



Annual Report

2017 - 18

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Patrons

The Rt. Hon. Esther McVey MP, Secretary of State for Work and Pensions

The Rt. Hon. Jeremy Hunt MP, Secretary of State for Health and Social Care

Alok Sharma MP, Minister of State for Employment

Stephen Barclay MP, Minister of State for Health

Sarah Newton MP Minister of State for Disabled People, Health and Work

Baroness Buscombe Parliamentary Under Secretary of State for Work and Pensions

Steve Brine MP, Jackie Doyle-Price MP and Lord O'Shaughnessy, Parliamentary Under Secretaries of State for Health

President

Peter Schofield CB, Permanent Secretary, Department for Work and Pensions

First Vice President

Sir Chris Wormald KCB, Permanent Secretary, Department of Health

Vice Presidents

DWP	Susan Park	Director General Operations
	Neil Couling CBE	Director General Universal Credit Programme
DH	Prof. Dame Sally Davies	Chief Medical Officer
	Dr Ian Hudson	Chief Exec. Medicines & Healthcare Products Regulatory Agency
FSA	Jason Feeney	Chief Exec. Food Standards Agency
HSE	Richard Judge	Chief Exec. HSE

Glossary

AGM	Annual General Meeting
BOM	Board of Management (national)
CMG	Child Maintenance Group
CMS	Customer Management System
CSiS	Civil Service Insurance Society
CSL	Civil Service Learning
CSSC	Civil Service Sports Council
CSWOF	Civil Service Widows and Orphans Fund
DH	Department of Health
DWP	Department for Work and Pensions
EC	Executive Committee
FC	Finance Committee
FSA	Food Standards Agency
HRP	Historic Royal Palaces
HSE	Health and Safety Executive
MHRA	Medicines and Healthcare Products Regulatory Agency
MI	Management Information
MyCSP	My Civil Service Pension
NAM	National Associate Member
NHS	National Health Service
RBP	Regional Business Partner
RFM	Regional Finance Manager
WWT	Wildfowl and Wetland Trust

Foreword

In 2017 we recruited more than 7,000 new members to maintain a total membership of around 60,500, despite falling headcounts in our host departments. That represents a five percent increase in recruitment over the previous year and shows how hard everyone – and especially our volunteers - has worked to keep HASSRA in the premier league of departmental associations.

We can only recruit and retain high levels of membership because we have an offer that people want. That is not always easy. We operate in a crowded market where the ebb and flow of competitive advantage of one product over another isn't always within our control. But as I review our achievements over the past 12 months one thing is clear: HASSRA continues to have the unique advantage of a network of energetic, funded local clubs which respond directly to local demand, providing a fantastic programme of activities in and outside of the office. Add to that our regional and national programmes and a portfolio of very attractive membership benefits, and we can see why HASSRA continued to forge ahead in 2017

The National Board and I wish to record our thanks to all of you for your hard work and commitment to our Association. Well done! To see the full extent of your achievements, please read on and share the good news with colleagues in the office.

Margaret Moor
HASSRA National Chair
April 2018

1. Scope and format of report

1.1 This report covers Association business for the year ending 31st December 2017. It broadly follows the format of the 2017 HASSRA National Work Programme to help readers compare outcomes against objectives.

2. National Programme

National Conference and Awards Ceremony

2.1 The 2017 Annual Conference was held on Thursday, 11th May 2017 at Scarman House Conference Centre, Warwick University, and was attended by 72 members and staff. Three motions were submitted for consideration - all about subscriptions - and all were passed unanimously. Details can be found in the Conference minutes.

2.2 The awards dinner was attended by 131 guests including Robert Devereux (Permanent Secretary DWP), Neil Couling (DG Universal Credit Programme DWP), Tom McCormack (CMG Director DWP), and Jane Lassey (Head of HSE Operations). Trophies were awarded to our highest achievers in 2016 in the following categories:

HASSRA Major Awards	Winners for 2016
The President's Trophy for Best Association	Fylde
The First Vice-President's Trophy for Best Large Club Highly Commended Highly Commended	RCD HASSRA South West Newcastle Pensions Centre (North East) HASSRA Coatbridge (Scotland)
Sir Michael Partridge Trophy for Best Small Club	HASSRA Stornoway Scotland
Terry Green Trophy for Best Sportsman	Alan Turner North West
Rachel Lomax Trophy For Best Volunteer	Rachel Bond North West
Sir Leigh Lewis Trophy for Best Contributor	Joanne Graham Fylde
Lesley Strathie Trophy for Best Business Sponsor Highly Commended	Mark Tapley South West Path Bhatt (East Midlands)
Sir Robert Devereux Trophy Wellbeing Award	HASSRA Stockton Service Centre North East

National, Regional & CSSC Events

2.3 HASSRA delivered a full and varied programme of national and regional events and competitions during 2017 with more than 3,643 people taking part in sporting events. All but one of the national championships were held at the Summer Festivals, with just indoor cricket held elsewhere. HASSRA was strongly represented at CSSC events, with 292 members taking part.

HASSRA Festivals

2.4 The HASSRA Festivals took place on Saturday 8th July and Saturday 9th September and were attended by 1,012 competitors and volunteers. Twenty-four national and three inter-association championships were staged across the two events, with competitors and volunteers giving a combined satisfaction score of 4.4/5. This equals the previous highest score in 2016.

Details of National events and results are at Appendix 6.

Review National Championships

2.5 The EC agreed the festivals programme for both 2018 and 2019 to help regions plan their programmes of qualifiers. It also designated eight events as “open competitions” to maximise participation and ensure viability of those events. These included 10K race, craft workshop, squash, art, dance music and photography. As part of our commitment to diversity and inclusivity of provision, two new events were added as open events: gym-based triathlon and footgolf. We will also run card making in the craft workshop in 2018 and return to knitting in 2019. *Articulate* will replace *Pictionary* in 2018. The choir section of the music competition was suspended for insufficient numbers.

Membership Benefits

2.6 Discounts and benefits are important to our members. In 2017 they purchased 150,000 cinema and theme park tickets from our on-line shop, saving £780k on normal admission prices. Members also purchased 4,000 tickets from our partners Merlin Entertainment Group, The Eden Project and Longleat, saving a further £68K. We have added a new holiday discount for our members in Eurocamp and re-established partnerships with Fred Olsen Cruises and Cottages4U, resulting in increased bookings and savings worth £65k

2.7 Members also enjoyed savings worth £25k from the Hotpoint Privilege Purchase Club, which offers massive discounts on Indesit, Hotpoint and Whirlpool products.

2.8 Our corporate membership of English Heritage continued to be popular. English Heritage estimates HASSRA members made over 47,000 visits under the scheme during the year. The most popular sites were Osborne House, Whitby Abbey, Belsay Hall, Cliffords Tower and Wrest Park. English Heritage Special Event Days continue to be popular with our members. This deal will change from April 2018 when HASSRA members will pay a very heavily discounted and highly competitive fee in return for *full* rather than the limited corporate membership of English Heritage.

2.9 In March 2017 we added corporate membership of Historic Royal Palaces (HRP) to our portfolio. As with all our corporate memberships this benefit has proved popular with our members with almost 11,000 visiting in the first 10 months saving members £161k. HRP has extended our corporate membership until June 2018 when the arrangement will be reviewed.

2.10 Wildfowl and Wetland Trust (WWT) corporate membership was also popular with members with over 4,000 visits taking place from January to May 2017 saving members £31k. During our year of corporate membership almost 10,000 members took advantage of the deal saving £74K. A new offer was launched in September and in the four months to December over 1,700 tickets have been sold at £2 per ticket. This compares to over 1,900 visits for the same period in 2016.

Summer Promotion and Winter Promotions

2.11 We ran two large promotions during the year. Our Summer Promotion once again offered members half price tickets for theme parks and zoos throughout the country. Members purchased 14,548 tickets saving £198k on normal admission prices. In our Winter Promotion members with an online shop account were included in the draw. Eighty winners shared prizes worth £20k, including cash and electronic gadgets. Shop registrations increased as a result of this draw.

Free Competitions

2.12 In 2017 we ran nine free competitions open to on-line shop account holders, of whom 93 winners shared £25k in prizes. The popularity of the competitions resulted in an increase in shop registrations.

Details of membership benefits are shown at Appendix 7.

3. Recruiting and Retaining Members

Campaigns

3.1 Recruitment and retention remained vitally important as departmental headcounts continued to reduce. Take up rate increased by two percentage points to 65% whilst new member applications totalled 7,170, 5% more than in 2016. This is the highest annual total since records began. RBPs recruited more than 600 new members but it was the efforts of regional volunteers and local clubs that made the biggest contribution. They have made supreme efforts targeting offices with low take up and capturing new recruits on their first days at work. The quantity of applications shows the rate of churn and how much hard work is required to stay at this level.

3.2 NAMS are now the fastest growing membership group with over 1,200 members to date, making them the third largest group behind DWP and retired members.

Promoting HASSRA to Managers

3.3 RBPs attended two HR Conferences in Leeds, manned a stall at CS Live, attended six wellbeing and engagement events for DWP, Government Legal Department, MHRA and NHS England, one DWP Senior Managers Network meeting, three Food Standards Agency senior managers meetings, a Charity for Civil Servants managers meeting which was videoed and sent in a communication to all staff and a Big Idea national network meeting. We continue to take every opportunity to explain to managers the positive impact HASSRA can have in the workplace.

3.4 The winner of the best business sponsor award, Mark Tapley, was featured in the June edition of Livelife magazine to highlight the important contribution managers can make by working in partnership with their local HASSRA.

4. Supporting Volunteers

Volunteer Strategy

4.1 Volunteers are our most important asset. In 2016 we developed a HASSRA National Volunteer Strategy – The National Volunteer Offer - which described how the national association will provide support to national volunteers and recognise the value of their work. In 2017 we:

- updated the HASSRA Toolbox. It now contains updated information to help volunteers organise events. Further updates will be launched in 2018.
- updated the volunteer app to provide mobile access to key information.
- provided branded clothing and equipment to all festival volunteers.
- continued to award one volunteer with the “Best Volunteer” Trophy at our annual awards dinner.
- ran a dedicated focus on volunteers in three editions of LiveLife magazine and on our website to report and celebrate their activities and achievements.
- long service awards will be awarded for the first time at the 2018 annual awards dinner.

See appendix 8 for more information.

Volunteer Toolkit

4.2 The “organising events” pages of the volunteer manual has been reviewed and updated and made available on the HASSRA shop and Volunteer App.

Festival Volunteers

4.3 We always have a good response from members who want to volunteer at our festivals. It’s a great way to get the festival experience for non-participants - in 2017 81 applied but we needed only 65. While a core of key volunteers is necessary to ensure events

run smoothly, we always try to give new applicants an opportunity to take part. In 2017 30 first-timers joined us at Warwick.

Staff Clubs Training

4.4 We have encountered problems organising staff clubs training courses during the whole of 2017 and as a consequence no courses have been run by CSL. This is very worrying as we have club officials who have not received their mandatory training, and the matter is being pursued with the DWP HR Skills and Capability Group.

