



# TAF Strategy 2026–2030

February 2026

## Context

The next five years will be important for the UK trade association sector, as the political and economic landscape continues to shift.

From where we are in 2026, it looks as though we are seeing a structural realignment of the global economy and a breakdown in the post war consensus that has provided UK business with certainty and stability for the last 75 years. This transition is happening alongside major technological disruption, which will fundamentally change the nature of work for good.

Whilst we can't predict the future, we can say that the economic reality of tomorrow looks likely to be more volatile, more fragmented and less certain than we have experienced in our lifetimes. Associations have a key role to play in supporting their members through this transition and look likely to need to respond to:

- Political complexity and greater scrutiny.
- Economic volatility and potential pressure on member retention.
- Skills shortages.
- Rapid technological change, including AI.
- Greater expectation to demonstrate value and impact.

At the same time, there is a clear opportunity for the sector that in turn defines what TAF's role should look like, as:

- Government increasingly relies on sector expertise.
- Industries need coordinated voices, particularly during a period of change
- Collaboration across sectors is more important than ever.
- The association model remains one of the UK's strongest vehicles for collective action.

TAF exists to strengthen this community. However, the pandemic showed that TAF itself is vulnerable without sufficient scale and financial stability. Without sufficient resilience, the UK risks losing its central convening body for trade associations.

The next five years for TAF must focus on stability, growth and clear leadership.



## Vision

A world-class UK trade association sector that drives better business, better policy and a stronger society, with TAF at the centre of that community.

We see a UK in which trade associations are recognised as essential to the economy: shaping policy, supporting growth, raising standards and strengthening industries across the country.

By 2030, TAF will be the central convening body, leadership voice and capability hub for the UK trade association community, strengthening the sector internally and championing it externally.

## TAF's Mission

To strengthen UK trade associations by providing the leadership, tools and community they need to thrive.

## Delivering Our Vision and Mission

In order to achieve our vision and deliver our mission, TAF will focus on three clear strategic priorities over the next five years. These priorities reflect feedback from the Board, insight from members and the realities of the external environment.

Together, they ensure that TAF strengthens the sector internally, strengthens TAF's financial and operational stability and increases the visibility and influence of UK trade associations externally.

Our three strategic priorities for 2026–2030 are:

- **Grow Membership and Enhance Financial Resilience:** We will increase market penetration, improve retention and build a stronger, more sustainable income base so that TAF can invest with confidence and protect its long-term future.
- **Champion and Strengthen the UK Trade Association Sector:** We will raise the profile and influence of trade associations and make it easier for government and



the sector to work together, widening access to policymakers and strengthening the sector's voice.

- **Establish TAF as the Go-To Organisation for UK Trade Associations:** We will build TAF's authority through better resources, stronger insight and benchmarking, sector-specific professional development and a more connected community.



## Strategic Priority 1: Grow Membership and Enhance Financial Resilience

A strong and growing membership base is the foundation of TAF's influence, credibility and long-term sustainability. Growth is not just about increasing numbers; it is about deepening engagement, strengthening our value proposition and ensuring TAF is seen as essential rather than discretionary.

The pandemic exposed how vulnerable the organisation can be without sufficient scale and financial resilience. At that point, TAF came close to collapse, putting members' investment at risk and threatening the loss of the UK's central convening body for trade associations, along with decades of relationships, expertise and sector leadership.

This priority brings together membership growth and financial strength. A broader, more engaged membership improves income stability, enhances influence and protects TAF's long-term role at the heart of the UK trade association community.

By 2030, TAF will:

- Increase market penetration from approximately 20% towards 40–45%.
- Improve retention across all segments.
- Increase income per member.
- Diversify revenue streams.
- Build reserves sufficient to protect long-term sustainability.

### 1.1 Drive Retention and Deepen Engagement with Members

Retention sits at the heart of our growth strategy. Before we focus on bringing in new members, we must ensure we are keeping and properly supporting the ones we already have. Sustainable growth only happens when renewal rates are strong and members genuinely value their relationship with TAF.

