

### National Work Programme 2023

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**Key**

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| AC | Awards Committee |
| BDM | Business Development Manager |
| BOM | National Board of Management |
| CMM  CMT  DHSC  DWP | Communications and Marketing Manager  Communications and Marketing Team  Department of Health and Social Care  Department for Work and Pensions |
| FC | Finance Committee |
| HLM  MT  NC  NFM | HASSRA Live Manager  Management Team  National Chair  National Finance Manager |
| NOM | National Operations Manager |
| PDC | Programme and Delivery Committee |
| PDM  PDT | Programme Delivery Manager  Programme Delivery Team |
| RMT | Resources and Membership Team |
| RFAs | Regional Finance Assistants |
| RFMs | Regional Finance Managers |
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**2023 National Work Programme**

The HASSRA Three Year Strategy 2021 to 2023 sets out our strategic vision and priorities for the Association. The key steps we will take in 2023 towards the achievement of those objectives are set out below.

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| **Priority 1: National Programme – A Unique Offer to Members** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| Annual General Meeting | Plan, organise and deliver all elements of the Annual General Meeting including elections, motions and reports. | PDT/BDM/ NFM | 01/01/23 | 11/05/23 |
| Awards Dinner | Plan, organise and deliver an Awards Dinner for winners | PDT/BDM/ NFM | 01/01/23 | 11/05/23 |
| National Championships | Plan, organise and deliver April, July and September Festivals at Warwick University. | PDM/PDT | 01/01/23 | 10/09/23 |
| Summer Promotion | Plan, organise and deliver Summer Promotion offering over 50% discount to selected UK theme parks and attractions. | NFM | 01/03/23 | 31/08/23 |
| Winter Promotion | Plan, organise and deliver a free Christmas cash and gadgets prize draw £50k in total. | CMT | 01/09/23 | 31/12/23 |
| Lottery | Plan, organise and deliver twelve monthly lottery draws, notify winners and publish results. | RMT/CMT | Ongoing | |
| Development Fund | Continue to deliver a scheme to provide financial support for individual members wishing to develop their skills. | AC/CMT | Ongoing | |
| Free Competitions | Plan, organise and deliver a minimum of 10 national fun ‘n’ free competitions, ballots or giveaways; notify winners and publish results. | CMT | Ongoing | |
| Online Programme | Plan, organise and deliver all elements of the Online Programme | PDT/CMT | 01/01/23 | 31/12/23 |
| Membership Benefits | Continue to seek valuable membership benefits and new offerings and promote them through modern communication methods including HASSRA website, Digital Livelife magazine, e-mail Facebook, Twitter and YouTube. | PDT/CMT | Ongoing | |
| Programme Development | Review overall mix of the programme to ensure broad appeal to members. | PDM/PDC | Ongoing | |

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| **Priority 2: Building Membership** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| Running recruitment campaigns | Devise and implement recruitment plans to target traditional and new markets based on management information on take-up rates and incorporating D&I data for each region. Special attention to be paid to DWP and DHSC new recruits, and to the new Social Security Scotland. | PRT | 01/01/23 | 31/12/23 |
| Research leavers data and membership eligibility | Investigate potential new pools of eligible members and research access to leavers data. | NOM | 01/03/23 | 31/12/23 |
| Publishing recruitment materials | Design and print new marketing products to support the recruitment and retention of members. | CMT/PDM | Ongoing | |
| Membership retention | Continue to offer a wide programme of membership benefits and events so that each member receives good value from their membership. | PDT | Ongoing | |
| Ensure timely communications with staff leaving our sponsor departments to encourage them to maintain their HASSRA membership. | PDM/CMT | Ongoing | |
| Promoting HASSRA to managers | Promote the benefits of HASSRA by actively seeking to attend DWP, DHSC and other qualifying employers’ management events. | PDT | Ongoing | |
| Actively publicise and promote the achievements of the winner of the Best Business Sponsor Award. | CMT | 01/04/23 | 01/07/23 |