5. Building Sponsorship and Promoting HASSRA to Managers

5.1 In December 2017 the National HASSRA Team moved to CMG under our National chair Margaret Moor. We will continue to work closely with the DWPs Wellbeing Team participating in advocates' calls to forge links with office wellbeing champions. This move will increase our profile in CMG and we look forward to forging a closer relationship with senior staff.

Livelif Challenge

5.2 A total of 168 applications were received during 2017 with more than 19,000 staff participating in a variety of activities. Grants to the value of £13,950 were awarded. This continues to be one of HASSRA's most tangible contributions to promoting the health and wellbeing of staff with 88 wellbeing champions supporting the initiative.

Region	Applications	Participants
East of England	3	54
East Midlands	8	727
Fylde	4	228
London	19	1114
North East	20	3653
North West	20	2462
Scotland	22	2769
South East	23	2837
South West	23	3640
Wales	11	357
West Midlands	7	235
Yorkshire & Humber	8	1375

Financial Sponsorship

5.3 Generous sponsorship of our AGM and Awards Dinner was given by the Civil Service Insurance Society (CSIS), and the CSIS Charity Fund continued to provide funding to our Development Scheme for disabled and disadvantaged members. We are very grateful to CSIS for their long-term commitment to HASSRA.

6. Managing the Business

HASSRA National Accounts

6.1 The Association's auditors Dafferns conducted an audit of the financial statements of the HASSRA National Revenue and Lottery accounts for 2017. The final results are as follows:

- the national revenue account had an excess of expenditure over income of £94k.
- the national lottery account had an excess of income over expenditure of £120k.

6.2 As in previous years the excess income from the Lottery is used to offset expenditure from the revenue accounts. The overall result is an excess of income over expenditure of £26k for the year, resulting in a commensurate increase in our reserves. The excess compares to a forecast deficit of £46k, resulting largely from a number of underspends and a modest increase in subscriptions/lottery share subscriptions. The excess income will be used in 2018 to fund national investment projects such as the Customer Management System. Reserves currently stand at £1.324m.

Investment Accounts

6.3 Income from national and regional investment bonds remained low during 2017 as a result of prevailing interest rates. Investments are reviewed regularly to maximise returns for both national and regional accounts.

CSSC Grant

6.4 The CSSC Departmental Association Grant for 2017 was £102k, a reduction from the previous year in line with the reduction in number of CSSC members.

Ticket Sales

6.5 In 2017 our on-line shop administered over 25,000 orders for 149,000 cinema and theme park tickets. While sales of theme park tickets held up against the previous year at 26,000, cinema ticket sales saw a 10% reduction. The introduction of e-code cinema tickets in 2018 will improve the gateway process for members and support demand.

7. Building the Business

Strategic Communications Plan

7.1 The strategic communications plan was reviewed and updated this year pulling together all the activities of the Communications and Marketing Team. This allowed us to identify times where we could promote key priority areas, such as Lottery and HASSRA Shop take-up. This delivered significant results and demonstrated the value of targeted marketing.

Social Media and Other Communications Channels

7.2 A new members pack was designed, produced and made available to all of the Association. We began a brand refresh looking at HASSRA's visual identity and updating key marketing messages. This will be completed in 2018.

7.3 During 2017 HASSRA's social media pages were regularly updated to promote campaigns and advertise membership benefits. We ran four free prize draws - one for cinema tickets, one for Theme Park tickets and two for Deep Sea World tickets- to increase followers on Facebook and Twitter. At the end of 2017 we had 5,700 Facebook followers and 631 Twitter followers, increases of 42% and 45% respectively over the previous year.

7.4 New albums were created on the Flickr account now fifteen albums containing 2,142 photographs from our National Events. These albums were viewed 8,502 times, the festival albums attracted 72% of viewings. We will continue to update this highlighting the events that take place throughout the year.

Customer Management System and On-Line Shop

7.5 The latest version of our on-line shop was launched in April 2017 on a new software platform, providing a more efficient, mobile-ready site with enhanced functionality, such as on-line NAMS membership and lottery applications. Over time we have gradually increased the services we deliver from the platform and we have now commissioned its development into a comprehensive Customer Management System which will digitally transform the business and improve the member experience.

7.6 CMS will incorporate national and regional web pages, member profiles, targeted messaging, on-line event registration, on-line expenses claims amongst many other functions. We are now in an intensive period of collaboration with our developers to set out the design and technical specifications, which will build towards rigorous testing, training and implementation. All the various modules will be launched in stages with completion in 2019.

Participation Statistics

7.7 We conducted a review into the way we collate statistics on member participation. A new recording system was launched from January 2018 incorporating a wider range of categories to drill down information on all national and regional sport and non-sporting activities. This new system will generate more robust MI data on member participation than ever before and will be key to informing programme development.

Service Model for Regional Support

7.8 A reorganisation of the National Team, necessitated by a need to redeploy staff to the CMS project and other high priority activities, led to revisions to the service model for National Team support to Regions from January 2018. Regions have now taken responsibility for almost all of their administration and are almost entirely self-sufficient.

7.9 Operation of the new service model will remain under review and any issues dealt with as and when they arise. The National Team will revisit the provision once the CMS is implemented with a view putting more resource back into regional support if and when that becomes possible.

7.10 The National Board wishes to record its thanks to Regions for the positive way in which they have risen to this difficult challenge.

Grade of Regional Chairs

7.11 Concern had been expressed that the requirement for regional chairs to be in grades UG7 and above was arbitrary, inflexible and an impediment to filling vacancies. The National Board reviewed the issue and concluded that while it was still important that chairs should be in one of the qualifying businesses, it was right that they could be drawn from across the membership, based on skills, experience and other personal qualities, and regardless of grade.

Retired Subscription Rates

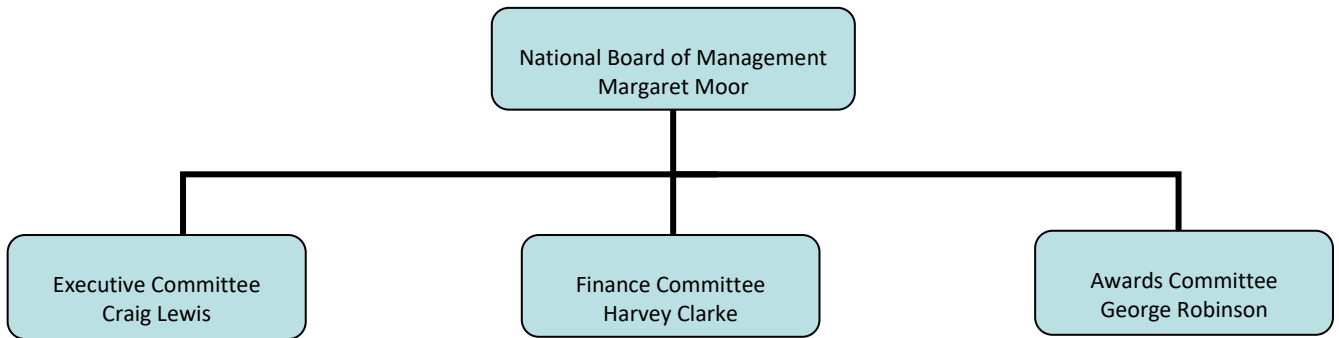
7.12 Our Finance Committee undertook a review of 'frozen' subscription rates for retired members. The board endorsed a change in policy to uprate subscriptions in line with non-retired members for all members who commence pension deductions from January 2018 and thereafter.

HASSRA National Team
May 2018

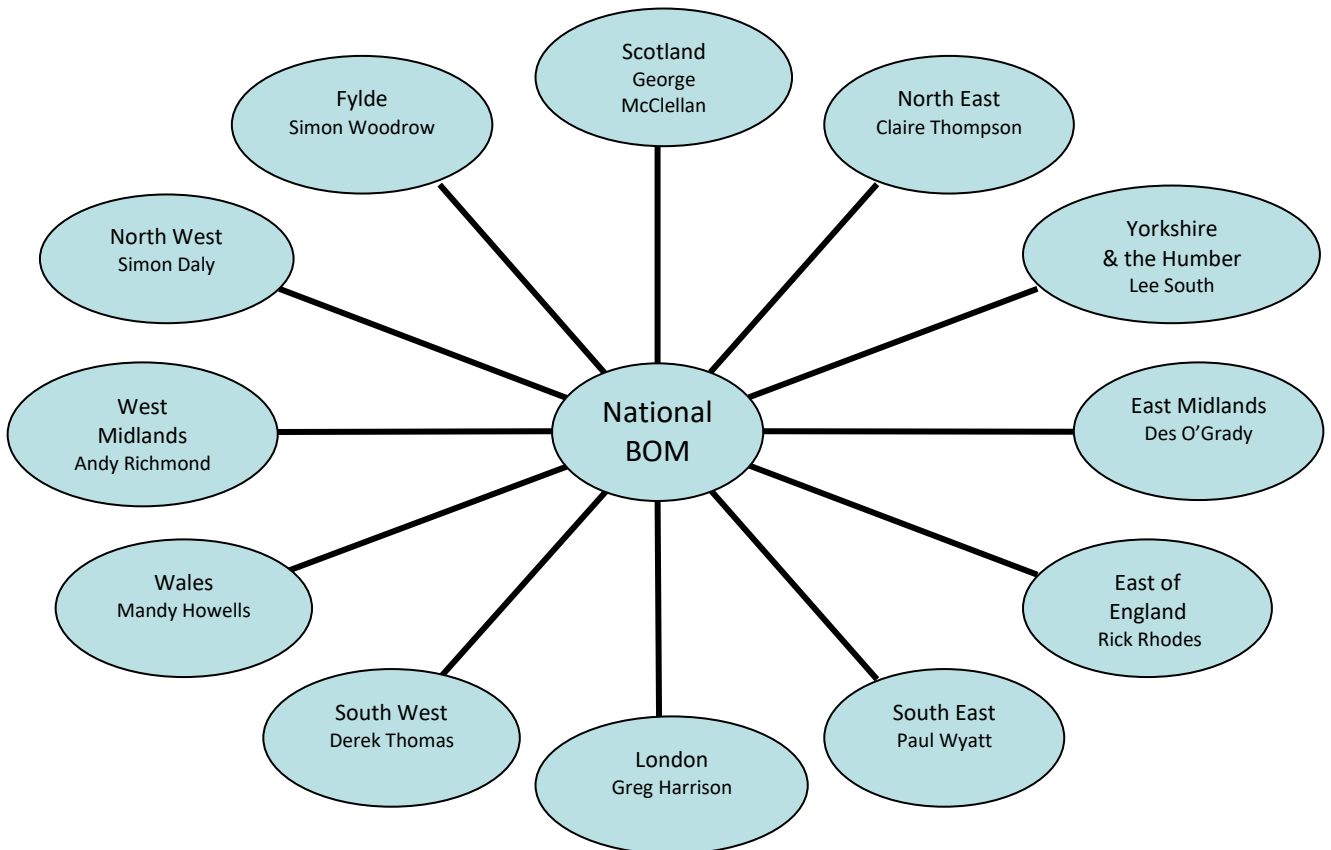
Appendix 1: National and Regional Management Committees

The organisation charts below show HASSRA’s National and Regional Committees and the names of their Chairs. Members of these decision-making bodies are at Appendix 2.