Larger and mid-sized associations represent a disproportionate share of both income and influence. If they do not feel that TAF understands their needs and supports their ambitions, we risk weakening our financial base and our credibility.



We will move from a largely reactive model of membership to a more structured and intentional approach to engagement, one that ensures members feel seen, supported and connected to the wider community.

### **Phase 1 (2026–27) – Strengthening our Foundations**

We will professionalise our engagement infrastructure and ensure every member experiences a clear annual member journey and enhanced personal contact from TAF. This will involve:

- Enhance CRM capability for segmentation, tracking and reporting.
- Implement a structured annual member journey (onboarding, mid-year, renewal review).
- Introduce systematic exit interviews and churn reporting.
- Track first-year renewals and re-joiners.
- Increase communication of measurable TAF impact.
- Introduce a more structured account management approach for larger associations, ensuring TAF is relevant and visible across multiple levels of each organisation.
- Launching targeted engagement with larger associations to assess their perceptions of TAF and better understand the value proposition for large members.

### **Phase 2 (2027–28) – Expanding and Deepening Engagement**

We will increase meaningful touchpoints and structured peer engagement, ensuring members experience TAF as a vibrant and relevant professional community. This will involve:

- Introduce size-specific leaders' forums.
- Expand Special Interest Groups in response to demand.
- Strengthen the usage and functionality of the online community.
- Introduce structured peer mentoring.
- Develop regional networks or roundtables to strengthen engagement outside London and broaden participation across the UK.

### **Phase 3 (2029–30) – Building Long-Term Loyalty**

By this stage, we will focus on making TAF membership more firmly embedded within member organisations and within the wider sector landscape. This will involve:



- Introduce multi-year membership options to increase stability and long-term commitment.
- Develop a structured induction programme for newly appointed trade association CEOs and senior leaders.
- Launch an annual “State of the UK Trade Association Sector” report to reinforce TAF’s authority and sector leadership.
- Develop a voluntary good practice framework or benchmark that positions TAF as a standard-setter for the sector.
- Implement structured handover processes to maintain continuity when member contacts change roles.

## 1.2 Enhance New Member Acquisition and Market Penetration

TAF currently engages approximately 20% of the UK trade association landscape. There is a significant opportunity to expand our reach, particularly among mid-sized and larger associations.

Growth will not happen by accident. It requires clearer targeting, stronger messaging and greater visibility. Our aim is staged growth towards 40–45% market penetration by 2030, with a focus on quality as well as scale.

### Phase 1 (2026–27) – Strengthening Our Targeting and Message

We will build a clearer picture of the market and sharpen our value proposition. This will involve:

- Completing a comprehensive mapping of UK trade associations.
- Segmenting non-members by size, income and strategic profile.
- Launching a structured re-engagement campaign for lapsed members.
- Introducing a member referral programme.
- Refining TAF’s value proposition, particularly for larger associations.
- Developing targeted outreach to mid-sized and larger associations.
- Using flagship events and campaigns to support recruitment.

### Phase 2 (2027–28) – Raising Profile and Visibility



We will increase TAF's visibility and perceived importance across the sector. This will involve:

- Launch and embed National Trade Association Day for TAF's 30th anniversary in 2027.
- Develop a government-facing directory of trade associations.
- Increase targeted outreach to underrepresented sectors and regions.

### **Phase 3 (2029–30) – Establishing TAF as the Expected Standard**

We will position TAF membership as the expected standard for UK trade associations. This will involve:

- Strengthening engagement across devolved nations and regional clusters.
- Monitoring for the launch of new trade associations and offering a scale-up tier of membership for new associations.
- Embed TAF within sector start-up guidance and governance conversations.
- Exploring a voluntary accreditation or recognition model linked to TAF good practice standards.

