



**GSHPA's member consultation, including
telephone interviews with Council
members:**

Final report and recommendations

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1. Introduction

1.1 Background

The Ground Source Heat Pump Association (GSHPA) has gone through a period of uncertainty with failing member numbers and unforeseen and complex issues with the previous secretariat. An interim secretariat was appointed on 1st April for at least a six-month period which has given the Association an opportunity to review, not only its structure and administration processes, but the very purpose of its role as a leading trade association for the ground source energy industry.

A Trade Association exists to support its members and given the industry has changed considerably since the GSHPA was established over 10 years ago, looking again at what the membership expects and requires was considered timely and potentially overdue.

The decision to carry out a consultation with all members of the GSHPA was agreed by the Marketing and Communications Committee (MCC) and was ratified by Council at their meeting on 19th April.

The results will be presented at the AGM on 14th September alongside the *Ground Source Energy Expo 2016* and will be used to develop a clear business plan or vision statement on moving the Association into the future.

1.2 Methodology

1.2.1 Telephone interviews with Council Members

16 interviews took place between 7th June 2016 to 23rd June 2016 with all members of the GSHPA Council. The interviews were carried out by telephone and were in a semi-structured format, a copy of the questionnaire can be found in Appendix C of this report.

1.2.2 Existing member questionnaire

A questionnaire was developed with six sections covering the different aspects of services provided by GSHPA: Communication, Training, GSHPA Standards and Technical Advice, Membership Benefits and Events and Exhibitions. An additional section on Brexit and Beyond was included to gauge member views on what GSHPA should be focussing on in light of the recent referendum and the decision for the UK to leave the European Union.

In addition, the consultation gave GSHPA the opportunity to ensure its membership database was up-to-date and respondents were encouraged to give full contact details for their company including the relevant contacts for accounts, marketing and sales.

The questionnaire was sent out using the membership distribution list of 166 recipients (some members have more than one contact) on 6th July 2016 with a deadline for responses of 19th August 2016. Several reminders were sent out throughout the six-week consultation period.

1.2.3 Potential member questionnaire

The existing member questionnaire was revised for potential members and was sent out on 2nd August to all individuals who had requested a copy of the GSHPA Standards and those who had attended a GSHPA event. The questionnaire was also sent out on 12th August to all MCS registered heat pump installers and manufacturers via the Gemserve database. The deadline for responses was 2nd September.

1.2.4 Ex-member questionnaire

The ex-member questionnaire was sent to all members who chose not to renew in the previous six months on 1st August with a deadline for responses of 2nd September.

1.3 Responses

1.3.1 Existing member questionnaire

41 responses were received via email from existing members which equates to approximately a third of the overall membership of GSHPA. The results of the consultation have been analysed and are presented anonymously in this report, no response has been attributed to an individual. The full unanalysed results of the consultation can be found in Appendix A.

1.3.2 Potential member questionnaire

Five responses were received from potential members with four respondents interested in becoming members of GSHPA. Due to the limited responses received, the results have not been analysed to the same level as the existing member questionnaire however, when significantly different from the existing member responses, the results are included. The limited responses could be due to the shorter timeframe and the timing of when the consultation was sent as a large proportion of recipients have holidays over August. The consultation process could be repeated at a later date and the results used to test the chosen direction of the Association.

1.3.3 Ex-member questionnaire

Two responses were received from ex-members. It has been agreed to not analyse the responses in this report, however the questionnaire will be revised as an 'exit questionnaire' to send out to all future ex-members to develop an understanding on why people have chosen to not renew their membership.

2. Analysis of the GSHPA Council Member telephone interviews

2.1 The effectiveness of GSHPA as a trade association:

One out of the 16 respondents consider the GSHPA is an effective trade association, three respondents consider it is as effective as it can be in regards to its size and five respondents consider the association is improving.

The main issue regarding the lack of effectiveness of the GSHPA as a trade association is the state of the industry with seven respondents considering the size of the industry limits the potential for the GSHPA to grow. The majority of respondents consider the effectiveness of the association is also hindered by the limited funds available.

The majority agree GSHPA has good intentions but five respondents consider the reputation of GSHPA as *an old boy's network* affects the credibility of the association. Three respondents consider there is a perception GSHPA is focussed on the larger organisations and commercial installations and should be more representative of the industry as a whole.

Seven respondents consider a fixed term of office for each member of Council should be implemented. Five respondents suggested a three-year period with two respondents suggesting a two-year term of office. In completion of the term of office it was consider a Council member cannot be re-elected for a period of time, either one year or a full-term of office. However, two out of the seven respondents were unsure whether there would be sufficient uptake from the industry to fill Council seats.

Three respondents did not consider GSHPA was doing enough to engage with the membership and consider more to be done, for example telephone members once a year or visit the members were suggested, with another respondent suggesting local events should be help at trade counters to encourage the uptake of the technology.

Recommendation	Responsibility
Ensure the membership of Council represents the industry as a whole	Chair/FGC
Revise Articles of Association to take into account the results above	FGC
Engage with members at local and national events	MCC
Increase communication from Council to membership	Chair/MCC

2.2 The future of GSHPA:

The majority consider the role of GSHPA is to provide both technical advice and support for its members, to lobby Government on behalf of its membership and to generally promote uptake of GSHPs.

Two respondents consider GSHPA should be aiming to be the leading authority on GSHPs.

The majority of respondents consider GSHPA should be a commercial organisation with revenue created from new membership, member benefits, such as discounts on insurance, job boards etc. and events.

A number of respondents consider the membership pool is small and so membership numbers cannot be increased by vast amounts, however three respondents consider the big consultancy firms should be encouraged to become members.

The majority of respondents consider lobbying as an important role for the association, however there was concern raised the Policy Development Committee (PDC) was not representative of the industry and was not fairly representing the entire membership. An issue with communication was raised and a need to receive feedback from the lobbying activities. A number of respondents suggested the membership of PDC should be reviewed and the membership extended.

The majority of respondents consider technical advice as an important role for the association, either in the form of Standards or in member forums/panels.

A large number of respondents consider marketing is the key to raise awareness of the industry throughout all sectors, including members of the public.

Three respondents consider there should be more joint working with other trade associations, such as HPA, BEAMA and IGSHPA. One respondent considers GSHPA should become a professional body and work more closely with CIBSE.

Recommendation	Responsibility
To take forward the results of the consultation with members on providing technical advice and support (see section 3.2 of this report)	TSC
To take forward the results of the consultation on communications and membership benefits (see section 3.1 of this report)	MCC
Identify potential members and utilise existing networks for increasing membership, such as MCS installer database	Secretariat
Increase communication from PDC to Council and ensure the membership is representative of the industry	PDC
Review existing MoUs with other trade associations	Secretariat

2.3 The Structure of the GSHPA

Eight respondents highlighted a need for stronger leadership and five of these respondents were unclear on the roles within the secretariat, such as the role of the Chief Executive.

All agreed the structure of the Standing Committees is an effective, although sometimes bureaucratic, form of getting the work done of the association. Depending on the Standing Committee, the majority consider them effective.

Two respondents consider there should be more cross-working within the Standing Committees and a large proportion of respondents consider each Standing Committee should have a budget.