National



Regional



Appendix 2: 2017/2018 National HASSRA Decision Making Bodies

National Officers		Subject to Election
Chair	Margaret Moor	n/a
Operations Director	Craig Lewis	n/a
Finance Director	Harvey Clarke	n/a
Board of Management		
Chair	Margaret Moor	n/a
Operations Director	Craig Lewis	n/a
Finance Director	Harvey Clarke	n/a
Elected Member	Nigel Thomas	May 2020
Elected Member	Catriona Patterson	May 2019
Elected Member	John Nunn	May 2019
Elected Member	Simon Woodrow	May 2018
Elected Member & Vice Chair	Paul Adams	May 2018
Co-opted Member	Heather Luckman	
Co-opted Member	Gary Thorogood	
Co-opted Member	Lynne Wray	
Secretariat	Business Development Team	
Finance Committee		
Chair	Harvey Clarke	n/a
Elected Member	Di Grossey	May 2020
Elected Member	Helena Whitehead	May 2019
Elected Member	Nikki Stowe	May 2019
Elected Member	Willie Hunter	May 2018
Elected Member	Martin Gale	May 2018
Elected Member	Kevin Mcclorry	May 2020
Co-opted Member	Dave Lees	
Awards Committee		
Elected Member (Chair)	George Robinson	May 2019
Elected Member	Ann Nash	May 2020
Elected Member	Irena Gorbun	May 2018
Executive Committee		
Chair/Operations Director	Craig Lewis	n/a
Field Operations Manager	Dawn Crow	n/a
Elected Member	Della Tucker	May 2018
Elected Member	Denise Ward	May 2018

All HASSRA Regional and Programme Team are EC members: Moz Baker, Ann Cook, Lesley Harvey, Maggie Ritchie and Tina Street.

Appendix 3: Report from Awards Committee

The Awards Committee of me, Irena Gorbun and Ann Nash, met on three occasions during 2017 with much of our work being dealt with by correspondence. The regular work of the Committee continues to be making decisions on applications for Development Scheme awards. In 2017 the Committee considered a total of 19 applications out of which 12 awards (63% of applications) were made, amounting to £3,500.00. This compares to £3,425 paid out in 2016 when there were 19 applications and 11 awards (57% of applications). This is somewhat disappointing as an increase in applications in 2017 was hoped for. This reduction from 28 applications in 2015 is despite efforts over the last few years to revise the application form and accompanying notes for applicants and to streamline the application process. The applications received in 2017 were predominately related to sport and it would be good to see more applications from those outside the sporting arena. A major review of the Development Scheme is being undertaken to further promote the merits of the scheme, revise the criteria and make applications a much simpler process whilst maintaining the integrity of the scheme. I must praise the efforts so far from Paul Adams, Sarah Oxley and Dawn Crow.

The awards to members who consider themselves to have a disability or are disadvantaged in some way have continued to be funded by the Civil Service Widows and Orphans Fund (CSWOF) from money provided to them by CSiS. We are grateful to CSiS for making this money available but applications are very few. This is an area of concern that is also being addressed.

As always, the biggest single responsibility of the Committee, and the most enjoyable to preside over, is to consider submissions for the HASSRA Major Awards. We have tried to give Regions as long as possible to submit their submissions as we are aware that the majority of the work involved is now done by volunteers in addition to the 'day job'. As always the Associations do a sterling job in ensuring the submissions are made in time. Thank you to them.

My thanks also go to my fellow Awards Committee members for *their* sterling work throughout the year.

The purpose of major awards is sometimes questioned as those being publicly recognised are relatively small compared with the overall membership. They do, however, focus on recognising and rewarding those key performers who give so much of their own time to go the extra mile for other members. This is no more evident than in the awards for Best Volunteer and Best Participant. Equally important is the recognition of our Best Business Sponsors who enable HASSRA to flourish for the benefit of us all.

We accept that not everyone will be happy with the decisions we make but we will continue to try our hardest to be fair. Remember your submissions and applications are usually the only information we have on which to base our decisions.

George Robinson
Committee Chair.

Appendix 4: Report from Executive Committee

The EC met on 3 occasions during 2017 to carry out reviews of elements of the national programme and to oversee the delivery of national championships within the Festivals framework.

A fundamental review of the Festivals programme considered diverse factors such as numbers of participants, ratio of male/female competitors, balance of sporting/non-sporting events, membership demographics, and the impact of qualifiers on Regions. This resulted in:

- the early scheduling of events for both 2018 and 2019 to give regions extra time to run any required qualifiers.
- the introduction of new events footgolf, Articulate and card-making in 2018, and a triathlon and ballroom dancing in 2019.
- the introduction of open events to maximise participation where some Regions may not be able to provide full entries. In 2018 these would include: 10K race, craft workshop, footgolf, squash, art, dance, music and photography.

The EC also decided upon a cup-cake bake-off as the vehicle for the 2018 DWP Challenge Cup. Bake-offs have been very well supported in previous years and they provide a valuable opportunity to show-case HASSRA at Caxton House, DWP's headquarters, with the Permanent Secretary judging the entries.

My thanks to the EC – and especially our elected members Della Tucker and Denise Ward – for their hard work and commitment to HASSRA throughout the year.

Craig Lewis
Committee Chair

Appendix 5: Report from Finance Committee

The FC's work this year has included a review of retired members' subscription rates, a review of our lottery prize fund, and an examination of the impact of the rebate mechanism on club affiliation and club rebates.

Following an enquiry from regional Chairs at our previous strategy meeting, we investigated the origins behind 'frozen' subscription rates for retired members. We established that the policy could date back as far as the 1950s and that the original rationale was probably a result of the constraints of the pension provider at the time. With MyCSP as the current payroll administrator this is no longer an issue, so we examined various options for unfreezing subscription rates, weighing up the impact of potential financial loss against fairness to members. FC recommended introducing a cut-off date of 31st December 2017 at which point all retired subscription rates in force would be protected and all subscriptions thereafter would be uprated. BOM endorsed this recommendation. This now means that anyone who has monthly pension deductions at £1.99 or less will keep their current rate frozen, while those who commence pension deductions at £2.10 will be subject to future uprating.

The FC undertook a review of the lottery prize fund to establish affordability for 2018. We studied the gradual decline in lottery income and forecast that if the current trend continued the value of the prize fund would rise above 85% of share income and leave a shortfall of surplus funds. FC considered the value of the potential shortfall was still manageable and recommended that no changes were required to the prize fund for 2018. BOM endorsed this recommendation and noted that continuous marketing and promotion of the lottery was critical to attract more shareholdings in order to generate sufficient funds to offset the annual deficit in the national programme.

FC examined the impact of the local club rebate mechanism following anecdotal information that some clubs were using the mechanism to exclude some members from club activities. We established there appeared to be a misconception of the funding calculation – based on a membership snapshot at 30th June – with some clubs using it to decide who is or isn't a member of the club. FC raised the issue with BOM and Chairs to reinforce the message that all clubs should be welcoming and inclusive to all members regardless of whether they were receiving money for them or not.

FC also recommended changing the timing of club rebate calculations from a membership snapshot at 30th June to a snapshot at 31st March. This change, implemented from 2018, enables regions to pay their rebates to clubs earlier and incentivises clubs to submit their audited accounts earlier.

Overall, the FC has continued to play an important role in financial planning and policy development within HASSRA. I wish to record my thanks to all committee members for their contributions throughout the year.

Harvey Clarke
Committee Chair

Appendix 6: HASSRA National Championships Results

July Festival 2017: Results

Event	Category	Name	Region
10K Run	Ladies Winner	Sheona Hudson	Fylde
	Mens Winner	Ian McIlwraith	Scotland
Archery	Ladies Winner	Lorraine Burrow	North West
	Mens Winner	Suresh Dhanji	North West
	Team Winners	Lorraine Burrow/Suresh Dhanji	North West
Badminton	Ladies Doubles Winners	Helen Bamber/Nicola Bibby	North East
	Mens Doubles Winners	Simon Bamber/Dave Parker	North East
	Mixed Doubles Winners	Helen Bamber/Simon Bamber	North East
Coarse Angling	Individual Winner	Andy Edgington	West Mids
	Team Winners	South West	
Drama	Best Production Winner	2 and a half minutes to Midnight	West Mids
	Best Performance by an Individual	Paul Lumsden	West Mids
Flat Green Bowls	Ladies Winner	Maureen Hunter	Scotland
	Mens Winner	Lindsay Hammond	Scotland
	Pairs Winners	Paul Taylor/Paul Whiteley	Fylde
	Ladies Plate Winner	Christine Gardner	North East
	Mens Plate Winner	Russell Calderwell	South East
	Pairs Plate Winner	Roy Pope/Angela Ings	East of England
Fly Angling	Winners	North East	
	Individual Winner	John Heppell	North East
Give Us A Clue	Winners	North East	
Men's 5-a-Side Football	Winners	Wales	
Mixed Rounders	Winners	North West	
Pop Quiz	Winners	Yorkshire & the Humber	
Tennis	Ladies Doubles Winner	Lorraine Cockell/Fiona Jeffreys	East Mids
	Mens Doubles Winner	Ian Hartley/Ed Woodcock	North West
	Ladies Doubles Plate Winner	Carey Edmead/Steph Edwards	West Mids
	Mens Doubles Plate Winner	Peter Ellwood/Darren Handy	East Mids

September Festival 2017: Results

Event	Category	Name	Region
Art	Winner	Dina Mackins	Scotland
Chess	Winner	Simon Lunn	London
Crown Green Bowls	Singles Winner	Colin Parry	North West
	Pairs Winners	Jackie Butterworth/Paul Holden	North West
Darts	Ladies' Singles Winner	Karen Garton	East Midlands
	Men's Singles Winner	Stuart Monaghan	Yorkshire and Humber
	Team Winners		South East
Gaming	Individual Winner	Alistair Macintyre	Scotland
	Team Winners		Scotland
General Knowledge Quiz	Winners		North West
Golf	Ladies' Scratch Winner	Shirley Back	Scotland
	Ladies' Handicap Winner	Debbie Kerr	Yorkshire and Humber
	Men's Scratch Winner	David Macintyre	Scotland
	Men's Handicap Winner	Steve Rowe	North East
Mixed Touch Rugby	Main Event Winners		Yorkshire and Humber
	Plate Winners		London
Music	Contemporary Voice Winner	Samantha Kingsbury	West Midlands
	Classical Voice Winner	Alison King	Scotland
	Instrumental Winner	Joanne Graham	Fylde
	Overall Winner	Samantha Kingsbury	West Midlands
Netball	Winners		West Midlands
Photography	Colour Category Winner	Andrew McGee	Scotland
	Abstract Category Winner	Jason Raven	East Midlands
	Motion Category Winner	Kevin Donegan	North West
	Emotion Category Winner	Kevin Donegan	North West
	Overall Winner	Kevin Donegan	North West
	Mens Singles Winner	Ryan Cleaves	South West
	Ladies Singles Winner	Carol Stevens	South West
Table Tennis	Plate Winner	Rob Cooper	North East
	Men's Singles Winner	Alan Turner	North West
	Ladies Singles Winner	Lucy Elliott	Scotland
	Men's Doubles Winners	Ian Teale/Andrew Lee	Yorkshire and Humber
	Ladies' Doubles Winners	Lesley Whitehead/Joan Donovan	London
	Mixed Doubles Winners	Lucy Elliott/Gordon Duff	Scotland
	Men's Singles Plate Winner	Andrew (Roy) Gibson	Wales
Ten Pin Bowling	Ladies' Singles Plate Winner	Pauline Long	North East
	Men's Singles (Scratch)	Norman Hamed	Yorkshire and Humber
	Men's Singles (Handicap)	Mike Terry	South West
	Ladies' Singles (Scratch)	Kay Leppard	South East
	Ladies' Singles (Handicap)	Alison McCormick	Fylde
	Mixed Pairs	Mike Terry/ Maggie Gaughan	South West
	Team		South West

Green highlighted – Festival only events.