## **1.3 Review and Enhance the Member Benefits Offer**

A strong membership proposition is essential to both retention and acquisition. Our survey findings show clear strengths in areas such as benchmarking, events and peer learning, but also highlight opportunities to simplify, modernise and better communicate our offer.

We will focus on ensuring that every element of TAF membership is relevant, high-quality and aligned with what associations most value.

### **Phase 1 (2026–27) – Reviewing and Strengthening the Core Offer**

We will review our current benefits and prioritise what delivers the greatest value. This will involve:

- Conducting a structured review of all member benefits and services.
- Rationalising, redesigning or withdrawing support for low-engagement benefits.



- Strengthening and expanding high-performing services such as benchmarking, webinars and events.
- Improving clarity of the member offer so that the benefits are easier to understand and access.
- Clearly differentiate between full-member and associate-member benefits.

## **Phase 2 (2027–28) – Expanding High-Value Services**

We will invest in areas where members see the greatest practical value. This will involve:

- Expanding benchmarking products and comparative insight tools.
- Developing practical toolkits and implementation guides for common association challenges.
- Introducing structured learning and development programmes tailored to trade associations.
- Strengthening access to specialist expertise through curated partner and supplier networks.

## **Phase 3 (2029–30) – Strengthening and Differentiating the Offer**

We will position TAF's member offer as distinctive and sector-defining. This will involve:

- Developing advanced leadership programmes for experienced CEOs and senior teams.
- Introducing tiered or premium development pathways where appropriate.
- Regularly refreshing and future-proofing benefits to reflect emerging challenges such as AI, governance and regulatory change.
- Ensuring the member offer remains competitive and clearly differentiated from alternative networks.

## **1.4 Strengthen Core Revenue Streams**

Membership and flagship events remain the backbone of TAF's income. We will modernise and strengthen these to ensure they are financially sustainable, appropriately priced and capable of supporting long-term growth.



## **Phase 1 (2026–27) – Reviewing our commercial proposition**

We will ensure our core income streams are fit for purpose. This will involve:

- Reviewing membership pricing structure, including assessing headcount versus revenue-based banding, and packaged memberships, which include access to premium events in one annual fee.
- Reviewing spend per member to assess which tiers and categories of members contribute most revenue, to inform growth strategy.
- Clarifying and formalising an associate membership model to bring suppliers and other interested stakeholders into membership, with a clear proposition that protects member-only spaces and services.
- Continuing to grow and enhance the Annual Conference and UK Trade Association Awards.
- Reviewing the partnership framework and moving towards longer-term agreements.

## **Phase 2 (2027–28) – Strengthening Predictability**

We will increase income stability and predictability. This will involve:

- Introducing multi-year sponsorship packages.
- Exploring multi-year membership options.
- Improving financial forecasting via improved CRM retention and acquisition data.

## **Phase 3 (2029–30) – Building Reserves and Stability**

We will ensure TAF operates from a position of strength. This will involve:

- Increasing income per member through value-led pricing.
- Building reserves to support future investment and resilience.
- Reducing reliance on any single income stream.

## **1.5 Enhance Commercial and Marketplace Activity**

TAF's marketplace and partnerships represent underdeveloped opportunities for both member value and commercial growth.

### **Phase 1 (2026–27) – Strengthening the Platform**



We will review and strengthen our commercial activity. This will involve:

- Review the TAF Marketplace to understand which elements are most used and valued, refine or remove lower-impact areas, and actively promote high-value services to increase member engagement and commercial return.
- Increase visibility and uptake of marketplace services to grow both member benefits and commercial income.
- Expand the member-to-member marketplace to make it a clearer and more valuable part of the membership offer.
- Develop structured affinity partnerships with clear criteria and governance.
- Strengthen supplier engagement and retention through more active relationship management.
- Developing propositions for commercially backed programmes, such as research series or themed events.