Recommendation	Responsibility
Identify new leadership and a succession plan	FGC
Prepare a welcome pack for new Council members identifying roles and responsibilities	Secretariat
Share Standing Committees action notes with all Council members	Secretariat
Consider allocating Standing Committee budgets	FGC

2.4 Council members representing GSHPA

Three respondents attend external committees on behalf of GSHPA on a regular basis, three respondents sometimes attended external committees and four respondents attend exhibitions and trade shows.

Several respondents consider more needs to be done to ensure Council members are representing the views of the full membership, such as canvassing the views of members and feeding back the outcomes in a more structured and systematic way.

A number of respondents consider there is a difficulty in impartial advice and member referrals to potential clients and there should be a system in place to ensure fairness and equity.

Recommendation	Responsibility
Continue to engage with the full membership to canvas views in a more structured and systematic way	PDC

2.5 Commitment from Council members:

The level of commitment given by Council members varies vastly, with the majority of respondents from a larger organisation committing one to two days a quarter with those from smaller organisations giving up to three days a month.

In regards to the minimum requirement for Council members: two respondents consider one day a quarter including the Council meetings; three respondents, one day a quarter in addition to the Council meeting; and eight respondents consider Council members should be expected to give one day a month to the work of GSHPA.

All respondents conclude the time commitment was acceptable but some respondents stated it depended on the work requirements from their organisation.

Recommendation	Responsibility
Include in the welcome pack the expectation for time committed to GSHPA by Council members (MCC suggested one day a month, in addition to attending GSHPA meetings)	Secretariat

2.6 Support for Council Members

A number of respondents consider there is a need for more support to new Council members with a suggestion for more information and support to be given, such as a welcome pack.

The majority of respondents consider the secretariat support for the Standing Committees was sufficient as it stands but there was concern raised by the recruitment of a new secretariat.

Recommendation	Responsibility
As per previous action, develop a welcome pack for new Council members	Secretariat

2.7 Council meetings

All respondents consider the Council meetings should be held quarterly. It was a 50:50 split on whether the meetings should be held in London or around the country. The majority of respondents who consider the meetings should be held outside of London say the meetings should be hosted by members to save on costs.

Recommendation	Responsibility
Hold at least one meeting a year outside of London. Future meeting dates and locations to be confirmed	Secretariat

2.8 Financial remuneration:

15 out of 16 respondents get expenses through the companies they work for. Council members from sole traders, partnerships and smaller companies are more likely to consider expenses should be paid than those from larger companies.

All respondents did not consider expenses should be paid to attend Council meetings.

Over half of the 16 respondents do not consider Council members should get expenses for the work they do on behalf of the association with a minority considering expenses should not be offered even if money is no object. Most respondents stated there will always be exceptions and these should be considered fairly

Seven respondents consider that pieces of work carried out by members on behalf of GSHPA could be paid at a negotiated day rate but would need to be agreed by Council.

Recommendation	Responsibility
Develop an Expenses Policy clearly identifying when paying expenses could be considered	FGC

3. Analysis of the GSHPA member consultation

3.1. Section one: Communication

Existing members:

A large percentage of respondents are satisfied with communications from GSHPA (17 responses) however, ten respondents are dissatisfied and a further 13 respondents identifying they are neutral.

26 respondents consider GSHPA keeps them sufficiently informed with two of these considering GSHPA keeps them fully informed. 15 respondents consider they are not kept sufficiently informed with 6 responses of those responded that GSHPA does not tell them much about what is going on.

The majority of respondents want to find out more about Government Policy and Strategy, including Government consultations and the work GSHPA are carrying out in regards to lobbying i.e. Policy Development Committee.

Information about training and standards was also consider a high priority especially in regards to training opportunities and industry relevant publications.

Information about events and exhibitions has been highlighted as an area for communication and the publication of member case studies.

14 respondents were interested in finding out more about GSHPA Council and its Standing Committees.

The majority (29 responses) would like to receive information by email with 28 responses wanting to receive monthly newsletters. The website was also considered an important communications tool with 17 responses.

19 respondents visit the website once a month or more and 22 less than once a month. 17 respondents consider it is good to excellent and 23 respondents consider it is fair to poor.

Potential members:

The responses from potential members follows the general pattern of responses above with a larger percentage considering the website is fair to poor.

Recommendation	Responsibility
Monthly newsletters	Secretariat
Regular reports from PDC, via newsletter and email	PDC
Notification of training opportunities and industry relevant publications, via newsletter and email	TSC
Regular information about events and exhibitions via newsletter, website and email	MCC
Member case studies published on website	MCC/TSC
Develop a working group to revise and update website	MCC

3.2. Section two: Training

Existing members:

56% or 23 respondents have attended a training course on ground source heat pump installation/design. Six respondents have attended manufacturer training, five BPEC and one Logic. Three respondents have completed IGSHPA training courses.

19 respondents consider the training to be effective although nine of these only consider it to be 'somewhat effective'. The remainder consider they were not effective. The responses varied considerably for the same training provider, for example three respondents consider the BPEC training to be not very effective and two respondents consider the BPEC to be very effective. Sixteen respondents are likely or fairly likely to recommend training courses attended.

15 respondents are very likely to make use of a GSHPA led training programme for installers with a further 11 respondents fairly likely.

12 respondents are very likely to make use of a GSPHA led training programme for designers with a further 11 respondents fairly likely.

63% or 26 respondents consider the best method of delivering a training course is at a training centre.

Potential members:

The potential member responses were similar to the existing members and likely to make use of a GSHPA led training programme for both installers and designers.

Recommendation	Responsibility
Training Working Group to map and evaluate GSHP designer and installer training	TSC
Training Working Group to develop a GSHPA training programme around the GSHPA Standards	TSC

3.3. Section three: Standards

Existing Members:

20 respondents have used the Vertical Borehole Standard, 17 respondents have used the Shallow Ground Source Standard and seven respondents have used the Thermal Pile Standard.

23 of these respondents consider the GSHPA Standards are effective, with three respondents considering they are extremely effective and 14 responses very effective. Two respondents consider the GSHPA Standards are not effective.

Four respondents consider GSHPA should develop an Open Loop Standard.

23 respondents have offered assistance in developing future GSHPA Standards and put forward their email addresses.

When asked what other forms of technical advice GSHPA should provide, 19 respondents consider the GSHPA should develop Code of Practice, 15 an online forum, 12 guidance and 12 respondents would like peer support.

22 respondents have put their name down to provide technical advice on a voluntary basis to fellow GSHPA members.

Potential members:

The responses from potential members were in line with existing members except a larger percentage of respondents would like peer support and fewer Code of Practice.

Recommendation	Responsibility
Re-form the Open Loop and Thermal Transfer Fluid Standard Working Groups and review the participants, to include the respondents offering assistance	TSC
TSC to consider the future development of Code of Practice and guidance	TSC
TSC to work with MCC to develop an online forum as part of the website working group	TSC/MCC
Develop a matrix of skills of the respondents offering to provide technical advice and use as part of online forum	TSC

3.4. Section four: Member benefits

Respondents were asked what membership benefits they would you like to see GSHPA providing and how likely they would to use them. The results for **existing members** can be found below.

Access to legal advice:

23 respondents are likely to use access to legal advice with 15 of those were ‘fairly likely’. 15 respondents are unlikely to use the service.

Discounts on commercial insurance:

24 respondents are likely to take advantage of discounts on commercial insurance and 15 respondents are unlikely to make use of this service.

Conciliation service to resolve disputes between a customer and a member when technical complaints cannot be resolved by MCS or RECC:

18 respondents are likely to use a conciliation service and 21 respondents are unlikely to use this service.