Appendix 7: Membership Benefits

Longleat & Cheddar Gorge - Online Sales	2016	2017	variance	
Number of tickets sold	259	375	116	44.79%
Total face value	£8,432	£11,630	£3,198	37.93%
Total HASSRA price	£5,902	£8,141	£2,239	37.93%
Total savings to members	£2,530	£3,489	£959	37.93%
Overall % savings	30%	30%	0	0.00%

Eden Project Ticket Sales	2016	2017	variance	
Number of tickets sold	446	494	48	10.76%
Total face value	£9,682	£12,290	£2,608	26.94%
Total HASSRA price	£7,262	£9,218	£1,956	26.94%
Total savings to members	£2,421	£3,073	£652	26.94%
Overall % savings	25%	25%	0.00%	0.00%

Hotpoint Privilege Club	2016	2017	variance	
Number of goods purchased	n/a	141	n/a	n/a
Total face value	n/a	£58,025	n/a	n/a
Total HASSRA price	n/a	£33,364	n/a	n/a
Total savings to members	n/a	£24,661	n/a	n/a
Overall % savings	n/a	43%	n/a	n/a

APH Airport Parking	2016	2017	variance	
Number of bookings	n/a	570	n/a	n/a
Total face value	n/a	£27,902	n/a	n/a
Total HASSRA price	n/a	£23,159	n/a	n/a
Total savings to members	n/a	£4,743	n/a	n/a
Overall % savings	n/a	17%	n/a	n/a

Historic Royal Palaces			
Visitor numbers 2017 (March to Dec)			
Hampton Court Palace	Kensington Palace	Tower of London	Total
2,735	1,986	6,232	10,953
Total savings to members (assuming half adult and half child)			£160,685
% savings to members			100%

Holiday Discounts				
Haven Holidays - Hotline/Online Sales	2016	2017	variance	
Number of bookings	544	687	143	26.29%
Total face value	£235,716	£287,059	£51,343	21.78%
Total HASSRA price	£212,144	£258,353	£46,209	21.78%
Total savings to members	£23,572	£28,706	£5,134	21.78%
Overall % savings	10%	10%	£0	0.00%
Forest Holidays - Hotline/Online Sales	2016	2017	variance	
Number of bookings	72	44	-28	-38.89%
Total face value	£40,039	£22,560	-£17,479	-43.66%
Total HASSRA price	£36,035	£19,972	-£16,063	-44.58%
Total savings to members	£4,004	£2,958	-£1,046	-26.13%
Overall % savings	10%	13%	3%	31%
Cottages 4U Hotline/Online Sales	2016	2017	variance	
Number of bookings	n/a	173	n/a	n/a
Total face value	n/a	£110,036	n/a	n/a
Total HASSRA price	n/a	£103,160	n/a	n/a
Total savings to members	n/a	£6,877	n/a	n/a
Overall % savings	n/a	6%	n/a	n/a
Eurocamp Hotline/Online Sales	2016	2017	variance	
Number of bookings	n/a	14	n/a	n/a
Total face value	n/a	£20,063	n/a	n/a
Total HASSRA price	n/a	£12,338	n/a	n/a
Total savings to members	n/a	£7,725	n/a	n/a
Overall % savings	n/a	39%	n/a	n/a
Butlins Hotline/Online Sales	2016	2017	variance	
Number of bookings	n/a	75	n/a	n/a
Total face value	n/a	£49,459	n/a	n/a
Total HASSRA price	n/a	£34,621	n/a	n/a
Total savings to members	n/a	£14,838	n/a	n/a
Overall % savings	n/a	30%	n/a	n/a
Fred Olsen Cruises Hotline/Online Sales	2016	2017	variance	
Number of bookings	n/a	41	n/a	n/a
Total face value	n/a	£50,127	n/a	n/a
Total HASSRA price	n/a	£45,114	n/a	n/a
Total savings to members	n/a	£5,013	n/a	n/a
Overall % savings	n/a	10%	n/a	n/a
TOTALS:	2016	2017	variance	
Number of bookings	616	1034	418	67.86%
Total face value	£275,754	£539,303	£263,549	95.57%
Total HASSRA price	£248,179	£473,557	£225,378	90.81%
Total savings to members	£27,575	£65,746	£38,170	138.42%
Overall % savings	10%	12%	2%	22%
CSIS Insurance	2016	2017	variance	
Quotations	140	113	-27	-19.29%
Motor Policies	11	13	2	18.18%
Home Policies	12	1	-11	-91.67%
Single Travel Policies	59	49	-10	-16.95%
Annual Travel Policies	11	13	2	18.18%
HASSRA Development Scheme	2016	2017	variance	
Number of Applications	19	19	0	0.00%
Number of Awards	11	12	1	9.09%
Total value of awards	£3,425	£3,500	£75	2.19%
Average savings per member	£311.36	£291.67	-£20	-6.33%

Merlin Attractions - Hotline Sales	Number of tickets sold		variance		Member savings		variance	
	2016	2017			2016	2017		
Alton Towers	197	668	471	239.09%	£3,667	£21,212	£17,545	478.44%
Blackpool Dungeon	12	37	25	208.33%	£70	£327	£257	366.43%
Blackpool Tower	325	170	-155	-47.69%	£3,073	£666	£2,407	-78.32%
Chessington WoA	90	252	162	180.00%	£1,741	£7,285	£5,543	318.31%
Edinburgh Dungeon	11	42	31	281.82%	£110	£403	£293	266.68%
Jurassic Skyline	0	0	0	n/a	£0	£0	£0	n/a
LDC Manchester	39	20	-19	-48.72%	£1,693	£200	£1,494	-88.22%
LEGOLAND Windsor	128	352	224	175.00%	£82	£7,163	£7,081	8658.85%
London Dungeon	51	98	47	92.16%	£400	£1,570	£1,170	292.71%
London Eye	n/k	231	n/k	n/k	n/k	£1,642	n/k	n/k
Madame Tussauds Blackpool	59	67	8	13.56%	£1,026	£596	£430	-41.88%
Madame Tussauds London	228	238	10	4.39%	£670	£3,905	£3,235	482.56%
Shrek's Adventure	146	36	-110	-75.34%	£427	£564	£137	32.10%
SEA LIFE Birmingham	28	40	12	42.86%	£3,281	£251	£3,030	-92.35%
SEA LIFE Blackpool	47	19	-28	-59.57%	£260	£171	£89	-34.41%
SEA LIFE Brighton	9	6	-3	-33.33%	£395	£54	£341	-86.32%
SEA LIFE Great Yarmouth	0	5	5	n/a	£0	£41	£41	n/a
SEA LIFE Gweek	3	4	1	33.33%	£19	£21	£1	5.53%
SEA LIFE Hunstanton	2	0	-2	-100.00%	£13	£0	£13	-100.00%
SEA LIFE Loch Lomond	0	4	4	n/a	£0	£28	£28	n/a
SEA LIFE London	104	91	-13	-12.50%	£1,026	£1,124	£98	9.59%
SEA LIFE Manchester	7	3	-4	-57.14%	£108	£27	£81	-75.07%
SEA LIFE Oban	0	0	0	n/a	£0	£0	£0	n/a
SEA LIFE Scarborough	12	0	-12	-100.00%	£809	£0	£809	-100.00%
SEA LIFE Weymouth	6	2	-4	-66.67%	£5,907	£23	£5,883	-99.61%
Thorpe Park	207	345	138	66.67%	£1,136	£10,939	£9,803	862.81%
Warwick Castle	85	175	90	105.88%	£0	£2,762	£2,762	n/a
York Dungeon	17	34	17	100.00%	£124	£318	£194	156.04%
TOTAL	1,813	2,939	1,126	62.11%	£26,038	£61,290	£35,252	135.39%
				Overall % savings	41.21%	53.90%	12.69%	30.78%

English Heritage visitor numbers	2016	2017	variance	
Number of HASSRA members who visited the 80 sites which monitor entry	15,413	17,223	1810	11.74%
Estimated number of visits across all sites	42,814	47,388	4574	10.68%
Estimated total number of free entries	128,442	143,519	15077	11.74%

English Heritage Top 5 sites
Osborne House
Whitby Abbey
Belsay Hall Castle and Gardens
Wrest Park, Bedfordshire
Clifford's Tower, York

Wetlands Centres number of free entries	2016*	2017*	variance	
Caerlaverock	15	4	-11	-73.33%
Washington	2,173	1,955	-218	-10.03%
Martin Mere	1,938	1,204	-734	-37.87%
Welney	32	40	8	25.00%
London	108	102	-6	-5.56%
Llanelli	293	202	-91	-31.06%
Slimbridge	612	389	-223	-36.44%
Arundel	294	208	-86	-29.25%
Castle Espie	5	0	-5	-100.00%
Total	5,470	4,104	-1,366	-24.97%

*2016 figures from June to Dec only. 2017 figures from Jan to May only

HASSRA Lottery	2016	2017	variance	
Number of New Lottery Applications	2,364	2,037	-327	-13.83%
Annual value of prizes	£660,000	£660,000	0	0.00%
Breakdown of Lottery Shares purchased	Dec-16	Dec-17	variance	
DWP	£59,238	£58,695	-543	-0.92%
DH	£803	£432	-371	-46.20%
FSA	£87	£121	34	39.08%
HSE and ONR	£189	£189	0	0.00%
MyCSP	£34	£13	-21	-61.76%
Rampton	£3	£0	-3	-100.00%
Broadmoor	£0	£0	0	n/a
Ashworth	£79	£75	-4	-5.06%
Retired	£3,673	£3,802	129	n/a
Accenture	£0	£0	0	n/a
ATOS Origin	£12	£4	-8	-66.67%
BPDTS	£0	£28	28	n/a
ENGIE(Cofely /Balfour Beatty)	£84	£58	-26	-30.95%
CHDA	£0	£10	10	n/a
Capita	£0	£0	0	n/a
HPES	£94	£46	-48	-51.06%
Fujitsu	£0	£0	0	n/a
ILF	£0	£0	0	n/a
MHS	£0	£0	0	n/a
PPF	£18	£18	0	0.00%
Trillium	£1	£1	0	0.00%
PHE	£42	£38	-4	-9.52%
Gov Legal Dept (Tsol)	£32	£27	-5	-15.63%
Monitor	£30	£35	5	16.67%
NAMS	£432	£601	169	39.12%
Steria	£213	£161	-52	-24.41%
HFEA	£0	£0	0	n/a
TOTAL	£65,064	£64,354	-£710	-1.09%

