



Annual Report 2021

Contents	Page
Presidents	3
Glossary	3
Foreword	4
1. Summary	5
2. National Programme	5-10
3. Building Membership	10-11
4. Supporting Clubs and Volunteers	12-13
5. Promoting Equality and Diversity	13
6. Building Sponsorship	13-14
7. Building our Business	14-15
8. Managing our Business	15-16

Appendices

1. National and Regional Management Committees	17
2. 2021/2022 National HASSRA Decision-Making Bodies	18
3. Awards Committee Report	19
4. Programme and Delivery Committee Report	20
5. Finance Committee Report	21
6. Membership Benefits	22-27
7. HASSRA Membership	28-32
8. HASSRA Live Visitations	33
9. Finance Transactions	34
10. Online Programme MI	35-37
11. Development Fund	38
12. Charity Fundraising	39
13. Membership Survey	40-43

President

Peter Schofield CB, Permanent Secretary, Department for Work and Pensions

First Vice President

Sir Chris Wormald KCB, Permanent Secretary, Department of Health and Social Care

Glossary

AGM	Annual General Meeting
BOM	Board of Management
CMT	Communications and Marketing Team
CSiS	Civil Service Insurance Society
CSSC	Civil Service Sports Council
DHSC	Department of Health and Social Care
D&I	Diversity and Inclusion
DWP	Department for Work and Pensions
FC	Finance Committee
MI	Management Information
NHS	National Health Service
PDC	Programme and Delivery Committee

FOREWORD

I am delighted to introduce the 2021 Annual Report in my first year as the HASSRA National Chairperson. But I want firstly to thank Margaret Moor, my predecessor, for her wonderful service to HASSRA throughout a long career in DWP, and especially latterly as the National Chair – a tough act to follow! I want also to remember Sir Geoffrey Otton, a long-standing supporter of HASSRA, who 29 years ago dedicated the HASSRA National Music Trophy which is still contested today. Sadly, Sir Geoffrey passed away this year.

If I have learned anything about HASSRA, as the Y&H Chair and now the National Chair, it is the positive difference our Association makes to the lives of our members and their families. Covid-19, still with us in 2021, again tested our resilience and will to keep going. I am delighted to report, as this document amply shows, that once more our members, volunteers and officers were equal to the task and continued to make that difference. Digital engagement through HASSRA Live played a major part in this success, but face-to-face engagement remains as important as ever, as our September Festival showed.

In my day job as Area Director for North West and North Central, I know that our people, *all of them*, are our strength. That is why I am so pleased that in 2021 HASSRA embarked on a journey to embrace and celebrate diversity, and to make *inclusion* the watchword in the design and delivery of all we offer to members. Our recently published Diversity and Inclusion Statement sets out our intent, and the motion to this year's AGM to establish a Diversity and Inclusion Committee underlines our commitment to action. I am sure the entire Association supports this important initiative.

This report is packed full of information about the achievements of our Association in 2021. Please read it and share it with colleagues around the office and those working from home. It provides a powerful testament of the good that HASSRA does, and a wealth of reasons for joining and remaining a HASSRA member. My congratulations and thanks to everyone who played a part in this success.

Dave Barrow
HASSRA National Chair
May 2022

1. SUMMARY

1.1 Formed in 1935, HASSRA has been providing sports and leisure opportunities to staff in DWP and DHSC and associated agencies for 86 years. It is a national organisation of 60,000 members with income of £3.5m, but its foundations are in its office-based communities, organised in 12 regions and 368 local clubs. Operating on this scale means HASSRA has a formidable delivery capability unrivalled amongst public sector staff associations. Our aim is to help members achieve a happy and healthy work-life balance; to help them be at their best at work; and to provide broad range of leisure and recreational opportunities at work and at home, and with colleagues, family and friends.

1.2 In 2021 that included:

- benefits, discounts and offers worth £5m
- HASSRA Lottery paying out a guaranteed £660k
- free draws and competitions worth £188k
- weekly prize puzzles and monthly on-line quizzes live on YouTube
- national and regional sports and fitness, arts and crafts and cultural activities
- a Development Fund to help members achieve their potential
- grants to support local office initiatives during Covid-19 lockdowns
- and much, much more totaling a record 222k member participations in 2021.

1.3 This report describes these activities in the period year ending 31st December 2021. It broadly follows the format of the 2021 HASSRA National Work Programme to help readers view outcomes against objectives.

2. NATIONAL PROGRAMME

2.1 Covid-19 continued to shape the operating environment in 2021. We again deployed our digital capability to sustain an attractive and viable offer to members, while the gradual easing of lockdown restrictions allowed the reintroduction of some popular traditional activities, such as the September Festival. As in 2020, the new and developing blend of *digital* and *traditional* delivered record levels of member participation at a broadly unchanged cost to the Association. The challenge going forward is to continue to diversify the offer and delivery channels to maximize engagement with every member, wherever they are and wherever they are. Our work on Diversity and Inclusion will help us to do so.

National Conference and Awards Ceremony

2.2 The Annual Conference was held via MS Teams on Thursday, 13th May 2021. Forty-nine delegates, officers and observers joined the call. No motions were submitted, and elections were held for BOM, FC, PDC and AC vacancies.

2.3 The Awards Dinner was held on 25th November at Warwick University. The award winners for both 2019 and 2020 were invited. The winners from 2020 are listed below.

HASSRA Major Awards	Winners for 2020
The President's Trophy for Best Association Highly Commended	HASSRA South East HASSRA Yorks & Humber
Sir Philip Rogers Trophy for Best Large Club Highly Commended	Dearne Valley (Yorks & Humber) Stockton (North East)
Sir Michael Partridge Trophy for Best Small Club Highly Commended	Ilkeston (East Midlands) Heron House (North West) Peterhead (Scotland)
Rachel Lomax Trophy For Best Volunteer Highly Commended	Karen Sinden (Yorks & Humber) Dorothy Brookfield (Wales) Simon Jowitt (Fylde)
Sir Leigh Lewis Trophy for Best Participant Highly Commended	Annie White (West Midlands) Marie Mead (North East)
Lesley Strathie Trophy for Best Business Sponsor	Duncan Wardle (South West)

HASSRA Online Programme

Let's Get Gaming

2.4 In January, members were invited to take part in a virtual 'Call of Duty-Warzone' gaming tournament. One hundred and ten members took part with prizes totaling £750 for the winners.

Let's Get Physical

2.5 January saw the first of two six-week Let's Get Physical challenges. The second challenge began in May. With 13,000 YouTube views, the workouts proved very popular with members and 20 prizes totaling £1,560 were awarded.

Valentine's Poetry Competition

2.6 There was plenty of love shown as part of February's Valentine poetry competition. One hundred and nineteen entries were received, and winners were swept off their feet with £800 of prizes.

New Year Club Grants

2.7 During February and March, New Year grants worth £35,000 were given to 199 local clubs, reaching nearly 38,000 members working in offices and at home, to boost morale and engagement.

Let's Get Moving

2.8 At the end of February we challenged members to join the *Let's Get Moving Strava Group*, with the added incentive of entry into a free prize draw. Over one hundred members took part covering nearly 3,000km between them. Three winners were drawn at random from all eligible entries and shared prizes totalling £140.

Let's Get Cooking

2.9 Virtual cooking lessons were held from February through to June and from October to November. Sessions transported members and their families around the globe, creating various cuisines and dishes. Lessons were seasonally themed and timed, so children were able to join in and share the joy of cooking.

Six Nations

2.10 To hail the return of Six Nations Rugby to the sporting calendar, members were invited to show how they were celebrating the matches. Forty six members shared £400 of prizes.

World Book Day

2.11 In March, members were asked to design a bookmark for World Book Day. Forty nine members enjoyed £490 of vouchers.

Mother's Day

2.12 Members were invited to show their card making skills in celebration of Mother's Day. One hundred and twenty entries were received with members sharing £1,000 of vouchers.

Easter Craft

2.13 In March, members and their families were tasked with designing an Easter bonnet. There were some impressive results, particularly in the under 16's category! Seventy six entries were received with the winners sharing £300 of prizes.

Let's Get Cycling- Spring Challenge

2.14 Following the success of the previous year's cycling challenge, the HASSRA Cycling Club was encouraged to take advantage of the improving Spring weather and get back on their bikes. Eighteen lucky members won a Fitbit.

Living La Vida Lockdown

2.15 To mark one year since lockdown began, we asked members to share their lockdown stories and show how HASSRA had made a difference to their wellbeing during such a challenging period. Eighty two members enjoyed £1,000 of prizes by sharing their stories of taking up new hobbies, keeping fit and homeschooling!

Father's Day

2.16 June saw ninety three members telling us about their fathers, with submissions providing lovely reasons why their dad was the best! It was clear lockdown had strengthened members' appreciation of their family. Members shared £1,000 in vouchers.

Cycling Challenge- Tour de France

2.17 To celebrate the Tour De France we ran the Maillot Jaune (Yellow Jersey Challenge). We asked HASSRA Cycling Club members to send in photos of themselves wearing yellow while enjoying a bike ride with their families. Twenty members received a voucher. Members were also asked to record their rides on Strava for at least ten of the twenty-three days of the Tour de France. Out of the two hundred members who took part, ten were randomly selected to receive a £100 Wiggle voucher.

Let's Get Gardening

2.18 Members with green fingers were asked to submit entries showing their gardens, patios/ balconies, window boxes/ planters and vegetable/herbs. Two hundred and eighty six members took up the challenge with winning and highly commended entries sharing the £1,000 prize pot.

National Art Competition

2.19 Following the overwhelming success of the online format in 2020, the art competition was hosted on HASSRA Live during August and September. Once again, there was no shortage of talent and hard work, with over eighty entries in the categories of painting, drawing, and mixed media & 3D. Deserved winners shared £700 in prizes. All entries can be viewed in the lockdown library on the website and HASSRA's Flickr pages.

National Photography Competition

2.20 Another national competition usually staged at HASSRA Festivals but held virtually in 2020, we again invited members to submit their entries via HASSRA Live during August and September. We received seven hundred and sixty photos of an exceptionally high standard in

the categories of People & Animals, Reflection and Landscapes. Deserved winners shared £1,280 in prizes. Every entry can be viewed on HASSRA's Flickr pages.

Bake Off

2.21 In September bakers were invited to show us their Autumn inspired cakes and cupcakes. There were some fantastic bakes amongst the seventy two entries and not a soggy bottom in sight! Members shared £620 in vouchers.

Let's Get Singing

2.22 November saw seventy six members attend the initial meeting of the virtual HASSRA Choir. Sessions will be held weekly during 2022 with the hope of a performance at a future Awards Dinner.

Monthly Quiz

2.23 Hosted on the HASSRA YouTube channel by our partners at Redtooth, these fun and interactive monthly quizzes attracted more than 2,000 participations during 2021 and paid out nearly £8,000 in prizes. This popular format will continue throughout 2022

Weekly Puzzles

2.24 HASSRA members continued to enjoy our weekly puzzles throughout 2021. Whether emojis, abstract pictures, word searches and other conundrums, nearly 37,000 participations have once again made this our most popular offer, which will continue through 2022.

Christmas Cracker

2.25 The 2021 winter promotion was a hugely popular free prize draw for cash and electronics. With over 17,500 entries in October and November, two hundred lucky winners shared £55,000 worth of prizes. This coincided with a noticeable increase in website traffic during this period.

Fun 'n' Free Competitions

2.26 Members also enjoyed a further twenty free competitions worth £55,000 with prizes ranging from spa breaks, Fortnum & Mason and Hotel Chocolat hampers, Halfords Bike Hut vouchers and sports equipment. Plus, thirty-three winners shared a massive £10,000 in holiday vouchers.

Development Fund

2.27 During 2021 members received awards totaling £9,360 (including £4,430 funded by CSiS), an increase of £3,695 (65%) over the previous year. A breakdown of awards by region can be found at annex 11.

Details of all membership benefits can be found at Appendix 6.

Spring and Autumn Promotions

2.28 During the year we ran two special promotions in conjunction with our partners at The Cinema Society. The Spring promotion coincided with the re-opening of cinemas after lockdown in May 2021; while the Autumn promotion coincided with the release of the latest James Bond film in September. Both promotions offered members a £5 discount with any purchase of cinema e-codes made via The Cinema Society website. In total members benefitted from discount worth £40k.

Summer Promotion

2.29 Our usual Summer Promotion offering heavily discounted theme park and attraction tickets ran from 1st June and until 30th September. In response to the previous year's very limited offering, which was severely affected by the pandemic, this year we strived to include as many attractions as possible. As a result, we almost doubled our previous sales record, selling over 35,000 tickets and delivering member savings of £525k.

Lottery

2.30 Our lottery scheme grew more popular than ever with 7,529 applications for new or increased tickets, an increase of 2,721 (+57%) from the previous year and the highest annual total since the lottery's inception. The number of tickets in the draw each month increased from 72,000 to 88,000 (+22%). This allowed us to increase the guaranteed annual prize fund from £660k to £756k, raising the top monthly prize from £12.5k to £15k and giving away more monthly prizes than ever before.