Independent arbitration:

18 respondents are likely to use independent arbitration with 12 of these are ‘fairly likely’. 20 respondents are unlikely to use this service.

Second-hand marketplace:

10 respondents are likely to use a second-hand marketplace and 29 respondents are unlikely to use this service.

Job board (offered and wanted):

24 respondents are likely to make use of a job board (offered and wanted) and 16 respondents are unlikely to use this service.

Find a member service (on website):

30 respondents would like a find a member service on the GSHPA website and 8 respondents do not require the service.

Other suggestions for membership benefits included more case studies on website, discounts on software services and discounts on BS/EN/CIBSE Standards.

When asked if the GSHPA were to provide some or all of the membership benefits above, would the respondents be prepared to pay more for increased membership benefits. 26 responded it would depend on the benefits are offered with 6 responding they would pay more. Nine respondents consider they would not pay more for membership.

Potential members:

The responses from potential members indicate finding a member service and discounts to commercial insurance would be more likely to be utilised followed by job board, second-hand market place and access to legal advice. All respondents agreed that added member benefits will encourage them to become members of GSHPA.

Recommendation	Responsibility
Continue negotiations with specialist firms of solicitors to find a preferred supplier for legal advice	Secretariat
Continue negotiations to find a preferred supplier for insurance that offers the best deal to GSHPA members	Secretariat
Use the results of the consultation on conciliation service and independent arbitration in revising the Articles of Association and Code of Ethical Practice	FGC
Develop a job board and a find a member service for the website, in addition investigate further the viability of a second-hand marketplace. To be part of the agenda of the working group for revising and updating the website.	MCC
Investigate options for improved access and/or group discounts for third party standards	TSC
Review membership subscriptions when a full range of membership benefits have been defined	MCC

3.5. Section five: Events and exhibitions

Existing members:

25 respondents consider attending events and exhibitions is an important role of GSHPA and 10 respondents consider it is not important.

The main objectives for GSHPA to attend events are as follows in order:

- Promote the ground source heat pump industry as a whole (33 responses)

- Increase the membership of GSHPA (20 responses)
- Promote the work of GSHPA members (19 responses)
- Promote the work of GSHPA (17 responses)
- Referrals to members from potential customers (14 responses)

The events and exhibitions the respondents would expect GSHP to attend are as follows in order:

- Ecobuild (22 responses)
- Homebuilding and Renovations Show (17 responses)
- Energy: Part of UK Construction Week at NEC (13 responses)
- Sustainability Live (13 responses)
- All Energy (10 responses)
- Construction UK (9 responses)
- Geotechnica (5 responses)
- Edie (3 responses)

When asked if the respondent or a colleague would be prepared to volunteer their time in manning a GSHPA stand at an event of exhibition, 24 responded they would and gave their email addresses.

When asked would the respondent's company be interested in 'renting' a part of a GSHPA exhibition stand, 22 responded they would and gave their email addresses.

When asked would the respondent's company be interested in representing GSHPA on their stand at a local event, such as a County Show, 22 responded they would and gave their email addresses.

When asked would the respondent's company be interested in attending or hosting local networking events, 14 would be interested to host an event and 15 would be interested in attending as a delegate. 11 respondents are not interested. Those interested gave their email addresses.

28 respondents have attended an AGM and Expo. 22 respondents consider the event effective with 16 stating it was 'somewhat effective'. Five respondents consider the event was not effective.

23 respondents have attended a GSHPA Technical Seminar. 19 consider the seminar effective with 9 stating it was 'somewhat effective'. Three respondents consider the seminar was not effective.

When asked would you or your company be interested in attending a GSHPA formal dinner, 25 respondents would be interested in attending and the total number of places stated is 41 places.

Further comments received in regards to events and exhibitions include:

- 'Regional Super 'CPD' events for RIBA/CIBSE/LA/HLA by GSHPA'*
- '...if the association has opportunities to put up speakers [it] should always be accepted.'*
- '...need to be very selective on what ones to attend'*
- 'Exhibitions are old hat in the digital age... hold an annual conference plus dinner'*
- 'Concentrate on the core values of the GSHPA first'*

Potential members:

Responses from potential members were in line with those from existing members with all respondents interested in attending a local networking event and all would be interested in representing GSHPA at local events, such as County Shows.

Recommendation	Responsibility
Continue negotiations with exhibitions and shows for contra deals for exhibition stands	Secretariat/MCC
Develop a rota for GSHPA members to man the stands	MCC
Contact members who would like to 'rent' a part of the GSHPA stand and develop costs and opportunities for each stand	MCC
Contact members who would like to represent GSHPA at County Shows and develop a diary	MCC
Create a number of 'exhibition packs' to be sent to those members representing GSHPA at County Shows, including banners and fliers	MCC
Hold a pilot local networking event and analyse the results for potential roll-out across the Country.	MCC
Produce a questionnaire to send out to delegates of the <i>Ground Source Energy Expo 2016</i> to identify areas for improvement for future Expos	MCC
Plan the Technical Seminar for March 2017 and develop a process for feedback to identify areas for improvement in upcoming years	TSC
Consider holding a formal annual dinner in 2017	MCC

3.6. Section six: Brexit and beyond

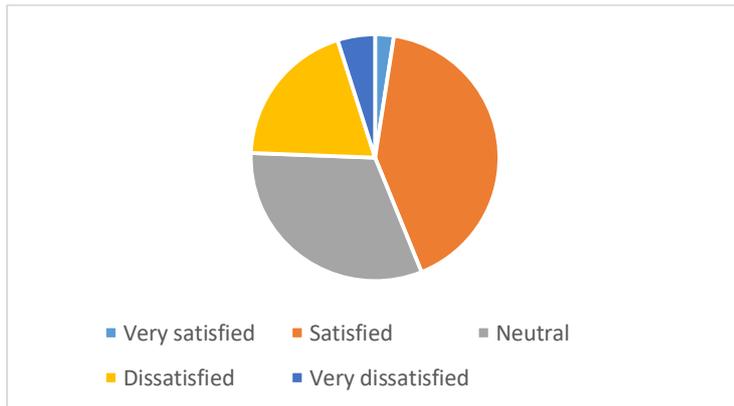
A large number of respondents highlighted it is too early to tell the effect of Brexit on the ground source industry. Lobbying was identified as an important role for GSHPA into the future and the development of the relationship with BEIS and ensure regular communication with the members. Several respondents consider GSHPA should continue strengthening relationships within Europe, in particular EGEC and EHPA.