## **Phase 2 (2027–28) – Scaling Commercial Opportunities**

We will strengthen commercial contribution while protecting member value. This will involve:

- Develop longer-term sponsorship models linked to flagship events, benchmarking and themed programmes.
- Explore a structured TAF advisory or consultancy offer, either delivered directly or through trusted partners, to support members who need additional expertise.
- Introduce revenue-sharing arrangements on training, advisory or specialist services where there is clear demand and partner capability.
- Expand the commercial use of benchmarking and research outputs, including sponsored insight series, while protecting data integrity and member confidentiality.

## **Phase 3 (2029–30) – Embedding Commercial Strength**

We will ensure commercial activity is aligned with member benefits. This will involve:

- Regularly reviewing commercial performance.
- Ensuring partnerships enhance rather than dilute the member experience.
- Strengthening passive income streams aligned to TAF's mission.



## 1.6 Explore Additional Funding Streams

TAF's work aligns with national priorities in skills, productivity and sector resilience. We will explore external funding opportunities that strengthen our mission without compromising independence.

### Phase 1 (2026–27)

- Review grant and public funding opportunities aligned to TAF's objectives.
- Explore government-funded programme delivery linked to skills or productivity.

### Phase 2 (2027–28)

- Develop a TAF services model where TAF can supply or outsource services to smaller members without in-house capacity

### Phase 3 (2029–30)

- Establish at least one sustainable externally funded programme aligned to TAF's core mission.

## Resource Implications for Strategic Priority 1

Delivery will require a clear shift in how staff time is allocated and measured.

### Staff time and operational focus

- Reallocation of existing staff time towards structured member engagement (onboarding calls, mid-year check-ins and renewal conversations).
- Greater discipline in CRM data entry, reporting and usage across the team.
- Dedicated time for analysing churn, renewal patterns and first-year retention.
- Increased moderation and facilitation of online community spaces and Special Interest Groups.
- More proactive engagement with larger members and high-value prospects.
- Increased commercial relationship management (sponsors, suppliers, affinity partners).



- Stronger integration between membership, events, communications and commercial activity.
- Leadership time devoted to high-value member and partner relationships.

#### **This will require:**

- Clear prioritisation of core activity.
- Consider reducing or discontinuing lower-engagement or low-yield services.
- Greater clarity of roles and accountability for retention, acquisition and income generation.

Without clear prioritisation, delivery will be harder, and impact will be reduced.

#### **Financial Investment**

While much of this priority is about better use of existing capacity, targeted investment will be necessary.

- CRM development and optimisation to improve segmentation, automation and reporting capability.
- External support for CRM configuration, data cleansing and integration with other systems.
- Modest investment in engagement tools to support the structured member journey.
- Investment in digital infrastructure to enhance the online community experience.
- Potential consultancy support for pricing model review or commercial strategy refinement.
- Seed investment for new commercial or externally funded programme development.

#### **Monitoring and Risk Management**

To ensure responsible delivery:

- Resource allocation will be reviewed annually through the operational planning process.
- Income diversification and retention metrics will be tracked quarterly.
- Investment decisions will be phased and linked to measurable performance indicators.



## Strategic Priority 2: Champion and Strengthen the UK Trade Association Sector

TAF has a unique role to play as the collective voice and convening body for trade associations in the UK. While our first priority focuses on strengthening TAF internally, this priority focuses on strengthening the sector externally.

Trade associations are often under-recognised in public and political discourse, despite the essential role they play in economic growth, skills development, standard-setting and policy implementation. At the same time, many smaller associations lack the capacity to engage effectively with government, and policymakers often struggle to access cross-sector insight.

TAF will act as the structured interface between government and the UK trade association community, improving visibility and making it easier for government and associations to work together.

By 2030, TAF will:

- Be recognised across government as the central convenor for the trade association sector.
- Improve access to policymakers for smaller and mid-sized associations.
- Increase the visibility and understanding of the value of trade associations.
- Establish a sustained external communications presence that positions the sector as essential infrastructure to the UK economy.
- Raise the standards of the quality of association engagement with policymakers, the media and other external stakeholders

### 2.1 Deepen and Broaden Government Engagement

TAF will strengthen its role as a trusted bridge between policymakers and the association sector. This is not about lobbying on individual members' sectoral interests; it is about championing the role and contribution of trade associations themselves.