HASSRA Festival

2.31 Six hundred and seventy members, volunteers and national staff attended the highly anticipated September HASSRA Festival at Warwick University. There was a mixture of excitement and nerves in the build up to the flagship event. However, thanks to thorough planning and everyone adhering to the safety guidance, the Festival went ahead successfully. The events held represented a large step towards a return to 'normal'. We look forward to a full Festival programme in 2022.

Membership Survey

2.32 The 2020 survey was completed by 5,759 respondents – over 30% down on 2018. Most questions were carried over from the previous survey to identify trends and changes over time. However, the survey asked some new questions related to Diversity and Inclusion. All responses can be viewed in Appendix 13.

3. BUILDING MEMBERSHIP

3.1 Recruitment and retention remain critical drivers of the ongoing success and viability of the Association. Some of the impacts of Covid-19 on our key sponsor employers – homeworking and other redeployments of staff – continued to hamper efforts to recruit in traditional ways amongst the many new staff, particularly in DWP. At time of writing, the

Association is broadly managing to replace the usual churn of leavers with new members, but more needs to be done to exploit the many new recruitment opportunities in our workplaces up and down the country. We have worked closely with departmental colleagues to identify and contact new employees. We need also to ensure that leavers – whether on transfer to new employers or on retirement – fully understand the benefits of remaining with HASSRA, either as associate or retired members.

Campaigns

3.2 Covid-19 restrictions again compromised conventional recruitment channels and products, such as face-to-face talks and recruitment packs. The alternative package of virtual recruitment materials, including a PowerPoint presentation (and a YouTube version) and a digital version of the membership recruitment leaflets was created at the beginning of Lockdown. The National Team also commissioned a recruitment video which has been well received and is available for use by regions and clubs via the volunteer portal on HASSRA Live.

3.3 The National Team gave twenty five virtual recruitment talks to DWP new entrants, as part of Wellbeing events, and to VOA staff. We exhibited at a face-to-face event to welcome BPDTS staff to DWP in Leeds in October. All of these events provided opportunities to promote membership and recruit new members.

3.4 Buddy Draws continued in 2021 with prizes to the value of £10k being awarded to the winning recruiters and new members after each of the closing dates of 31st July and 30th November 2021. One further Buddy Draw was launched at the beginning of December 2021 to be drawn after the closing date of 31st March 2022.

3.5 From June to September we invited clubs to bid for money to help them promote HASSRA membership amongst non-members in their clubs. We awarded 42 grants totaling £8,220.

3.6 In the meantime, it remains critically important in 2022 that everyone – members, volunteers and officials alike – plays a part in promoting the benefits of HASSRA membership and encouraging new and existing colleagues to join HASSRA if they have not already done so.

Recruitment Materials

3.7 Printed leaflets and posters were issued to clubs upon request as Covid-19 restrictions eased. Additional paraphernalia such as trolley tokens, torches and key rings were also issued to aid recruitment.

HASSRA Video

3.8 A new promotional video providing an engaging overview of HASSRA's offer was premiered at the Major Awards Dinner in November. This is to be used on HASSRA Live and YouTube, as well as through the Association's volunteer network to increase recruitment and retention around the country.

Details of membership figures are shown at Appendix 7.

4. SUPPORTING CLUBS AND VOLUNTEERS

4.1 The impacts of Covid-19 on our sponsor businesses continued to be felt by our clubs and volunteers. Club grants and other support services have played an important part. But credit must be paid to our volunteers, locally, regionally and nationally, for their unstinting work to maintain the viability and beneficial impact of HASSRA in all our workplaces, whether in the formal setting of an office or where colleagues continue to work from home. Their resilience and continuing commitment are HASSRA's biggest asset and assurance of the Association's future success.

Local Club Grants

4.2 HASSRA clubs were supported throughout 2021 with the provision of New Year grants and later with recruitment grants. Two hundred and forty one clubs benefited from nearly £43,500 in grants. Feedback was very positive, with members both in the office and at home able to join together under the HASSRA banner.

Volunteer Toolkit RM

4.3 Initial plans were made at the end of 2021 to revamp the Volunteer section of HASSRA Live. This will eventually provide a more engaging experience and make it easier for volunteers to navigate and quickly find the resources required to effectively carry out their roles. This work will continue in 2022 after which the new section of the website will be published.

Quarterly MI Reports

4.4 Comprehensive reports, providing intelligence on finance, membership, recruitment, lockdown, online shop and membership benefits were issued to regions at each quarter-end throughout 2021 to support evidence-based decision-making throughout the Association.

Chairs Meeting 2021

4.5 The seventh annual joint meeting of the National Board and regional chairs was held in November at Warwick University. The HASSRA promotional video was premiered and received great feedback. Club account submissions were discussed along with HASSRA Live developments. A Spring Relaunch package for Spring 2022 was discussed to enable members, volunteers, and clubs to re-engage with the Association.

HASSRA Live club support

4.6 HASSRA Live functionality has allowed volunteers to undertake their roles more efficiently and effectively. Some clubs have fully utilised the membership lists and event organisation functionality, others are yet to do so. Further details can be found in paragraphs 7.2 to 7.5.

Charity Collections

4.7 During the year, members and clubs found many ways to support their favourite charities and, despite the impact of Covid-19, collected a fantastic total of £102k. As in previous years, this figure is likely to under-report the actual sum because not all clubs submit returns. We will continue to find ways of ensuring all charitable donations are recorded.

Details of charity figures are shown at Appendix 12.

5. PROMOTING EQUALITY AND DIVERSITY

5.1 HASSRA has always prided itself on being an open and welcoming association that values every one of its members. It has also sought to provide an offer of broadest appeal, with something for everyone. In 2021 the National Board resolved to put in place measures to ensure these values were enshrined in everything HASSRA does, from design to delivery. This began with publication of a Diversity and Inclusion Statement, and the appointment of a diversity champion on the National Board. The Board has since agreed, subject to the Council's approval, to establish a Diversity and Inclusion Committee to provide advice and drive policy development going forward.

Organisers Toolkit

5.2 As part of the HASSRA Diversity and Inclusion statement, a D&I check has been included in the volunteer manual. Guidance and a checklist are provided for event organisers stressing the importance of including D&I in their planning stage. The checklist also aids volunteers to understand the potential impact of how an event or membership benefit is delivered ensuring inclusivity for all members.

6. BUILDING SPONSORSHIP

6.1 HASSRA's resolve to keep going in the toughest of operating conditions during Covid-19 once again demonstrated its reach and capability. There is no doubt that HASSRA made a substantial and positive contribution to the wellbeing of members *and their families* at work *and at home* during the worst moments of the pandemic. Our Permanent Secretary, Peter Schofield, acknowledged that at the Awards Presentation in November 2021, and we know that the most enlightened and effective business managers welcome working with HASSRA on a daily basis. The ongoing challenge for HASSRA is to maintain its high level of performance, and to engage with business managers at every level to maximise HASSRA effectiveness in the workplace.

Departmental Sponsorship

6.2 The Livelife Challenge was unable to be undertaken this year due to the ongoing Covid-19 pandemic. The challenge will be brought back in 2022 themed '180 Days Around the World' and will be a collaboration between Charity for Civil Servants and HASSRA.

Financial Sponsorship

6.3 CSiS Charity Fund, who normally provide financial sponsorship for our Development Fund for disabled and disadvantaged members, drastically reduced their grant-giving programme in 2021 as their business suffered from the effects of the pandemic. As a mark of solidarity, we declined to apply for a grant last year and committed to support the Development Fund from our general funds as and when required. We are very grateful to CSiS for their long-standing commitment to HASSRA and we hope they can fund us again in the near future.

7. BUILDING OUR BUSINESS

7.1 HASSRA is now almost certainly the most technically advanced of all the departmental associations, and its key business objective of going digital has been fully delivered. The effectiveness of that digital capability was tested during Covid-19 and passed with flying colours. But a complex digital platform is not an end in itself: it is a technical solution to the problem of providing an efficient and effective club infrastructure when association resources – and especially volunteers' time – are forever being stretched to deliver more and more. That is why we continued in 2021 to develop new functionality on HASSRA Live and have continued to build our digital communications channels. We urge everyone – members and volunteers – to embrace this enabling technology to maximize the value of their HASSRA experience.

HASSRA Live

7.2 HASSRA Live was designed to provide a web-based platform to deliver a valuable and attractive membership experience while raising efficiency and lowering costs. In so doing, it has helped to secure HASSRA's long-term viability. We now deliver the majority of our member services and back-office administration via the system, and it has proved invaluable during the Covid-19 pandemic when staff and volunteer capacity has been severely stretched.

7.3 Members have been keen to use the service, with 38,667 or 65% of member accounts activated. This is particularly impressive in view of the absence of some key national activities which would otherwise have provided reasons to activate accounts. Members made over 400,000 unique visits to HASSRA Live in 2021 and viewed nearly 8 million pages. The virtual assistant in the *Live Chat* function answered 9,453 enquiries, while the National Team answered a further 2,870 enquiries via the system.

7.4 New functionality released this year has made HASSRA Live more user friendly for members and potential members alike. The Homepage has a more exciting and vibrant look with a brand-new section of featured events and offers. *Mega menus* have also made it easier to navigate and take advantage of offers and discounts. Potential members can now see more information to help decide whether to join, and the process for joining has been simplified. Further updates are planned in 2022 for both volunteers and members.

7.5 For volunteers, 2021 has been another difficult year with many of them working from home or redeployed with heavy workloads and little time for volunteering. HASSRA Live functionality has been designed to make life easier for them, although not all volunteers have had time to use it. Membership lists are widely used, and 30 clubs have used the events

functionality regularly despite fewer events taking place due to Covid-19. However, more than two hundred competitions have been run in ten regions by regional and club volunteers; the National Team has also helped to run competitions for regions in 2021.

See appendix 8 for visitation statistics.

Communications

7.6 Alongside delivery of communications to promote member engagement in the national programme, the Communications and Marketing Team (CMT) has continued to work closely with benefit partners during the lifting of lockdown restrictions and the reopening of attractions to keep members up to date with changes as they happen.

Social Media and Other Communications Channels

7.7 HASSRA's social media pages continue to play an increasingly important role in promoting membership benefits. By the end of 2021 we had over 7,500 Facebook and nearly 900 Twitter followers. Instagram is the latest addition to these channels which we will expand in 2022 and beyond.

7.8 Flickr was once again pivotal in the judging of the National Art and Photography competitions. National HASSRA continues to collaborate with regions by hosting many of their competitions on our Flickr pages.

7.9 The HASSRA YouTube channel has been utilised to host regular Smart Quizzes, host the Let's Get Physical fitness sessions and as a platform for the newly produced HASSRA video to promote our offer.

Programme Review

7.10 The imperative to deliver a programme heavily skewed towards digital delivery during 2020 and 2021 had the unforeseen benefit of driving up member participations to record levels at generally lower unit costs than for traditional activities. The popularity and cost effectiveness of digital delivery inevitably presaged a review of the entire national programme to maximise its appeal and sustainability into the future. This work is underway and currently at the stage of data collation and analysis. The review will report as soon as possible but by this summer at the latest and in good time to inform forthcoming financial and commercial planning.

8. MANAGING OUR BUSINESS

HASSRA National Accounts

8.1 The Association's auditors *Dafferns* conducted an audit of the financial statements of the HASSRA National Revenue and Lottery accounts for 2021. The results are as follows:

- the national revenue account had an excess of expenditure over income of £350k
- the national lottery account had an excess of income over expenditure of £329k

As is usual, the excess income from the lottery was used to offset expenditure from the revenue accounts. This left an excess of expenditure over income of £21k resulting in a small reduction in national reserves, which now stand at £1.29m.

Regional Finances

8.2 At 31st December 2021, aggregate funds held by regions stood at £1.673m, an increase of £119k or 8% over the previous year. Normal regional programmes were once again impacted by the pandemic. However, they made a generous collective contribution of £100k towards funding of the National online events programme to ensure their members continued to receive a service.

Investment Accounts

8.3 Income from National and Regional investments remained very low during 2021 as a result of prevailing interest rates. Investments are reviewed regularly to maximise returns.

CSSC Grant

8.4 The CSSC Departmental Association Grant for 2021 was £52k, a reduction of £25k from the previous year.

Ticket Sales

8.5 With many theme parks still struggling with the effects of the pandemic, some of our popular attractions were not able to provide tickets to corporate partners, so our offering was limited compared with pre-Covid-19 times. However, more and more of those which did reinstate corporate sales replaced paper tickets with digital tickets, providing a better service by allowing members to purchase and redeem e-codes on demand. Our Summer Promotion also helped to boost sales so that our online shop fulfilled 11,850 orders for 35,843 theme park and attraction tickets worth £845k, an increase of 105% on the previous year. We expect more attractions to move to a digital service this year.

8.6 Sales of cinema e-codes during 2021 were administered by our partners at The Cinema Society who took over from our previous partners, Sodexo Filmology, at the start of the year. With lockdown restrictions still in place at the launch of the new service, sales were mostly limited to home streaming products until the full reopening of cinemas in May. Our Spring and Autumn promotions helped boost annual sales and overall members purchased 69,000 e-codes worth £355k, a 62% increase on the previous year.