Recommendation	Responsibility
Regular communications to members in regards to lobbying	Chair/PDC
Continued collaboration with EGEC and EHPA	TSC

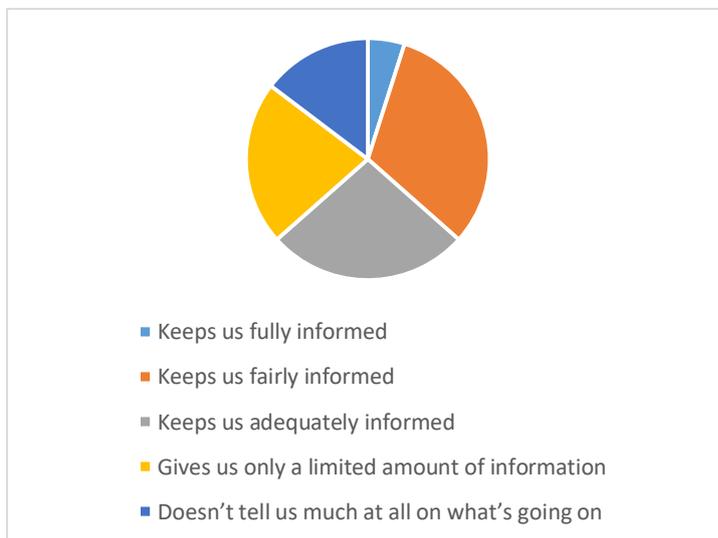
Appendix A: Results of the GSHPA's member consultation: Existing members

Section one: Communications

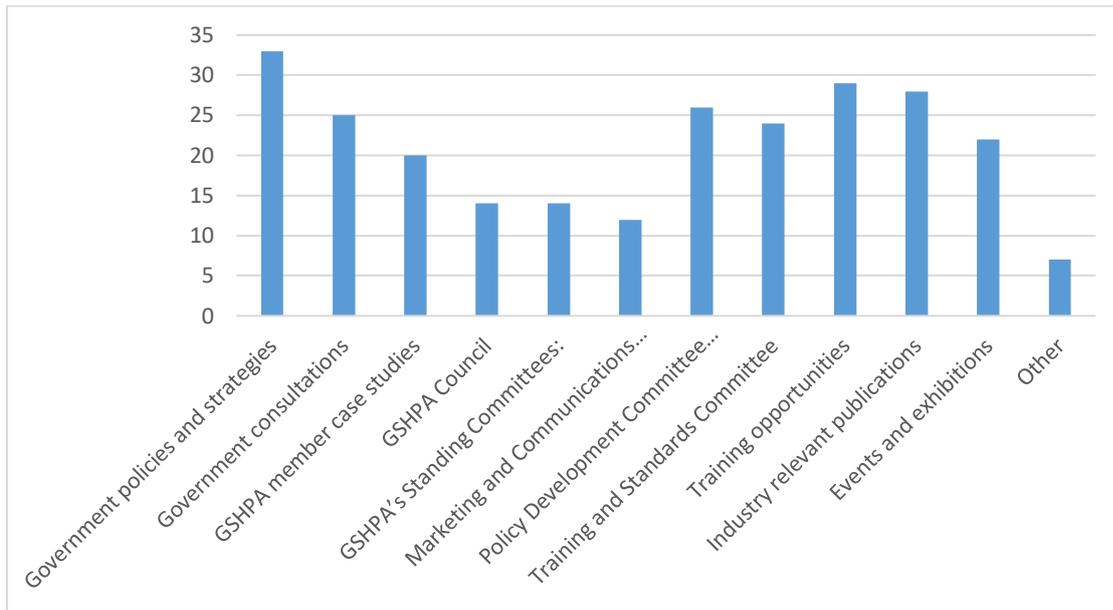
Overall, how satisfied are you with GSHPA's communications with your company?



Which best describes your impression of our communications with your company regarding the work of GSHPA and the industry as a whole?



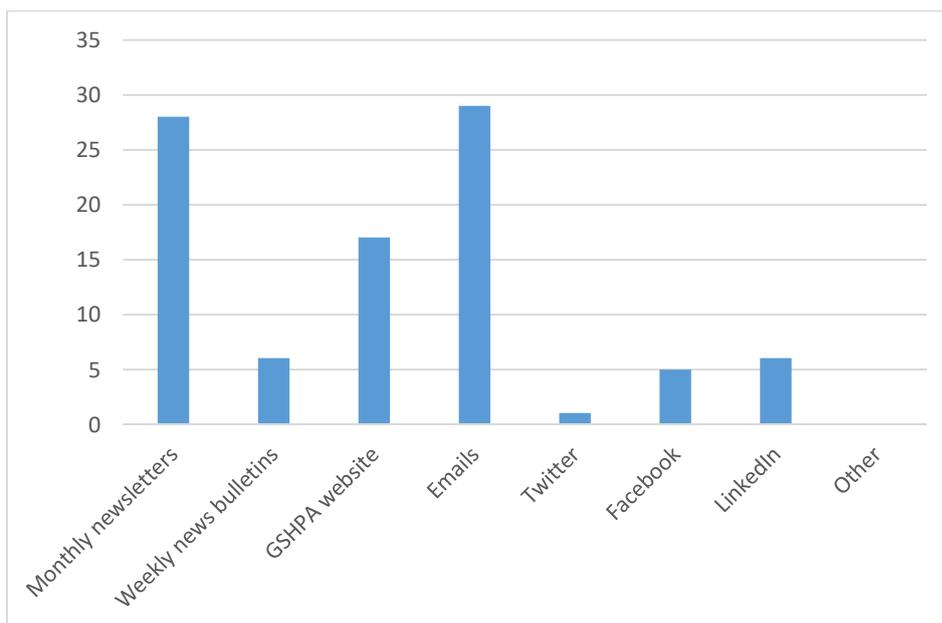
What information would you like to find out more about?



Other:

- Potential work opportunities
- Open-Loop installations
- Member benefits
- how we influence the future of the industry and the RHI and any other grants/funds/schemes the government deem to issue/impose
- what do you do that is useful to us?
- Future plans to grow the GSHP sector

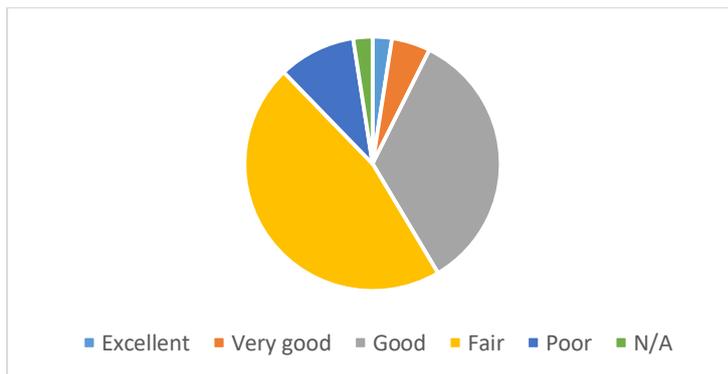
In what format would you like to receive information from GSHPA?



How often do you visit the GSHPA website?



What is your overall evaluation of the GSHPA website?



What is it about GSHPA general communications you would most like to see improved and how?

The general comments have been analysed as part of the final report and recommendations.

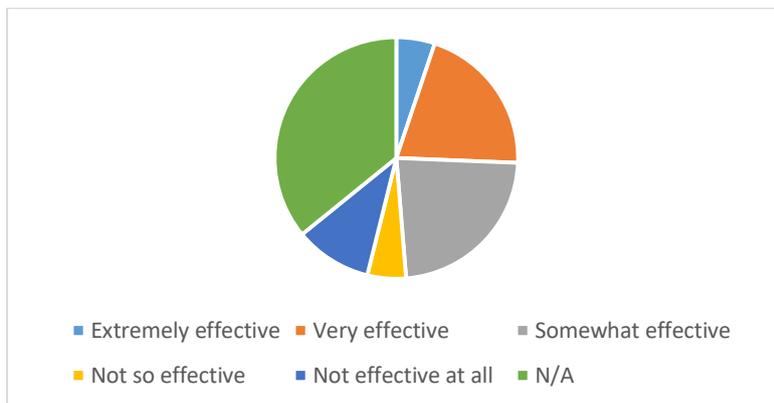
Section two: Training

Have you had experience of attending a training course on ground source heat pump installation/design?