We will expand our relationships across government and make it easier for both policymakers and associations to engage with each other in a structured and practical way.



## **Phase 1 (2026–27) – Building Structured Engagement**

We will formalise and broaden our government relationships. This will involve:

- Building a productive and mutually beneficial relationship with DBT.
- Developing a cross-department engagement plan, extending beyond DBT to relevant departments including Treasury, Cabinet Office, DSIT and others.
- Developing best practice for Associations in their engagement with Government, specifically around using data and research.
- Creating an official-facing directory of trade associations to improve government access to sector expertise.
- Acting as a conduit for government communications to member associations where appropriate.
- Gathering and communicating member priorities ahead of key government engagements.

## **Phase 2 (2027–28) – Expanding Reach and Influence**

We will increase the depth and breadth of TAF’s external relationships. This will involve:

- Expanding engagement into devolved administrations and regional authorities.
- Increasing parliamentary briefings and cross-party engagement.
- Hosting structured policy roundtables on cross-sector themes such as AI, skills and sustainability.
- Supporting smaller associations in understanding how to engage with government effectively.

## **Phase 3 (2029–30) – Establishing TAF as a Key Facilitator of Government Engagement**

We will position TAF as the natural access point for policymakers seeking cross-sector insight. This will involve:

- Embedding regular engagement mechanisms with key departments.
- Positioning TAF as the first point of contact for cross-sector consultation.
- Strengthening TAF’s reputation for political neutrality, credibility and practical insight.



## 2.2 Promote the Value and Contribution of Trade Associations

Trade associations play a vital role in economic growth, standards, skills and innovation, but this contribution is not always clearly articulated or widely understood.

TAF will lead a sustained effort to champion the role of trade associations in the UK economy and public life.

### Phase 1 (2026–27) – Building a Clear Narrative

We will develop and communicate a compelling case for trade associations. This will involve:

- Launching a sustained communications programme highlighting the economic and societal contribution of associations.
- Developing toolkits and messaging materials that members can use to promote their own value.
- Converting Awards case studies into year-round content showcasing impact and best practice.
- Strengthening TAF's thought leadership through articles, briefings and digital content.
- Exploring high-profile convening moments, including parliamentary receptions.

### Phase 2 (2027–28) – Increasing Visibility

We will raise the profile of the sector nationally. This will involve:

- Launching and embedding National Trade Association Day.
- Developing a visible speaker database to connect media and policymakers with association leaders.
- Increasing proactive media engagement and sector commentary.

### Phase 3 (2029–30) – Establishing Sector Authority

We will reinforce the position of trade associations as essential national infrastructure. This will involve:



- Publishing an annual “State of the UK Trade Association Sector” report.
- Developing consistent external messaging positioning associations as drivers of growth, standards and innovation.
- Ensuring trade associations are referenced in wider economic and policy conversations.

## 2.3 Develop Strategic Partnerships that Strengthen the Sector

Partnerships increase our reach and strengthen our influence. TAF occupies a unique and valuable space; our role is not to compete with other organisations, but to collaborate strategically where this strengthens the association sector as a whole.

We will build purposeful alliances that enhance member value and increase TAF’s external visibility and value.

### Phase 1 (2026–27) – Strengthening Existing Partnerships

We will focus on consolidating and clarifying the purpose and value of our current strategic partnerships. This will involve:

- Deepening engagement with organisations such as CBI, BCC and Make UK.
- Clarifying the objectives and expected outcomes of each strategic partnership.
- Ensuring partnerships align with TAF’s mission and enhance member value.

