



## **Three Year Strategy 2015/16 – 2017/18**

## **HASSRA STRATEGY OBJECTIVES 2015/16 – 2017/18**

### **Contents**

Foreword by Margaret Moor	Page 1
Introduction	Page 2
Our Aim	Page 3
Strategic Priorities	Page 3
Priority 1: National Programme	Page 3
Priority 2: Recruiting and Retaining Members	Page 3
Priority 3: Supporting Volunteers	Page 3
Priority 4: Building Sponsorship	Page 4
Priority 5: Building our Business	Page 4
Annex 1: 2014 HASSRA Survey	Page 5
Annex 2: Participation Rates	Page 6

## FOREWORD

Dear Colleagues

### ***Making our offices great places to work.***

If we have learned anything over the last four years it is that the most important thing we can do is to listen to our members. If we do that we can go on building a programme that they want and are prepared to pay for. Achieving a better than 62% rate of membership take-up in both DH and DWP at a time when departmental headcounts are still declining is ample proof of that.

As we look forward to the next three years I can only urge more of the same.

- Keep on listening to members because every one of them is important and their commitment to HASSRA should be rewarded.
- Keep on investing in our clubs because they are at the heart of HASSRA and do some of our very best and most important work.
- Keep on supporting our volunteers because they are our stars without whom we could achieve very little.
- And keep on investing in our business because now more than ever members want a professional, high quality service in return for their valuable subscriptions.

I hope I can count on your support as we strive to put these words into action. I hope also that your involvement in our association in whatever capacity and at whatever level continues to be an enjoyable and rewarding experience.

Margaret Moor  
HASSRA National Chair

## INTRODUCTION

In the period 2011-2015 HASSRA's fortunes have flourished. Membership take-up has risen from 53% to 62%; the value of member benefits has increased from £1.6m to £8.5m; and participation in the national and regional programme has increased by 63%.

How was this achieved when operating conditions were so adversely affected by the economic downturn?

Increasingly our national programme is shaped by the results of our membership surveys. Changes in the rate of membership take-up correlate closely with the introduction of new national initiatives. This shows the importance of listening to members and responding to changing preferences.

Take-up of membership benefits remains high. Free membership of English Heritage, discounted cinema and theme park tickets, and UK holiday offers are particularly popular. The HASSRA Lottery has also held up strongly in spite of real-terms reductions in membership.

Sport continues to be important. However, the LiveLife Challenge attracted twice as many participants as our traditional team events. This tells us a broader definition of sports would better reflect how and when we prefer to exercise. It also calls for a review of spending priorities at both national and regional levels.

The achievements of the past four years were expenditure-led. At National level spending increased by more than £180,000, of which £100k came from reserves. Sufficient funds at national level will be crucial to maintaining a programme which members clearly want.

Regions have made a valuable contribution to the programme. Annual funding of £100k for the cinema ticket subsidy has been particularly important. However, the aggregate value of reserves has risen from £1.1m to £1.4m. We know that difficulties in attracting volunteers make it harder to use of all the resources at our disposal. Members will nonetheless want to ensure their subscriptions do not go unused.

The next three years will see further headcount reductions in our host departments. This will inevitably affect membership and subscription income. Our biggest challenges will be to sustain a growing programme and strengthen our increasingly sophisticated and professional infrastructure as resources – volunteers, time, money - become scarcer. This strategy is designed to meet those challenges.

## **OUR AIM**

To provide a high quality programme of sport and leisure opportunities that members want and value, and which makes a real contribution to their wellbeing, work life balance and personal development.

## **STRATEGIC PRIORITIES**

### **Priority 1: National Programme**

We will continue to develop a balanced programme of competitions, activities, events and membership benefits of broadest appeal. We will do this by:

- monitoring members' preferences and priorities through the biennial survey and other sources of data on member activity and participation rates.
- collecting and analysing information and providing timely and relevant reports to national and regional boards of management and the executive committee to inform policy and programme development.
- forging partnerships with other organisations to generate new sponsorship and sporting and leisure opportunities.