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| **Priority 3: Supporting Clubs and Volunteers** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| HASSRA Live | Carry out a consultation with clubs and regions to find out what they need HASSRA Live to do for them. Includes creation of steering group and continuation of ‘how to’ videos. | HLM | 01/04/23 | 31/12/23 |
| Provide regions and clubs with on-line digital business tools to help them deliver a programme and communicate with members. | HLM | Ongoing | |
| Volunteer Toolkit | Complete a review of the volunteer toolkit ensuring it is up to date and available on website. | PDT/CMT | Ongoing | |
| Conduct and Discipline | Review and update conduct and discipline policy and procedures to provide regions with clear guidance. | NOM | 01/01/23 | 30/06/23 |
| Quarterly MI Reports | Produce quarterly MI reports for regions. | BDM | Quarterly | |

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| **Priority 4: Promoting Equality and Diversity** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| Develop equal opportunity policies | Develop and implement policies to ensure the management of the association and the delivery of programmes are inclusive of all members and take account of their diverse needs and preferences. | NOM/PDM | Ongoing | |
| Equality and diversity data | Collect data on diversity in our biennial member survey and from events participants and use this to inform policy and programme planning and delivery. | CMM/PDM | Ongoing | |

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| **Priority 5: Building Sponsorship** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| Develop effective partnerships with departmental sponsors | Issue an Annual Report to sponsor Executive Teams to summarise outputs delivered to members and key survey findings. | NOM | 01/06/23 | 31/08/23 |
| Collaborate with DWP’s Health and Wellbeing team to support its health and wellbeing policy and objectives. | PDM | Ongoing | |
| Approach the Director General, Work and Health to garner support and promote the advantages of HASSRA membership to the Department. | NC | 01/04/23 | 31/12/23 |
| Minimise any pressures our activities may create for businesses and colleagues by staging events and activities outside business hours or in lunch breaks. | PDM/PDT | Ongoing | |
| Secure sponsorship | Identify organisations to sponsor HASSRA events and activities. | PDM/NOM | Ongoing | |

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| **Priority 6: Building our Business** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| HASSRA LIVE | Investigate the development and viability of a HASSRA Live native App. | HLM | 01/03/23 | 31/12/23 |
| Continuously improve HASSRA Live to ensure we exploit all the opportunities afforded by digital. | MT | Ongoing | |
| Communications Plan | Review and update current strategic communications plan, to ensure all HASSRA communication products and channels remain fit for purpose in light of Association objectives and current challenges. | CMM | Ongoing | |
| Social Media & Other Communications Channels | Maximise the use of social media and other communication channels (e.g. Facebook, Twitter and YouTube) as part of an integrated approach to communications and marketing. | CMM | Ongoing | |
| Strategic Forward Look | Keep under review strategic planning paper to inform future direction of Association. | NOM/BOM | Ongoing | |
| CSSC Review | Undertake a review of relationship between the two organisations. | NOM/BOM | Ongoing | |
| Development Fund | Keep under review Development Fund and identify steps to generate higher take-up. | CMM | Ongoing | |

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| **Priority 7: Managing our Business** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| National Accounts | Day-to-day management of income and expenditure. | NFM | Ongoing | |
| Report income and expenditure on a quarterly basis to National Board of Management. | NFM | Quarterly | |
| Calculate and distribute rebates to regions. | NFM | Quarterly  (end Mar, Jun, Sep, Dec) | |
| Regional Accounts | Day-to-day management of income and expenditure. | RMT | Ongoing | |
| Report income and expenditure to Regional Boards. | RFMs | Quarterly | |
| Calculate and distribute rebates to clubs. | RFMs | Annually | |
| Provide advice and guidance to regions and clubs on management of funds and governance. | FC/RFMs/  PDT | Ongoing | |
| Ticket sales | Procurement of theme park tickets from suppliers. | RFAs/RFMs | Ongoing | |
| Fulfilment of ticket orders from members using website according to agreed service standards. | RFAs | Ongoing | |
| Manage contract and service levels of cinema e-code sales with Cinema Society. | NFM | Ongoing | |

**HASSRA National Team**

**May 2023**