2014-15 Regional Membership Plan Executive Summary and Action Plan Region: **RIBI – Zones 17 & 18A**

Profile

Region	RIBI
Zones	Zones 17 and 18A
Director(s)	Michael F. Webb
Project Lead	RC Robin Brown
Rotary Coordinators	RC Chris Garner, Zone 17
	RC Robin Brown, Zone 18A
30 June 2015 Goal	51,000

Executive Summary

Goals/Objectives Key Performance Indicators

Goals/Objectives	Key Performance Indicators
Criteria.	1. Relevant research and up to date records
A. Data Analysis.	2. Strong relationship with University Business
	Schools.
B. Surveys and Focus Groups.	1. Establishment of three major focus/task
	groups.
C. Marketing/Public Image and Awareness Initiatives	Strong linkage with RIBI MPRC Committee.
	2. Development of effective publicity materials
	3. Greater use of Social Media.
D. Member Engagement/Training Programmes	1. Club Visioning.
	2. Regular Webinar programmes.
	3. Relevant Leadership Training. Use of Moodle.
	4. Regional Membership Seminar programmes.
	5. Leadership in Rotary - Zone based seminars.
E. Ambassador Development and Support	Development of 'balanced' membership
	profile.
	2. Attracting 'Future Generation' Rotarians.
F. Accessing Professionals on Career Breaks and Increasing	1. Innovative approach to ways of 'doing Rotary'.
Flexibility.	2. Encouraging a flexible approach to meeting
	formats and Rotary membership.
G. Generation of New Clubs/Satellite Clubs/Satellite Meetings.	Focus on 'customer choice' for Rotary
	membership options.
	2. Formation of a Club Formation support
	network.
	3. Embracing e-Rotary.
	4. Expanding Rotary Community Corps numbers.
H. District Linkage with Local Employers	1. Establish linkage with national supermarket.
	2. Involvement with Corporate Social
	Responsibility linkage to potential membership
	growth
I. Retention Strategies.	1. Development of a membership skills database.
	2. Use of vibrant club role models and case
	studies.
	3. Membership recognition.
	4. Greater use of e-clubs.

	5. Increased use of satellite and other pilot
	schemes.
J. Professional Networking	Research into networking within service
	organization.
	2. Higher CSR linkage to achieve membership
	growth.
K. Mentoring Programmes	Increased usage of Moodle training
	programme.
	2. Establishment of Club Mentoring Champions.
L. Promotion of Club Leadership Plan	Encouragement through training and Club
	Visioning.
M. Active Alumni Recruitment	Establishment of Alumni Focus Group.
	2. Maintenance of connections at District level.
N. Extension of Enquiries Database	Establishment of central database.
O. Information Sheets/Resources.	1. Up to date resources and information.
	2. Publication of monthly new items.
P. RIBI Website.	1. Ease of access.
	2. Up to date information.
	3. Increased use by members.
Q. Pilot programme feedback.	Annual survey completed.
	2. Majority registration of pilot programmes.
R. Expansion of e-clubs.	1. Continuing growth of e-club membership.
S. Integration and implementation of RIBI Equality and	1. Greater knowledge of policy and overt proof of
Diversity Policy.	implementation.
T. Research and update into other RI Zone Plans.	Regular reviews and communication with RI
	Zone Coordinators
U. Seek External Partners for Potential Membership	1. Establishment of vibrant dialogues with other
Opportunities	service organisations.
	2. Gain access to boardroom of one major UK
	company.
V. Implementation of Change Management.	Inclusion in leadership training programme.
	Overt change of attitude towards change from
	RIBI middle management.
W. Restructuring of RIBI Districts	Implementation of majority of Task Team
	recommendations.
	High level support to district change
	implementation.

Action Plan

	Goal	Responsibility	Target Completion Date
	A. Data Analysis		
A.1	Continuing review of data currently available, update and extend management information (i.e. death rate by age profile, exit age by age profile, exit by years membership, professions/sector analysis).	RIBI Membership Retention & Development Committee + Designated RIBI member of staff.	Ongoing throughout 2014/15
A.2	Continuing links with the business schools of Birmingham and Warwick Universities to produce project work on relevant subjects to enhance membership recruitment and change management.	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15 (but with objective of producing one project by 30/6/15)
A3	Telephone liaison with RIBI staff member and prior agreed ad-hoc meetings.	RIBI Membership Retention & Development Committee + Designated RIBI member of staff.	Ongoing throughout 2014/15
A4	Benchmarking with peer-group organisations.	RIBI Membership Retention & Development Committee + Designated RIBI member of staff.	30/6/2015
A5	Promotion of increased usage of Rotary Central to harness quality club data.	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	B. Surveys and Focus Groups.		
B.1	Production of 2014/15 survey to ascertain reasons for membership leaving within 2 years.	RIBI Membership Retention & Development Committee	30/6/2015
B.2	Women in Rotary Focus Group to encourage ways of recruiting and retaining a greater female representation in RIBI members.	RI Coordinator Zone 18A & RIBI Membership	30/9/14