HASSRA National Team May 2022

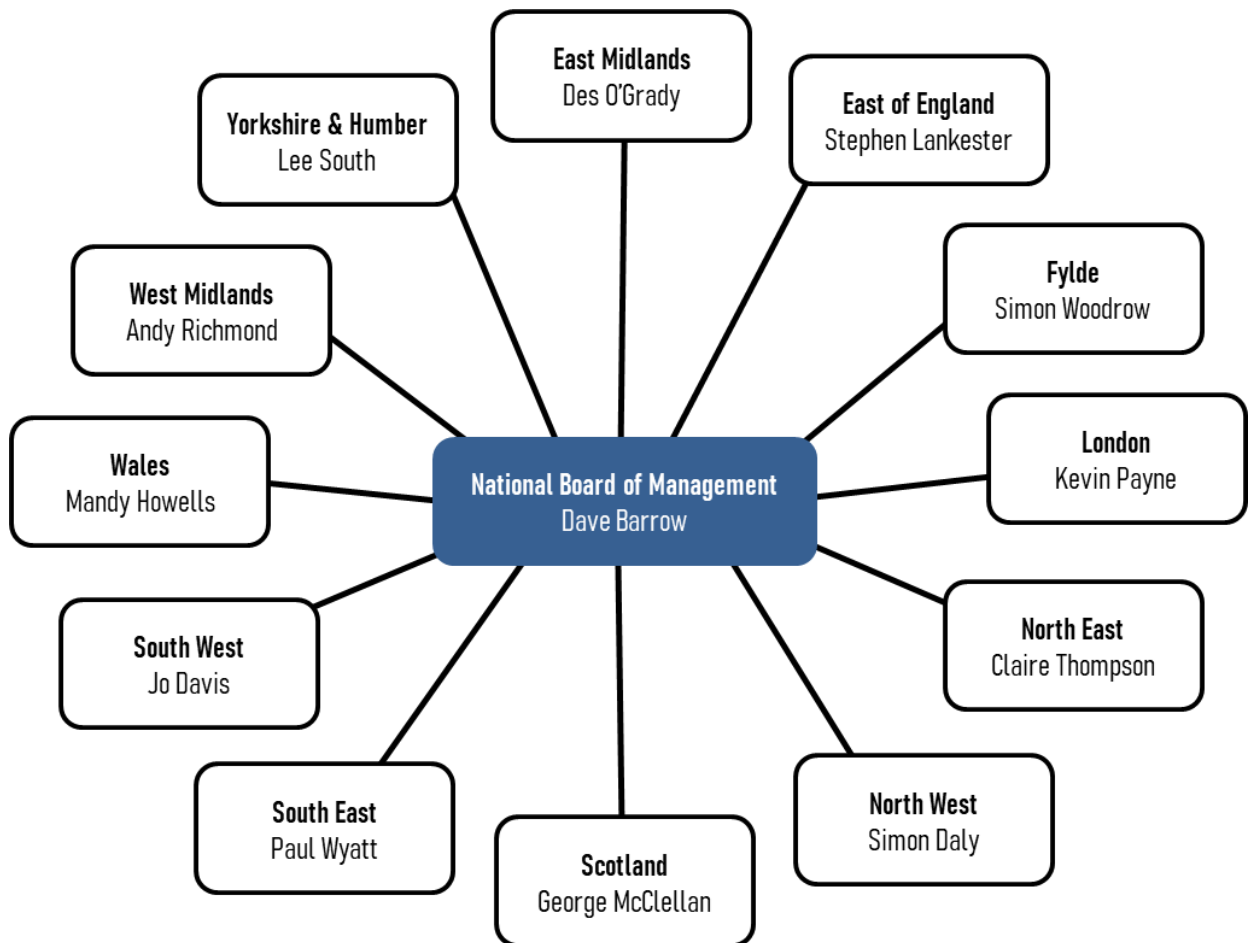
Appendix 1: National and Regional Management Committees

The organisation charts below show HASSRA's National and Regional Committees and the names of their Chairs. Members of these decision-making bodies are at Appendix 2.

National



Regional



Appendix 2: 2021/2022 National HASSRA Decision Making Bodies

National Officers		Subject to Election
Chair	Dave Barrow	n/a
Operations Director	Craig Lewis	n/a
Finance Director	Harvey Clarke	n/a
Board of Management		
Chair	Dave Barrow	n/a
Operations Director	Craig Lewis	n/a
Finance Director	Harvey Clarke	n/a
Elected Member	Nigel Thomas	May 2023
Elected Member	Justine Brown	May 2024
Elected Member	Sean Mulgrew	May 2022
Elected Member	Simon Woodrow	May 2022
Elected Member & Vice Chair	Paul Adams	May 2024
Secretariat	Jenny Richardson	
Finance Committee		
Chair	Harvey Clarke	n/a
Elected Member	Di Grossey	May 2023
Elected Member	Helena Whitehead	May 2022
Elected Member	Nikki Stowe	May 2022
Elected Member	Willie Hunter	May 2024
Elected Member	Martin Gale	May 2024
Elected Member	Jay Saleem	May 2023
Co-opted Member	Dave Lees	
Awards Committee		
Elected Member (Chair)	George Robinson	May 2022
Elected Member	Ann Nash	May 2023
Elected Member	Irena Gorbun	May 2024
Programme and Delivery Committee		
Chair	Jenny Richardson	n/a
Elected Member	Simon Jowitt	May 2024
Elected Member	Della Tucker	May 2024
National Team	Ann Cook	
National Team	Michelle Kitchen	
National Team	Claire Metcalfe	

Appendix 3: Report from Awards Committee

In what has been another challenging year for all, the Awards committee (AC) of me, Irena Gorbun and Ann Nash could only meet 'virtually' during 2020. Modern technology to the rescue once again!

The regular work of the AC is to make decisions on applications to the HASSRA Development Fund (HDF). Following a major review of the scheme that concluded in late 2019 we were hoping to be able, in 2020 and 2021, to evaluate the changes made to the schemes criteria and the newly introduced on-line application form.

It is encouraging that in the ongoing circumstances where sporting opportunities were limited **54** applications to the HDF were submitted during the year resulting in **36** awards. A total of £9,360 was awarded of which £4,330 came from the CSiS fund, provided for awards to those applicants who consider they have a disability or to be disadvantaged. This compares with 28 applications resulting in 20 awards totalling £5,665 made in 2020. In 2021 the AC saw more variety and diversity in a wide range of development activities.

As always, the biggest single responsibility of the committee, and the most enjoyable to preside over, is to consider submissions for the major HASSRA Awards, these too undertook a review in 2019. It was disappointing that we were not able to present the awards in person to the winners at our usual May gatherings. This was rectified last November when awards for both 2019 and 2020 were presented at an Awards Evening held at the University of Warwick.

The award categories and criteria are under constant review to ensure their relevance in recognising and rewarding the excellence within HASSRA. The AC always gives associations notice and as long as possible to submit their entries. The AC is fully aware that the majority of the work involved is done by volunteers in addition to the 'day job' and encouraging associations to submit entries in all of the award categories.

Looking ahead to the awards to be made for 2021 the AC believes it to be even more important to recognise those within HASSRA who have made outstanding contributions, and shown innovation and support to raise morale, whether it be as an individual or within a team or a group. Due to 2020 and 2021 being unprecedented years the awards were revised to take into consideration the Covid-19 and lockdown restrictions and the different ways of working. As a result, the number of award categories were reduced, and the criteria changed to reduce the size of the award submissions. Please remember submissions and applications are the only information the AC has on which to base its decisions.

We accept that not everyone will be happy with the decisions we make but we will continue to be fair and consistent. The awards focus on recognising and rewarding those key HASSRA members who give so much of their own time and go the extra mile for other members. Last but not least my thanks also go to my fellow awards committee members and members of the National HASSRA team for their sterling work throughout the year.

**George Robinson,
Committee Chair**

Appendix 4: Report from Programme and Delivery Committee

The Programme Delivery Committee (PDC) comprises of two elected volunteers and members of the HASSRA Programme and Recruitment Team. The committee is chaired by the Programme Delivery Manager.

Covid-19 restrictions prevented the committee from meeting face to face but one Teams meeting was held to discuss the HASSRA Festival content for 2022.

The September Festival was carefully planned within the prevailing government restrictions. The committee endeavored to host as many on site events as possible at Warwick University, whilst placing attendees' safety at the forefront of every decision. Volunteers and national staff pulled together and the Festival was able to go ahead due to a tremendous team effort.

The PDC look forward to planning and hosting both July and September Festivals in 2022 (Covid-19 permitting) and delivering a varied and exciting programme of events for our membership.

Jen Richardson
Committee Chair

Appendix 5: Report from Finance Committee

The Finance Committee held its regular annual meeting in October to undertake key tasks such as reviewing the cinema ticket subsidy, lottery prize structure, annual budget and subscription rate.

The committee looked at various options for setting a monthly subscription rate for 2022 to return a balanced budget, while incorporating new funds for our increasingly popular online events programme. We also looked at various options for raising the lottery prize fund and prize structure in response to the remarkable growth in lottery shares. We recommended a modest increase in the subscription rate, aligned with increasing the annual lottery prize fund from £660k to £756k and increasing the number of monthly prizes from 113 to 120. All these recommendations were endorsed by the national board and implemented from January 2022.

The FC continues to play an important role in financial planning within the Association. I wish to record my thanks to all the committee members for their contributions.

Harvey Clarke
Committee Chair

Appendix 6: Membership Benefits

English Heritage membership sales	2020			2021		
	Quantity Sold	Member Savings		Quantity Sold	Member Savings	
English Heritage Annual Membership - Family 1 Adult	72	£3,600	79%	94	£4,794	80%
English Heritage Annual Membership - Family 2 Adults	1,103	£95,961	80%	1,507	£134,123	80%
English Heritage Annual Membership - Individual Adult	84	£4,200	79%	83	£4,233	80%
English Heritage Annual Membership - Individual Senior	19	£836	80%	31	£1,426	81%
English Heritage Annual Membership - Joint Adult	411	£35,757	80%	558	£49,662	80%
English Heritage Annual Membership - Joint Senior	126	£8,442	80%	174	£12,180	80%
TOTAL	1,815	£148,796	80%	2,447	£206,418	80%

CADW membership sales	2020			2021		
	Quantity Sold	Member Savings		Quantity Sold	Member Savings	
CADW Annual Membership- Individual Adult	5	£183	77%	3	£237	77%
CADW Annual Membership- Joint Adult	26	£1,482	77%	35	£2,034	77%
CADW Annual Membership -Family	43	£2,666	77%	53	£4,378	77%
CADW Annual Membership-Joint Senior	6	£243	77%	12	£775	77%
CADW Annual Membership- Individual Senior	4	£98	77%	3	£117	77%
CADW Annual Membership- Senoir 1 Adult Family	0	£0	77%	0	£0	77%
CADW Annual Membership- Senior 2 Adult Family	3	£144	77%	4	£290	77%
TOTAL	87	£4,816	77%	110	£7,831	77%

Tastecard sales	2020			2021		
	Quantity Sold	Member Savings		Quantity Sold	Member Savings	
Tastecard	1,023	£76,610	80%	1,009	£62,558	86%
TOTAL	1,023	£76,610	80%	1,009	£62,558	86%