### **Priority 2: Recruiting and Retaining Members**

High levels of membership are essential to funding and delivering a successful programme. We will give priority to recruiting and retaining members by:

- running intelligence-led campaigns and keeping in touch with existing and potential members.
- working with business sponsors and managers to ensure employees know the benefits of joining.
- encouraging staff leaving sponsor departments and agencies to maintain their HASSRA membership.

### **Priority 3: Supporting Volunteers**

However HASSRA develops its programme, volunteers will always be at the heart of the Association. We will increase our volunteer capability by:

- helping business sponsors and managers recognise the value our volunteers create in the workplace.
- maintaining volunteer guidance and toolkits to enable them to deliver their outputs professionally and safely.
- supporting regions in developing and delivering volunteer recruitment and development programmes.

#### **Priority 4: Building Sponsorship**

Effective sponsorship is vital to the long-term success of the Association. We will endeavour to maintain support for HASSRA by:

- minimising any pressures our activities may create for businesses and colleagues by staging events and activities outside business hours or in lunch breaks.
- supporting sponsors' wellbeing and engagement policies through effective partnerships which deliver tangible outcomes in the workplace.

#### **Priority 5: Building Our Business**

It is essential we keep under review our structures and systems to ensure they are relevant, fit for purpose and deliver the best possible outcomes for members. We will do this by:

- reviewing regional boundaries to ensure they remain viable and capable of working effectively with sponsors' own organisational structures.
- reviewing the format of national championships to ensure they remain relevant and deliverable.
- adapting our funding mechanisms to ensure sufficient resources are available when and where needed to deliver our programmes.
- implementing an investment programme to ensure our infrastructure systems are robust, efficient and fit for purpose.

**May 2015**

## Annex 1

### UNDERSTANDING MEMBERS' PREFERENCES AND PRIORITIES

The 2014 survey broke new ground by gathering data on demographics, HASSRA's value as an employee benefit, and HASSRA's impact on office morale. It also confirmed the findings of previous surveys, with members saying they want more local activities, events, trips; and more discounts on theme park and cinema tickets, travel and holidays.

- 71% were female and 50% had dependent children
- 67% do not want to take part in sporting events
- 64% of respondents were over the age of 45 and just 11% under the age of 35
- 63% said HASSRA is good for staff morale and team spirit in the workplace

Tell us how important these HASSRA benefits are to you continuing to be a HASSRA member?		
Answer Options	Very important /Important	Not important
Discounted cinema tickets	88%	12%
Chance to take part in the HASSRA lottery which pays a top prize of £10,000 every month	84%	16%
HASSRA discounted trips	84%	16%
Discounted theme park, zoo and sea life centre tickets	81%	19%
HASSRA Summer Promotion when you can buy a selection of theme park/zoo tickets at 50% discount	81%	19%
HASSRA Free and Fun competitions each month	80%	20%
Your local office/activity club programme of events	76%	24%
Other holiday accommodation discounts	71%	29%
Free entry to English Heritage sites for yourself partner and up to six children	64%	36%
Discounts on Haven Holidays	53%	47%
The Livelife Challenge grant	33%	67%

## Annex 2

### PARTICIPATION RATES

<b>Member Participation</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
National Championship Events	1,271	986	924	897
Regional Events	5,849	4,095	3,770	4,757
County Sports Partnership Events	n/a	896	67	0
Regional Trips	904	1,797	2,857	2,241
Inter-Association Events	350	322	346	293
CSSC Events	649	494	627	390
Sports/Fun days	588	319	412	323
Awards/AGM	691	818	716	975
Regional Fun 'n' Free competition entries	19,084	4,067	4,994	16,537
National Fun 'n' Free competition entries	19,120	18,385	10,633	11,351
Livelif Challenge	n/a	n/a	15,596	15,108
Development Scheme	49	52	34	38
CSiS Insurance Policies	182	104	81	86
English Heritage visits	n/a	17,103	42,744	41,974
Cinema tickets	106,913	188,715	193,742	176,003
Theme park tickets	25,448	24,804	28,662	22,711
London Eye tickets	502	348	437	429
Eden Project	n/a	n/a	678	534
Haven Holidays	n/a	n/a	n/a	566
Merlin Attractions	1,518	2,735	2,799	3,297
<b>Total Participation</b>	<b>183,118</b>	<b>266,040</b>	<b>310,119</b>	<b>298,510</b>