		Retention & Development Chair.	
В3	New Club Formation Task force establishment to support New Club Formation strategy.	RIBI Membership Retention & Development Committee lead RIBI New Club Formation Officer	30/9/14

	Goal	Responsibility	Target Completion Date
	C. Marketing/Public Image and Awareness Initiatives		
C.1	Analysis of any current marketing campaigns.	RIBI Membership Retention & Development Committee + RIBI Marketing, Public Image and Communications Committee	Ongoing throughout 2014/15
C.2	Increased coverage and use of Social Media (Facebook, LinkedIn and Twitter), and web sites by RIBI, Districts and Clubs.	RIBI members supported by RIBI Membership Retention & Development Committee + RIBI Marketing, Public Image and Communications Committee	Ongoing throughout 2014/15
C.3	Development of Marketing materials to produce effective resources for membership development and information.	RIBI Membership Retention & Development Committee + RIBI Marketing, Public Image and Communications Committee	Ongoing throughout 2014/15
C4	Creation of Membership Enquiry Task Force to increase quality of leads given to District membership chairs.	RIBI Membership Retention & Development Committee	31/12/14
C5	Highlighting ways that RIBI can demonstrate that minority groups are welcomed into Rotary.	RIBI Membership Retention & Development	Ongoing throughout 2014/15

	Committee	

	Goal	Responsibility	Target Completion Date
	D. Member Engagement/Training Programmes.		
D.1	Club Visioning – ongoing facilitator training and other training to maintain pool of expertise.	RI Zone Coordinators + Leadership Training & Development Committee supported by RIBI Membership Retention & Development Committee + District Governors	Ongoing throughout 2014/15
D.2	Continuing to encourage Club Visioning take up throughout RIBI.	RI Zone Coordinators + Leadership Training & Development Committee supported by RIBI Membership Retention & Development Committee + District Governors	Ongoing throughout 2014/15
D.3	Webinar - Monthly programme of varied subjects related to membership development and retention.	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15
D4	Webinar - Introduction of a bi- monthly 'Shareshop/Membership Clinic'.	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15
D5	Leadership Training - Assistant Governors to equip for increased supporting role to District Governors.	RI Zone Coordinators + Leadership Training & Development Committee supported by RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15

D6	Converting enquiries into members - using Moodle training.	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee	Ongoing throughout 2014/15
D7	Moodle Training courses to support the identified training needs of RIBI membership.	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee	Ongoing throughout 2014/15 (Completion of new courses by 30/6/2015).
D8	Regional Membership Development/New Club Formation Seminars to support, encourage, motivate and inform RIBI membership.	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee + District Leadership Team	31/12/14
D9	'Leadership in Rotary' - RI Zone based training seminars for District and Club Leadership, to train and explore a full range of leadership topics including proactive leadership, managing change 'from the heart', effective communication and other topics.	RI Zone Coordinators + RIBI Membership Retention & Development Committee + Leadership Training & Development Committee	31/12/14

Goal	Responsibility	Target Completion Date
E. Ambassador Development and Support		

E1	Development of membership 'balance' to reflect full spectrum of British society.	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15
E2	Strengthening linkage with local task force champions in line with RI adoption of the Guidelines for Attracting New Generations and Younger Professionals. In particular continuing linkage with the proposed 2015 Big Bang initiative.	RIBI Youth Services Supported by RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15 (but with objective of focusing on Big Bang 2015).