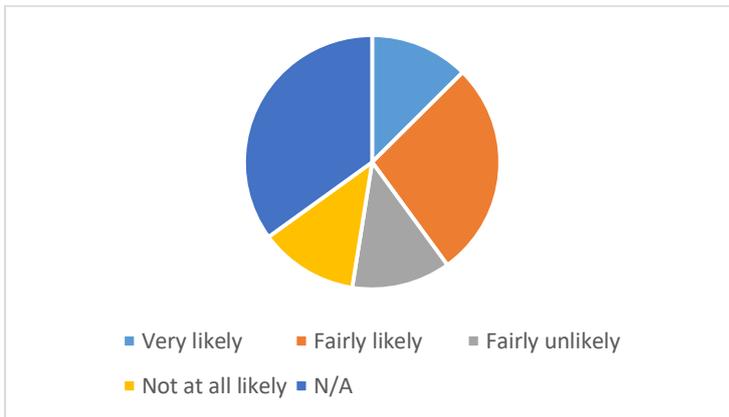


Six respondents have attended various manufacturer's courses
Five respondents have attended a BPEC course
Three respondents have attended an IGSHPA course
Two respondents have attended the CIBSE CP2 course
One respondent has attended a GSHP design and installation
One respondent has attended a Logic heat pump course
One respondent has attended a GeoTrainet course

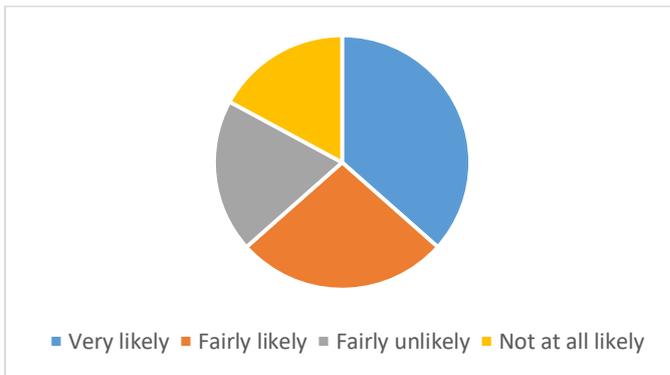
How effective did you consider the training course?



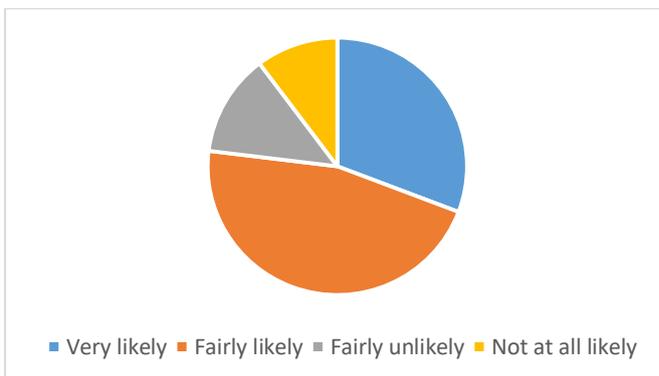
How likely would you be to recommend the course to other GSHPA members?



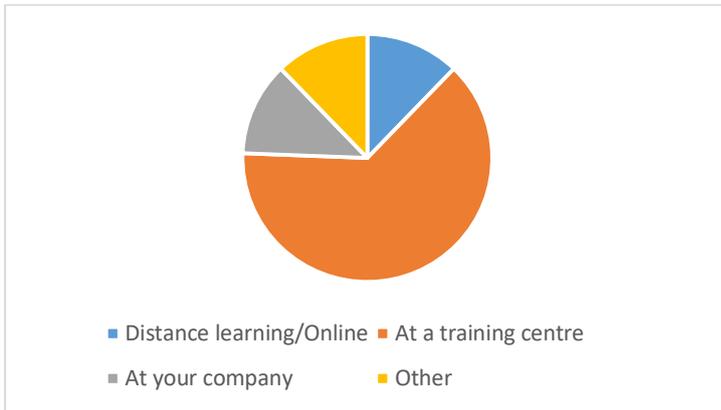
Installer training [Would your company make use of a GSHPA led training programme and how likely would you be to attend?]



Designer training [Would your company make use of a GSHPA led training programme and how likely would you be to attend?]



What format would you consider the best method of delivering training courses?

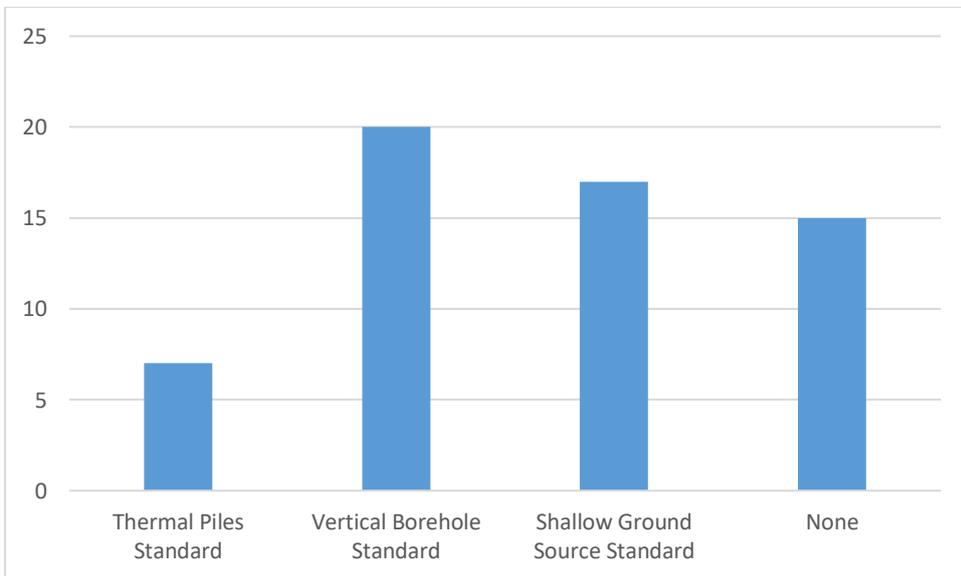


Is there anything else you would like to tell us regarding GSHP training?

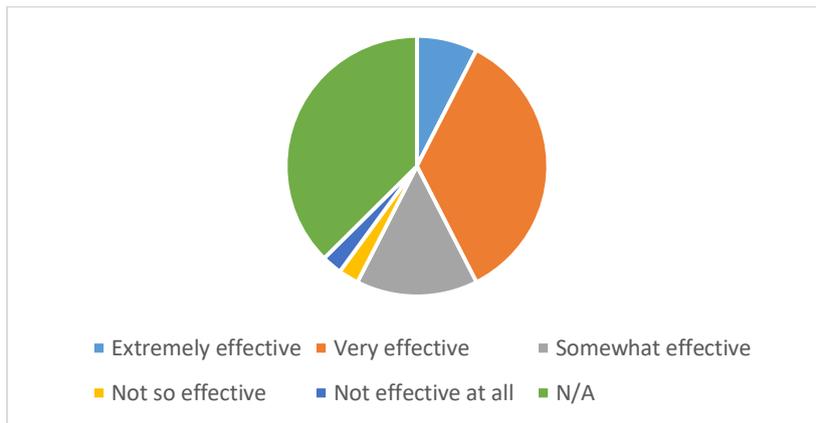
The general comments have been analysed as part of the final report and recommendations.

