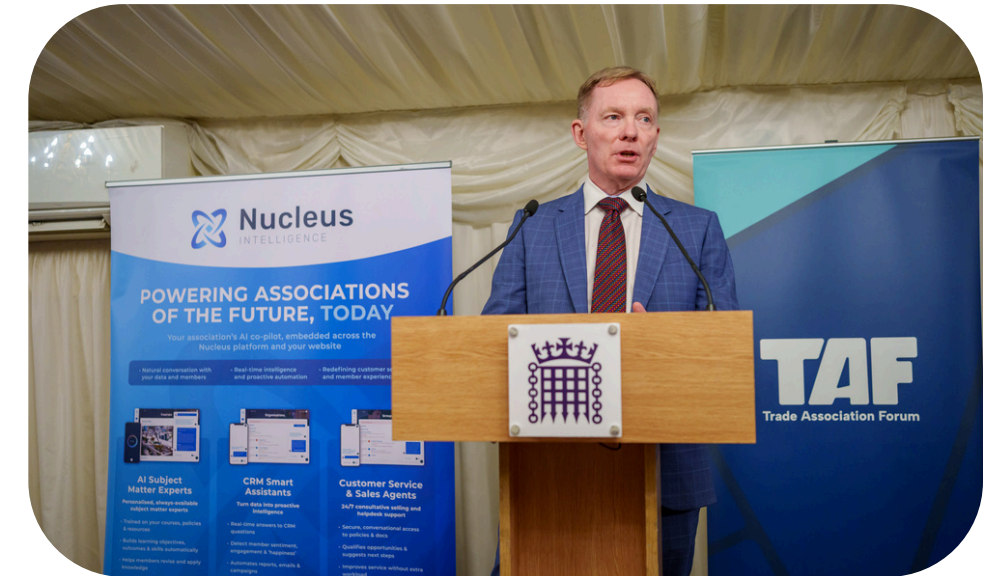
Why it matters:

When trade associations are better understood and better connected, your organisation is better placed to influence, grow, and deliver for members. Members told us loud and clear – TAF must lead from the front. With 79% supporting a stronger role and 83% calling for a unified voice, our advocacy work continues to expand.



Building our relationships with Government

TAF's role is not only to support individual members, but also to strengthen the wider association sector – promoting the role trade associations play in the UK economy and civic life.



This year we delivered:

- Direct engagement with Parliament, including a growing programme of Parliamentary lunches bringing senior association leaders together with policymakers and stakeholders
- Stronger relationships across Whitehall, including engagement with officials in DWP, No.10, and the Competition and Markets Authority (CMA)
- A renewed relationship with the Department for Business and Trade (DBT), alongside wider engagement with officials across government
- A stronger platform for members to contribute insight on key priorities, including growth, productivity, skills, regulation, and sector resilience

What this means for members:

- Greater visibility for trade associations as trusted partners
- More opportunities to shape policy thinking and build relationships early
- A stronger collective voice for the sector, backed by practical convening power

TAF

Building partnerships

Partnerships are a key way TAF expands what members can access, strengthens our influence, and increases the value we deliver across the trade association sector.

This year we delivered:

- Stronger relationships with the UK's largest trade associations, including the B5 group, helping ensure TAF remains relevant and connected across the full breadth of the sector
- A new partnership with the Confederation of British Industry (CBI), strengthening our links into the wider business community and creating new opportunities for:
 - Joint convening and events
 - Collaboration on shared priorities
 - Raising the profile of trade associations with senior stakeholders
- Continued collaboration with the Federation of Small Businesses (FSB), including joint initiatives that support the sector and showcase best practice
- Ongoing partnership with Make UK, helping strengthen connections between trade associations and the manufacturing and industrial ecosystem

What this means for members:

- Access to stronger networks and wider reach
- Greater credibility and influence through aligned partnerships
- More opportunities to collaborate, learn, and deliver value to your own members

TAF

95%

of members said peer learning and best practice sharing are among TAF's greatest strengths - something we're deepening through new partnerships



Community-building and Special Interest Groups



TAF's strength is its network, and this year we've continued to strengthen the ways members connect, collaborate and share learning.