National Fun 'n' Free Competitions	Number of entries	Number of beneficiaries	Value of prizes
Wimbledon Tickets – website entries	2,790	14	£1,180
Amazon Echo – Shop members (Livelife)	34,818	10	£1,500
Halfords Bikes – website entries	4,010	8	£3,720
Apple Watches – Shop members (Livelife)	37,613	10	£2,900
Christmas Hampers – Shop members (Livelife)	40,228	23	£3,900
West End Theatre Break – website entries	5,400	10	£3,895
Holiday Vouchers – Shop members (Livelife)	42,157	13	£7,313
Winter Promotion – Shop members (Cracker)	40,228	80	£20,000
Development Scheme Survey Fitbits – website entries	419	5	£350
TOTAL	207,663	173	£44,758

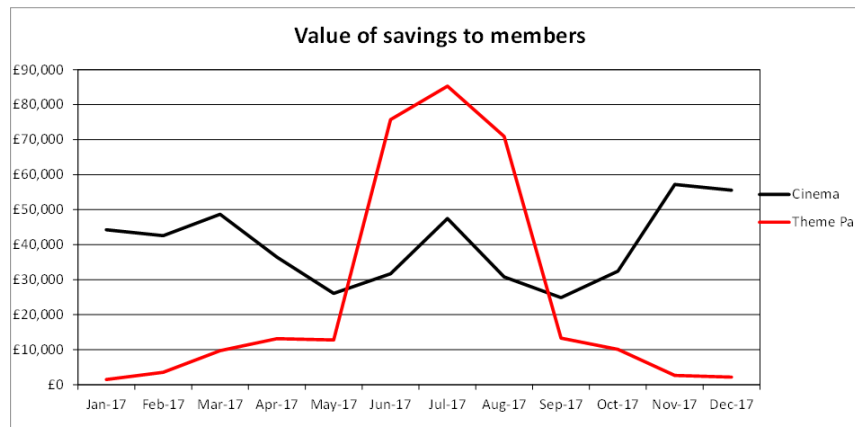
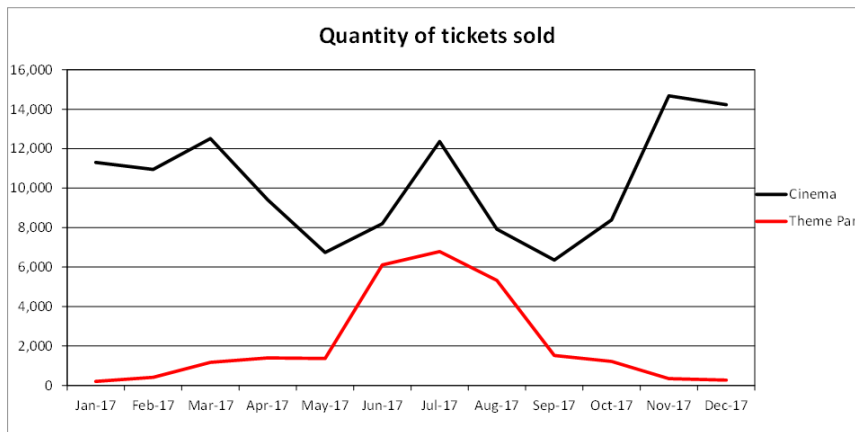
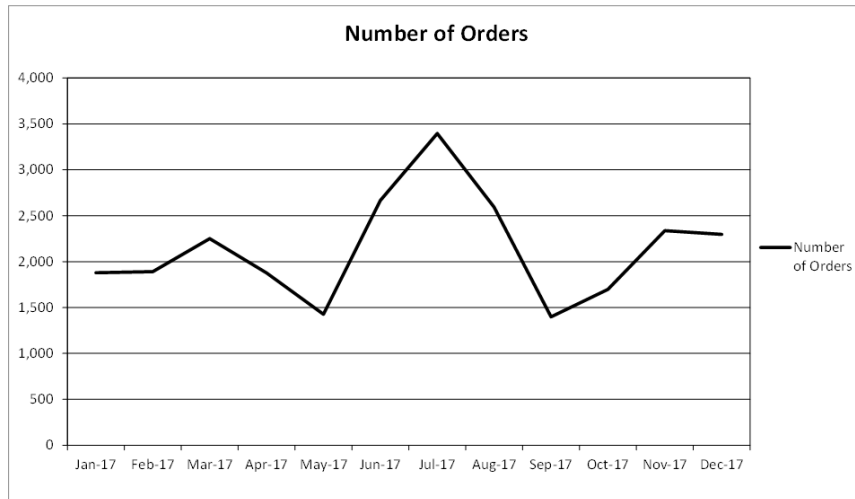
HASSRA Online Shop ticket sales	2016	2017	variance	
Number of orders	26,477	25,706	-771	-2.91%
Cinema tickets:	2016	2017	variance	
Quantity of tickets sold	135,685	123,086	-12,599	-9.29%
Total face value	£1,294,920	£1,175,335	-£119,585	-9.23%
Total savings to members	£550,793	£477,958	-£72,835	-13.22%
% savings to members	42.53%	40.67%	-1.86%	-4.37%
Theme Park tickets:	2016	2017	variance	
Quantity of tickets sold	26,390	26,117	-273	-1.03%
Total face value	£639,325	£629,505	-£9,820	-1.54%
Total savings to members	£304,670	£300,755	-£3,915	-1.28%
% savings to members	47.65%	47.78%	0.13%	0.27%
TOTALS:	2016	2017	variance	
Quantity of tickets sold	162,075	149,203	-12,872	-7.94%
Total face value	£1,934,245	£1,804,840	-£129,405	-6.69%
Total savings to members	£855,463	£778,713	-£76,750	-8.97%
% savings to members	44.23%	43.15%	-1.08%	-2.45%

Summer Promotion	Number of tickets sold	Total savings to members	% savings
Blackpool Pleasure Beach Adult	1,787	£29,039	50%
Blackpool Pleasure Beach Child	743	£10,959	50%
Blair Drummond Adult	1,133	£9,347	50%
Blair Drummond Child	717	£4,840	50%
Bristol Zoo Adult	237	£2,844	50%
Bristol Zoo Child (2-14 Years)	126	£1,134	50%
Camel Creek Adventure Park	256	£3,059	50%
Chester Zoo Mid Season ADULT	586	£7,618	50%
Chester Zoo Mid Season CHILD	161	£1,771	50%
Chester Zoo High Season ADULT	1,460	£20,440	50%
Chester Zoo High Season CHILD	786	£9,432	50%
Colchester Zoo Adult	495	£5,693	50%
Colchester Zoo Child	233	£1,864	50%
Drayton Manor 12-59 years	696	£16,008	50%
Drayton Manor 4-11 years & 60+	334	£5,010	50%
Drayton Manor Child (2-3 yrs)	100	£350	50%
Flamingoland	1,777	£33,763	50%
Landmark Forest Adult	169	£1,690	50%
Landmark Forest Child	132	£1,188	50%
M and D Theme Park	171	£1,958	50%
Paultons Family Theme Park	1,169	£18,587	50%
Woburn Safari Park Adult	324	£3,726	50%
Woburn Safari Park Child	210	£1,680	50%
Woburn Safari Park Senior	36	£360	50%
Woodlands Adult	653	£5,583	50%
Woodlands Child	57	£345	50%
TOTAL	14,548	£198,288	50%

On-Line Shop ticket sales breakdown	Total Quantity	Total Walk-up Price	Total Savings	% Savings
Adventure Island Southend Big Adventure	360	£10,440	£5,400	51.72%
Adventure Island Southend Junior/Mini	86	£2,064	£1,140	55.21%
Blackpool Pleasure Beach Adult	2,048	£66,560	£31,779	47.75%
Blackpool Pleasure Beach Child	849	£25,046	£11,966	47.78%
Blackpool Zoo Adult	281	£5,055	£1,186	23.46%
Blackpool Zoo Child (3-15 yrs)	82	£1,107	£258	23.33%
Blackpool Zoo Family (2 Adult & 2 Child)	56	£3,220	£755	23.46%
Blackpool Zoo Family (2 Adult & 3 Child)	14	£959	£225	23.43%
Blackpool Zoo OAP	24	£384	£90	23.45%
Blair Drummond Adult	1,332	£21,978	£10,075	45.84%
Blair Drummond Child	835	£11,273	£5,266	46.72%
Bristol Zoo Adult	305	£6,710	£3,569	53.19%
Bristol Zoo Child (2-14 Years)	154	£2,310	£1,351	58.48%
Camel Creek Adventure Park	381	£7,601	£4,309	56.69%
Chester Zoo Autumn Adult 2016	2	£48	£16	33.33%
Chester Zoo Low Season ADULT	146	£3,504	£1,168	33.33%
Chester Zoo Low Season CHILD	41	£820	£287	35.00%
Chester Zoo Mid Season ADULT	773	£20,098	£8,927	44.42%
Chester Zoo Mid Season CHILD	204	£4,488	£2,072	46.17%
Chester Zoo High Season ADULT	1,562	£43,736	£21,154	48.37%
Chester Zoo High Season CHILD	823	£19,752	£9,654	48.88%
Cineworld 3D Adult Ticket	420	£4,620	£1,218	26.36%
Cineworld 3D Child	331	£2,648	£665	25.13%
Cineworld Ticket	29,649	£281,666	£112,073	39.79%
Colchester Zoo Adult	589	£13,541	£6,190	45.71%
Colchester Zoo Child	287	£4,589	£2,070	45.11%
Deep Sea World Adult	81	£1,215	£307	25.28%
Deep Sea World Child	26	£280	£77	27.44%
Devon's Crealy Adventure Park	1,427	£29,091	£16,319	56.10%
Drayton Manor 12-59 years	948	£36,972	£21,300	57.61%
Drayton Manor 4-11 years & 60+	466	£13,514	£6,726	49.77%
Drayton Manor Child (2-3 yrs)	137	£959	£369	38.43%
Drayton Manor Child (under 2)	67	£0	£0	n/a
Edinburgh Zoo	985	£18,715	£5,910	31.58%
Empire Adult	3,985	£34,948	£17,255	49.37%
Empire Child	1,648	£10,712	£5,076	47.38%
Festive Gift Adult Thursday	23	£253	£115	45.45%
Festive Gift Adult Friday	55	£605	£275	45.45%
Festive Gift Adult Saturday	39	£546	£234	42.86%
Festive Gift Adult Sunday	85	£1,190	£510	42.86%
Festive Gift Child	17	£68	£17	25.00%
Flamingoland	1,993	£75,734	£36,394	48.06%
Gardeners' World Thursday	27	£675	£250	37.00%
Gardeners' World Friday	28	£700	£259	37.00%
Gardeners' World Saturday	44	£1,100	£407	37.00%
Gardeners' World Sunday	40	£1,000	£370	37.00%
Glasgow Science Centre	174	£1,914	£522	27.27%
Good Food Glasgow Friday	8	£160	£48	30.00%