Section three: GSHPA Standards and Technical Advice

Have you or your company used the GSHPA Standards?



If so, how effective did you consider the Standard/s?



Is there a specific area you consider GSHPA need to look at in developing future GSHPA Standards?

The general comments have been analysed as part of the final report and recommendations.

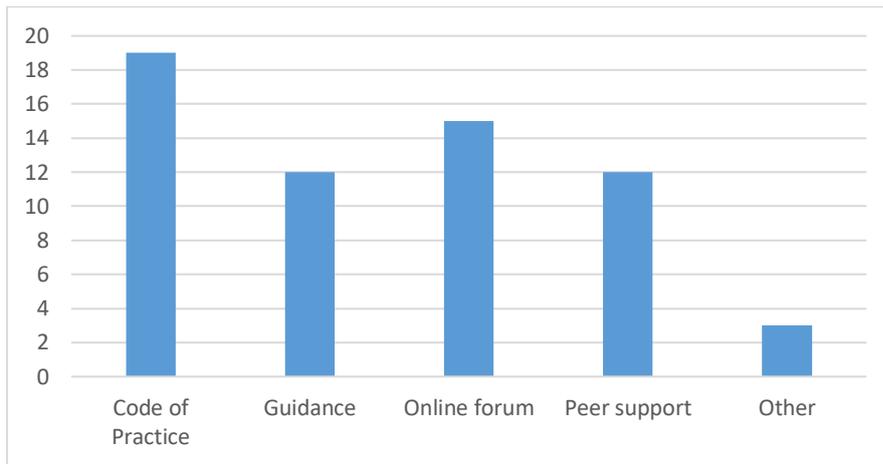
Would you be interested in taking part in developing the GSHPA Standards?



If so, please state your email address

A list of email addresses for those interested in taking part in developing the GSHPA Standards to be forwarded to TSC to invite onto the Standards Working Groups.

Is there another form of technical advice you consider the GSHPA needs to provide?



Would you be interested in providing technical advice on a voluntary basis to assist in answering enquiries from fellow members?



If so, please state your email address

A list of email addresses for those interested in providing technical advice to be forwarded to TSC.

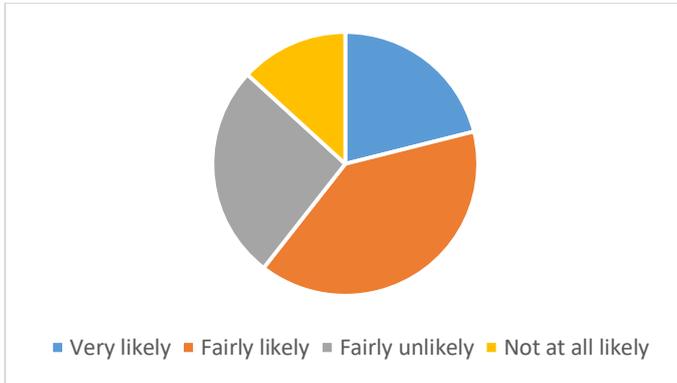
Is there anything else you would like to tell us regarding GSHPA Standards and technical advice?

The general comments have been analysed as part of the final report and recommendations.

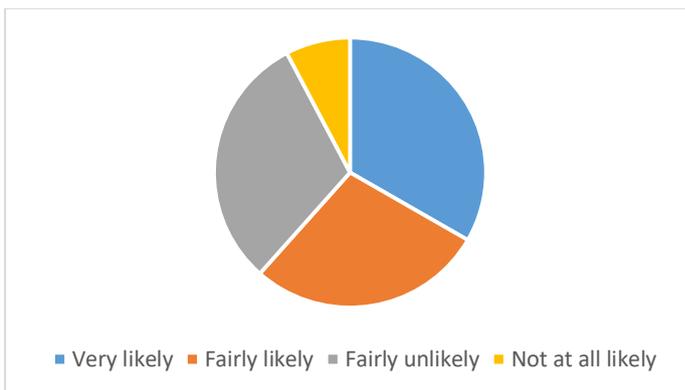
Section four: Membership Benefits

What membership benefits would you like to see GSHPA providing and how likely would you be to use them?

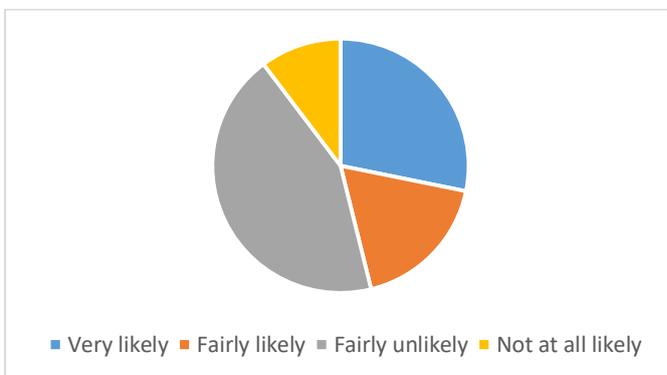
Access to legal advice



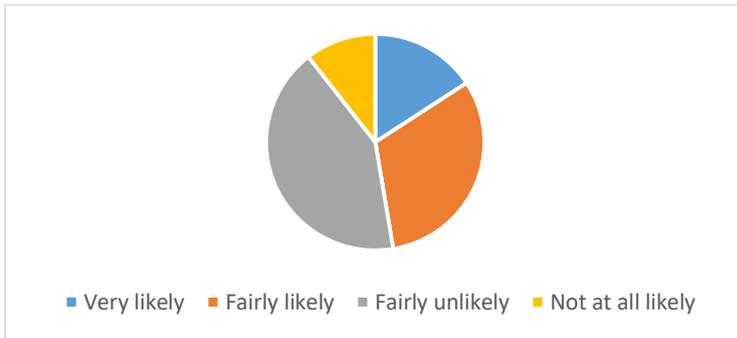
Discounts on commercial insurance



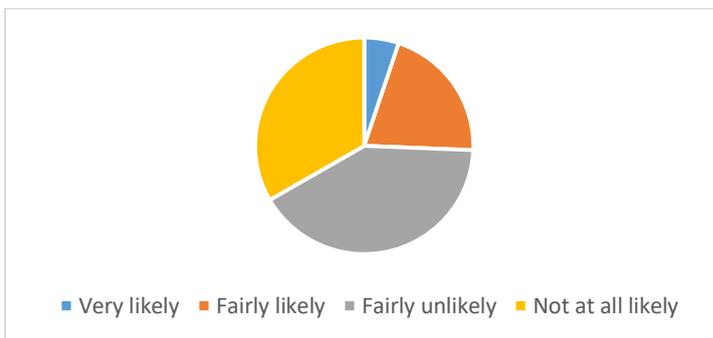
Conciliation service to resolve disputes between a customer and a member when technical complaints cannot be resolved by MCS or RECC



