



National Work Programme

2016 – 2017

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Key

AC	Awards Committee
BOM	National Board of Management
CMM	Communications and Marketing Manager
CMT	Communications and Marketing Team
DH	Department of Health
DWP	Department for Work and Pensions
EC	Executive Committee
FC	Finance Committee
MT	Management Team
NAMS	National Associate Membership Scheme
NFM	National Finance Manager
NOM	National Operations Manager
PRM	Programme and Recruitment Manager
PRT	Programme and Recruitment Team
RMT	Resources and Membership Team
RFAs	Regional Finance Assistants
RFMs	Regional Finance Managers

Strategic Priorities

The HASSRA Three Year Strategy 2015/16 to 2017/18 sets out our strategic vision and priorities. The key steps we will take in 2016/17 towards the achievement of these objectives are set out below.

2016/17 National Work Programme

Priority 1: National Programme				
Activity	Task	Owner	Start	End
National Conference and Awards Dinner	Plan, organise and deliver all elements of the National Conference and Awards Dinner from accommodation to elections, motions awards and reports.	PRT/CMT/ NFM	01/01/16	12/05/16
National Championships	Plan, organise and deliver Early Summer and Late Summer Festivals at Warwick University.	PRM/PRT	01/01/16	10/09/16
Summer Promotion	Plan, organise and deliver Summer Promotion offering 50% discount to selected UK theme parks and attractions.	NFM/PRM	01/03/16	31/08/16
Winter Promotion	Plan, organise and deliver a free Christmas cash prize draw.	CMT	01/09/16	31/12/16
Lottery	Plan, organise and deliver twelve monthly lottery draws, notify winners and publish results.	RMT/CMT	01/01/16	31/12/16
Development Scheme	Continue to deliver a scheme to provide financial support for individual members wishing to develop their skills.	AC	Ongoing	
Fun 'n' Free Competitions	Plan, organise and deliver a minimum of six national fun 'n' free competitions, notify winners and publish results.	CMT	01/01/16	31/12/16
DWP Challenge Trophy	Plan, organise and deliver national bake-off competition in partnership with DWP.	PRT	01/01/16	03/11/16
DWP LiveLife Challenge	Continue to deliver Livelife Challenge scheme in partnership with DWP.	PRM	Ongoing	
Membership Benefits	Continue to deliver a wide variety of discounts and offers to members, promoting them through modern communication methods including HASSRA website, Livelife magazine sent electronically, e-mail and twitter.	PRT/CMT	Ongoing	
Membership Survey	Conduct a membership survey to better understand our membership and their changing preferences and priorities.	CMT	30/06/16	31/12/16
Programme Development	Review overall mix of the programme to ensure broad appeal to members.	PRM/EC	Ongoing	
	Conduct a review of National Championships to ensure competition structures are relevant and deliverable.	PRM/EC	01/06/16	30/11/16

Priority 2: Recruiting and Retaining Members				
Activity	Task	Owner	Start	End
Running recruitment campaigns	Devise and implement in conjunction with regional boards recruitment plans based on management information of take-up rates for each region.	PRT	01/01/16	31/12/16
Publishing recruitment materials	Design and print new marketing products to support the recruitment and retention of members.	CMT/PRM	Ongoing	
Membership retention	Continue to offer a wide programme of membership benefits and events so that each member receives good value from their membership.	PRT	Ongoing	
	Ensure timely communications with staff leaving our sponsor departments to encourage them to maintain their HASSRA membership.	PRM/CMT	Ongoing	
Promoting HASSRA to managers	Promote the benefits of HASSRA by actively seeking to attend DWP, DH and other qualifying employers' management events.	PRT	Ongoing	
	Review and update the Senior Managers Briefing pack to highlight the work HASSRA does to support a healthy and engaged workforce.	CMM/PRM	01/05/16	31/10/16
	Actively publicise and promote the achievements of the winner of the Best Business Sponsor Award.	CMT	12/05/16	30/06/16

Priority 3: Supporting Volunteers				
Activity	Task	Owner	Start	End
Develop Volunteer Strategy	Develop an approach to upskill and recognise the Association's volunteers and promote the benefits of volunteering, drawing on regions' best practices.	PRM/EC/CMT	01/01/16	Date
Recruit and train volunteers for National Festivals	Advertise for new volunteers to assist the National team in organising and delivering the festivals, providing relevant training as appropriate.	PRM/PRT	01/01/16	10/09/16
Provide Staff Clubs Training	Liaise with Civil Service Learning to deliver training courses to volunteers on Running Staff Clubs.	PRM	01/01/16	31/12/16
Issue Finance Bulletins	Issue Finance Bulletins to clubs and volunteers to provide practical advice and guidance on pertinent finance and	NFM/FC	As and when required	

	governance issues.		
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Priority 4: Building Sponsorship				
Activity	Task	Owner	Start	End
DWP Livelife Challenge	Work with DWP's Health and Wellbeing team to evaluate the impact of the initiative.	PRM/NOM	01/10/16	31/03/17
Develop effective partnerships with departmental sponsors	Issue an Annual Report to sponsor Executive Teams to summarise outputs delivered to members and key survey findings.	NOM	01/04/16	30/06/16
	Collaborate with DWP's Health and Wellbeing team to support its health and wellbeing policy and objectives.	NOM	Ongoing	
Secure sponsorship	Identify organisations to sponsor HASSRA events and activities.	PRM/NOM	Ongoing	

Priority 5: Managing the Business				
Activity	Task	Owner	Start	End
National Accounts	Day-to-day management of income and expenditure	NFM	Ongoing	
	Report income and expenditure on a quarterly basis to National Board of Management	NFM	Quarterly	
	Calculate and distribute rebates to regions	NFM	Quarterly (end Mar, Jun, Sep, Dec)	
Regional Accounts	Day-to-day management of income and expenditure	RMT	Ongoing	
	Report income and expenditure to Regional Boards	RFMs	Minimum of 4 per year	
	Calculate and distribute rebates to clubs	RFMs	Annually	
	Provide advice and guidance to regions and clubs on management of funds and governance	FC/RFMs/PRT	Ongoing	
Ticket sales	Procurement of cinema and theme park tickets from suppliers.	RFAs/RFMs	Ongoing	
	Fulfilment of ticket orders from members using on-line shop according to agreed service standards.	RFAs	Ongoing	

Priority 6: Building the Business				
Activity	Task	Owner	Start	End
Review Association funding and distribution mechanisms	Conduct an investigation into our funding and financial distribution systems to ensure sufficient resources are available when and where needed to deliver National and Regional programmes.	NFM/FC	01/01/16	31/03/16
Develop a strategic communications plan	Produce a strategic communications plan, supported by a framework of guidance and templates, to ensure all HASSRA communication products are developed in a logical and professional way and delivered on time.	CMM	01/04/16	31/03/17
Develop use of social media and other communications channels	Continue to explore the use of social media and other communication channels e.g. Facebook and Twitter, to actively raise awareness and promote the benefits of HASSRA.	CMM	01/04/16	31/03/17
Develop On-Line Shop	Upgrade software to provide mobile-friendly access and additional functionality to collect NAMS subscription payments.	NFM	01/01/16	31/03/17
Develop a Customer Management System	Explore with potential providers the development of a new web-based business delivery model to improve the membership experience, raise efficiency and reduce costs.	NOM	01/03/16	31/03/17

HASSRA National Team
April 2016