This year we:

- Launched three new Special Interest Groups (SIGs) to give members role-specific spaces to share challenges, swap tools, and learn from peers:
 - Young Professional's Network SIG: a community of early to mid-career professionals working within trade associations across the UK.
 - Membership Engagement SIG: focused on recruitment, retention, value proposition, and demonstrating impact to members
 - Marcomms SIG: practical support on brand, digital marketing, lead generation, and growing engagement
- Continued development of our leadership-focused networks, creating more opportunities for senior teams to connect and problem-solve together
- More member-led engagement opportunities, helping colleagues across your organisation get value from TAF, not just CEOs



Launching soon: a new TAF Online Community

- This year we have been building a new online community platform, designed to make it easier for members to:
 - Connect with peers between events and stay engaged with SIG activity year-round
 - Ask questions and get fast answers from the network and to share resources, templates and recommendations
- The platform is now ready for launch, and will become a key part of how TAF supports members day-to-day.

Expanded Events, learning & peer support

Supporting association leaders and teams with learning, insight, and connection

We delivered a busy programme of activity designed to support leaders and teams across trade associations—mixing flagship moments with smaller, practical sessions where members can share challenges and solutions.

This year we delivered:

- Flagship sector events bringing members together to learn, share best practice and build connections
- Member-only roundtables and webinars on key issues affecting associations
- Training and capability-building to support teams with leadership, governance, and running high-performing organisations

What members told us they value most:

- The ability to pick up the phone and speak to peers
- Honest discussion about what's working (and what isn't)
- Practical takeaways they can apply immediately



2000

attendees across our events in 2025

51

webinars and in person events

6

training sessions

Expanded Conference & Awards

Bringing the trade association community together to share best practice and celebrate excellence

Best Practice Exchange 2025



Our annual conference BPEX took place in London in September 2025, attracting 275 attendees for a day full of trade association content and networking. The event was a success with positive feedback. Looking ahead, BPEX 2026 will take place on Thursday 10th September and is shaping up to be even bigger and better.

www.tafbpex.org

Trade Association Awards 2026



The 2026 Awards was the biggest ever run by TAF, with more than 400 people in the room to celebrate the excellent work undertaken by associations across the year. The TAF awards continue to be highly coveted and well-regarded, and we are looking forward to another successful evening in 2027.

www.tafawards.org

Why TAF's flagship events matter

Both our flagship events, BPEX and the Trade Association Awards, are ranked among the most valued benefits by members, with over 80% rating them as useful or essential to their engagement with TAF. The continued growth of our flagship events has been central to TAF's financial stability and member offer and their success enables us to keep member ticket prices at cost, or below, while generating a surplus that allows us to reinvest in new core services and activity for members. They also act as a recruitment driver too – we consistently see increased membership applications ahead of major events, as preferential member rates encourage new associations to join and benefit from the network.

Women in Trade Associations



A flagship initiative promoting visibility, leadership, and inclusion

We were delighted to run the Women in Trade Associations Powerlist initiative for the fourth year in a row, in partnership with the FSB and CBI. WiTA celebrates leading women across the sector.

The list was launched on 6 March to coincide with International Women's Day, with a celebratory reception later that month.

The initiative continues to be a positive platform for the sector, helping showcase talent, celebrate leadership, and bring the community together.



www.taforum.org/community/women-in-trade-associations/

Annual Parliamentary Reception

Championing trade associations in Westminster

We were delighted to welcome representatives from over 120 trade associations, alongside MPs, parliamentarians and friends of TAF, at our Parliamentary Reception in January.

We were joined by Trade Minister, Chris Bryant MP and Edward Morello MP, who highlighted the value of trade associations to economic growth and business success across the UK.

The reception provided an opportunity to demonstrate how TAF members support key government priorities, including industrial strategy, small business growth, infrastructure, technology adoption and exports.

Looking ahead, we will build on this momentum by strengthening TAF's engagement with Government, and making the reception an annual fixture. Next year's will be even more significant as we celebrate TAF's 30th birthday.





IMPROVING OUR SERVICES FOR YOU



Delivered in 2025/26



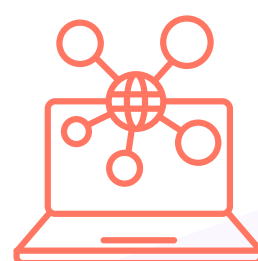
New tools and support to help members tackle day-to-day challenges



Digital Member Experience

We are now half way through the delivery of our member engagement strategy.