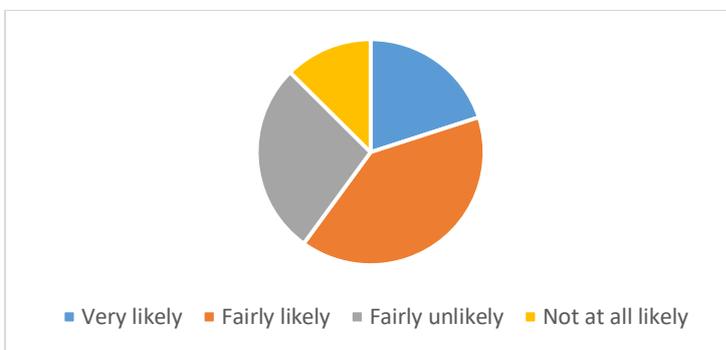
Independent arbitration



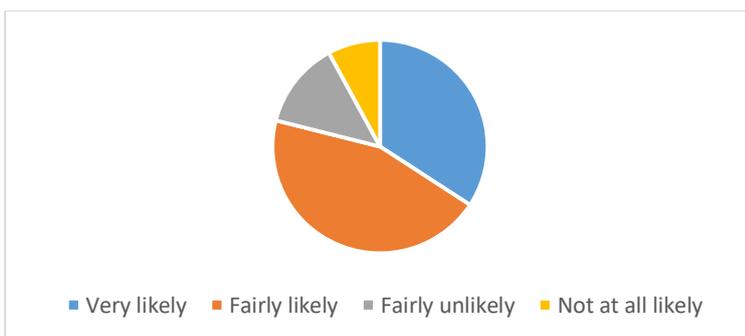
Second-hand marketplace



Job board (offered and wanted)



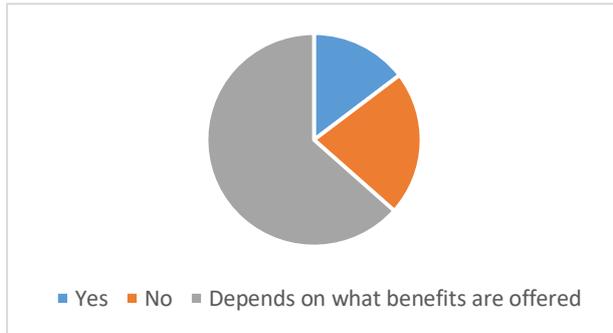
Find a member service (on website)



Is there a potential membership benefit we have missed off the list above?

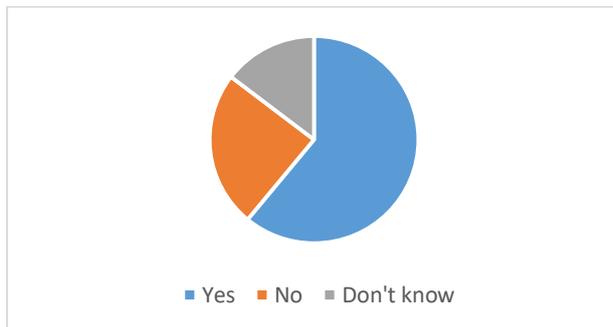
The general comments have been analysed as part of the final report and recommendations.

If the GSHPA were to provide some or all of the membership benefits above, it is likely your subscriptions would need to be increased. Would your company be prepared to pay more for increased membership benefits?

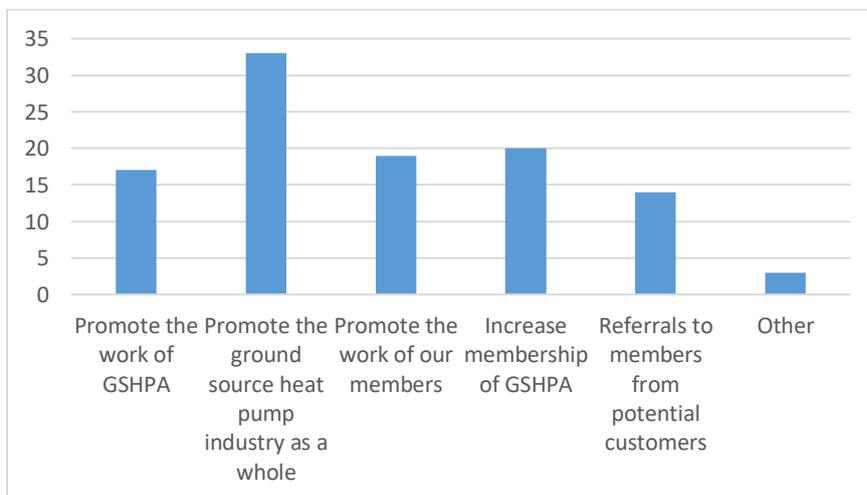


Section five: Events and exhibitions

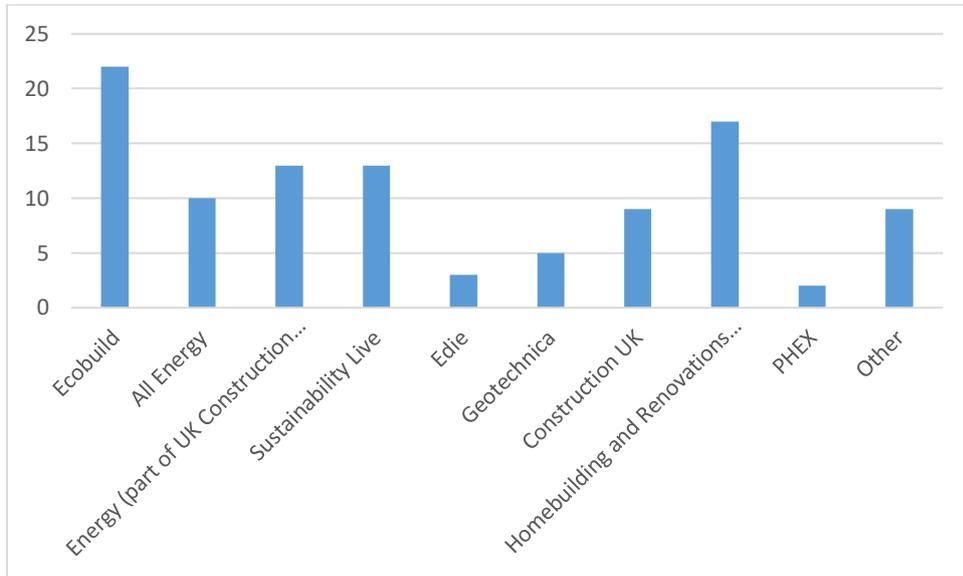
Do you consider attending events and exhibitions an important role of GSHPA?



What do you think are the main objectives for GSHPA to attend events and exhibitions?



What events and exhibitions would you expect GSHPA to attend?



Other:

- Local shows
- Grand design
- Present but not have a stand
- Concentrate on your target market of installer and design companies first
- Shows that are building/M&E related – only
- Village shows

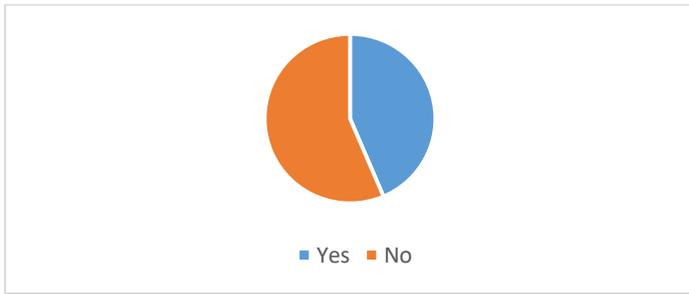
Would you or a colleague be prepared to volunteer your time in manning the GSHPA stand at an event or exhibition?



