



HASSRA THREE YEAR
STRATEGY
2007/08 - 2010/11

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FOREWORD



Dear Colleague

I am delighted to present this HASSRA strategy to you and to endorse the vision it sets out for HASSRA over the period 2008 – 2011. HASSRA has a long and proud tradition within its member Departments and organisations and has provided a focus for sport and recreation for staff for almost 75 years. HASSRA has rightly been described as part of the fabric of the Department

Within DWP, the Department of Health and across the wider public sector we are going through a period of unprecedented change and it is all the more important that we continue to support our people through this change. The DWP's Wellbeing Framework is designed to address the demands of busy working lives. HASSRA with its strong membership base and a coordinated local office network is a natural partner in promoting and embedding a wellbeing culture within our member organisations.

For HASSRA this is both an opportunity and a challenge. It is an opportunity to align more closely with the Department's strategic aims, something I know HASSRA members are keen to do. It is also a challenge to adapt and organise in new ways, to grow our membership base and to increase our volunteer capacity, drawing on the diverse skills and talents of our members, including our retired members who have much to contribute.

This strategy is not a detailed blueprint for the future; rather it is a statement of our direction ahead. Much more work needs to be done in partnership with sponsoring Departments and organisations to ensure that over the next three years HASSRA realises its true potential. I am confident that HASSRA will rise to the challenge and that we will go from strength to strength over the coming years.

Sir Leigh Lewis
Permanent Secretary
Department for Work and Pensions/
HASSRA President

Introduction

1. Many of you will know that over the past two years the HASSRA National Board of Management has been working with the Department of Work and Pensions and HASSRA regional boards of management to decide how best we can grow and sustain HASSRA against the backdrop of a civil service-wide efficiency programme. HASSRA has already undergone a period of restructuring during 2007-08, and we continue to reorganise and modernise our business model in order to meet further efficiency challenges.

2. In November 2007 the Department, with the full support of the HASSRA National Board of Management, commissioned a review to consider how HASSRA could best align with Departmental aims and objectives while retaining its strong character and traditions as a locally based association. The review recognised the strong place HASSRA has within sponsor Departments and acknowledged its importance to members irrespective of their home Departments, and the almost unique position HASSRA has as one of the largest sports and recreation associations of its kind in Europe.

3. Building on that base the report recommended that the greatest benefit would come from a consolidation of the emerging HASSRA-DWP partnership centred on wellbeing delivery.

4. This strategy sets out what we must do to achieve this objective. In many respects HASSRA is a strong and resilient association with membership over 67,000 delivering a diverse range of activities and opportunities for members. Yet the membership base accounts for a just over 50% of staff numbers in DWP.

5. Much of what HASSRA does is organised by a network of regional offices, dependant largely on Departmental financial sponsorship. Year on year this sponsorship is set to decrease as HASSRA absorbs its part of the Department's efficiency programme. Increasingly the responsibility for the organisation and delivery of HASSRA's programme will fall to our volunteers. This is particularly true as HASSRA steps up to support Wellbeing initiatives. However our valuable volunteer base compared to the size of our membership is relatively small, with the burden of effort frequently falling on the same dedicated volunteer team.

6. There are reasons for this. The Review of HASSRA highlighted new business systems making it harder for managers to allow staff time to develop HASSRA activities, and a lack of understanding of the developmental value of volunteering being the most common. Recent shifts within the economy and the consequential pressures on DWP have added new pressures.

7. Building and sustaining HASSRA's capacity over these areas is as much about changing attitudes as it is about getting things done. It will take time and will not be achieved without the full support of members and management alike, but it is essential if HASSRA is to adapt and grow to meet the needs of members in an already changed working environment

OUR STRATEGIC VISION

Within member Departments and organisations HASSRA will promote wellbeing, encourage diversity and develop the full potential of all its existing and future members and volunteers through the provision of a first class programme of sports and leisure activities of broadest appeal.

WHAT OUR VISION MEANS

8. Over the next three years HASSRA will continue to develop its partnerships with sponsor departments in the delivery of Wellbeing. We will increase our capacity to work effectively with staff, local managers and wellbeing practitioners to fully understand and add value to wellbeing outcomes.

9. In doing so HASSRA, working together with sponsor departments, will promote opportunities to introduce more people to the benefits of HASSRA membership, growing the local member base and providing opportunities to strengthen and expand the capacity of the HASSRA regional office network.