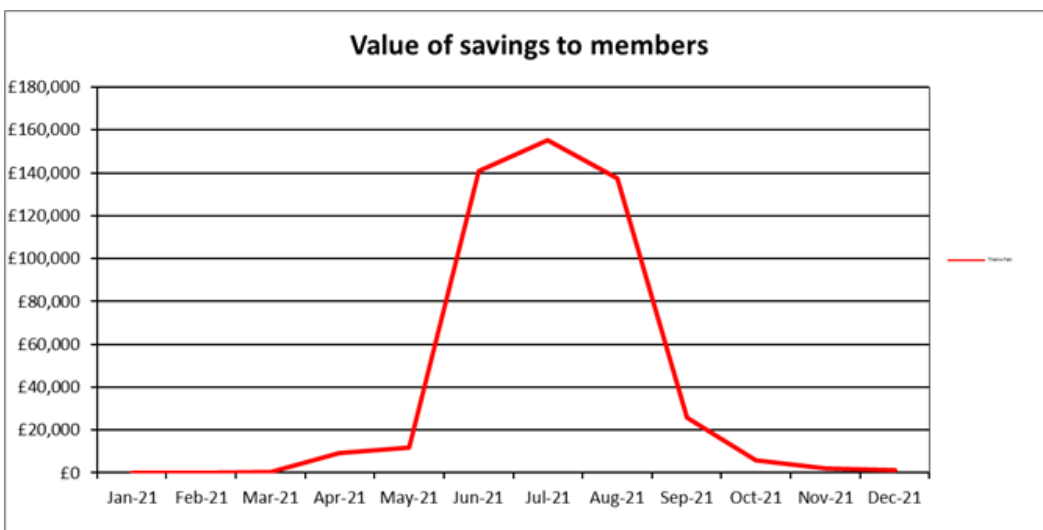
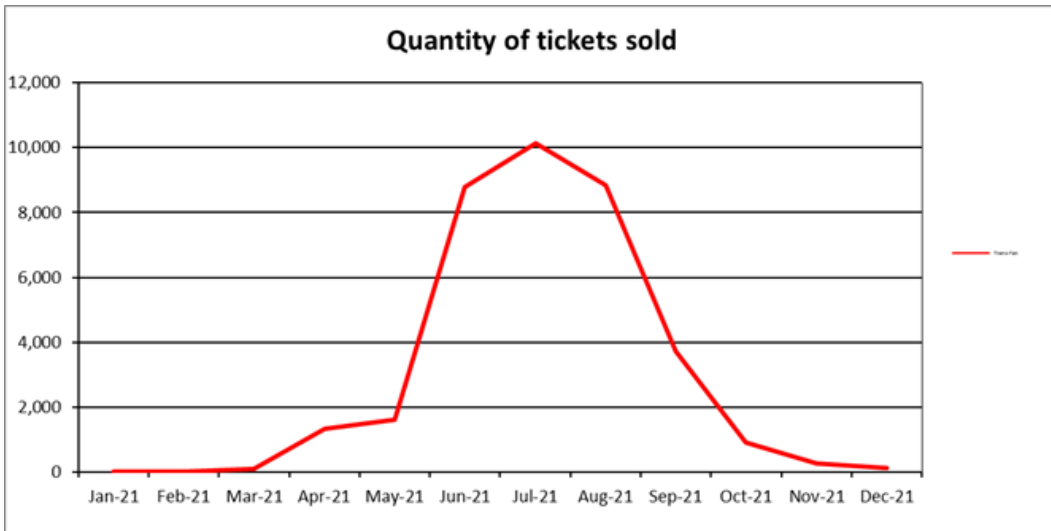
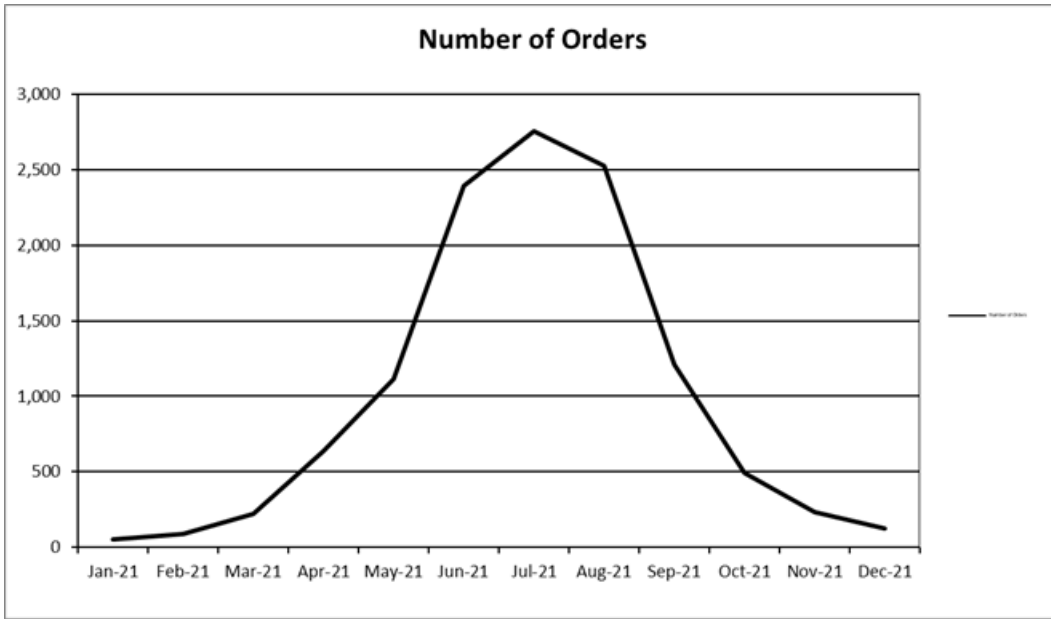
Theme Park tickets:	2020	2021	variance	
Quantity of tickets sold	9,971	35,843	25,872	259.47%
Total face value	£173,343	£843,926	£670,583	386.85%
Total savings to members	£94,444	£489,478	£395,034	418.27%
% savings to members	54.48%	50.00%	-4.48%	-8.22%

HASSRA Online Shop ticket sales	2020	2021	variance	
Number of orders	5,332	11,850	6,518	122.24%

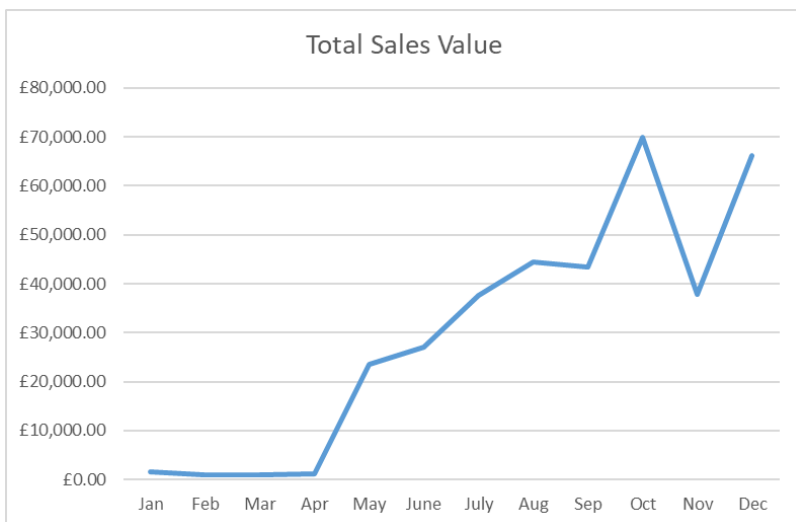
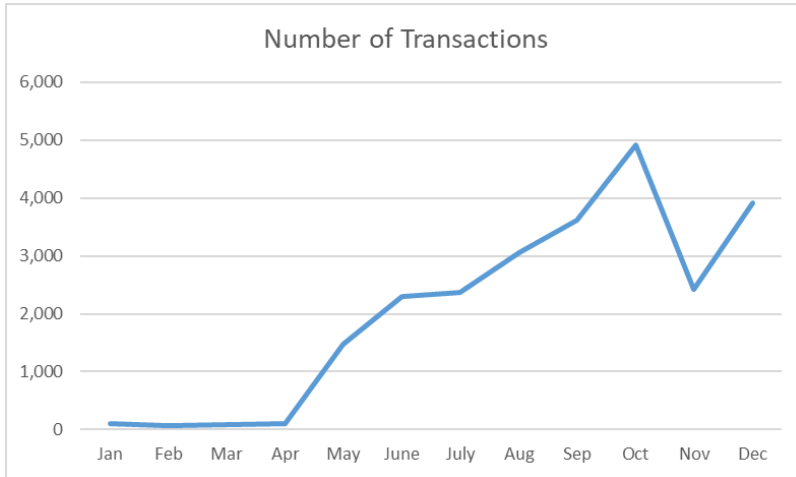
HASSRA Lottery	2020	2021	variance	
Number of New Lottery Applications	4,808	7,529	2,721	56.59%
Annual value of prizes	£660,000	£660,000	0	0.00%
Breakdown of Lottery Shares purchased	Dec-20	Dec-21	variance	
Ashworth Hospital	£55	£47	-8	-14.55%
CHDA	£10	£10	0	0.00%
CSP	£4,141	£4,648	507	12.24%
DWP	£66,196	£80,567	14,371	21.71%
DHSC	£396	£440	44	11.11%
FSA	£100	£148	48	48.00%
FUJITSU	£1	£1	0	0.00%
GLD	£27	£41	14	51.85%
HSE	£146	£159	13	8.90%
HEE	£7	£36	29	414.29%
HFEA	£7	£7	0	0.00%
MHPRA	£78	£113	35	44.87%
NHS Property	£21	£47	26	123.81%
NHS TDA	£12	£12	0	0.00%
ONR	£7	£8	1	14.29%
PHE	£97	£34	-63	-64.95%
Rampton Hospital	£3	£3	0	0.00%
SSCL	£133	£135	2	1.50%
UKHSA	£0	£76	76	#DIV/0!
NAMS Annual		£91	91	#DIV/0!
NAMS Monthly		£1,660	1,660	#DIV/0!
TOTAL	£72,065	£88,283	£16,218	22.50%

Summer Promotion	Number of tickets sold	Total savings to members	% savings
Wildfowl & Wetlands Trust	3,232	£25,856	89%
Adventure Island	409	£6,135	60%
Blackpool PB Adult	278	£7,089	61%
Blackpool PB Child	251	£5,459	60%
Blackpool Pleasure Beach	4,361	£77,813	50%
Blair Drummond - Adult	1878	£18,780	61%
Blair Drummond - Child	1146	£9,168	59%
Camel Creek	451	£5,953	60%
Crealy	0	£0	60%
Deepsea World Adult	331	£3,211	60%
Deepsea World Child	162	£1,134	61%
Edinburgh Zoo - Adult	2030	£24,259	60%
Edinburgh Zoo - Child	1041	£7,131	60%
Flambards Adult	249	£2,976	60%
Flambards Child	201	£1,799	60%
Flambards Senior	10	£90	60%
Flamingoland	4637	£111,288	60%
Glasgow Science Centre	299	£1,958	60%
Gullivers Kingdom	419	£5,342	61%
Gullivers Land	434	£6,510	60%
Gullivers Valley	754	£10,556	61%
Gullivers World	2165	£32,475	60%
Lightwater Valley	2261	£22,610	61%
M&D Theme Park	389	£5,835	60%
Marwell Adult	25	£311	60%
Marwell Child	4	£41	61%
Newquay Zoo Adult	100	£760	60%
Newquay Zoo Child	49	£282	61%
Newquay Zoo Senior	14	£90	60%
Paignton Zoo Adult	354	£3,363	60%
Paignton Zoo Child	204	£1,448	60%
Paignton Zoo Senior	25	£204	61%
Paultons Family Theme Park	2231	£57,448	61%
Pleasurewood Hills	427	£5,871	60%
RM Astronomy Photograph	32	£256	80%
RM Cutty Sark	266	£3,458	87%
RM Royal Observatory	201	£2,814	88%
RM Tudors to Windsors	33	£264	80%
Twycross Adult	411	£5,425	60%
Twycross Child	264	£2,693	60%
Twycross Senior	56	£658	60%
Woburn Safari Park - Adult	346	£5,363	60%
Woburn Safari Park - Child	191	£2,292	60%
Woburn Safari Park - Senior	14	£221	61%
Woodlands 110cm	509	£6,693	60%
Woodlands adventurer	47	£470	61%
Yorkshire Wildlife Park - Adult	1683	£22,300	60%
Yorkshire Wildlife Park - Child	687	£8,244	60%
TOTAL	35,561	£524,396	

On-line shop ticket sales breakdown	Total Quantity	Total Walk-up Price	Total Savings	% Savings
Adventure Island Southend Big Adventure	481	£12,025	£6,555	54.51%
Adventure Island Southend Junior/Mini	2	£48	£28	58.33%
Blackpool Pleasure Beach Adult	278	£10,842	£6,255	57.69%
Blackpool Pleasure Beach Child	251	£8,283	£4,706	56.82%
Blair Drummond Adult	2,244	£37,026	£18,743	50.62%
Blair Drummond Child	1,353	£18,266	£9,200	50.37%
Camel Creek Adventure Park	468	£10,008	£5,690	56.86%
Colchester Zoo Adult	250	£6,248	£1,750	28.01%
Colchester Zoo Child	115	£2,070	£576	27.83%
Deep Sea World Adult	367	£5,945	£3,099	52.13%
Deep Sea World Child	176	£2,024	£957	47.28%
Edinburgh Zoo Adult	2,506	£54,308	£30,129	55.48%
Edinburgh Zoo Child	1,230	£14,872	£8,536	57.40%
Festive Gift Fair Thursday	35	£315	£105	33.33%
Festive Gift Fair Friday	33	£297	£99	33.33%
Festive Gift Fair Saturday	39	£429	£117	27.27%
Festive Gift Fair Sunday	35	£385	£105	27.27%
Flambards Adult	255	£5,087	£2,769	54.43%
Flambards Child	218	£3,259	£1,827	56.07%
Flambards Senior	13	£194	£108	55.31%
Flamingoland	4,723	£221,981	£138,423	62.36%
Glasgow Science Centre	299	£3,588	£1,897	52.87%
Gulliver's Kingdom Matlock Bath	448	£9,408	£5,427	57.68%
Gulliver's Land Milton Keynes	435	£10,875	£6,301	57.94%
Gulliver's Valley Rother Valley	766	£17,618	£10,124	57.46%
Gulliver's World Warrington	2,133	£53,325	£30,987	58.11%
Landmark Forest Adult	54	£1,296	£351	27.08%
Landmark Forest Child	65	£1,430	£423	29.55%
Lightwater Valley	2,302	£37,983	£20,411	53.74%
M&D Theme Park	383	£9,575	£3,830	40.00%
Marwell Zoo Adult	52	£1,121	£287	25.60%
Marwell Zoo Child	17	£311	£98	31.51%
Newquay Zoo Adult	100	£1,635	£620	37.92%
Newquay Zoo Child	49	£603	£228	37.80%
Newquay Zoo Senior	14	£195	£74	37.77%
Paignton Zoo Adult	376	£6,975	£2,087	29.92%
Paignton Zoo Child	218	£3,030	£905	29.86%
Paignton Zoo Senior/Student	28	£441	£132	29.84%
Paultons Family Theme Park	2,257	£95,923	£53,874	56.16%
Royal Museums Greenwich: Cutty Sark	344	£5,160	£4,392	85.12%
Royal Museums Greenwich: Insight Investment Astronomy Ph	38	£380	£298	78.42%
Royal Museums Greenwich: Royal Observatory	271	£3,902	£3,290	84.32%
Royal Museums Greenwich: Tudors to Windsors Portraits Exhi	41	£410	£320	78.05%
Pleasurewood Hills	461	£10,603	£5,889	49.47%
Twycross Zoo Adult	470	£9,377	£4,639	50.06%
Twycross Zoo Child	290	£4,466	£2,236	49.21%
Twycross Zoo Senior	60	£1,063	£523	55.54%
Wildfowl and Wetland Trust	4,631	£50,941	£44,456	87.27%
Wild Place Project Adult	35	£503	£258	51.29%
Wild Place Project Child	63	£725	£460	63.48%
Woburn Safari Park Adult	399	£10,374	£4,915	47.38%
Woburn Safari Park Child	206	£4,120	£2,139	51.93%
Woburn Safari Park Senior	15	£390	£228	58.46%
Woodlands Adult and Children over 110 cm tall	538	£10,461	£5,543	52.98%
Woodlands Child 92 to 110cm tall	48	£672	£348	51.71%
Yorkshire Wildlife Park Adult	2,038	£44,596	£23,095	51.79%
Yorkshire Wildlife Park Child	827	£16,540	£8,618	52.10%
Total	35,843	£843,926	£489,478	50.00%



