

HASSRA STRATEGY OBJECTIVES 2018 - 2020

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Foreword by Margaret Moor

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FOREWORD

Dear Colleagues

Building Communities

For many of us HASSRA has been an ever-present part of office life and it's easy to assume it will just carry on regardless of whatever else is going on around us.

In fact HASSRA is a dynamic ever-changing organisation whose fortunes depend upon the efforts and energies of members and volunteers as well as decisions taken by our committees and boards of management up and down the country.

We are also affected – sometimes fundamentally - by things outside our control, such as changes in the machinery of government and the size of our host departments.

Our success depends very much upon our willingness to look ahead, embrace change and to seize every opportunity to grow and improve what we do.

We do that best when we build upon our core strengths of high levels of membership, strong and vibrant communities of clubs, volunteers and members, and a broadly based programme of activities and offers that members want.

This strategy aims to do that. I hope I can count on your support in driving it forward and building a secure and successful future for HASSRA.

Margaret Moor
HASSRA National Chair

1. INTRODUCTION

In the period 2015 – 2017 HASSRA showed enormous resilience in sustaining a vibrant and successful offer in the face of public sector retrenchment. Membership held up at 60,250 against a forecast reduction to 55,300 and take-up has continued to strengthen, peaking at 64.95% at September 2017.

These results were built on a balanced programme of discounts, leisure, offers and sports shaped by members' evolving preferences and priorities.

Membership benefits were particularly important. Their value across the period was estimated at £24.8m and clearly played a part in recruitment and retention. But we now operate in a crowded and competitive market where consumers can choose from a range of providers to get the best deal.

Yet HASSRA isn't simply a purveyor of discounts. Its unique and fundamental strength is its workplace-based clubs and volunteers. No other departmental association has a network of this kind, and no other organisation can claim to build communities in the way that HASSRA does.

While membership benefits remain an important part of the overall offer, clubs and everything clubs do in, around and outside of work continue to be the bedrock of the Association.

So making sure:

- members know the value of all aspects of membership is important. Our communications and marketing must therefore be fit for purpose in a world of near-instant digital messaging.
- we know what members want is important. We therefore need to grow our customer insight and apply it to our decision-making.
- our offer is accessible when, where and how members want. it is important. We therefore need to ensure our delivery mechanisms are second to none.

One thing is certain: our host departments will continue to retrench over the next three years; and while a first class product will continue to drive membership take-up, it cannot entirely overcome the impact of smaller departments.

So size matters because high levels of subscription income are essential for high value programmes, and these in turn drive up membership. It is a virtuous circle that HASSRA has enjoyed over the past 10 years and must be sustained to secure the long-term future of the Association.

The introduction of the national associate membership scheme in [date] has enabled 1,200 leavers from DH and DWP retain their membership where previously they could not, and they are now HASSRA's third largest membership group.

Co-location with local authority and other public sector colleagues will be a source of new members; and discussions with other employers with whom our host departments have a direct connection – NHS trusts for example – will take us in another direction while maintaining the integrity of HASSRA's traditional ambit.

And so HASSRA's strategic mission for the next three years will be to:

- grow our membership base
- fund our programmes generously at every level
- support our clubs and volunteers
- build a first class digital delivery platform that supports participation and puts members in control of their membership experience.

WE AIM

To provide an accessible, high quality programme of sports, leisure, discounts and offers that members want and value, and which makes a real contribution to their wellbeing, work life balance and personal development.

OUR STRATEGIC PRIORITIES

Priority 1: A unique offer to members

We will develop and deliver a balanced programme of competitions, activities, benefits, discounts, leisure and sports of broadest appeal. We will do this by:

- monitoring members' preferences and priorities through the biennial survey and other data sources on member activity and participation rates.
- 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: Recruiting and Retaining Members

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

- broadening membership eligibility to include public sector staff co-located with existing members and other employment groups which have an intrinsic connection with our core departments.
- encouraging staff leaving sponsor departments and agencies to maintain their HASSRA membership through the national associate and retired membership schemes.

- 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.

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.
- 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.
- reviewing the current volunteer deal to ensure it maximises support, recognition and development for volunteers throughout the Association.
- reviewing constitutional and other governance arrangements which currently limit the roles which volunteers from certain membership groups (associate and retired) can play in leading the Association.

Priority 4: 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 5: 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:

- implementing a digital customer management system which:

- puts members in control of their membership and provides easy access to information, events, offers and services.
- provides a convenient range of tools and services to support volunteers in delivering their outputs.
- supports efficient, cost-effective, secure and resilient administration of the business.
- building 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.
- ensuring resources are sufficient to fund valuable and attractive programmes, and are distributed effectively throughout the Association to ensure programme delivery.
- continuously improving our intelligence gathering and reporting to support informed decision-making by members, volunteers, clubs, regions and national bodies.

HASSRA
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