On-Line Shop ticket sales breakdown	Total Quantity	Total Walk-up Price	Total Savings	% Savings
Good Food Glasgow Saturday	16	£328	£104	31.71%
Good Food Glasgow Sunday	17	£340	£102	30.00%
Good Food NEC Thursday	23	£644	£246	38.21%
Good Food NEC Friday	11	£319	£129	40.34%
Good Food NEC Saturday	29	£812	£284	35.00%
Good Food NEC Sunday	54	£1,512	£578	38.21%
Independent Adult	1,940	£15,520	£5,393	34.75%
Independent Child	625	£4,063	£1,706	42.00%
Landmark Forest Adult	217	£4,340	£1,876	43.21%
Landmark Forest Child	160	£2,872	£1,307	45.51%
Lightwater Valley	623	£18,690	£9,345	50.00%
M&D Theme Park	189	£3,676	£2,111	57.42%
Marwell Zoo Adult	114	£2,166	£570	26.32%
Marwell Zoo Child	68	£1,020	£340	33.33%
Newquay Zoo Adult	121	£1,761	£641	36.43%
Newquay Zoo Child	54	£589	£213	36.24%
Newquay Zoo Senior	4	£50	£18	36.29%
Odeon Adult	20,862	£208,620	£85,951	41.20%
Odeon Child	6,678	£46,746	£17,630	37.71%
Odeon London Adult	1,035	£10,868	£3,250	29.90%
Odeon London Child	282	£2,256	£795	35.25%
Paignton Zoo Adult	346	£6,185	£2,189	35.39%
Paignton Zoo Child	189	£2,536	£901	35.52%
Paignton Zoo Senior/Student	62	£942	£332	35.20%
Paultons Family Theme Park	1,233	£39,148	£18,987	48.50%
Picturehouse Adult ticket	158	£1,896	£999	52.67%
Pleasurewood Hills	51	£1,122	£306	27.27%
Showcase Cinema Ticket	0	£0	£0	0.00%
Showcase Cinema Adult Ticket	4,287	£39,355	£14,147	35.95%
Showcase Cinema Child Ticket	1,543	£11,573	£4,536	39.20%
Showcase Cinema de Lux Adult	2,237	£24,607	£8,501	34.55%
Southport Flower Show	177	£4,248	£1,389	32.71%
Summer Good Food Thursday	32	£816	£248	30.39%
Summer Good Food Friday	13	£332	£101	30.39%
Summer Good Food Saturday	22	£583	£171	29.25%
Summer Good Food Sunday	10	£255	£78	30.39%
Sundown Adventureland	189	£3,024	£851	28.13%
Twycross Zoo Adult	108	£2,101	£427	20.31%
Twycross Zoo Child	50	£723	£173	23.88%
Twycross Zoo Senior	6	£102	£21	20.59%
Vue London	2,357	£24,749	£7,755	31.33%
Vue Non-London	45,049	£450,490	£191,008	42.40%
West Midland Safari Park Adult - Admission only	120	£2,760	£966	35.00%
West Midland Safari Park Adult - All Inclusive ticket	242	£8,954	£4,029	45.00%
West Midland Safari Park Child - Admission only	19	£342	£120	35.00%
West Midland Safari Park Child - All Inclusive	212	£6,148	£2,767	45.00%
Wildfowl and Wetland Trust	1,713	£18,843	£15,417	81.82%
Woburn Safari Park Adult	341	£7,840	£3,774	48.13%

On-Line Shop ticket sales breakdown	Total Quantity	Total Walk-up Price	Total Savings	% Savings
Woburn Safari Park Child	223	£3,566	£1,717	48.15%
Woburn Safari Park Senior	36	£720	£360	50.03%
Woodlands Adult and Children over 110 cm tall	763	£13,632	£6,932	50.85%
Woodlands Child 92 to 110cm tall	69	£890	£462	51.94%
Yorkshire Wildlife Park Adult	196	£3,332	£588	17.65%
Yorkshire Wildlife Park Child	91	£1,274	£273	21.43%
Total	149,203	£1,804,840	£778,713	43.15%



Appendix 8 – National Volunteer Strategy

The HASSRA National Volunteer Deal 2018 Introduction

1. Volunteers are our most important asset. Their endeavour is how we get things done and their commitment expresses what's best about our Association. The HASSRA National Volunteer Deal says how the association will provide national support to volunteers and recognise the value of their work.
2. Much of what is promised is based on feedback from 386 key volunteers from across the Association who responded to a survey conducted in 2016. These findings are equally relevant to local, regional and national volunteers.
3. The annexes to this document describe in detail how the Volunteer Deal will be delivered and funded nationally. We hope that HASSRA regions that do not already have their own policies for volunteers will adopt a similar approach tailored to their own circumstances.
4. The measures for 2018 are the same as in 2017 deal, including the budget, will be reviewed and updated annually.

Training, Development & Support

5. Volunteers bring enthusiasm and valuable life and work skills to the volunteer role. They may also need training and support to get the most from their volunteering roles. We will therefore provide:
 - in 2018 the HASSRA Toolbox will be updated in line with the new service model containing key information and paper work (e.g. risk assessment templates) for organising events.
 - volunteer app will also be updated to provide mobile access to key information.
 - we are working with DWP HR Skills and Capability to provide an on-line staff clubs training course for treasurers and chairs.

Kit

6. Our volunteers represent our Association. It is important that they look professional and are easily recognised by members. We have provided all festival volunteers with the following in 2017 and will provide the same for new festival volunteers in 2018:
 - branded clothing, such as tee shirts, hoodies, tracksuits, headwear, rainwear, etc.
 - kit bags and specialist equipment - stop watches, whistles, etc. - where required.

Reward & Recognition

7. Volunteers tend to get on with the job and not make a fuss. For some, however, recognition by the businesses - of skills learned and deployed, contribution to wellbeing and engagement in the workplace, and the sacrifice of time - is important. While there are limits on how HASSRA can help with this, it is vital that we endeavour to support it as much as we can alongside our own

recognition of volunteers' valuable contribution, without which the offer to members in both within and out-with the workplace would diminish. We will therefore recognise and reward their efforts with:

- a major annual award for best volunteer.
- long service awards for sustained contributions over time awarded for the first time at the Awards Dinner 2018.
- vouchers and certificates for helping to deliver important events.
- a dedicated focus on volunteers in editions of LiveLife magazine and on our website to report and celebrate their activities and achievements.

Volunteer Budget

8. Support for volunteers will sometimes need funding. The Association has set aside £3,000 in 2018 for that purpose.

**HASSRA National Team
January 2018**

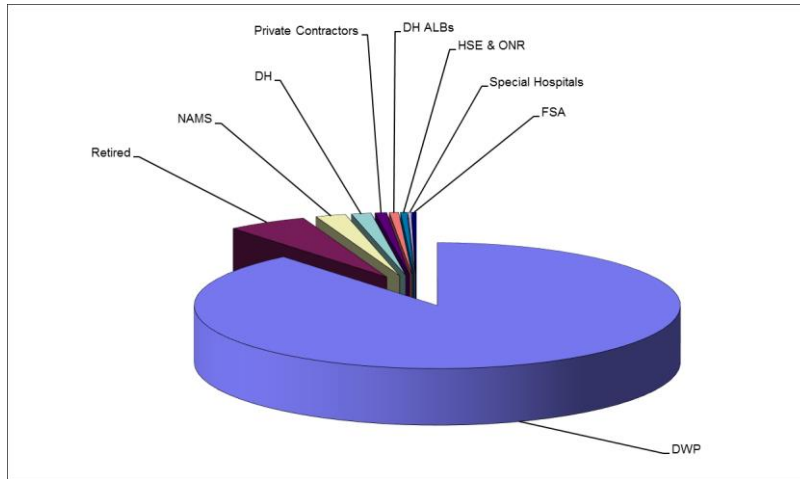
Appendix 9: HASSRA Membership

Membership Applications	2016	2017	variance	
Number of New Membership Applications	6,823	7,170	347	5.09%

31 December 2017	DWP		DH		DH ALBs		HSE & ONR		Contractors		Spec Hospitals		FSA		NAMS		Sub-Total		Retired		Grand Total			
	total	%	total	%	total	%	total	%	total	%	total	%	total	%	total	%	total	%	total	%	total	%		
East of England	2630	0.38%	2	0.03%	3	0.27%	1	4.4%	3	0.4%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	2939	5.15%	34	4.4%	3083	5.12%
Fylde	3170	0.46%	2	0.03%	1	0.2%	1	0.0%	14	0.3%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	3368	5.90%	432	12.0%	3770	6.26%
London	4760	6.87%	41	0.54%	190	5.17%	53	21.2%	16	0.2%	1	0.0%	40	0.2%	1	0.0%	1	0.0%	5880	10.31%	267	8.3%	6147	10.20%
East Midlands	2610	3.8%	1	0.0%	7	0.0%	10	4.0%	3	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	2693	4.72%	130	4.0%	2823	4.69%
West Midlands	4231	6.05%	1	0.0%	5	0.0%	1	0.4%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	4335	7.60%	145	4.5%	4480	7.44%
North East	6510	9.5%	1	0.0%	1	0.0%	1	7.2%	10	0.1%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	6786	11.90%	351	10.2%	7147	11.86%
North West	7580	11.0%	1	0.0%	3	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	7358	12.90%	292	9.1%	7650	12.70%
Scotland	6520	9.4%	1	0.0%	1	0.0%	1	3.2%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	6748	11.83%	240	7.4%	6988	11.60%
South East	3452	5.0%	1	0.0%	1	0.2%	1	2.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	3639	6.38%	261	8.2%	3902	6.48%
South West	3171	4.6%	1	0.0%	1	0.0%	1	1.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	3303	5.79%	192	5.9%	3495	5.80%
Wales	3471	5.0%	1	0.0%	1	0.2%	1	1.2%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	3537	6.20%	131	4.2%	3672	6.09%
Yorks & Humber	5271	7.6%	214	2.8%	41	1.2%	1	1.2%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	5825	10.21%	252	8.1%	6117	10.15%
Unassigned	401	0.58%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	635	1.11%	341	10.4%	976	1.62%
NATIONAL TOTAL	13676	100.0%	174	100.0%	311	100.0%	250	100.0%	164	100.0%	21	100.0%	85	100.0%	154	100.0%	154	100.0%	57046	100.0%	3331	100.0%	60250	100.0%