Cinema Society e-code sales	2020	2021	variance	
Number of transactions	15,122	24,437	9,315	61.60%
Quantity purchased	36,819	68,710	31,891	86.62%
Total Sales Value	£172,083	£354,736	£182,653	106.14%
Total HASSRA Subsidy	£6,355.00	£68,357	£62,002	975.64%
Estimated total savings to members	£129,817.00	£267,608	£137,790.86	106.14%
% savings to members	43.00%	43%	0.00	0.00%



Appendix 7: HASSRA Membership

Membership Applications	2020	2021	variance	
Number of New Membership Applications	3,107	5,258	2151.00	69.23%

Membership breakdown at December 2021

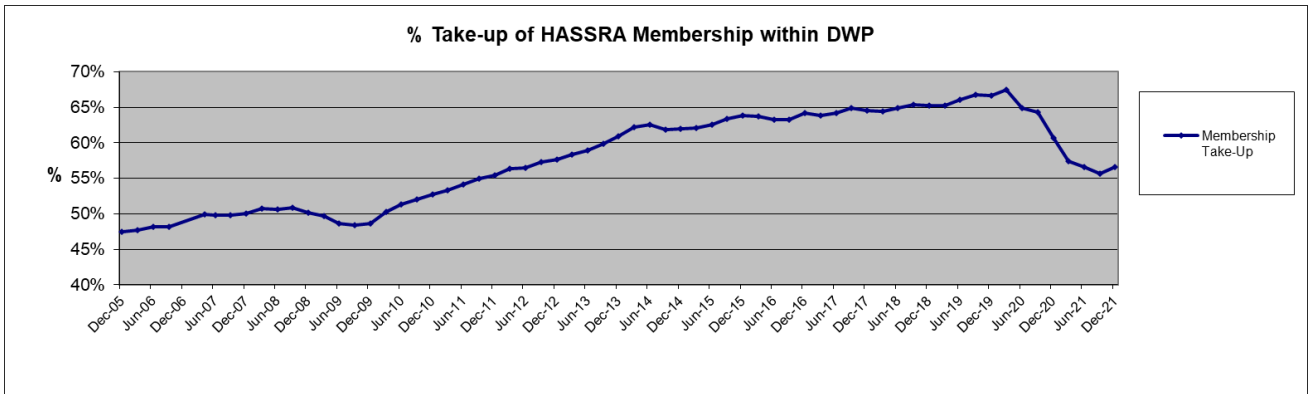
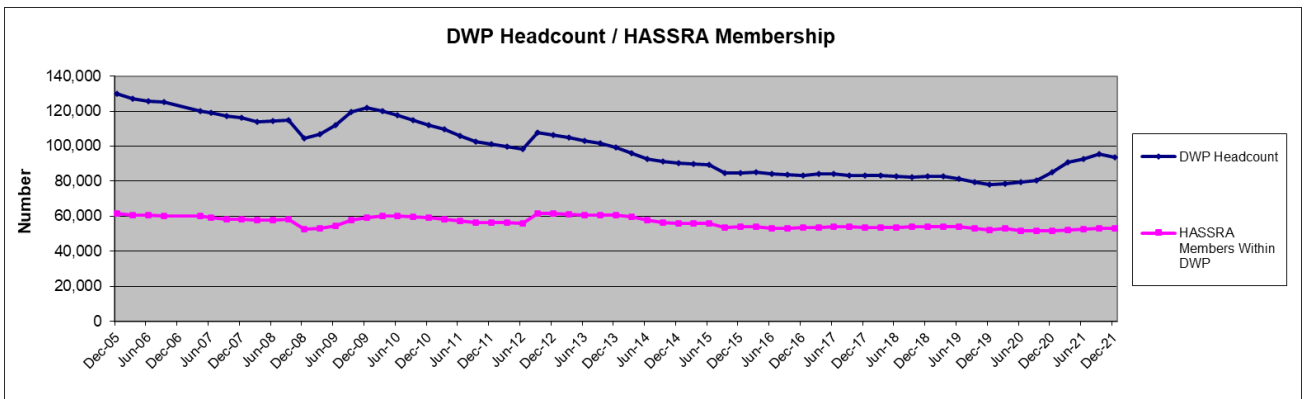
Breakdown	EM	EofE	Fylde	Lon	NE	NW	Scot	SE	SW	UN	WA	WM	Y&H	Grand Total	Percentage Share
Ashworth Hospital	0	0	0	0	0	69	0	0	0	0	0	0	0	69	0.12%
Broadmoor Hospital	0	0	0	0	0	0	0	16	0	0	0	0	0	16	0.03%
Capita	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0.00%
Centre for Health Disability Assessment	0	0	0	1	0	0	0	0	0	0	0	0	1	2	0.00%
Department for Work and Pensions	2,462	2,908	3,080	4,575	6,735	6,436	6,076	3,771	3,461	263	3,478	4,250	5,342	52,837	88.69%
Department of Health & Social Care	0	1	0	266	0	5	0	2	0	0	0	1	307	582	0.98%
Food Standards Agency	8	6	2	18	1	3	0	3	10	0	0	5	26	82	0.14%
Fujitsu	0	0	1	0	0	1	0	0	0	0	0	0	0	2	0.00%
Government Legal Department	1	2	0	8	0	0	0	0	0	0	0	0	6	17	0.03%
Health & Safety Executive	6	10	0	35	19	66	9	3	21	0	31	1	4	205	0.34%
Health Education England	3	3	0	3	16	5	0	2	8	0	0	4	8	52	0.09%
Human Fertilisation & Embriology Authority	0	0	0	2	0	0	0	0	0	0	0	0	0	2	0.00%
Human Tissue Authority	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0.00%
Medicines & Healthcare Prod Regulatory Agency	0	1	0	110	0	0	0	1	0	0	0	0	2	114	0.19%
NHS Improvement	0	0	0	3	0	0	0	0	0	0	0	0	0	3	0.01%
NHS Resolution	0	0	0	8	0	0	0	0	0	0	0	0	0	8	0.01%
NHS Property Services	2	1	0	10	0	3	0	10	4	0	0	2	2	34	0.06%
NHS Trust Development Authority	0	0	0	11	0	0	0	2	0	0	0	0	0	13	0.02%
Office for Nuclear Regulation	0	0	0	1	0	9	0	0	2	0	0	0	0	12	0.02%
Public Health England	8	1	0	27	2	3	0	4	4	0	0	0	2	51	0.09%
Rampton Hospital	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0.00%
Shared Services Connected Ltd	0	0	39	0	28	3	0	0	0	0	0	0	3	73	0.12%
UK Health Security Agency	10	1	0	37	4	6	0	8	7	0	0	1	3	77	0.13%
Retired	194	240	340	230	498	410	289	421	272	0	166	237	410	3,707	6.22%
Life Member	1	0	0	0	1	0	0	0	0	0	0	0	0	2	0.00%
NAMS Annual	23	28	19	41	31	20	16	32	33	0	4	28	61	336	0.56%
NAMS Monthly	63	61	38	105	201	99	124	105	154	0	59	76	188	1,273	2.14%
Grand Total	2,783	3,263	3,519	5,492	7,537	7,138	6,514	4,380	3,976	263	3,738	4,605	6,365	59,573	100.00%

Regions	Full Member	Life Member	NAMS Annual	NAMS Monthly	Grand Total	Percentage Share
East Midlands	2,696	1	23	63	2,783	4.67%
East of England	3,174	0	28	61	3,263	5.48%
Fylde	3,462	0	19	38	3,519	5.91%
London	5,346	0	41	105	5,492	9.22%
North East	7,304	1	31	201	7,537	12.65%
North West	7,019	0	20	99	7,138	11.98%
Scotland	6,374	0	16	124	6,514	10.93%
South East	4,243	0	32	105	4,380	7.35%
South West	3,789	0	33	154	3,976	6.67%
Unattached	263	0	0	0	263	0.44%
Wales	3,675	0	4	59	3,738	6.27%
West Midlands	4,501	0	28	76	4,605	7.73%
Yorks and Humber	6,116	0	61	188	6,365	10.68%
Grand Total	57,962	2	336	1273	59,573	100.00%



