

# Membership Strategy

Customer  
Focus

Respect

Communication

Integrity



[www.clochhousing.org.uk](http://www.clochhousing.org.uk)



## 1. Introduction

The Rules of all Registered Scottish Landlords (RSL's) require that we maintain membership and that Annual General Meetings (AGM's) are held for the members. Cloch started in 1968 with members of a small group of community activists who wanted to improve the housing in their area. It is members who make up the voluntary Board of Management and therefore members who guide and set the strategy and vision for the Association. A healthy membership is part of ensuring good governance for the Association.

In recent years, due to a Rule change removing members who haven't attended AGM's, membership has been in sharp decline and this is the reason the Association feels it necessary to set out a Membership Strategy.

The Membership Strategy is used to set a framework for the recruitment and retention of members of the Association. It will set out why membership is so important to the functioning of the Association. It will set out the ways we will encourage members to stay members, get involved with the Association, and continue to attend the AGM. It will then set out recommended recruitment strategies. We will include the KPI target for membership numbers.

## 2. Our current position

In January 2018, the Association had 50 members. This number has been steadily dropping year on year for a variety of factors, but mainly due to the "5-year rule" which states that "the membership will be ended if, for five annual general meetings in a row, the member has not attended, submitted apologies, exercised a postal vote or appointed a representative to attend and vote on your behalf by proxy". There are other reasons to end membership and Appendix 1 lists them all.

Our AGM's are attended by between 10 and 20 members each year, which is approximately one-fifth of the membership. Essentially, members are no longer attending AGM's. The reason for this can be summarised by the following points, although these are anecdotal rather than based on a survey of members:

- a. Our houses are in good condition therefore activism amongst our tenants and owners has declined
- b. The Association has a wide geographical base, so no matter where we hold the meetings, it will discourage some people from attending.
- c. The meetings are perceived as dry and boring and not relevant to the members.
- d. So much of the work of the Association is done through the voluntary Board and professional staff and the membership's influence is singled down to a brief AGM meeting where they vote in a new Auditor and little else.
- e. The weather (numbers are usually less when it's is a very wet evening as many of our elderly members will not turn out).

Our contact with our members is limited to issuing AGM papers, sending out the newsletter, annual review and landlord report, occasional special meetings, and when we are recruiting to the Board.

It is with this current situation in mind, that the strategy has been produced.

### **3. Goals of our Strategy**

Goal 1: Set out ways of retaining our current members and encourage them to attend the AGM and other events.

Goal 2: Develop ways to make members feel valued and interested in the work that we do and make them feel that their opinion counts.

Goal 3: Setting annual targets for retention and recruitment of members.

Goal 4: Set out ways to recruit new members to the list.

### **4. Goal 1 and Goal 2: Retaining Members & making them feel valued**

Membership retention is vital to ensure a healthy membership. So that we keep members, we need to understand why members attend our AGM or don't attend our AGM. We also need to establish activities that make our members feel valued and want to come along to events.

To achieve this, a survey should take place every two years asking the members their opinion on why they would or would not attend the AGM, what interests them and what activities they would like to see happen during the following two years. Also, we could ask their opinion on our publications and our website and Twitter account.

We need to create activities throughout the year, not just once a year at the AGM. This activity could take the form of, for example:

- Bus tours of our stock and any new developments or Wider Role projects;
- Special newsletters for the members;
- Evenings in the office to meet the Board and Leadership Team and learn more about us and what we do;
- Annual Members Prize Draw at the AGM;
- Move the AGM to an online format (this is what happened for September 2020 due to the Covid-19 pandemic);
- Buffet and raffles at the AGM alongside the business of the meeting;
- Any survey results and any changes we make will need to be fed back to the membership;
- There may be specific policies we want to ask them about, again, feeding back the results and outcomes;
- Getting them involved in wider role activities (particularly if they are not tenant members) may be a good tool to help them feel involved.

## **5. Goal 3: Annual Targets for recruitment and retention**

Every year we set a target for membership (currently 70), which we have been unable to achieve over the last few years. A realistic target going forward should be set and also, a target for recruitment of members during the year. Both figures will be included in the quarterly KPI report to the Board.