10. HASSRA will continue to recognise talent in our members and encourage full participation in HASSRA clubs and activities. In particular we will promote and encourage volunteering among members, both working and retired, to sustain our activity base and provide strong support for Wellbeing programmes. We will continue to encourage sponsor departments to support volunteering as a recognised part of the competency frameworks, adding to personal development.

11. We also recognise that HASSRA has a long tradition of supporting and sustaining charitable causes. We will continue to do so ensuring that we reach out to all sections of the communities in which we live and work.

12. Over the next three years HASSRA will strive to raise its profile and increase membership to ensure that for the great majority of staff involvement in HASSRA and the wellbeing programme becomes a way of life and a part of the fabric of sponsor departments and organisations.

WHAT IS WELLBEING?

13. For some people wellbeing is about a sense of balance or contentment in their personal lives; for others it is about the beneficial effects of a healthy diet and fitness; and increasingly for many it is about coping with the stresses of our modern 'on demand' lifestyles.

14. While no single definition can do justice to the idea of wellbeing it is widely recognised that the positive balance of personal relationships, healthy lifestyles and social interactions, provide the best opportunity for a sense of wellbeing to flourish.

WHY IS WELLBEING IMPORTANT?

15. Our sense of wellbeing affects how we approach our life and work. Over a third of our day is spent in work and our sense of wellbeing as we come into work is affected by the positive or negative influences on our wellbeing outside work. Similarly many of us 'bring our work home' with the same positive or negative influences affecting our family and social time. Over time if our sense of wellbeing diminishes it can lead to illness. Employers have now recognised that where wellbeing programmes are in place attendance increases, staff are more motivated and engaged, productivity rises, employee satisfaction increases, and these benefits are sustained over time.

16. Employers are also recognising that interventions which help with personal or social issues outside the workplace, such as living and working in a deprived area, single parenting, low income families or caring duties have a direct effect on wellbeing which carries into the workplace. Increasingly employers are developing corporate social responsibility programmes to help promote wellbeing for staff both inside and outside the workplace.

HOW CAN HASSRA HELP?

17. The Review of HASSRA in March 2008 recommended that the best opportunity to align HASSRA with business objectives was to assist in the delivery of sponsor departments' Wellbeing initiatives. In making this recommendation the Review noted HASSRA's strong office network, regional offices and volunteer base already in place.

18. This established and robust infrastructure provides a substantial wellbeing delivery capability which is unique to HASSRA. It is also ideally placed to compliment and underpin the range of interventions that sponsors deliver through formal HR policies and initiatives. Thus there is already an underlying alignment, affinity and agreement between HASSRA and its sponsors in the sphere of wellbeing. This needs to be explicitly recognised throughout HASSRA and sponsor businesses, and properly described in terms of a formal partnership.

19. This process is already underway and grounded in DWP welcoming HASSRA's assistance in the delivery of the *live well work well* initiative. We need now to maintain and build upon that momentum.

STATEMENT OF FIVE STRATEGIC PRIORITIES

20. Set out below are the five strategic priorities for the next three years which will enable HASSRA to grow and to fully develop its potential to deliver a first class programme of activities for members as well as fully supporting our sponsors' Wellbeing policies.

Priority 1: SUPPORTING WELLBEING

21. We will support the DWP Wellbeing programme by proactively working with the corporate Health, Safety and Wellbeing Team and local managers to encourage attendance and involvement in the *live well work well* programme. We will do this by:

- Working with the Health, Safety and Wellbeing Team to plan and facilitate HASSRA's role in the programme
- Developing a generic but flexible engagement framework and ensure attendance at every launch (either by a HASSRA National Team representative or volunteer) wherever possible
- Engaging with site managers and wellbeing champions to agree launch arrangements, roles and responsibilities, and a follow up strategy once the results of the awareness days are known
- Supporting and encouraging changes in lifestyle based on the outcomes of wellness awareness days
- Providing management information on the outcomes of wellbeing interventions which will help inform and refine future activities
- Liaising with partner organisations (eg. CSSC) to share learning and best practice.