	Goal	Responsibility	Target Completion Date
	F. Accessing Professionals on Career Breaks and Increasing Flexibility.		
F1	To meet membership development requirements, using Regional Membership Development/New Club Formation Seminars to support, encourage, motivate and inform RIBI membership (see D8)	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee + District Governors.	Ongoing throughout 2014/15
F2	To continue to encourage initiatives to explore flexibility of meeting times, meals and so forth to make a 'club' more attractive to target groups	RIBI Membership Retention & Development Committee + District Governors/District Membership Chairs.	Ongoing throughout 2014/15
F3	Education programme to highlight benefits and 'how' Rotary service works (removing perception of attendance make-up as main benefit, and refocussing on project/volunteer involvement/engagement).	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee + District Governors.	Ongoing throughout 2014/15
F4	Development of new groups for example with crèche facilities, cross	RIBI Membership	30/6/2015

	generational groups combining space to run Rotakids/Interact alongside Rotary (access for Family of Rotary).	Retention & Development Committee + RIBI Youth Services Committee	
F5	Development of provisional e-club membership to 'incubate' potential members and provide flexibility in approach to 'doing Rotary'.	RIBI Membership Retention & Development Committee + e-clubs throughout RIBI.	Ongoing throughout 2014/15
F6	Continue with Family Membership pilot in Click4 Action eRotary to determine long term potential and impact.	Click4 Action eRotary Secretary	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	G. Generation of New Clubs/Satellite Clubs/Satellite Meetings.		
G1	Feature highly in Regional Membership Development/New Club Formation Seminars to support, encourage, motivate and inform RIBI membership (see D8)	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee + District Governors/District New Club Formation	31/12/14
G2	Examine possibilities of forming 'groups' from existing 'groups'. E.g. Rugby, Cricket, Hockey and Football Supporter Groups. Clubs would meet for example before home matches to negate the need to find premises or alternative times to come together.	Officers. RIBI Membership Retention & Development Committee + District New Club Formation Officers.	Ongoing throughout 2014/15
G3	Exploit potential of New Generation/Young Persons Rotary Clubs to be formed within Universities.	RIBI Membership Retention & Development Committee + District New Club Formation Officers.	Ongoing throughout 2014/15

G4	Embrace a variety of club structures and meeting patterns; linked to the RI/RIBI Pilot schemes and e-club formats, to enable Rotary membership to be accommodated to 'customer choice and preferences'.	RIBI Membership Retention & Development Committee + District New Club Formation Officers.	Ongoing throughout 2014/15
G5	Encouraging the creation of Satellite meetings under one Club Charter, where an existing low membership club requires support to ensure a longer term future.	RIBI Membership Retention & Development Committee + District Governors/District New Club Formation Officers.	Ongoing throughout 2014/15
G6	Encourage District reviews to identify new communities/social developments with a view to identification of new potential growth areas (e.g. new housing estate, shopping areas, industrial/business parks.	RIBI Membership Retention & Development Committee + District Governors/District New Club Formation Officers.	Ongoing throughout 2014/15
G7	Form a RIBI New Club Formation Support Team to work with District New Club Formation Officers to form at least one new club (or satellite clubs to equivalent number of members) by end of Rotary Year i.e. a minimum of 580 new members.	RIBI Membership Retention & Development Committee	By 31/8/2014
G8	Examine the possibilities of a national based 'interim' club to capture those interested in helping Rotary but not yet committed to full membership. Matching interested people with projects and with involvement, eventually obtaining a membership divided.	RIBI Membership Retention & Development Committee	30/6/2015
G9	Continue with Rotary Community Corps Pilot being run by Click4 Action eRotary to determine long term potential and impact on increasing membership.	Click4 Action eRotary Secretary	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	H. District Linkage with Local Employers		
H1	To explore 'how to', using Regional Membership Development/New	RIBI Membership	31/12/14
	Club Formation Seminars to support, encourage, motivate and inform	Retention &	
	RIBI membership of possibilities to link with local employers (see D8)	Development	
		Committee	
		supported by	
		RI Zone Coordinators	
		+	
		Leadership Training	
		& Development	
		Committee	

H2	Establish national link with major supermarket (possibly ASDA) to use in-store Community rooms for club/new club meetings.	+ District Governors. RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15
Н3	To establish local employer links using Corporate Social Responsibility and Corporate Membership Schemes to increase club membership.	RIBI Membership Retention & Development Committee + District Governors and District Membership Chairs	Ongoing throughout 2014/15
Н4	Continued involvement with Corporate Social Responsibility Working Party to capture membership dividend opportunities.	RIBI MPR & C Committee	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date		
	I. Retention Strategies.				
l1	Utilise/develop skills at a project level and encourage clubs/districts to utilise member's skills. (Cross-fertilisation club to club to District to RIBI to RI). Regular club service activity is key to creating vibrant clubs and shared learning.	RIBI Membership Retention & Development Committee supported by RI Zone Coordinators + Leadership Training & Development Committee + RIBI Vocational Committee District Governors/District Membership Chairs + Club Presidents	31/12/15		
12	Identification of current 'vibrant clubs' to be used as role-models/case studies.	RIBI Membership Retention & Development Committee + District Membership Chairs	Ongoing throughout 2014/15		
13	Member recognition - promotion of individual/club/district awards that are available at district/national and international levels	RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15		

