

### National Work Programme 2025

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**Key**

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| AC | Awards Committee |
| BM | Business Manager |
| BOM | National Board of Management |
| CMM  CMT  D&I  DHSC  DWP | Communications and Marketing Manager  Communications and Marketing Team  Diversity and Inclusion  Department of Health and Social Care  Department for Work and Pensions |
| FC | Finance Committee |
| HLM  MBM  MT  NC  NFM | HASSRA Live Manager  Membership Benefit 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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**2025 National Work Programme**

The HASSRA Three Year Strategy 2024 to 2027 sets out our strategic vision and priorities for the Association. The key steps we will take in 2025 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/BM/ NFM | 01/01/25 | 16/05/25 |
| Awards Dinner | Plan, organise and deliver an Awards Dinner for winners. Includes charity raffle. | PDT/ PDM/NFM | 01/01/25 | 16/05/25 |
| National Championships | Plan, organise and deliver July and September Festivals at Warwick University. | PDM/PDT | 01/01/25 | 8/09/25 |
| 90th Anniversary | Plan, organise and deliver 90th Anniversary initiatives | NOM/MT | 01/01/25 | 31/12/25 |
| Easter Promotion | Plan, organise and deliver Easter Promotion offering extra discount to selected UK theme parks and attractions | NFM | 01/03/25 | 30/04/25 |
| Summer Promotion | Plan, organise and deliver Summer Promotion offering over 50% discount to selected UK theme parks and attractions. | NFM | 01/03/25 | 31/08/25 |
| Winter Promotion | Plan, organise and deliver two free Christmas cash and gadgets prize draws £60k in total. | CMT | 01/09/25 | 31/12/25 |
| Lottery | Plan, organise and deliver twelve monthly lottery draws, notify winners and publish results: including one double-money draw in October and an extra 90th Anniversary draw in May | RMT/CMT | Ongoing | |
| Development Fund | Continue to deliver a scheme to provide financial support for individual members wishing to develop their skills. | CMT | Ongoing | |
| Free Competitions | Plan, organise and deliver a minimum of 10 national fun ‘n’ free competitions including one special 90th Anniversary, ballots or giveaways; notify winners and publish results. | CMT | Ongoing | |
| Summer Draw | Plan, organise and deliver Summer draw with 90 prizes. | CMT | 01/05/25 | 31/07/25 |
| Free Membership Draw | Plan, organise and deliver draws for nine free memberships over 10 months | CMT | 01/02/25 | 30/11/25 |
| Online Programme | Plan, organise and deliver all elements of the Online Programme | PDT/CMT | 01/01/25 | 31/12/25 |
| 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, X, WhatsApp and YouTube. | PDT/CMT/MBM | Ongoing | |
| Programme Development | Review overall mix of the programme to ensure broad appeal to members. | PDM/PDC | Ongoing | |
| CSSC Walking Communities | Plan and promote walking opportunities. Train workplace walking champions | PDM | 01/01/25 | 31/12/25 |
| CSSC Health and Wellbeing Activity | Plan and promote Activity Alliance at Festivals and a Wellbeing Challenge | PDM | 01/01/25 | 31/12/25 |
| HASSRA Holiday | Plan and promote holiday opportunity alongside our corporate partners | NOM/PDM | 01/01/25 | 31/12/25 |

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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. Run Buddy Draws to promote membership. | PRT/CMT | Ongoing | |
| Research leavers data | Investigate and research access to leavers data. | NOM/HLM | Ongoing | |
| Research membership eligibility | Investigate potential new pools of eligible members | NOM | Ongoing | |
| 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. | CMT | Ongoing | |
| Promoting HASSRA to managers | Promote the benefits of HASSRA to office managers (business sponsors) by actively seeking to attend DWP, DHSC and other qualifying employers’ management events. | NOM/NC | Ongoing | |
| Actively publicise and promote the achievements of the winner of the Best Business Sponsor Award. | CMT | 01/04/25 | 01/07/25 |
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| **Priority 3: Supporting Clubs and Volunteers** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| HASSRA Live | Carry out a consultation with 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 | Ongoing | |
| Provide regions and clubs with on-line digital business tools to help them deliver a programme and communicate with members. Promote Cash4Clubs initiative. | HLM/CMT | Ongoing | |
| Volunteer Toolkit | Continue to update the volunteer toolkit on the website | HLM/CMT | Ongoing | |
| Conduct and Discipline | Review and update conduct and discipline policy and procedures to provide regions with clear guidance. | NOM/ Wellbeing BOM Rep | 01/01/25 | 30/09/25 |
| Quarterly Finance Reports | Produce quarterly finance reports for regions. | RFM | Quarterly | |
| MI Portal | Investigate and develop portal in HASSRA LIVE for volunteers to access their regional MI | BM/HLM | Ongoing | |
| Monthly Regional Catch-Ups | Monthly meeting with regions to promote collaboration and share best practice | NOM/BM | Monthly | |
| Regional AGMs | Attendance at all regional AGMs | MT | 01/02/25 | 31/03/25 |

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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/D&I | Ongoing | |
| Embed diversity and inclusion into all parts of the National programme | Invite Activity Alliance to the HASSRA Festivals and take on board their advice for future events and activities. | NOM/PDM | 01/01/25 | 07/09/25 |
| Equality and diversity champion | Appoint a new equality and diversity champion on the National BOM and encourage regionals to do the same. | BOM | Ongoing | |
| Equality and diversity toolkit | Develop a toolkit to help organisers undertake an equality and diversity assessment when planning an event | 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 senior managers to summarise outputs delivered to members and key survey findings. | NOM/BM | 01/06/25 | 31/08/25 |
| Collaborate with DWP’s Wellbeing team to support its wellbeing policy and objectives whilst maximising promotion through wellbeing advocates. | NOM/PDM | Ongoing | |
| Engage with Executive Team to garner support and promote the advantages of HASSRA membership to the Department. | NC | Ongoing | |
| 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 | |
| Business Unit Grants | Promote and facilitate the Business Unit Grant scheme to increase engagement and recruitment of members. | NFM/MT | Ongoing | |
| **Priority 6: Building our Business** | | | | |
| **Activity** | **Task** | **Owner** | **Start** | **End** |
| HASSRA Live | 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. Foster closer collaboration with DWP communications. | CMM | Ongoing | |
| Social Media & Other Communications Channels | Maximise the use of social media and other communication channels (e.g. Facebook, X, WhatsApp, YouTube, Viva Engage and HL Message Boards) as part of an integrated approach to communications and marketing. | CMM | Ongoing | |
| Commercial Strategy | To detail high level outcomes and benefits of closer working with corporate partners. | NOM/MBM | Ongoing | |
| Festival Review | To review the festival organisation, job roles and responsibilities and programme of events for 2026. | NOM/PDT/  PDC | 01/01/25 | 31/12/25 |
| Development Fund | Review Development Fund and identify steps to generate higher take-up. | NOM | 01/01/25 | 28/02/25 |

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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 and attraction tickets from suppliers both physical and e-tickets. | 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 | |
| Manage contracts and service provided with Tastecard, Coffee Club, English Heritage and Cadw | NOM/PDM | Ongoing | |

**HASSRA National Team**

**May 2025**