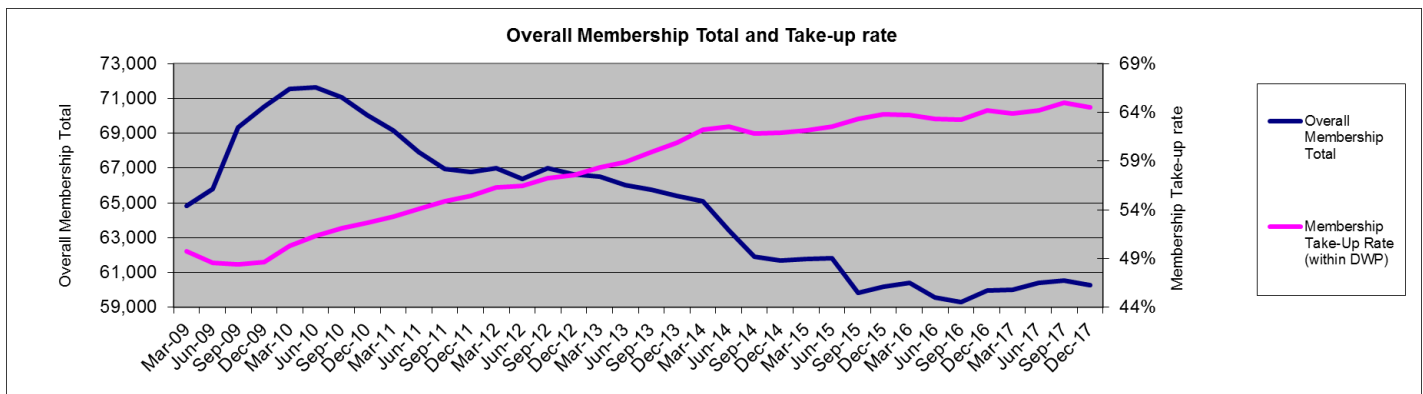
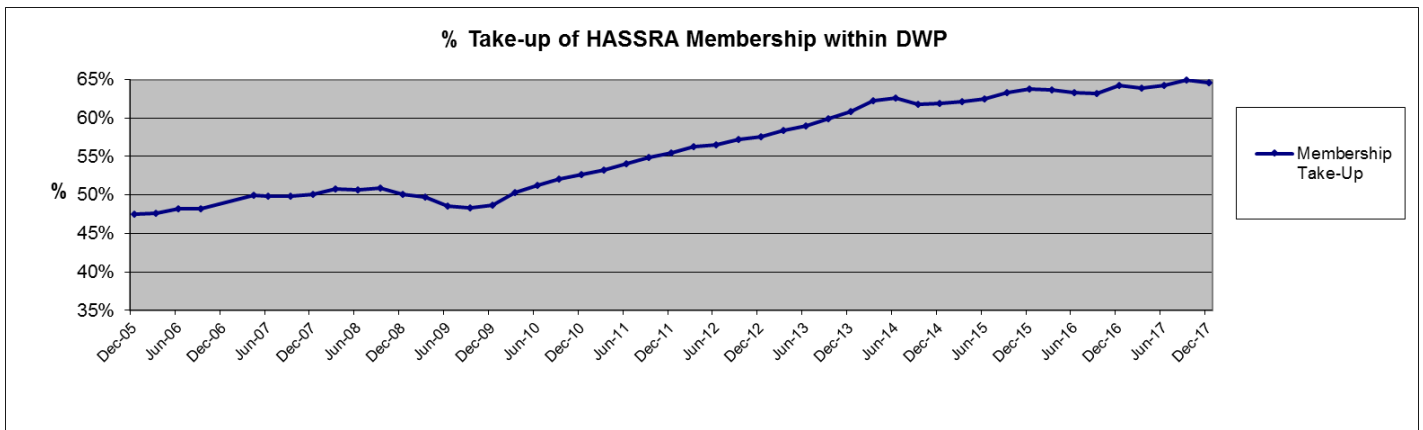
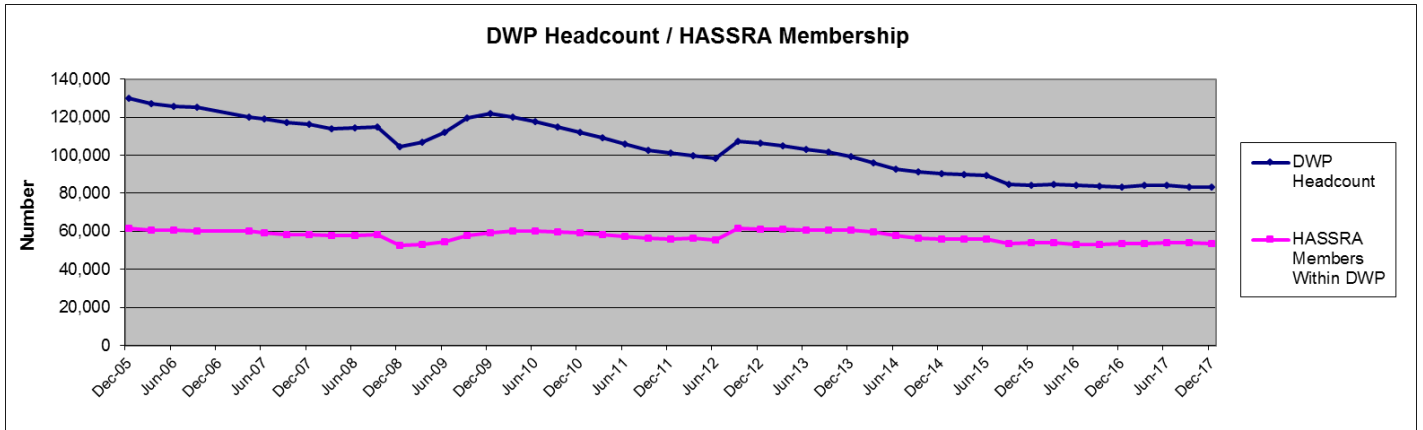
Regional share of Grand Total		
North West	7650	12.70%
North East	7147	11.86%
Scotland	6988	11.60%
London	6147	10.20%
Yorks & Humber	6117	10.15%
West Midlands	4480	7.44%
South East	3902	6.48%
Fylde	3770	6.26%
Wales	3672	6.09%
South West	3495	5.80%
East of England	3083	5.12%
East Midlands	2823	4.69%
Unassigned	976	1.62%
TOTAL	60250	100.00%

Membership Groups		
DWP	53676	89.09%
Retired	3204	5.32%
NAMS	1204	2.00%
DH	791	1.31%
Private Contractors	464	0.77%
DH ALBs	367	0.61%
HSE & ONR	250	0.41%
Special Hospitals	125	0.21%
FSA	169	0.28%
TOTAL	60250	100.00%



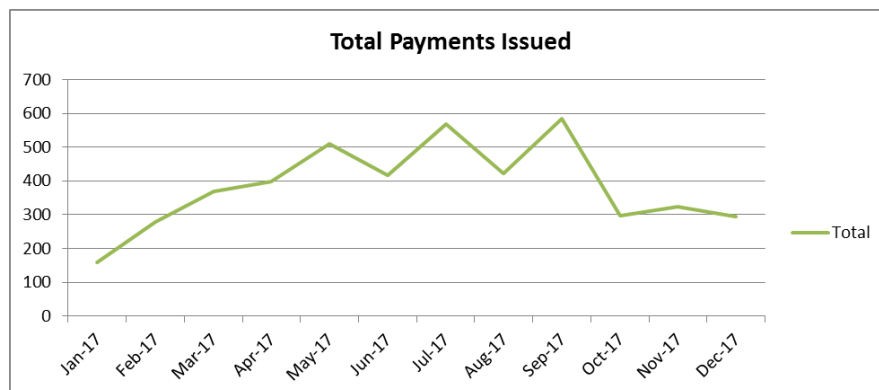
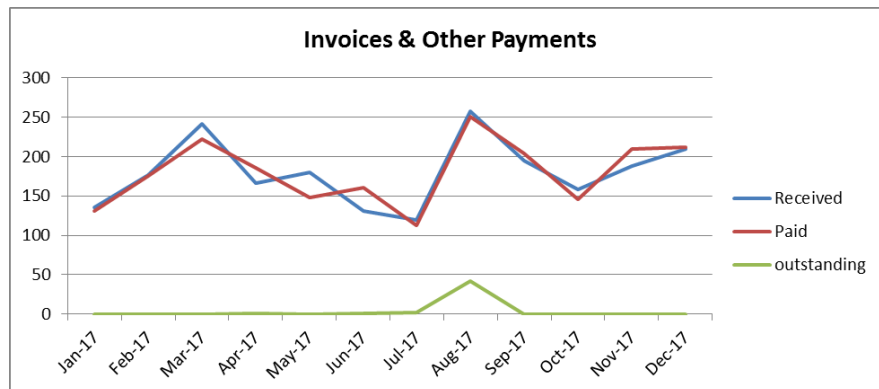
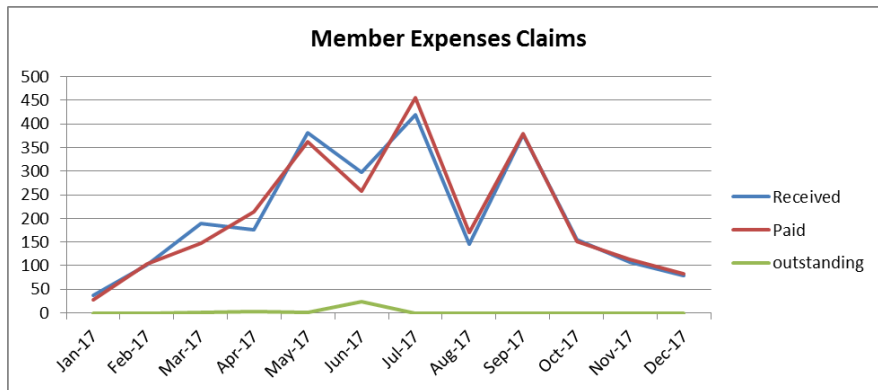
Date	DWP Headcount			HASSRA Members within DWP			% Take-up of Membership	
	Total	Comparison with prev Qtr		Total	Comparison with prev Qtr		Total	Comparison with prev Qtr
Sep-05	128,433	n/a	n/a	62,194	n/a	n/a	48.43%	n/a
Dec-05	130,075	1,642	1.28%	61,764	-430	-0.69%	47.48%	-0.94%
Mar-06	127,147	-2,928	-2.25%	60,586	-1,178	-1.91%	47.65%	0.17%
Jun-06	125,712	-1,435	-1.13%	60,593	7	0.01%	48.20%	0.55%
Sep-06	125,194	-518	-0.41%	60,349	-244	-0.40%	48.20%	0.00%
Apr-07	120,072	-5,122	-4.09%	59,959	-390	-0.65%	49.94%	1.73%
Jun-07	118,909	-1,163	-0.97%	59,227	-732	-1.22%	49.81%	-0.13%
Sep-07	117,254	-1,655	-1.39%	58,459	-768	-1.30%	49.86%	0.05%
Dec-07	116,333	-921	-0.79%	58,218	-241	-0.41%	50.04%	0.19%
Mar-08	113,972	-2,361	-2.03%	57,835	-383	-0.66%	50.74%	0.70%
Jun-08	114,225	253	0.22%	57,866	31	0.05%	50.66%	-0.09%
Sep-08	114,989	764	0.67%	58,461	595	1.03%	50.84%	0.18%
Dec-08	104,662	-10,327	-8.98%	52,451	-6,010	-10.28%	50.11%	-0.73%
Mar-09	106,963	2,301	2.20%	53,198	747	1.42%	49.73%	-0.38%
Jun-09	112,227	5,264	4.92%	54,525	1,327	2.49%	48.58%	-1.15%
Sep-09	119,625	7,398	6.59%	57,857	3,332	6.11%	48.37%	-0.22%
Dec-09	121,824	2,199	1.84%	59,247	1,390	2.40%	48.63%	0.27%
Mar-10	120,069	-1,755	-1.44%	60,348	1,101	1.86%	50.26%	1.63%
Jun-10	117,665	-2,404	-2.00%	60,357	9	0.01%	51.30%	1.03%
Sep-10	114,985	-2,680	-2.28%	59,875	-482	-0.80%	52.07%	0.78%
Dec-10	112,135	-2,850	-2.48%	59,073	-802	-1.34%	52.68%	0.61%
Mar-11	109,445	-2,690	-2.40%	58,294	-779	-1.32%	53.26%	0.58%
Jun-11	105,864	-3,581	-3.27%	57,283	-1,011	-1.73%	54.11%	0.85%
Sep-11	102,415	-3,449	-3.26%	56,238	-1,045	-1.82%	54.91%	0.80%
Dec-11	101,331	-1,084	-1.06%	56,143	-95	-0.17%	55.41%	0.49%
Mar-12	99,958	-1,373	-1.35%	56,294	151	0.27%	56.32%	0.91%
Jun-12	98,536	-1,422	-1.42%	55,663	-631	-1.12%	56.49%	0.17%
Sep-12	107,553	9,017	9.15%	61,574	5,911	10.62%	57.25%	0.76%
Dec-12	106,487	-1,066	-0.99%	61,339	-235	-0.38%	57.60%	0.35%
Mar-13	104,889	-1,598	-1.50%	61,190	-149	-0.24%	58.34%	0.74%
Jun-13	103,147	-1,742	-1.66%	60,779	-411	-0.67%	58.92%	0.59%
Sep-13	101,482	-1,665	-1.61%	60,783	4	0.01%	59.90%	0.97%
Dec-13	99,343	-2,139	-2.11%	60,479	-304	-0.50%	60.88%	0.98%
Mar-14	95,923	-3,420	-3.44%	59,707	-772	-1.28%	62.24%	1.37%
Jun-14	92,510	-3,413	-3.56%	57,883	-1,824	-3.05%	62.57%	0.32%
Sep-14	91,272	-1,238	-1.34%	56,440	-1,443	-2.49%	61.84%	-0.73%
Dec-14	90,388	-884	-0.97%	55,988	-452	-0.80%	61.94%	0.10%
Mar-15	90,018	-370	-0.41%	55,931	-57	-0.10%	62.13%	0.19%
Jun-15	89,179	-839	-0.93%	55,767	-164	-0.29%	62.53%	0.40%
Sep-15	84,553	-4,626	-5.19%	53,556	-2,211	-3.96%	63.34%	0.81%
Dec-15	84,429	-124	-0.15%	53,859	303	0.57%	63.79%	0.45%
Mar-16	84,919	490	0.58%	54,091	232	0.43%	63.70%	-0.09%
Jun-16	84,226	-693	-0.82%	53,303	-788	-1.46%	63.29%	-0.41%
Sep-16	83,663	-563	-0.67%	52,899	-404	-0.76%	63.23%	-0.06%
Dec-16	83,332	-331	-0.40%	53,501	602	1.14%	64.20%	0.97%
Mar-17	84,052	720	0.86%	53,708	207	0.39%	63.90%	-0.30%
Jun-17	84,123	71	0.08%	54,007	299	0.56%	64.20%	0.30%
Sep-17	83,167	-956	-1.14%	54,017	10	0.02%	64.95%	0.75%
Dec-17	83,155	-12	-0.01%	53,676	-341	-0.63%	64.55%	-0.40%
	variance over whole period			variance over whole period			variance over whole period	
		-45,278			-8,518		16.12% points	
		-35.25%			-13.70%			
	variance over last 12 months			variance over last 12 months			variance over last 12 months	
		-177			175		0.35% points	
		-0.21%			0.33%			