Development and Milestones

- July – November 2008: work in partnership with Jobcentre Plus and RightCoreCare on the launch of Health and Productivity pilots.
- February - June 2009: develop in partnership with the DWP Health, Safety and Wellbeing Team an engagement model of general application throughout the *live well work well* roll-out.
- May 2009 – March 2010 develop in partnership with the DWP Health, Safety and Wellbeing team a volunteer recruitment and development strategy.
- June 2009 – March 2010: work in partnership with DWP and constituent businesses to deliver the *live well work well* programme
- September 2009 – December 2009 review of HASSRA management information system to ensure it provides required information on Wellbeing interventions and outcomes.
- October 2009 - September 2010: undertake project to review HASSRA's programme to ensure it both delivers what members want and supports Wellbeing partnership objectives.

Measures Of Success

- By December 2009 to have ensured every region has a wellbeing plan (encompassing communications, activities, roles and responsibilities etc) in support of wellbeing delivery.
- By December 2009 to have produced a strategy to recruit, develop and support volunteers, for discussion with DWP
- By April 2010 to have achieved a HASSRA presence at every *live well work well* launch.
- By April 2010 to have ensured every site manager has received a brief on HASSRA's role in the Wellbeing agenda.

Indicators Of Success

To increase local management support evidenced by:

- Local managers working with HASSRA to promote and encourage volunteering to support the wellbeing agenda
- HASSRA volunteering is recognised by the Department and promoted by local managers as a development opportunity of practical benefit to the businesses, and incorporated into personal development plans
- By March 2011 increased number of participants in HASSRA's programme /activities by 25% based on the year April 2008-March 2009.

Priority 2: GROWING HASSRA's MEMBER BASE

22. HASSRA's member base is currently just over 67,000 but the DWP component represents just over 50% of the Departmental headcount. The potential to grow HASSRA's member base – and increase member revenue - is substantial. The reasons for the reluctance of some staff to join the Association are largely anecdotal and require a more thorough understanding. We need also a consistent and sustained drive to increase numbers targeted around Wellbeing and other events. We will achieve this by:

- Carrying out a survey of members and non-members to ascertain their reasons for joining or not joining HASSRA
- Seeking local manager support to help promote HASSRA events
- Carrying out an annual promotional campaign highlighting HASSRA benefits to members
- Advertising and promoting HASSRA at *live well work well* events
- Working with the Department to identify opportunities to promote HASSRA and its full range of sport, recreational and wellbeing activities to all staff.

Milestones

- June – September 2008: develop outline recruitment strategy, including targets, for increasing membership. (This is designed to deliver the three year recruitment target in the HASSRA Business Plan).

- August 2008: publish new combined information leaflet and application form.
- October 2008: refresh DoH website and annually thereafter
- July 2009 DWP Learning & Development Induction used by all new staff to include information about HASSRA
- August - October 2009 develop and publish Marketing strategy designed to promote HASSRA's programme and 'products', which can be used in a recruitment strategy.
- September 2010: conduct survey of members and non-members on all aspects of services and activities provided by HASSRA December 2010.
- October 2009: seek Permanent Secretary's agreement to issuing an updated version of the 'Leslie Strathie' letter to all DWP business leaders
- November 2009: publish new HASSRA Development Scheme (which replaces the former sponsorship scheme.)
- December 2009 – February 2010 revisit the recruitment strategy in the light of the new marketing strategy and new information which will be available about membership.

Measures Of Success

- By August 2010 have in place a process for recognising the diversity of needs and preferences of all members in the design and delivery of the HASSRA programme
- By December 2011 to have achieved a 20% increase in members based on October 2008 figures

Indicators of Success

- Active support and encouragement for HASSRA at Executive Team level
- Senior Managers (Grade 6 and above) to promote HASSRA as part of their span of responsibilities
- New recruits encouraged to join HASSRA by the Department as part of induction
- Increase in the knowledge and understanding of HASSRA's role and offering among members and non members (staff survey)
- Increase in the number and diversity of recreational activities enjoyed by members, representative of the workforce from which they are drawn.

Priority 3: INCREASING VOLUNTEER CAPACITY

23. Of our current membership of over 67,000 people we believe only around 2,000 of them act as volunteers. Their work is invaluable. Without them we could not

deliver our programme of activities. If HASSRA is to grow as planned then a significant increase in volunteer capacity is required both to develop and sustain our own programmes of activity but also to support the Departmental Wellbeing programme. We will do this by:

- Identifying the barriers and incentives to volunteering
- Publishing a volunteer development framework which sets out how we plan to increase and develop our volunteer base
- Encouraging retired members to volunteer
- Working in partnership with the Department to recognise volunteering as a personal development opportunity actively promoted by local managers
- Working with local managers to support volunteering to support HASSRA's role in the delivery of the Departmental Wellbeing programme
- Carrying out an internal member campaign to raise volunteering awareness and build the volunteer base
- Considering incentives for members who volunteer
- Investigating opportunities for accreditation through a volunteering NVQ