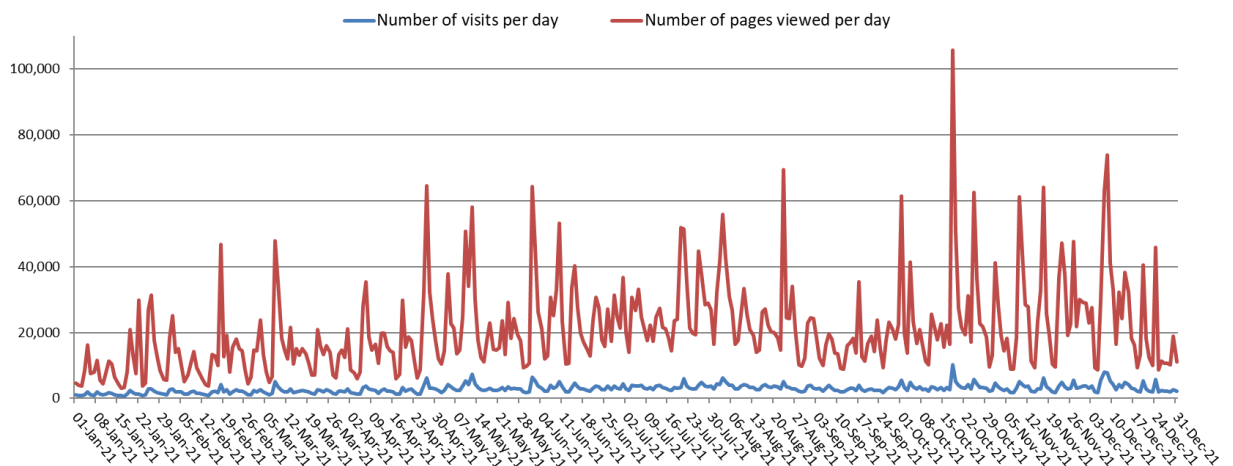
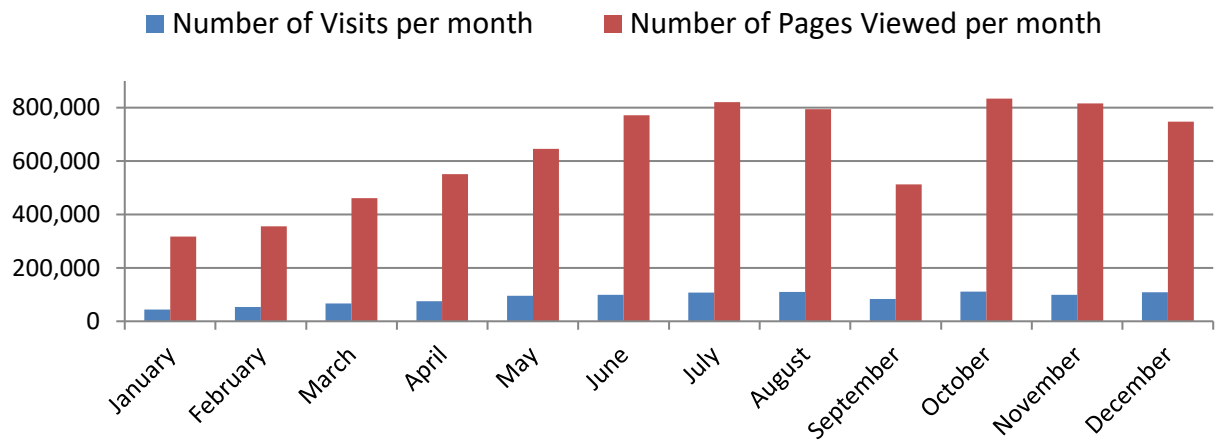
Date	DWP Headcount			HASSRA Members within DWP			% Take-up of Membership	
	Total	Comparison with prev Qtr		Total	Comparison with prev Qtr		Total	Comparison with prev Qtr
Sep-05	128,433	n/a	n/a	62,194	n/a	n/a	48.43%	n/a
Dec-05	130,075	1,642	1.28%	61,764	-430	-0.69%	47.48%	-0.94%
Mar-06	127,147	-2,928	-2.25%	60,586	-1,178	-1.91%	47.65%	0.17%
Jun-06	125,712	-1,435	-1.13%	60,593	7	0.01%	48.20%	0.55%
Sep-06	125,194	-518	-0.41%	60,349	-244	-0.40%	48.20%	0.00%
Apr-07	120,072	-5,122	-4.09%	59,959	-390	-0.65%	49.94%	1.73%
Jun-07	118,909	-1,163	-0.97%	59,227	-732	-1.22%	49.81%	-0.13%
Sep-07	117,254	-1,655	-1.39%	58,459	-768	-1.30%	49.86%	0.05%
Dec-07	116,333	-921	-0.79%	58,218	-241	-0.41%	50.04%	0.19%
Mar-08	113,972	-2,361	-2.03%	57,835	-383	-0.66%	50.74%	0.70%
Jun-08	114,225	253	0.22%	57,866	31	0.05%	50.66%	-0.09%
Sep-08	114,989	764	0.67%	58,461	595	1.03%	50.84%	0.18%
Dec-08	104,662	-10,327	-8.98%	52,451	-6,010	-10.28%	50.11%	-0.73%
Mar-09	106,963	2,301	2.20%	53,198	747	1.42%	49.73%	-0.38%
Jun-09	106,262	-701	-0.66%	54,525	1,327	2.49%	51.31%	1.58%
Sep-09	113,013	6,751	6.35%	57,857	3,332	6.11%	51.19%	-0.12%
Dec-09	115,031	2,018	1.79%	59,247	1,390	2.40%	51.51%	0.31%
Mar-10	113,422	-1,609	-1.40%	60,348	1,101	1.86%	53.21%	1.70%
Jun-10	117,665	4,243	3.74%	60,357	9	0.01%	51.30%	-1.91%
Sep-10	114,985	-2,680	-2.28%	59,875	-482	-0.80%	52.07%	0.78%
Dec-10	112,135	-2,850	-2.48%	59,073	-802	-1.34%	52.68%	0.61%
Mar-11	109,445	-2,690	-2.40%	58,294	-779	-1.32%	53.26%	0.58%
Jun-11	105,864	-3,581	-3.27%	57,283	-1,011	-1.73%	54.11%	0.85%
Sep-11	102,415	-3,449	-3.26%	56,238	-1,045	-1.82%	54.91%	0.80%
Dec-11	101,331	-1,084	-1.06%	56,143	-95	-0.17%	55.41%	0.49%
Mar-12	99,958	-1,373	-1.35%	56,294	151	0.27%	56.32%	0.91%
Jun-12	98,536	-1,422	-1.42%	55,663	-631	-1.12%	56.49%	0.17%
Sep-12	107,553	9,017	9.15%	61,574	5,911	10.62%	57.25%	0.76%
Dec-12	106,487	-1,066	-0.99%	61,339	-235	-0.38%	57.60%	0.35%
Mar-13	104,889	-1,598	-1.50%	61,190	-149	-0.24%	58.34%	0.74%
Jun-13	103,147	-1,742	-1.66%	60,779	-411	-0.67%	58.92%	0.59%
Sep-13	101,482	-1,665	-1.61%	60,783	4	0.01%	59.90%	0.97%
Dec-13	99,343	-2,139	-2.11%	60,479	-304	-0.50%	60.88%	0.98%
Mar-14	95,923	-3,420	-3.44%	59,707	-772	-1.28%	62.24%	1.37%
Jun-14	92,510	-3,413	-3.56%	57,883	-1,824	-3.05%	62.57%	0.32%
Sep-14	91,272	-1,238	-1.34%	56,440	-1,443	-2.49%	61.84%	-0.73%
Dec-14	90,388	-884	-0.97%	55,988	-452	-0.80%	61.94%	0.10%
Mar-15	90,018	-370	-0.41%	55,931	-57	-0.10%	62.13%	0.19%
Jun-15	89,179	-839	-0.93%	55,767	-164	-0.29%	62.53%	0.40%
Sep-15	84,553	-4,626	-5.19%	53,556	-2,211	-3.96%	63.34%	0.81%
Dec-15	84,429	-124	-0.15%	53,859	303	0.57%	63.79%	0.45%
Mar-16	84,919	490	0.58%	54,091	232	0.43%	63.70%	-0.09%
Jun-16	84,226	-693	-0.82%	53,303	-788	-1.46%	63.29%	-0.41%
Sep-16	83,663	-563	-0.67%	52,899	-404	-0.76%	63.23%	-0.06%
Dec-16	83,332	-331	-0.40%	53,501	602	1.14%	64.20%	0.97%
Mar-17	84,052	720	0.86%	53,708	207	0.39%	63.90%	-0.30%
Jun-17	84,123	71	0.08%	54,007	299	0.56%	64.20%	0.30%
Sep-17	83,167	-956	-1.14%	54,017	10	0.02%	64.95%	0.75%
Dec-17	83,155	-12	-0.01%	53,676	-341	-0.63%	64.55%	-0.40%
Mar-18	83,421	266	0.32%	53,713	37	0.07%	64.39%	-0.16%
Jun-18	82,818	-603	-0.72%	53,722	9	0.02%	64.87%	0.48%
Sep-18	82,380	-438	-0.53%	53,868	146	0.27%	65.39%	0.52%
Dec-18	82,645	265	0.32%	53,963	95	0.18%	65.29%	-0.09%
Mar-19	82,811	166	0.20%	54,066	103	0.19%	65.29%	-0.01%
Jun-19	81,423	-1,388	-1.68%	53,797	-269	-0.50%	66.07%	0.78%
Sep-19	79,295	-2,128	-2.61%	52,974	-823	-1.53%	66.81%	0.74%
Dec-19	78,175	-1,120	-1.41%	52,157	-817	-1.54%	66.72%	-0.09%
Mar-20	78,301	126	0.16%	52,836	679	1.30%	67.48%	0.76%
Jun-20	79,454	1,153	1.47%	51,602	-1,234	-2.34%	64.95%	-2.53%
Sep-20	80,223	769	0.97%	51,644	42	0.08%	64.38%	-0.57%
Dec-20	85,041	4,818	6.01%	51,570	-74	-0.14%	60.64%	-3.73%
Mar-21	90,949	5,908	6.95%	52,191	621	1.20%	57.38%	-3.26%
Jun-21	92,689	1,740	1.91%	52,445	254	0.49%	56.58%	-0.80%
Sep-21	95,368	2,679	2.89%	53,030	585	1.12%	55.61%	-0.98%
Dec-21	93,434	-1,934	-2.03%	52,837	-193	-0.36%	56.55%	0.94%
	variance over whole period			variance over whole period			variance over whole period	
		-34,999			-9,357		8.12% points	
		-27.25%			-15.04%			
	variance over last 12 months			variance over last 12 months			variance over last 12 months	
		8,393			1,267		-4.09% points	
		9.87%			2.46%			

% Membership Take-Up within DWP by Region											
Quarter Ending	East Midlands	East of England	North West (inc Fylde)	London	North East	Scotland	South East	South West	Wales	West Midlands	Yorkshire and the Humber
Mar-09	44.39%	52.77%	55.47%	48.58%	55.58%	50.58%	51.80%	36.28%	56.62%	41.06%	43.48%
Jun-09	43.33%	49.74%	55.35%	46.81%	54.18%	49.28%	48.82%	35.75%	56.43%	40.12%	42.90%
Sep-09	42.29%	49.58%	55.05%	44.83%	55.58%	53.28%	47.92%	36.30%	55.44%	38.80%	41.51%
Dec-09	43.34%	50.60%	55.21%	45.14%	56.87%	52.04%	47.84%	36.49%	55.95%	39.42%	41.96%
Mar-10	44.46%	52.40%	56.21%	46.32%	58.47%	53.91%	50.17%	38.16%	57.82%	42.91%	43.19%
Jun-10	45.83%	53.03%	56.79%	47.49%	60.12%	54.91%	51.26%	39.70%	58.99%	43.57%	44.41%
Sep-10	46.94%	54.09%	57.26%	48.20%	61.04%	56.60%	52.29%	40.23%	59.28%	44.12%	44.89%
Dec-10	47.14%	54.07%	57.68%	48.94%	61.78%	57.32%	52.96%	40.50%	59.91%	44.96%	45.74%
Mar-11	47.76%	54.53%	57.59%	49.68%	62.84%	58.01%	52.87%	40.99%	60.75%	45.71%	46.56%
Jun-11	48.44%	55.22%	58.38%	50.40%	63.31%	59.31%	54.22%	42.30%	61.09%	46.08%	47.51%
Sep-11	49.16%	55.75%	59.33%	51.15%	64.59%	60.06%	55.45%	42.37%	61.70%	46.71%	48.02%
Dec-11	49.86%	56.58%	59.39%	51.88%	65.42%	60.84%	55.43%	42.33%	62.03%	47.05%	48.77%
Mar-12	50.30%	58.06%	59.84%	52.76%	67.00%	61.68%	56.85%	43.11%	62.60%	47.81%	50.05%
Jun-12	50.07%	58.89%	60.01%	52.99%	67.65%	61.93%	57.25%	42.66%	62.41%	47.57%	50.34%
Sep-12	50.11%	59.84%	60.16%	53.24%	68.44%	62.26%	58.31%	42.99%	62.15%	48.12%	50.84%
Dec-12	50.07%	60.62%	59.91%	53.33%	69.54%	63.33%	57.90%	43.22%	62.09%	48.55%	51.56%
Mar-13	51.20%	61.21%	60.63%	54.34%	70.62%	64.37%	59.28%	44.66%	63.16%	48.84%	52.49%
Jun-13	52.65%	62.06%	61.54%	54.61%	71.75%	64.87%	60.18%	46.02%	63.90%	49.67%	52.93%
Sep-13	53.19%	63.32%	62.41%	55.40%	72.98%	65.71%	61.92%	47.49%	64.21%	50.94%	54.01%
Dec-13	54.02%	63.74%	62.50%	56.16%	73.65%	67.80%	59.09%	52.74%	65.95%	51.23%	56.17%
Mar-14	55.89%	65.68%	63.36%	57.88%	74.36%	69.68%	60.77%	54.49%	66.72%	52.91%	57.39%
Jun-14	57.04%	65.71%	63.18%	58.80%	74.31%	70.48%	61.36%	54.45%	67.67%	53.48%	56.78%
Sep-14	55.60%	65.09%	62.51%	57.70%	73.75%	68.93%	60.98%	54.80%	65.41%	53.36%	56.89%
Dec-14	56.23%	65.67%	61.96%	58.12%	73.88%	68.73%	61.79%	54.61%	64.87%	54.36%	56.89%
Mar-15	57.96%	66.69%	61.50%	58.56%	72.91%	68.30%	62.01%	55.82%	64.77%	54.94%	57.31%
Jun-15	58.37%	66.20%	62.09%	58.87%	73.69%	69.00%	61.49%	56.02%	65.29%	55.44%	58.12%
Sep-15	59.24%	68.22%	62.41%	59.22%	74.29%	70.08%	62.03%	57.36%	65.96%	56.41%	58.72%
Dec-15	59.60%	69.27%	62.72%	59.73%	74.50%	70.15%	63.64%	58.01%	65.20%	57.26%	58.98%
Mar-16	59.88%	69.16%	62.35%	59.83%	73.82%	70.23%	64.05%	59.42%	64.42%	57.16%	58.73%
Jun-16	60.30%	68.38%	62.05%	58.50%	73.56%	70.01%	63.44%	58.39%	64.57%	57.41%	58.08%
Sep-16	60.42%	68.72%	61.65%	58.08%	74.23%	69.51%	65.43%	57.99%	63.40%	56.85%	58.37%
Dec-16	61.43%	69.75%	61.91%	59.13%	75.70%	70.70%	66.45%	58.90%	66.32%	57.20%	59.13%
Mar-17	60.63%	70.53%	60.60%	58.69%	74.97%	70.79%	66.06%	59.79%	66.39%	57.10%	59.97%
Jun-17	61.41%	69.68%	61.04%	59.02%	75.65%	70.64%	67.25%	60.73%	65.32%	57.87%	60.10%
Sep-17	61.53%	70.36%	61.46%	60.67%	75.53%	71.50%	67.63%	62.08%	65.65%	58.49%	61.73%
Dec-17	61.59%	69.94%	60.73%	60.04%	75.13%	70.98%	67.98%	62.22%	65.83%	58.22%	61.13%
Mar-18	60.64%	70.72%	60.17%	60.24%	75.36%	71.26%	67.20%	62.24%	64.64%	58.43%	61.50%
Jun-18	62.29%	71.07%	60.32%	61.14%	75.53%	71.90%	67.79%	64.03%	63.78%	58.78%	61.70%
Sep-18	62.71%	71.85%	60.89%	61.64%	75.08%	71.94%	68.41%	64.13%	64.56%	59.88%	63.15%
Dec-18	62.99%	72.16%	60.24%	61.70%	75.51%	72.06%	68.62%	65.02%	64.02%	59.42%	63.05%
Mar-19	63.32%	72.03%	60.28%	61.88%	75.72%	72.09%	67.99%	64.89%	63.36%	59.82%	63.13%
Jun-19	63.90%	72.67%	60.82%	62.35%	77.16%	72.84%	67.42%	66.51%	64.64%	61.18%	63.93%
Sep-19	63.76%	72.35%	60.79%	62.75%	76.74%	73.26%	79.48%	67.47%	65.56%	62.21%	64.17%
Dec-19	63.48%	73.23%	61.14%	62.93%	76.91%	73.88%	68.06%	68.46%	66.26%	62.32%	64.30%
Mar-20	62.71%	76.73%	61.40%	61.30%	77.33%	75.40%	69.98%	69.29%	66.83%	65.05%	65.31%
Jun-20	61.76%	73.31%	60.08%	57.72%	75.81%	73.07%	64.43%	67.31%	65.14%	60.78%	63.95%
Sep-20	61.24%	71.55%	58.45%	56.49%	73.29%	71.98%	62.92%	65.84%	64.71%	60.46%	62.03%
Dec-20	58.78%	69.29%	56.60%	48.84%	70.14%	70.39%	61.52%	63.92%	63.25%	58.44%	60.09%
Mar-21	54.55%	61.87%	53.64%	43.96%	68.41%	69.02%	54.15%	60.26%	61.67%	55.30%	57.32%
Jun-21	52.94%	61.35%	52.94%	42.92%	67.11%	67.38%	54.99%	61.77%	60.84%	53.72%	56.15%
Sep-21	52.13%	60.69%	51.03%	42.89%	64.53%	66.99%	55.40%	60.40%	59.22%	53.08%	55.50%
Dec-21	52.46%	62.03%	51.12%	44.02%	65.30%	67.84%	57.63%	61.18%	60.12%	54.28%	55.55%
Variance over whole period	8.07 points 18.17%	9.26 points 17.55%	-4.35 points -7.84%	-4.56 points -9.39%	9.72 points 17.49%	17.26 points 34.12%	5.83 points 11.25%	24.90 points 68.62%	3.50 points 6.17%	13.22 points 32.20%	12.07 points 27.76%
Variance over last 12 months	-6.32 points -10.75%	-7.26 points -10.48%	-5.48 points -9.68%	-4.82 points -9.87%	-4.84 points -6.90%	-2.55 points -3.62%	-3.89 points -6.32%	-2.74 points -4.29%	-3.13 points -4.95%	-4.16 points -7.12%	-4.54 points -7.56%



