



Cloch Housing Association

Membership Strategy

Policy Name	Membership Strategy
Policy Category	GOV
Policy Number	088
Date Adopted	23/01/2018
Last Review	26/11/2020
This Review	25 th April 2023
Next Review	April 2025
Equalities Impact Assessment Required	No
Link to other policies	Membership Policy
Consultation	No
Need for Procedure	No

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. In the main, 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, partly due to a Rule change removing members who haven't attended AGM's (the five year rule), 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 links to the Business Plan and does a risk assessment to show that the Strategy is here to mitigate risk. There are four goals and an action plan.

2. Our current position

In March 2023, the Association had 57 members. A huge reason for the low numbers (compared to membership in 1990's and 2000's) can be put down 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. 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. Link to Business Plan

Our Business Plan has a focus on good governance, more tenant involvement and introducing innovation and community involvement. The Membership Strategy will help to fulfil the following Strategic Objectives (SO)

SO 3: To involve our customers and wider community.

SO 6: To make the best use of our resources and strengthen our organisational resilience and capacity.

4. Risk Assessment

Risk	Likelihood	Severity	Score
That membership drops to a level where there is insufficient scrutiny by our members at the AGM	3	5	15
Membership is not reflective of our communities needs and aspirations	2	3	6
We struggle to fill positions on our Board from our membership.	4	2	8
Cloch's reputation is damaged by the lack of community representation	2	2	4

5. 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.

6. Action Plan 2023/2025

Action	Owner	Due by	Comment
Continue to promote membership using all our communications channels	HofCS	Ongoing	Membership will continue to be promoted, alongside any agreed “added value” promotions we are doing – see other actions
Promote attendance at AGM	Corporate Services	Ongoing	Every year we put out a June invitation to put it in the diary and then we send out the papers in August. We will work to find other ways of encouraging members to the meeting, to submit their apologies or put forward proxies, to prevent them being removed under the “5 year rule”.
Offer additional incentives to being a member	LT	Ongoing	Suggestions: <ul style="list-style-type: none">- A bus tour once a year.- Wider Role activities such as heritage walks and lead bike rides.- Input into to our policy work ie. include them as part of the consultation process.
Create activities around the AGM	LT	Ongoing	Suggestions: <ul style="list-style-type: none">- Bingo after the event- A warm meal before the event.- Children’s activities to ensure young families can attend.

Any activity day for tenants can be used to promote membership	LT	Ongoing	Suggestions: <ul style="list-style-type: none"> - Promote the added value elements. - Promote the possibility of gaining an “apprenticeship” Board Member course.
Continue to use our communications channels to boost our reputation on the community and therefore attract non tenants as members.	HofCS	Ongoing	<ul style="list-style-type: none"> - We remain a high value organisation, this will attract local people interested in being part of what we do. - We use our social media and other communication platforms to promote the activities of members.

7. Review of Strategy

This Strategy will be reviewed by the Board in line with the Business Plan review or every 3 years whichever comes first.

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:

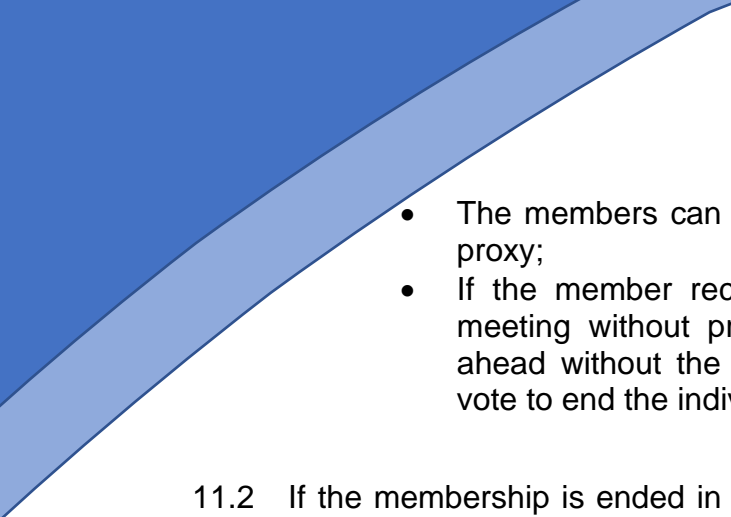
11.1.1 The member resigns giving seven days' notice in writing to the Secretary at our main registered office;

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.