Milestones

- By May 2009 set up a Volunteer development group to develop a strategy to increase and improve volunteer capacity and capability.
- By July 2009, identify barriers and incentives to volunteering
- By end of October 2009 publish volunteer development framework

Measures of Success

- By December 2009 identify a baseline number of volunteers
- By February 2010 identify a percentage year-on-year growth in the number of volunteers, the rate to be agreed with stakeholders, then set and agree the following measure of success:
 - To increase the number of volunteers 10% year-on-year to 2011 and beyond
 - To increase the number of retired members volunteering by 10% year-on-year to 2011 and beyond
 - By March 2011 to establish a regional volunteer network to maximise capacity across local offices within regions
- By March 2011 develop a system of accreditation and recognition of volunteers' skills.

Indicators of success

- Volunteering is endorsed by the Departmental Executive Team as a legitimate part of HASSRA's operating model in support of wellbeing and wider HASSRA objectives
- HASSRA volunteers are recognised and accepted as integral to the delivery of the Department's Wellbeing agenda

- Retired members are welcomed back into the Department as HASSRA members in a volunteer wellbeing role and are recognised through a new departmentally sponsored regional retired members volunteer award.
- Local managers view HASSRA volunteering as a contribution in delivery of business objectives.

Priority 4: STREAMLINING STRUCTURES

24. As HASSRA develops and grows over the period 2008-2011 it faces considerable organisational challenges in its new role as Wellbeing partner. We must also acknowledge that financial constraints will continue to reduce our non-volunteer capacity at regional level. Therefore one of the significant challenges will be to develop management structures and capacity which best serves HASSRA's emerging role. We will achieve this by:

- A review of headquarter and regional staffing and structures in line with the HASSRA business plan.
- Developing new models of cross-regional working to maximise staff effectiveness
- Examining ways to second volunteers to regional offices at periods of peak activity
- A Review of the HASSRA Constitution to ensure it allows the flexibility to develop HASSRA as the strategy envisages.

Milestones

- July 2008 – March 2010: modernisation project to deliver organisational model and working systems capable of delivering HASSRA's objectives (including Wellbeing) within available resources allocation.
- See volunteers project.
- November 2009 – March 2010: review HASSRA Constitution.

Measures of success

- By March 2009 carry out a review of regional and headquarter staffing structures in line with the business plan
- By March 2010 to have established a performance management framework for regional offices based on outputs agreed between HASSRA and the Department using a Balance Scorecard approach.

Indicators of success

- A regional and headquarters structure aligned with strategy delivery outcomes

- A new performance management system for regional offices and headquarters which reflects the objectives of both HASSRA and the Department

Priority 5: MANAGING INFORMATION

25. Although management information is available to the regions and to headquarters the information recorded may not be sufficiently comprehensive. Going forward our management information systems need to inform our activity and provide the information to measure outcomes. Also in line with our strategy to grow the member base we need to consider the most effective methods of communication to gain maximum exposure and presence for HASSRA. We will achieve this by:

- A review and update of base data including membership, volunteers, knowledge and skills, and finance
- The development of a range of Key Performance Indicators for each area of activity and data capture to measure outcomes
- A review and development of the communications strategy to ensure effective communications between members, between the regions and headquarters and between HASSRA and wellbeing partners, based on electronic information sharing

Milestones

- December 2007 – February 2008: communications framework developed and published to National Team.
- March – December 2008: develop new integrated National Membership database.
- 2009/10: new communications strategy to be developed and published to address the wider communications requirements of members, partners and other stakeholders
- January – March 2010: develop and publish in business plan key performance indicators..

Measures of success

- By March 2010 carry out a full review of communications identifying management information gaps and recommending remedial action
- By December 2010 develop core business information by region and by office on:
 - Membership numbers and growth
 - Volunteering numbers and growth
 - Revenue generation
 - All recreational activities

- Cost of recreational activities
- Staff costs including expenses
- Running costs
- Advertising and marketing

Indicators of success

- Members and stakeholder partners are more informed about HASSRA activity
- Member participation in events rises
- Volunteering increases for all types of events
- HASSRA profile on Departmental intranet increases with increasing hit rates
- Positive and supportive feedback increases from management in local offices