## **6. Goal 4: Recruiting new members**

The biggest challenge is recruiting new members. Many people just don't understand why it will be a good thing. Tenants, for example, already get our newsletter and other publications, so only miss out on the AGM if they are not members. In recruiting members, we need to set out:

- The best ways to recruit – for example, at settling in visits and sign up's.
- Incentives for people to become members (such as those outlined in Item 4 above).
- Membership Pack
- Opportunities for Training

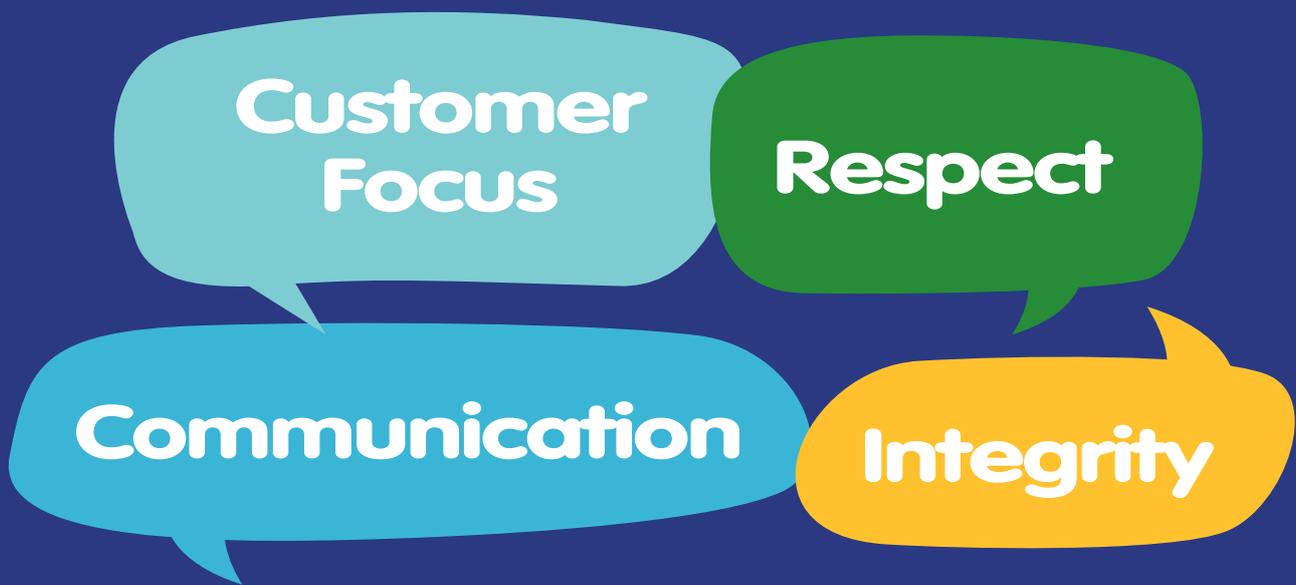
## **7. Review of Strategy**

This Strategy will be reviewed by the Board every two years after the Members Survey.

## Appendix 1

### Full list of reasons to remove a member (extract from Cloch H.A. Rules, Section 11)

- 11.1 Membership of the Association will end and the Board will cancel the share and record the ending of the membership (except in the case of the parent) in the Register of Members if:
- 11.1.1 The member resigns giving seven days' notice in writing to the Secretary at our main registered office;
  - 11.1.2 The Management Committee reasonably believes that the member has failed to tell the association of a change of address as required by our Rules;
  - 11.1.3 For five annual general meetings in a row, the member has not attended, submitted apologies, exercised a postal vote or appointed a representative to attend and vote on your behalf by proxy.
  - 11.1.4 The Association receives a complaint about a member's behaviour and two-thirds of the members voting at a special general meeting agree to end the membership. The following conditions apply to this procedure:
    - The complaint must be in writing and must relate to behaviour which could harm the interests of the Association;
    - The Secretary must notify the member of the complaint in writing not less than one calendar month before the meeting takes place;
    - The notice of the special general meeting will give details of the business for which the meeting is being called;
    - The member will be called to answer the complaint at the meeting. The members present will consider the evidence supporting the complaint and any evidence the member decides to introduce;
    - The members can vote in person or through a representative by proxy;
    - If the member receives proper notice but does not go to the meeting without providing a good reason, the meeting will go ahead without the member and the Members will be entitled to vote to end the individual membership.
- 11.2 If the membership is ended in accordance with the Rule 11.1.4, the member will immediately cease to be a member from the date that the resolution to end the membership was passed and any further application for membership by that individual member will need to be approved by two-thirds of the Members voting at a general meeting.



CLOCH HOUSING ASSOCIATION LTD	
<b>Policy Name</b>	Membership Strategy
<b>Policy Category</b>	GOV
<b>Policy Number</b>	088
<b>Date Adopted</b>	23/01/2018
<b>Last Review</b>	n/a
<b>This Review</b>	26/11/2020
<b>Next Review</b>	November 2022
<b>Link to other policies</b>	
<b>Consultation</b>	
<b>Need for Procedure</b>	