		+ District Membership Committees	
14	Continuing use of e-clubs to capture possible loss of membership through changed circumstances, working patterns, cost of Rotary, potential club closures.	RIBI Membership Retention & Development Committee + District e-clubs	Ongoing throughout 2014/15
15	Encouraging the use of Satellite meetings under one Club Charter, where an existing low membership club requires support to ensure a longer term future (see also item G5)	RIBI Membership Retention & Development Committee + District Governors/District New Club Formation Officers.	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	J. Professional Networking		
J1	To explore further the concept of networking within a service organization, including the use of LinkedIn, linked to skill databases.	RIBI Secretariat + RIBI Service Committees	31/06/15
J2	Utilizing the results of the Corporate Social Responsibility Working Party to increase linkage with Professional Bodies to increase opportunities to harness a membership dividend.	RIBI Membership Retention & Development Committee + RIBI Marketing, Public Image and Communications Committee	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	K. Mentoring Programmes		
K1	Continuing review and development of eLearning Mentor Training Programmes.	RIBI Membership Retention & Development Committee + Leadership Training & Development Committee	Ongoing throughout 2014/15

K2	District L	eadership	Teams	to	be	encouraged	to	appoint	Club	RIBI Membership	Ongoing
	Mentoring	g Champion:	s.							Retention &	throughout
										Development	2014/15
										Committee	
										+ District Leadership	
										Teams.	

	Goal	Responsibility	Target Completion Date
	L. Promotion of Club Leadership Plan		
L1	Continuing promotion of Club Leadership Plan by Moodle Training delivery.	Leadership Training & Development Committee supported by RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15
L2	District Leadership Teams to be encouraged to appoint Club Mentoring Champions (see item K2).	RIBI Membership Retention & Development Committee + District Leadership Teams.	Ongoing throughout 2014/15
L3	Continuing to encourage Club Visioning take up throughout RIBI (see item D2).	RI Zone Coordinators + Leadership Training & Development Committee supported by RIBI Membership Retention & Development Committee + District Governors + Assistant Governors	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	M. Active Alumni Recruitment		
M1	Establish focus group to understand why the alumni are not	RIBI Membership	Ongoing
	joining/being approached to join Rotary e.g. Interactors, Rotaractors,	Retention &	throughout
	Peace Fellows, GSE/VTT members, Ambassadorial Scholars, Youth	Development	2014/15
	Programme Students (RYLA/Exchange), Youth Competitors (into	Committee	
	Interact/Rotaract).	+	
		RIBI Youth Services	

M2	Maintenance of connections with Youth Exchange and youth	RIBI Membership	Ongoing
	competition students to ensure opportunities to reap membership	Retention &	throughout
	dividends from parents, teachers and other involved are exploited.	Development	2014/15
		Committee	
		+	
		RIBI Youth Services	
		Committee	

	Goal	Responsibility	Target Completion Date
	N. Extension of Enquiries Database		
N1	Establish a central database of ALL enquiries for Rotary membership -	n/a	Ongoing
	i.e. direct to Club enquiries being logged for central analysis and		throughout
	tracking.		2014/15

	Goal	Responsibility	Target Completion Date
	O. Information Sheets/Resources.		
01	To ensure up to date information and resources for Membership	RIBI Membership	Ongoing
	Development & Retention are available	Retention &	throughout
		Development	2014/15
		Committee	
02	Provision of monthly Service News items and bi-monthly This Is What	RIBI Membership	Ongoing
	Clubs Are Doing PDF file on RIBI Web site.	Retention &	throughout
		Development	2014/15
		Committee	

	Goal	Responsibility	Target Completion Date
	P. RIBI Website.		
P1	To ensure ease of access to all membership development and	RIBI Secretariat	Ongoing
	retention resources.	+	throughout
		RIBI Membership	2014/15
		Retention &	
		Development	
		Committee	
P2	Review social media activity to ensure relevant and up to date	RIBI Membership	Ongoing
	material is being accessed and used.	Retention &	throughout
		Development	2014/15
		Committee	
		+ RIBI Marketing/PR	
		Communications	
		Committee.	
Р3	Encourage clubs to maintain attractive websites that encourage wider	RIBI Membership	Ongoing
	participation.	Retention &	throughout
		Development	2014/15
		Committee	
		+ RIBI Marketing/PR	
		Communications	
		Committee	