Appendix 8: HASSRA Live Visitation

Month	Number of Visits	Number of Pages Viewed
January	43,720	316,959
February	53,213	355,329
March	66,711	460,927
April	74,670	551,070
May	94,944	646,012
June	99,259	771,912
July	107,176	821,232
August	110,118	793,915
September	83,368	512,849
October	111,465	833,975
November	99,171	816,419
December	108,460	747,423



Appendix 9: 2021 Finance Transactions

National and Regional Finance Transactions	2020	2021	variance	
Number of member expenses claims	250	973	723	289.20%
Number paid within 15 day target	100.00%	97.84%	-2.16%	-2.16%
Number of Invoices and other payments	3,529	4,290	761	21.56%
Number paid within 30 day target	100.00%	99.98%	-0.02%	-0.02%
Number of payments issued by BACS	3,768	5,259	1,491	39.57%
Number of payments issued by cheque	4	6	2	50.00%
Total payments issued	3,772	5,265	1,493	39.58%

Expenses Claims Summary	2020	2021	variance	
Competitor	£4,624	£55,652	£51,028	1103.55%
Volunteer	£2,001	£1,292	-£709	-35.43%
Organiser	£2,901	£7,777	£4,876	168.08%
Other	£2,271	£10,826	£8,555	376.71%
TOTAL	£11,797	£75,547	£63,750	540.39%

Mileage Claims Summary	2020	2021	variance	
Number of Mileage Claims	111	653	542	488.29%
Number of Miles Claimed	12,427	119,778	107,351	863.85%
Average Mileage per claim	112	183	71	63.39%

Appendix 10: Online Programme

Cash Grants to Clubs	Number of Clubs	Number of Members	Amount Requested	Amount Paid
TOTAL	199	37,854	£54,568	£35,014

Recruitment Grants to Clubs	Number of Clubs	Potential Members	New member Target	Amount Paid
TOTAL	42	5,666	1,848	£8,730

Let's Get Cooking	Number of Places Available	Actual Number of Participants	Cost
Feb-21	25	25	£625
Mar-21	25	22	£625
Apr-21	25	23	£625
May-21	25	19	£625
Jun-21	25	18	£625
Jul-21	n/a	n/a	£0
Aug-21	n/a	n/a	£0
Sep-21	n/a	n/a	£0
Oct-21	25	23	£625
Nov-21	n/a	n/a	£0
Dec-21	25	16	£625
TOTAL	175	146	£4,375

Valentines Day Poetry Competition	Number of Entries	Number Published	Value of Prizes
	119	80	£800

Mothers Day Design a Card Competition	Number of Entries	Number Published	Value of Prizes
	120	66	£1,000

Rugby 6 Nations Stories Show Your Support Competition	Number of Entries	Number Published	Value of Prizes
	46	41	£400

World Book Day Design a Bookmark Competition	Number of Entries	Number Published	Value of Prizes
	49	54	£490

Easter Design a Bonnet Competition	Number of Entries	Number Published	Value of Prizes
	76	76	£300

Living La Vida Lockdown Lockdown Stories Competition	Number of Entries	Number Published	Value of Prizes
	82	82	£1,000

Fathers Day Dad Stories	Number of Entries	Number Published	Value of Prizes
	93	93	£1,000

Let's Get Gardening	Number of Entries	Number Published	Value of Prizes
	286	286	£1,000

Art Competition	Number of Entrants	Drawing	Painting	Mixed Media & 3D	Total Number of Entries	Value of Prizes
		70	20	45	17	82

Photography Competition	Number of Entrants	Landscape	People & Animals	Reflection	Total Number of Entries	Value of Prizes
		420	265	264	247	776

HASSRA Bake Off	Number of Entrants	Individual Cakes	Cup Cakes	Total Number of Entries	Value of Prizes
		62	50	22	72

Let's Get Cycling	Number of Strava Members	Average Weekly Mileage
		225
Yellow Jersey Challenge	Number of Entries	Value of Prizes
		8
Tour De France Challenge	Number of Entries	Value of Prizes
		26

Let's Get Gaming	Number of Entries	Value of Prizes
	Standard Solos	20
Advanced Solos	24	£150
Trios	66	£450
TOTAL	110	£750

Let's Get Singing	Number of Entrants
	66

Let's Get Physical	Number of YouTube views	Number of YouTube comments	Number of Facebook members	Number of Prizes	Value of Prizes
	w/c 08/02/2021	2,604	106	204	
w/c 15/02/2021	507	55	217		
w/c 22/02/2021	454	143	221		
w/c 01/03/2021	273	50	227		
w/c 08/03/2021	301	52	234		
w/c 15/03/2021	191	43	234		
w/c 22/03/2021	399	55	234		
w/c 10/05/2021	426	20	269		
w/c 17/05/2021	749	46	276		
w/c 24/05/2021	1,177	66	280		
w/c 31/05/2021	1,532	86	283		
w/c 07/06/2021	1,611	105	285		
w/c 14/06/2021	1,867	124	285		
TOTAL	12,091	951		20	£1,560

Monthly Online Quiz	Number of Entries	Number of Prizes	Value of Prizes
	Jan-21	252	29
Feb-21	216	29	£650
Mar-21	189	29	£650
Apr-21	175	29	£650
May-21	171	29	£650
Jun-21	143	29	£650
Jul-21	148	29	£650
Aug-21	168	29	£650
Sep-21	175	29	£650
Oct-21	202	29	£650
Nov-21	203	29	£650
Dec-21	n/a	n/a	n/a
TOTAL	2,042	319	£7,150

Sci Fi Themed Online Quiz	Number of Entries	Number of Prizes	Value of Prizes
	May 4th	115	29

Weekly Puzzles	Type	Start Date	Closing Date	Number of Entries	Number of Correct Entries	Number of £20 vouchers	Cost
Puzzle 36 - Super Hero or Villain	Descriptions	04/01/2021	17/01/2021	964	839	20	£200
Puzzle 37 - Album Covers	Pictures	11/01/2021	24/01/2021	513	413	20	£200
Puzzle 38 - Movie Phrases	Descriptions	18/01/2021	31/01/2021	1,076	713	20	£200
Puzzle 39 - Valentines	Wordsearch	25/01/2021	07/02/2021	891	842	20	£200
Puzzle 40 - Love songs	Descriptions	01/02/2021	14/02/2021	957	873	20	£200
Puzzle 41 - Pancake Day	Wordsearch	08/02/2021	21/02/2021	861	769	20	£200
Puzzle 42 - Food & Drink Emoji	Emoji	15/02/2021	28/02/2021	812	761	20	£200
Puzzle 43 - Face behind the mask	Pictures	22/02/2021	07/03/2021	476	379	20	£200
Puzzle 44 - Famous Mothers & Daughters	Wordsearch	01/03/2021	14/03/2021	793	753	20	£200
Puzzle 45 - Golden Globe	Wordsearch	08/03/2021	21/03/2021	557	537	20	£200
Puzzle 46 - Eurovision Acts	Emoji	15/03/2021	28/03/2021	676	624	20	£200
Puzzle 47 - Easter Screen Bunnies	Pictures	22/03/2021	04/04/2021	563	437	20	£200
Puzzle 48 - Exercise Songs	Wordsearch	29/03/2021	11/04/2021	680	582	20	£200
Puzzle 49 - Hidden Movies	Wordsearch	05/04/2021	18/04/2021	548	444	20	£200
Puzzle 50 - Snooker Nicknames	Descriptions	12/04/2021	25/04/2021	697	679	20	£200
Puzzle 51 - Gardening Tools Wordsearch	Wordsearch	19/04/2021	02/05/2021	585	536	20	£200
Puzzle 52 - Chocolates	Pictures	26/04/2021	09/05/2021	3,318	3,085	21	£200
Puzzle 53 - Star Wars	Pictures	03/05/2021	16/05/2021	979	903	20	£200
Puzzle 54 - 60's Groups	Emoji	10/05/2021	23/05/2021	743	639	20	£200
Puzzle 55 - Daring Nicknames	Wordsearch	17/05/2021	30/05/2021	522	426	20	£200
Puzzle 56 - It's a Puppet!	Pictures	24/05/2021	06/06/2021	589	541	20	£200
Puzzle 57 - Picnic Basket	Wordsearch	31/05/2021	13/06/2021	546	519	20	£200
Puzzle 58 - Say My Name	Descriptions	14/06/2021	27/06/2021	723	364	20	£200
Puzzle 59 - Famous Fathers	Pictures	14/06/2021	27/06/2021	530	434	20	£200
Puzzle 60 - Fathers Day trivia	Descriptions	21/06/2021	04/07/2021	650	564	20	£200
Puzzle 61 - Euro Flags	Pictures	28/06/2021	11/07/2021	808	639	20	£200
Puzzle 62 - Wimbledon Ladies Winners	Pictures	05/07/2021	18/07/2021	399	262	20	£200
Puzzle 63 - Wimbledon Gentlemen Winners	Pictures	12/07/2021	25/07/2021	386	341	20	£200
Puzzle 64 - Olympics Wordsearch	Wordsearch	19/07/2021	01/08/2021	369	354	20	£200
Puzzle 65 - Olympic Male athletes	Pictures	26/07/2021	08/08/2021	519	494	20	£200
Puzzle 66 - Olympic Female athletes	Pictures	02/08/2021	15/08/2021	387	242	20	£200
Puzzle 67 - Dingbats part 1	Pictures	09/08/2021	22/08/2021	466	353	20	£200
Puzzle 68 - Dingbats part 2	Pictures	16/08/2021	30/08/2021	300	205	20	£200
Puzzle 69 - Premier League Footballers	Emoji	23/08/2021	05/09/2021	373	302	20	£200
Puzzle 70 - Premier League Sharp Shooters	Pictures	30/08/2021	12/09/2021	566	474	20	£200
Puzzle 71 - Name the British City	Emoji	06/09/2021	19/09/2021	503	350	20	£200
Puzzle 72 - Festival Wordsearch	Wordsearch	13/09/2021	26/09/2021	316	288	20	£200
Puzzle 73 - Summer Songs	Descriptions	20/09/2021	03/10/2021	613	503	20	£200
Puzzle 74 - Bake Off Presenters	Pictures	27/09/2021	10/10/2021	1,045	922	20	£200
Puzzle 75 - Baker Boys and Girls*	Pictures	04/10/2021	17/10/2021	997	754	20	£304
Puzzle 76 - Black History Month	Pictures	11/10/2021	24/10/2021	670	537	20	£100
Puzzle 77 - Strictly Dances	Pictures	18/10/2021	31/10/2021	757	576	20	£100
Puzzle 78 - Album Covers and their artists	Pictures	25/10/2021	07/11/2021	765	709	20	£100
Puzzle 79 - Car Manufacturers	Pictures	01/11/2021	14/11/2021	1,060	714	20	£100
Puzzle 80 - Winter Wonderland	Wordsearch	08/11/2021	21/11/2021	623	515	20	£100
Puzzle 81 - Pudsey Celebrities	Pictures	15/11/2021	28/11/2021	388	294	20	£100
Puzzle 82 - I'm a Celebrity	Pictures	22/11/2021	05/12/2021	634	540	20	£100
Puzzle 83 - Strictly Winners	Pictures	29/11/2021	12/12/2021	867	565	20	£100
Puzzle 84 - Christmas Jumpers	Pictures	06/12/2021	19/12/2021	1,296	1,167	20	£100
Puzzle 85 - Christmas Films	Pictures	13/12/2021	02/01/2022	903	754	20	£100
TOTAL				36,259	30,510	1,001	£9,104