% Membership Take-Up within DWP by Region											
Quarter Ending	East Midlands	East of England	North West (inc Fylde)	London	North East	Scotland	South East	South West	Wales	West Midlands	Yorkshire and the Humber
Mar-09	44.39%	52.77%	55.47%	48.58%	55.58%	50.58%	51.80%	36.28%	56.62%	41.06%	43.48%
Jun-09	43.33%	49.74%	55.35%	46.81%	54.18%	49.28%	48.82%	35.75%	56.43%	40.12%	42.90%
Sep-09	42.29%	49.58%	55.05%	44.83%	55.58%	53.28%	47.92%	36.30%	55.44%	38.80%	41.51%
Dec-09	43.34%	50.60%	55.21%	45.14%	56.87%	52.04%	47.84%	36.49%	55.95%	39.42%	41.96%
Mar-10	44.46%	52.40%	56.21%	46.32%	58.47%	53.91%	50.17%	38.16%	57.82%	42.91%	43.19%
Jun-10	45.83%	53.03%	56.79%	47.49%	60.12%	54.91%	51.26%	39.70%	58.99%	43.57%	44.41%
Sep-10	46.94%	54.09%	57.26%	48.20%	61.04%	56.60%	52.29%	40.23%	59.28%	44.12%	44.89%
Dec-10	47.14%	54.07%	57.68%	48.94%	61.78%	57.32%	52.96%	40.50%	59.91%	44.96%	45.74%
Mar-11	47.76%	54.53%	57.59%	49.68%	62.84%	58.01%	52.87%	40.99%	60.75%	45.71%	46.56%
Jun-11	48.44%	55.22%	58.38%	50.40%	63.31%	59.31%	54.22%	42.30%	61.09%	46.08%	47.51%
Sep-11	49.16%	55.75%	59.33%	51.15%	64.59%	60.06%	55.45%	42.37%	61.70%	46.71%	48.02%
Dec-11	49.86%	56.58%	59.39%	51.88%	65.42%	60.84%	55.43%	42.33%	62.03%	47.05%	48.77%
Mar-12	50.36%	58.06%	59.84%	52.76%	67.00%	61.68%	56.85%	43.11%	62.60%	47.81%	50.05%
Jun-12	50.07%	58.89%	60.01%	52.99%	67.65%	61.93%	57.25%	42.66%	62.41%	47.57%	50.34%
Sep-12	50.11%	59.84%	60.16%	53.24%	68.44%	62.26%	58.31%	42.99%	62.15%	48.12%	50.84%
Dec-12	50.07%	60.62%	59.91%	53.33%	69.54%	63.33%	57.90%	43.22%	62.09%	48.55%	51.56%
Mar-13	51.26%	61.21%	60.63%	54.34%	70.62%	64.37%	59.28%	44.66%	63.16%	48.84%	52.49%
Jun-13	52.65%	62.06%	61.54%	54.61%	71.75%	64.87%	60.18%	46.02%	63.90%	49.67%	52.93%
Sep-13	53.19%	63.32%	62.41%	55.40%	72.98%	65.71%	61.92%	47.49%	64.21%	50.94%	54.01%
Dec-13	54.02%	63.74%	62.50%	56.16%	73.65%	67.80%	59.09%	52.74%	65.95%	51.23%	56.17%
Mar-14	55.89%	65.68%	63.36%	57.88%	74.36%	69.68%	60.77%	54.49%	66.72%	52.91%	57.39%
Jun-14	57.04%	65.71%	63.18%	58.80%	74.31%	70.48%	61.36%	54.45%	67.67%	53.48%	56.78%
Sep-14	55.60%	65.09%	62.51%	57.70%	73.75%	68.93%	60.98%	54.80%	65.41%	53.36%	56.89%
Dec-14	56.23%	65.67%	61.96%	58.12%	73.88%	68.73%	61.79%	54.61%	64.87%	54.36%	56.89%
Mar-15	57.96%	66.69%	61.50%	58.56%	72.91%	68.30%	62.01%	55.82%	64.77%	54.94%	57.31%
Jun-15	58.37%	66.20%	62.09%	58.87%	73.69%	69.00%	61.49%	56.02%	65.29%	55.44%	58.12%
Sep-15	59.24%	68.22%	62.41%	59.22%	74.29%	70.08%	62.03%	57.36%	65.96%	56.41%	58.72%
Dec-15	59.60%	69.27%	62.72%	59.73%	74.50%	70.15%	63.64%	58.01%	65.20%	57.26%	58.98%
Mar-16	59.88%	69.16%	62.35%	59.83%	73.82%	70.23%	64.05%	59.42%	64.42%	57.16%	58.73%
Jun-16	60.30%	68.38%	62.05%	58.50%	73.56%	70.01%	63.44%	58.39%	64.57%	57.41%	58.08%
Sep-16	60.42%	68.72%	61.65%	58.08%	74.23%	69.51%	65.43%	57.99%	63.40%	56.85%	58.37%
Dec-16	61.43%	69.75%	61.91%	59.13%	75.70%	70.70%	66.45%	58.90%	66.32%	57.20%	59.13%
Mar-17	60.63%	70.53%	60.60%	58.69%	74.97%	70.79%	66.06%	59.79%	66.39%	57.10%	59.97%
Jun-17	61.41%	69.68%	61.04%	59.02%	75.65%	70.64%	67.25%	60.73%	65.32%	57.87%	60.10%
Sep-17	61.53%	70.36%	61.46%	60.67%	75.53%	71.50%	67.63%	62.08%	65.65%	58.49%	61.73%
Dec-17	61.59%	69.94%	60.73%	60.04%	75.13%	70.98%	67.98%	62.22%	65.83%	58.22%	61.13%
Variance over whole period	17.20 points	17.17 points	5.26 points	11.46 points	19.55 points	20.40 points	16.18 points	25.94 points	9.21 points	17.16 points	17.65 points
Variance over last 12 months	0.16 points	0.19 points	-1.18 points	0.91 points	-0.57 points	0.28 points	1.53 points	3.32 points	-0.49 points	1.02 points	2.00 points
	0.26%	0.27%	-1.91%	1.54%	-0.75%	0.40%	2.30%	5.64%	-0.74%	1.78%	3.38%



Appendix 10: 2017 Finance Transactions

National and Regional Finance Transactions	2016	2017	variance	
Number of member expenses claims	2,351	2,476	125	5.32%
Number paid within 15 day target	99.87%	99.72%	-0.15%	-0.15%
Number of Invoices and other payments	2,235	2,157	-78	-3.49%
Number paid within 30 day target	99.96%	100.00%	0.04%	0.04%
Number of payments issued by BACS	4,503	4,612	109	2.42%
Number of payments issued by cheque	65	11	-54	-83.08%
Total payments issued	4,568	4,623	55	1.20%
Number of credit card transactions	200	39	-161	-80.50%



Appendix 11: Website Hits

