



National Work Programme 2018

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Key

AC	Awards Committee
BDM	Business Development Manager
BDT	Business Development Team
BOM	National Board of Management
CMM	Communications and Marketing Manager
CMT	Communications and Marketing Team
DH	Department of Health
DWP	Department for Work and Pensions
EC	Executive Committee
FC	Finance Committee
MT	Management Team
NAMS	National Associate Membership Scheme
NFM	National Finance Manager
NOM	National Operations Manager
PRM	Programme and Recruitment Manager
PRT	Programme and Recruitment Team
RMT	Resources and Membership Team
RFAs	Regional Finance Assistants
RFMs	Regional Finance Managers

Strategic Priorities

The HASSRA Three Year Strategy 2018/19 to 2020/21 sets out our strategic vision and priorities. The key steps we will take in 2018/19 towards the achievement of these objectives are set out below.

2018 National Work Programme

Priority 1: National Programme – A Unique Offer				
Activity	Task	Owner	Start	End
National Conference and Awards Dinner	Plan, organise and deliver all elements of the National Conference and Awards Dinner from accommodation to elections, motions awards and reports.	PRT/BDT/NFM	01/01/18	17/05/18
National Championships	Plan, organise and deliver Early Summer and Late Summer Festivals at Warwick University.	PRM/PRT	01/01/18	08/09/18
Summer Promotion	Plan, organise and deliver Summer Promotion offering 50% discount to selected UK theme parks and attractions.	NFM/PRM	01/03/18	31/08/18
Winter Promotion	Plan, organise and deliver a free Christmas cash prize draw.	CMT	01/09/18	31/12/18
Lottery	Plan, organise and deliver twelve monthly lottery draws, notify winners and publish results.	RMT/CMT	Ongoing	
Development Scheme	Continue to deliver a scheme to provide financial support for individual members wishing to develop their skills.	AC	Ongoing	
Free Competitions	Plan, organise and deliver a minimum of six national fun 'n' free competitions, notify winners and publish results.	CMT	Ongoing	
DWP Challenge Cup	Organise and promote the DWP Challenge Cup to clubs and regions. Organise the final at Caxton House.	PRM	01/03/18	21/11/18
Membership Benefits	Look for the next big benefit and new offerings and promote them through modern communication methods including HASSRA website, Livelife magazine sent electronically, e-mail Facebook and Twitter.	PRT/CMT	Ongoing	
Membership Survey 2018	Conduct a membership survey to better understand our membership and their changing preferences and priorities. Liaise with regional chairs ahead of survey for their ideas and requirements.	CMT	30/06/18	31/12/18
Programme Development	Review overall mix of the programme to ensure broad appeal to members.	PRM/EC	Ongoing	
	Conduct a review of National Championships to ensure competition structures are relevant and deliverable.	PRM/EC	01/06/18	30/11/18
Priority 2: Recruiting and Retaining Members				
Activity	Task	Owner	Start	End
Running recruitment	Devise and implement new recruitment	PRT	01/01/18	30/05/18

campaigns	plans to target traditional and new markets in conjunction with regional boards based on management information of take-up rates for each region. Special attention to be paid to potential NAMS and retired members.			
Publishing recruitment materials	Design and print new marketing products to support the recruitment and retention of members.	CMT/PRM	Ongoing	
Infrastructure Template	Devise template capturing all actions required to facilitate recruitment amongst non-civil service employers e.g. NHS trusts and Las.	PRM	01/04/18	30/05/18
Eligibility to hold office and discipline	Review and amend as necessary eligibility criteria for holding office on regional boards and club committees and disciplinary code to ensure operational consistency with new employment groups e.g. NHS and LAs.	NOM and National BOM (Paul Adams)	01/04/18	30/05/18
Membership retention	Continue to offer a wide programme of membership benefits and events so that each member receives good value from their membership.	PRT	Ongoing	
	Ensure timely communications with staff leaving our sponsor departments to encourage them to maintain their HASSRA membership.	PRM/CMT	Ongoing	
Promoting HASSRA to managers	Promote the benefits of HASSRA by actively seeking to attend DWP, DH and other qualifying employers' management events.	PRT	Ongoing	
	Produce and circulate the Senior Managers Briefing pack to highlight the work HASSRA does to support a healthy and engaged workforce.	CMM/PRM	17/05/18	30/11/18
	Actively publicise and promote the achievements of the winner of the Best Business Sponsor Award.	CMT	18/05/18	30/06/18

Priority 3: Supporting Volunteers				
Activity	Task	Owner	Start	End
National Volunteer Strategy	Promote the national volunteer strategy featuring long service award winners in Livelife magazine	CMM	17/05/18	Ongoing
Implement National Volunteer Strategy	Recruit and train volunteers for National Festivals	PRM/ PRT	17/03/18	Ongoing

	<p>Work with DWP HR Skills and Capability to provide Staff Clubs Training</p> <p>Procure and issue kit and equipment</p> <p>Promote applications for long service awards</p>			
Issue Finance Bulletins	Issue Finance Bulletins to clubs and volunteers to provide practical advice and guidance on pertinent finance and governance issues.	NFM/FC	As and when required	
MI and Quarterly Reports	Review, in consultation with Regions, MI support and quarterly reports for clubs and regions.	BDM	1/7/18	31/12/18

Priority 4: Building Sponsorship				
Activity	Task	Owner	Start	End
DWP Livelife Challenge	Launch the new “members only” Livelife Challenge Grant and produce new publicity and materials for clubs.	PRM/NOM	17/05/18	30/12/18
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	01/04/18	30/06/18
	Collaborate with DWP’s Health and Wellbeing team to support its health and wellbeing policy and objectives.	NOM	Ongoing	
Secure sponsorship	Identify organisations to sponsor HASSRA events and activities.	PRM/NOM	Ongoing	

Priority 5: Managing the 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	Minimum of 4 per year	

	Calculate and distribute rebates to clubs	RFMs	Annually
	Provide advice and guidance to regions and clubs on management of funds and governance	FC/RFMs/ PRT	Ongoing
Ticket sales	Procurement of cinema and theme park tickets from suppliers.	RFAs/RFMs	Ongoing
	Fulfilment of ticket orders from members using on-line shop according to agreed service standards.	RFAs	Ongoing

Priority 6: Transforming the Business				
Activity	Task	Owner	Start	End
HASSRA Three Year Strategy	Review current three year strategy which concludes this year, and prepare next three year strategy for AGM's consideration in May 2018.	NOM	01/05/17	01/05/18
Strategic Communications Plan	Review and update current strategic communications plan, to ensure all HASSRA communication products continue to be developed and professional and to time, and continue to support HASSRA strategic priorities.	CMM	01/01/18	Ongoing
Communications	Review and update current communications including Livelife to ensure all products are relevant, effective and engaging.	CMM	01/01/18	Ongoing
Social Media & Other Communications Channels	Continue to explore the use of social media and other communication channels (e.g. Facebook and Twitter) as part of an integrated approach to communications and marketing.	CMM	Ongoing	
Customer Management System	Set out design, technical specifications and production notes with Brick Technology.	BDM/NOM	01/03/18	30/04/18
	Development of business functions with Brick Technology.	BDM/NOM	01/04/18	30/09/18
	Testing, training and phased rollout of business functions.	BDM/NOM	01/09/18	31/03/19

Service Model Evaluation	Evaluate new service model to regions	NOM	31/03/18	31/12/18
Development Scheme Review	Review development scheme and make recommendations to generate higher take-up.	NOM	01/01/18	30/06/18

HASSRA National Team
April 2018