+	
District Governors	
and District	
Membership Officers	

	Goal	Responsibility	Target Completion Date
	Q. Pilot programme feedback.		
Q1	Complete an annual survey/feedback exercise on Pilot Club growth and establishment success.	RIBI Membership Retention & Development Committee + RIBI Membership Pilot Programme Officer	31/12/14
Q2	Encourage the registration of all RI/RIBI Pilot programmes on the RI database.	RIBI Membership Retention & Development Committee + RIBI Membership Pilot Programme Officer	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	R. Expansion of e-clubs.		
R1	Continue to encourage e-club expansion by exploring e-club	RIBI Membership	Ongoing
	'incubation' and hub operation.	Retention &	throughout
		Development	2014/15
		Committee	

	Goal	Responsibility	Target Completion Date
	S. Integration and implementation of RIBI Equality and Diversity Policy.		
S1	Maintain dialogue with RIBI Equality and Diversity Officer to determine success of the implementation and observance of the RIBI Equality and Diversity Policy.	RIBI Membership Retention & Development Committee + RIBI Equality and Diversity Officer	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	T. Research and update into other RI Zone Plans.		
T1	Review regularly individual RI Zone Membership Plans to glean	RI Director	Ongoing
	further thoughts/ideas.	+	throughout

		R I Coordinators Zones 17 & 18A	2014/15
		+	
		RIBI Membership	
		Retention &	
		Development	
		Committee	
T2	Regular use of Rotary Coordinator Exchange and RC Facebook Group	RI Director	Ongoing
	to maintain contact and reports from Rotary Director and Rotary	+	throughout
	Coordinators.	R I Coordinators	2014/15
		Zones 17 & 18A	

	Goal	Responsibility	Target Completion Date
	U. Seek External Partners for Potential Membership Opportunities		
U1	To create a strategic approach to groups having a service ethos. E.g. Explorer Scouts, Duke of Edinburgh Scheme, St John Ambulance, Red Cross and so forth to share synergy of ethics with a view to crossfertilization of membership.	RIBI Membership Retention & Development Committee + RIBI Leadership + Dedicated member of RIBI Secretariat	Ongoing throughout 2014/15
U2	To make a national approach to a business group who may seek to extend their offering through service to the local community. E.g. Chamber of Commerce, networking groups, Federation of Small Businesses etc.	RIBI Membership Retention & Development Committee + RIBI Leadership + Dedicated member of RIBI Secretariat	Ongoing throughout 2014/15
U3	With the huge growth of Business Networking Groups, Rotary's closer links with such is important. Seek to encourage Clubs to act as focal point/coordinator for other Community Projects - not just their own, to extend Rotary's influence and reputation at the same time.	RIBI Membership Retention & Development Committee + RIBI Leadership + District Leadership + Club Rotarians.	Ongoing throughout 2014/15
U4	To gain access to boardrooms of significant UK companies to obtain corporate sponsorship and/or endorsement of literature. Companies to be considered include Tesco/Morrisons/John Lewis Partnership/Waitrose.	RIBI Leadership + RIBI Membership Retention & Development	Ongoing throughout 2014/15

	Committee	
	+ District Leadership	
	μ	

	Goal	Responsibility	Target Completion Date
	V. Implementation of Change Management.		
V1	In conjunction with the RIBI Leadership Development and Training Committee develop a robust training programme to deal with middle management attitude and handling of Change Management. (Promote Stop, Keep, Start - i.e. what to stop doing, what to keep doing and what to start doing in order to move forward).	R I Coordinators Zones 17 & 18A + RIBI Leadership Development and Training Committee + RIBI Membership Retention & Development Committee	Ongoing throughout 2014/15

	Goal	Responsibility	Target Completion Date
	A. Restructuring of RIBI Districts		
W1	To continue investigation and support of concept proposals for 19 Districts in RIBI.	RIBI District Restructuring Sub- Committee	(June 2014)
W2	To continue to monitor post-decision recommendations for various aspects of District Restructuring as contained in proposals placed before General Council in February 2014.	RIBI District Restructuring Sub- Committee	Ongoing throughout 2014/15
W3	To continue to assist with technical requirements to close and restructure amalgamated Districts.	R I Director + RIBI Leadership + District Restructuring Sub- Committee	Ongoing throughout 2014/15