

**HASSRA STRATEGY OBJECTIVES 2024 - 2026**

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Foreword by Dave Barrow

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**FOREWORD**

Dear HASSRA Members and Volunteers

I have a real passion for HASSRA because it so important to the wellbeing of our members and I’m proud of HASSRA’s contribution to supporting DWP, DoH and other Civil Service Teams a great place to work so I am pleased to bring you the HASSRA strategy that sets out how we aim to do just that.

HASSRA always strives to ensure that every member gets what they want from their HASSRA membership and this strategy reflects that aim. We will collect more information on what members want and turn that information into a plan to improve what and how we offer services and benefits to members.

I have a real commitment to diversity and inclusion and you will see this strategy reflects that passion. Not only do we want to hear from members but also from non-members so we can ensure that HASSRA events and benefits reflect the diversity of staff in our sponsor Departments.

I want members to feel included, be part of the HASSRA Family and have fun. I hope you will also all strive to make that happen.

With kindest regards

**Dave Barrow**

**HASSRA National Chair**

**STRATEGIC PRIORITIES**

** Priority 1: A unique offer to members**

We always strive to develop and deliver a balanced programme of competitions, activities, benefits, discounts, leisure and sports of broadest appeal. During the next three years we want to do by:

* monitoring members’ preferences and priorities through the biennial survey and other data sources on member activity and participation rates.
* asking a cross-section of non-members why they have not joined HASSRA and what would entice them to join and consider if their suggestions should be incorporated into our programme
* collecting and analysing information and providing timely and relevant reports to national and regional boards of management and local clubs to inform policy and programme development.
* forging partnerships with other organisations to generate new sponsorship, sporting, leisure and commercial opportunities.

**Priority 2: Building Membership**

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

* analysing exit surveys responses from HASSRA Live to discover why people may be leaving and encourage them to stay.
* National Team staff attending regional AGMs to give the message to clubs about the importance of recruitment, offer help and ensure clubs know the support they can access and tools available to help them with their own recruitment events.
* continue with Buddy draws to encourage existing members to recruit existing colleagues and new entrants.
* running intelligence-led recruitment and retention campaigns which target offices with low levels of membership or are facing significant staff reductions.
* working with business sponsors to maintain official recognition of HASSRA as a valuable employee benefit, and with business managers to communicate the benefits of joining and remaining with HASSRA.
* Working closely with DWP’s Wellbeing Team to maximise promotion of HASSRA through Wellbeing Advocates.
* Working closely with DWP Communications to maximise promotion of HASSRA through DWP Connect and other DWP wide publications.

**Priority 3: Supporting Clubs and Volunteers**

Clubs and volunteers remain the driving force of the Association. We will strengthen our clubs and increase our volunteer capability by:

* providing clubs with business information to help them devise, monitor and evaluate their programmes, and on-line digital business tools to help them communicate with their members and deliver their programmes efficiently and effectively.
* carrying out a consultation with clubs and regions to find out what they need HASSRA Live to do for them.
* helping business sponsors and managers recognise the value our volunteers create in the workplace, and work with them to ensure volunteers receive the necessary staff clubs training.
* continuously improving volunteer guidance and toolkits to support volunteers in giving of their best professionally, safely and enjoyably.
* providing training on HASSRA Live functionality so that regions and clubs can maximise its use.
* reviewing the current volunteer deal to ensure it maximises support, recognition and development for volunteers throughout the Association. Promoting, incentivising and recognising the value of volunteering and rewarding nature of volunteering.
* introducing new National Awards that recognise more volunteers at the Awards Night.
* introducing the HASSRA Heroes initiative to recognise more volunteers on our HASSRA webpages.

**Priority 4: Promoting Equality and Diversity**

Every member needs to know that HASSRA will respect and give them an equal opportunity to enjoy the benefits of membership regardless of their differences and choices, and that we will treat them in an appropriate way. We will embrace equality and diversity by:

* appointing an equality and diversity champion on the National Board of Management - and encourage regional boards to do the same - to ensure equality and diversity issues are considered in all deliberations and decision-making.
* developing and implementing policies to ensure the management of the association and delivery of programmes are inclusive of all members and take account of their diverse needs and preferences.
* developing a toolkit to help event organisers undertake an equality and diversity assessment when planning an event to ensure that it is accessible for all members and takes account of their diverse needs and preferences.
* collecting data on diversity in our biennial member surveys to inform policy and programme planning and delivery.

**Priority 5: 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 6: Building Our Business**

Our structures and systems must be efficient and effective and contribute to a positive member and volunteer experience. We will ensure this by:

* continuously improving HASSRA Live to ensure we exploit all the opportunities afforded by digital.
* reviewing the make-up and responsibilities of the National BOM and sub committees and assessing if new sub committees should be formed to help run the Association effectively and efficiently.
* reviewing our communications and marketing capability to ensure contact with members is timely, relevant and welcomed and supports a positive membership experience and effective business delivery.
* introducing WhatsApp communications to members to help promote membership benefits to members.
* ensuring resources are sufficient to fund valuable and attractive programmes and are distributed effectively throughout the Association to ensure maximum programme delivery.
* continuously improving our intelligence gathering and reporting to support informed decision-making by members, volunteers, clubs, regions and national bodies.

**HASSRA**

**May 2024**