This year we have cleaned up and segmented our data and along with our new website put in place a new CRM system.



TAF Business Hub

We launched a new Business Hub with Markel, a specialist insurer serving SMEs across the UK.

Markel offers one of the UK's first integrated services combining insurance, tax, and legal support, and they work in partnership with trade associations, providing flexible benefits to support members with everyday business issues.



Launch of our new Expert Network

We launched an expert network of people recommended by members with expertise in a range of fields, from legal and governance to association management.

TAF members can benefit from a free 20-minute consultation with any of our experts to talk over your issues and get some experienced and impartial advice. Only 41% of members were previously aware of the Expert Network, but 65%+ rated it useful once aware.

TAF Marketplace

Helping members access better deals, stronger partnerships, and new opportunities

Over recent years, TAF has worked to strengthen and expand the range of practical support available to members, while ensuring our services remain sustainable and relevant.

As part of this approach, we have introduced the TAF Marketplace, designed to help members access high-quality products, services and partnerships that support the day-to-day work of running a trade association. The Marketplace brings together trusted suppliers and sector partners in one place, making it easier for members to find support, save time, and deliver more value to their own members.



Deals and Discounts

TAF members can access negotiated rates with suppliers who understand the trade association sector.



Partnerships

Strategic partnerships that members can extend to their own member base, helping you strengthen your offer and create new opportunities



Member-to-member Marketplace

A member-to-member offer enabling TAF members to share services, expertise and solutions with one another



Find out more - www.taforum.org/services/taf-marketplace/

Member benefits at a glance

Make the most of your TAF membership across your whole organisation

TAF membership gives you and your team access to practical tools, expert support, and trusted connections to help your organisation thrive and deliver more for members.

We encourage all members to explore the full range of benefits and get involved in TAF's events, networks, and initiatives.



TAF Jobs Board



TAF Legal Hub



TAF Business Hub



Online Community



Special Interest Groups



Resource Library



TAF Marketplace



Expert Network



Events and Networking



Association Leadership Compass



Exclusive Deals and Discounts



Training



Approved Supplier Directory



TAF Partnerships



Benchmarking

To access your member benefits, register for your TAF account here - www.taforum.org/member-registration/



WHAT'S IN STORE FOR 2026/27

Coming in 2026/27



Looking ahead, we have an ambitious and exciting programme planned to deliver even greater value for our members and the wider trade association community.

Key initiatives for the year include:



Greater collaboration and engagement with larger associations

Building new relationships and expanding existing ones to ensure TAF remains relevant and supportive for all members, regardless of size or sector.



New programme of work to promote the Value of Trade Associations

A programme of outreach and promotion raising awareness of the essential role associations play in the UK economy and advocating their collective impact with key stakeholders.



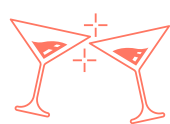
Expanded programme of Special Interest Groups

Providing targeted forums for members to share best practice and develop solutions to common challenges.



A new programme of Chair's lunches

Creating exclusive opportunities for senior leaders to connect, exchange ideas, and strengthen relationships across the community.



Annual TAF Parliamentary Reception

Giving members a platform to engage directly with policymakers and further TAF's mission of representing and championing trade associations at the highest levels.

A new five-year strategy for TAF

For the first time in many years, TAF has the financial strength, confidence and ambition to set out a clear long-term vision for the organisation.

Our strategy is built around **three strategic priorities**



1 Grow membership and enhance financial resilience

We will grow our membership and diversify income so TAF remains a sustainable organisation, delivering increasing value for members.



2 Champion and strengthen the UK trade association sector

We will raise the profile of associations, strengthen our voice with Government and support the sector's long-term success.



3 Establish TAF as the go-to organisation for UK trade associations

We will expand our services, insight, partnerships and community so every member can benefit from practical support all year round.



Enabling our priorities: Continued investment in our digital infrastructure, data and member engagement will help us provide a more personalised, connected and impactful experience for every member.





YOUR TEAM



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