If yes, please state your email address

A list of email addresses for those interested in volunteering their time in manning the GSHPA stand has been forwarded to MCC.

Would your company be interested in 'renting' a part of a GSHPA exhibition stand?



If yes, please state your email address

A list of email addresses for those interested in 'renting' a part of a GSHPA exhibition stand has been forwarded to MCC.

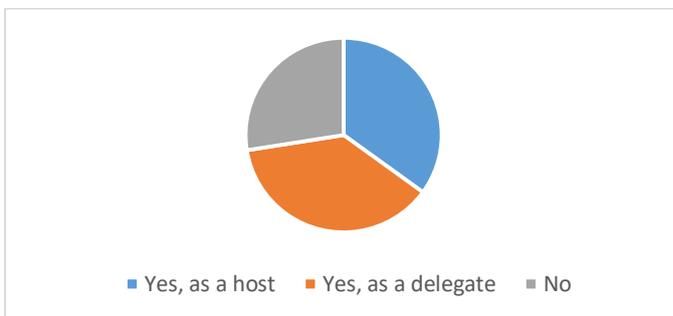
Would your company be interested in representing GSHPA on your stand at a local event, such as a County Show?



If yes, please state your email address

A list of email addresses for those interested in representing GSHPA on their stand at a local event has been forwarded to MCC.

Would your company be interested in attending/hosting local networking events?



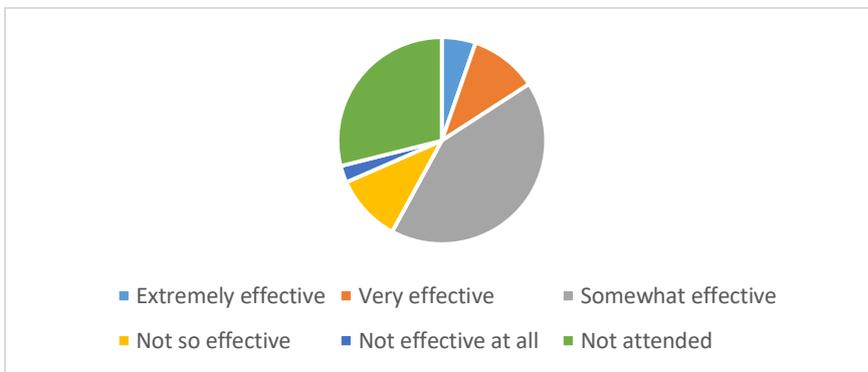
If yes, please state your email address

A list of email addresses for those interested in attending/hosting local networking events has been forwarded to MCC.

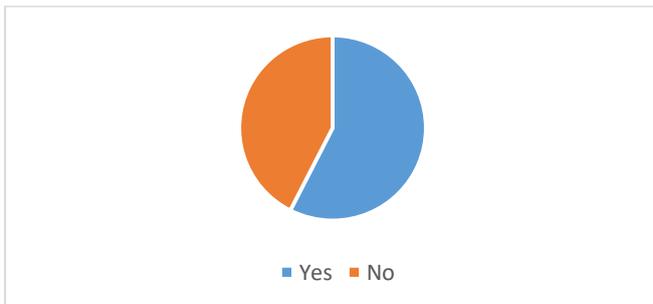
Every year the GSHPA holds its AGM and Expo, have you or your company attended one of these events?



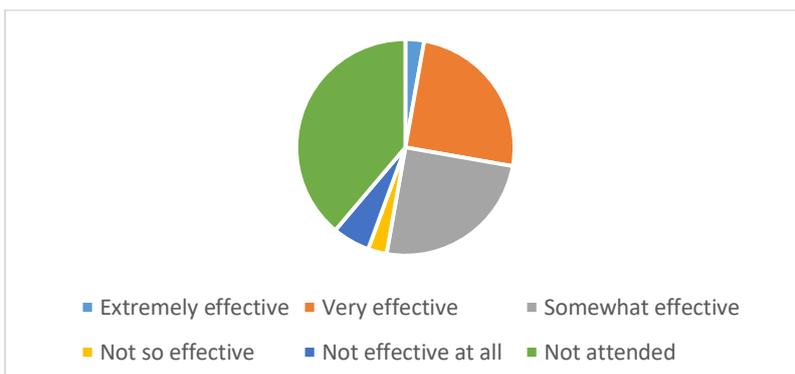
If so, how effective did you consider the Expo?



Have you or your company attended a GSHPA Technical Seminar?



If so, how effective did you consider the seminar?



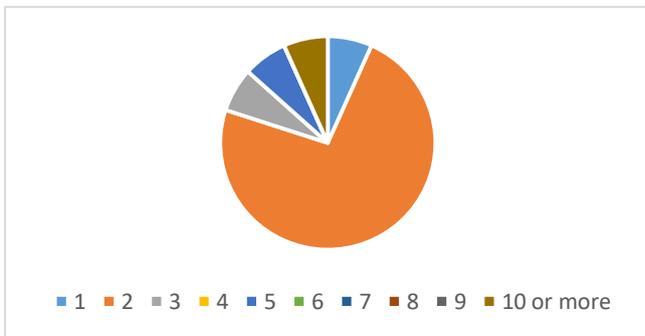
Are there any topics you think we should be covering in future seminars?

The general comments have been analysed as part of the final report and recommendations.

Would you or your company be interested in attending a GSHPA formal dinner?



If yes, how many places would you like to book?



Is there anything else you would like to tell us about events and exhibitions

The general comments have been analysed as part of the final report and recommendations.

Section six: Brexit and beyond

The general comments have been analysed as part of the final report and recommendations.

Section seven: Updating our database

The list of email addresses and addresses have been added to the database.

Appendix B: Questions for the GSHPA Telephone Interviews: Council Members

Name: _____ Date _____

Do you consider the GSHPA is an effective trade association?	
If so, why?	
If not, why not?	
How could we make it more effective?	
What sort of a trade association do you consider the GSHPA should become? (Prompt: Church committee, Commercial, Networking, Lobbying, Academic)	
Do you consider the structure of the Standing Committees is effective?	
If no, how would you change the structure?	
If yes, why do you think it is effective?	
What do you consider acceptable for Council members to commit to when carrying out the work of GSHPA? (Prompt: one day a month? One day a week?)	
How often do you think the Council should meet?	
Where do you think Council meetings should be held?	
Are you a Chair of a Standing Committee? Yes/No (please list)	
If so, how much time do you currently commit?	
Do you consider this reasonable?	
Do you think the Standing Committee is effective?	
What level and type of support do you need from the Secretariat to fulfil your role?	
Are you a member of a Standing Committee? Yes/No (please list)	
If so, how much time do you currently commit?	
Do you consider this reasonable?	
Do you think the Standing Committee is effective?	
What level and type of support do you consider the Standing Committee needs to fulfil their role?	
What external meetings do you attend on behalf of GSHPA?	
How do you ensure you represent our members fairly?	
How do you report/feedback to Council?	

If not, how do you think you should report/feedback?	
Do you get expenses for the work you do on behalf of GSHPA? (big company/small company)	
If not, do you think members should get expenses from GSHPA and in what circumstances? (prompt: Council meetings, attending external meetings on behalf of the GSHPA, attending Standing Committee meetings, manning stands at exhibitions)	
Is there anything else you would like to comment on in regards to GSHPA?	