### Phase 2 (2027–28) – Broadening TAF’s External Relationships

We will expand the range of organisations TAF works with beyond our core government and association networks, to strengthen our visibility, credibility and influence. This will involve:

- Developing relationships with think tanks, policy institutes and research organisations working on business, regulation and economic growth.
- Building links with journalists, commentators and media outlets covering business and public policy.
- Engaging with trade unions, professional bodies and other representative organisations where there are shared interests.
- Identifying opportunities for joint events, publications or convening activity with aligned organisations.



### **Phase 3 (2029–30) – Embedding Collaborative Influence**

We will ensure partnerships are strategic, sustained and clearly contributing to sector leadership. This will involve:

- Positioning TAF as a core partner in cross-sector coalitions where appropriate.
- Ensuring partnerships contribute to sustained visibility and sector influence.
- Regularly reviewing partnership effectiveness and alignment with strategic goals.

## **Resource Implications for Strategic Priority 2**

Delivering this priority will require sustained leadership focus, structured engagement and investment in communications and relationship management capacity.

Unlike Priority 1, the main demand here will be senior time and communications capacity.

### **Staff time and Leadership focus**

- Dedicated senior leadership time for government and high-level stakeholder engagement.
- Structured relationship management across departments and devolved administrations.
- Time to prepare briefings, convene roundtables and coordinate member input.
- Increased communications capacity to deliver sustained visible campaigns.
- Ongoing partnership management and alignment activity.
- Time invested in developing consistent messaging and sector narrative.

### **This will require:**

- Rebalancing staff time away from reactive activity towards planned engagement.
- Greater coordination between policy, membership and communications functions.
- Clear ownership of partnership and government engagement pipelines.

### **Financial Investment**

While this priority is less infrastructure-heavy than Priority 1, some financial commitment will be required. This may include:



- Investment in communications capability, including content development and media support.
- Event and convening costs for parliamentary receptions, roundtables and sector moments.
- Design and publication costs for flagship outputs such as the State of the Sector report.
- Potential public affairs advisory support where specialist expertise is required.
- Digital tools to support external visibility and engagement tracking.

### **Monitoring and Risk Management**

To ensure responsible delivery:

- Government engagement activity will be tracked against clear objectives, not simply volume of meetings.
- Communications impact will be measured through visibility, reach and stakeholder feedback.
- Partnerships will be reviewed annually for alignment and value.



## Strategic Priority 3: Establish TAF as the Go-To Organisation for UK Trade Associations

TAF's long-term relevance depends not only on growth and visibility but also on authority. To remain central to the sector, TAF must be the first place trade associations turn for insight, support, professional development and connection.

While Strategic Priority 1 strengthens our internal foundations and Priority 2 strengthens the sector's external voice, this priority focuses on capability, credibility and long-term relevance.

By 2030, TAF will:

- Be recognised as the primary knowledge hub for UK trade associations.
- Provide authoritative insight and benchmarking on the sector.
- Offer structured professional development tailored specifically to trade associations.
- Be the default entry point for individuals and organisations seeking to understand or engage with the UK trade association landscape.

### 3.1 Establish TAF as the Authoritative Knowledge Hub for Associations in the UK

TAF holds significant institutional knowledge, but much of this is currently dispersed, static or underutilised. We will modernise, strengthen and better organise our knowledge offer so that it becomes indispensable to the sector.

#### Phase 1 (2026–27) – Strengthening Foundations

We will audit, rationalise and improve the accessibility of our existing resources. This will involve:

- Conducting a structured review of the current resource library.
- Rationalising outdated or low-usage content.
- Improving organisation, navigation and search functionality.



- Aligning resources to key member challenges (governance, public affairs, commercial models, skills).
- Developing a clearer taxonomy and tagging system to improve usability.

## **Phase 2 (2027–28) – Building Structured Insight**

We will enhance TAF’s authority through structured data and insight products. This will involve:

- Expanding benchmarking outputs across finance, governance and public affairs functions.
- Developing a searchable and better-organised digital knowledge base.
- Exploring the use of AI tools to enable members to query TAF resources more effectively.
- Strengthening data collection across membership to support comparative analysis.

## **Phase 3 (2029–30) – Establishing Sector Authority**

We will position TAF as the definitive source of insight on the UK trade association sector. This will involve:

- Publishing an annual “State of the UK Trade Association Sector” report.
- Producing thematic insight papers on emerging challenges.
- Ensuring TAF data and insight are referenced in policy and sector debates.
- Maintaining a regularly updated and authoritative association directory.

## **3.2 Strengthen Professional Development and Capability Building**

The trade association profession lacks a single, recognised development pathway. TAF is uniquely placed to provide structured, sector-specific learning and leadership development.

### **Phase 1 (2026–27) – Establishing Core Provision**

We will formalise and structure our learning and development offer. This will involve:



- Developing core introductory courses for those new to trade associations.
- Piloting structured modules on governance, public affairs and commercial strategy.
- Mapping existing provision and identifying gaps.
- Exploring partnerships with specialist providers to enhance delivery.

## **Phase 2 (2027–28) – Expanding and Professionalising**

We will strengthen and scale our development offer. This will involve:

- Launching repeatable leadership and governance programmes.
- Introducing structured CPD pathways tailored to association professionals.
- Developing mentoring and peer learning cohorts.
- Creating clearer progression routes for association professionals.

## **Phase 3 (2029–30) – Establishing Sector Recognition**

We will position TAF as the recognised provider of sector-specific professional development. This will involve:

- Exploring accreditation or formal recognition pathways.
- Developing advanced executive programmes for experienced leaders.
- Ensuring TAF’s development offer is widely recognised across the sector.

## **3.3 Strengthen Community Infrastructure and Digital Capability**

TAF’s convening power is one of its greatest strengths. To be the go-to organisation, we must combine physical convening with a strong digital infrastructure.

### **Phase 1 (2026–27) – Improving Core Infrastructure**

We will enhance the tools that support connection and exchange. This will involve:

- Improving digital community functionality and user experience.
- Strengthening support and moderation for Special Interest Groups.



- Increasing visibility and usability of the member directory.

## **Phase 2 (2027–28) – Expanding and Integrating the Community**

We will make TAF's community infrastructure more proactive and integrated. This will involve:

- Developing thematic networks aligned to emerging challenges (e.g. AI, governance, sustainability).
- Integrating community discussions with learning and insight products.
- Improving data and analytics to understand engagement patterns.

## **Phase 3 (2029–30) – Embedding Digital and Community Leadership**

We will ensure TAF's community and digital infrastructure are fully embedded and sustainable. This will involve:

- Ensuring digital platforms support seamless access to insight, learning and peer exchange.
- Using data to continuously refine the member experience.
- Positioning TAF as indispensable to anyone working in or with a UK trade association.

## **Resource Implications for Strategic Priority 3**

Delivering this priority will require investment in our digital platforms, the development of high-quality resources and insight, and the design of structured learning and development programmes.

### **Staff time and Leadership focus**

- Dedicated time for a resources audit, restructuring and content development.
- Staff capacity to design and deliver structured learning programmes.
- Data collection and benchmarking analysis time.
- Digital platform management and continuous improvement.
- Coordination between membership, communications and commercial teams to integrate insight and delivery.



### **This will require:**

- Deprioritisation of lower-impact content production.
- Clear ownership of the knowledge hub and learning portfolio.
- Phased development to avoid overextension.

### **Financial Investment**

Investment may include:

- Digital infrastructure enhancements to improve resource access and search capability.
- Potential AI tool development or licensing to improve usability.
- Design and production costs for flagship publications such as the State of the Sector report.
- External expertise to support learning programme design or accreditation development.
- Platform costs to support online learning delivery.

### **Monitoring and Risk Management**

To ensure responsible delivery:

- Usage of digital resources and learning programmes will be tracked.
- Benchmarking participation rates will be monitored annually.
- Learning programme viability will be reviewed against cost and uptake.
- Investment in digital tools will be phased and linked to measurable engagement growth.