Fun 'n' Free Competitions	Start Date	Closing Date	Number of Entries	Number of Correct Entries	Number of Prizes	Value of Prizes	Total Cost
Board Games	18/01/2021	01/02/2021	1,568	1,472	76	£1,900	£1,805
Valentines Day	25/01/2021	08/02/2021	3,532	3,248	50	£2,000	£2,098
Online Gaming Voucher	01/02/2021	15/02/2021	1,503	417	28	£1,700	£1,600
Mothers Day Hampers	18/02/2021	05/03/2021	5,491	4,946	60	£2,340	£2,035
Easter Hamper Competition	08/03/2021	22/03/2021	6,670	6,669	20	£3,000	£3,159
Halfords Bike Hut	24/03/2021	04/05/2021	5,217	5,201	20	£6,000	£5,400
Golf Voucher Competition	06/04/2021	10/05/2021	3,381	3,325	13	£1,000	£1,000
Cineworld E-Vouchers	04/05/2021	07/06/2021	5,478	5,295	35	£700	£0
Bluetooth Speaker Competition	10/05/2021	14/06/2021	6,898	6,591	20	£2,780	£2,780
Wimbledon Hampers Competition	09/06/2021	04/07/2021	7,334	7,150	40	£2,095	£1,904
Cycling Competition	22/06/2021	01/08/2021	4,229	3,051	18	£2,442	£2,442
Angling Voucher Competition	06/07/2021	08/08/2021	2,299	2,263	13	£1,000	£1,000
Olympic Decathlon Competition	02/08/2021	31/08/2021	3,688	2,837	30	£5,115	£5,115
Bake Off Kitchenaid Competition	17/09/2021	17/10/2021	6,989	6,956	13	£4,687	£4,687
Halloween Hamper Competition	01/10/2021	24/10/2021	9,887	9,787	25	£2,274	£2,274
Christmas Advent Calendar Competition	18/10/2021	21/11/2021	11,097	10,879	20	£597	£597
Cracker 2021	25/10/2021	28/11/2021	17,689	17,636	200	£55,000	£55,534
Alton Towers Lightopia tickets Competition	03/12/2021	09/12/2021	3,797	3,773	1	£80	£0
12 Days of Christmas (Hotel Choc Velvet)	22/11/2021	12/12/2021	11,495	11,213	12	£1,559	£1,139
Livelif Spa Break Vouchers	06/12/2021	21/12/2021	10,957	10,873	15	£4,000	£3,600
Livelif Holiday Vouchers	24/12/2021	27/02/2022	tbc	tbc	20	£10,000	£10,000
TOTAL			129,199	123,582	729	£110,269	£108,169

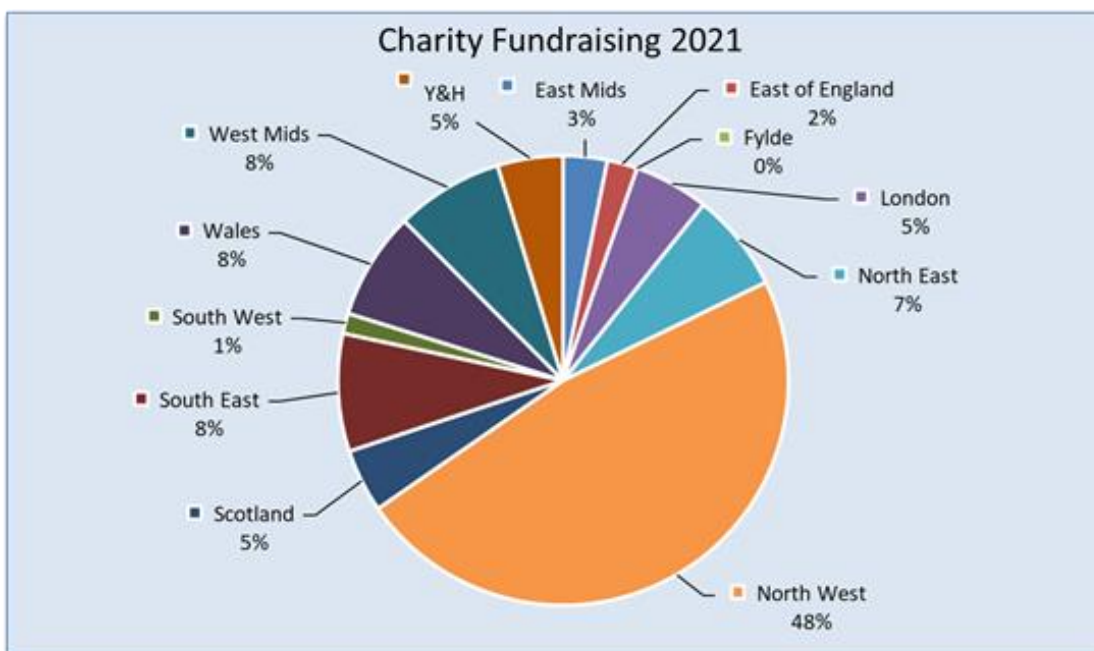
Total Number of Participations	221,565
Total Prizes and grants	£187,592

Appendix 11: Development Fund

HASSRA Development Fund	2020	2021	variance	
Number of Applications	28	54	26	92.86%
Number of Awards	21	36	15	71.43%
Total value of awards	£5,665	£9,360	£3,695	65.23%
Average savings per member	£269.76	£267.50	£2	-0.84%

Region	Applications	Approved Applications	Activities	Total Awarded
East Midlands	4	3	Running, Cricket Umpiring, Health & Fitness	£675 (£200 CSIS)
East of England	2	2	Sailing	£425 (£425 CSIS)
Fylde	0	0	N/A	£0
London	3	1	Cheerleading	£250
North East	5	4	Triathlon Coaching, Creative Writing, Cycling	£850 (£600 CSIS)
North West	1	1	Cycling	£425 (£425 CSIS)
Scotland	5	3	Table Tennis, Aussie Rules Football, Weightlifting	£700 (£400 CSIS)
South East	5	4	Triathlon, Photography, Volunteering *2	£1,300 (£200 CSIS)
South West	7	4	Athletics, Sailing, Mindfulness, Indoor Bouldering	£830
Wales	7	4	Fitness, American Football, BMX Racing, Cycling	£1,200 (£1,075 CSIS)
West Midlands	6	4	Netball Coaching, Health & Fitness, Music, Archery	£1,305 (£1,105 CSIS)
Yorks & Humber	9	6	Arts & Crafts, Football Coaching *2, Darts, Ice- Skating, Open Water Swimming	£1,400
Total	54	36		£9,360 (£4,430 CSIS)

Appendix 12: Charity Fundraising



Region	Total
East Midlands	£3,225.25
East of England	£2,214.70
Fylde	£0.00
London	£5,479.01
North East	£7,249.47
North West	£48,518.85
Scotland	£4,645.04
South East	£8,644.89
South West	£1,486.08
Wales	£7,879.81
West Midlands	£7,898.92
Yorks and Humber	£4,801.67
Total	£102,043.69

Appendix 13: Membership Survey

HASSRA is committed to equal opportunities for all members and we want to remove any barriers which prevent anyone from taking part. The following questions will help us understand your circumstances and needs so that we can ensure our offers are accessible to everyone. The disability Discrimination Act 1995 (DDA) defines a person as disabled if they have a physical or mental impairment, which has a substantial and long-term effect (i.e. has lasted or is expected to last for at least 12 months) on the person's ability to carry out normal day-to-day activities.

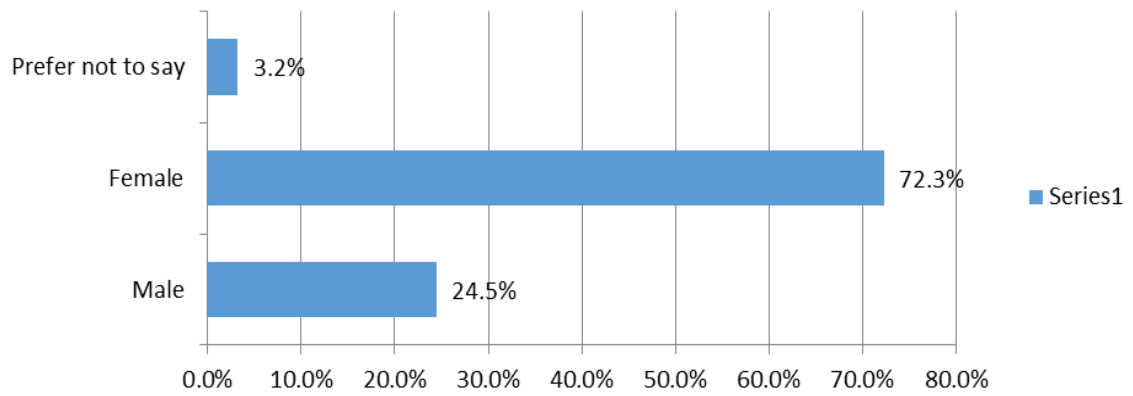
Do you consider yourself to have a disability according to the terms given in the DDA?

Answer Choice		Response Percent	Response Total
1	Yes - go to Q18	18.7%	1078
2	No - go to Q19	76.6%	4411
3	Prefer not to say - go to Q19	4.7%	270
		answered	5759

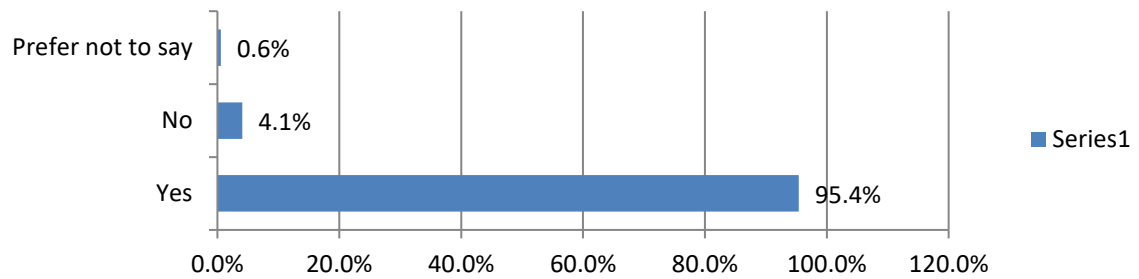
If you have answered yes, please indicate the type of impairment which applies to you. Please select all types that apply. If your disability does not fit any of these types, please select Other and specify.

Answer Choice		Response Percent	Response Total
1	Physical/mobility impairment, such as a difficulty using your arms or mobility issues which require you to use a wheelchair or crutches	23.9%	334
2	Visual impairment, such as being blind or having a serious visual impairment	2.4%	34
3	Hearing impairment, such as being deaf or having a serious hearing impairment	7.5%	105
4	Mental health condition, such as depression or schizophrenia	19.5%	272
5	Learning disability/difficulty, such as Down's syndrome or dyslexia or a cognitive impairment such as autistic spectrum disorder	3.6%	50
6	Long-standing illness or health condition, such as cancer, HIV, diabetes, chronic heart disease or epilepsy	31.8%	444
7	Other (please specify):	11.2%	156
		answered	1395
		skipped	4364

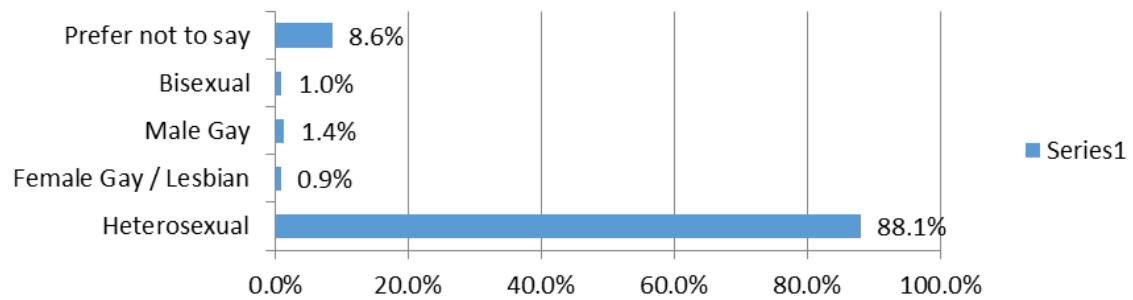
What is your gender



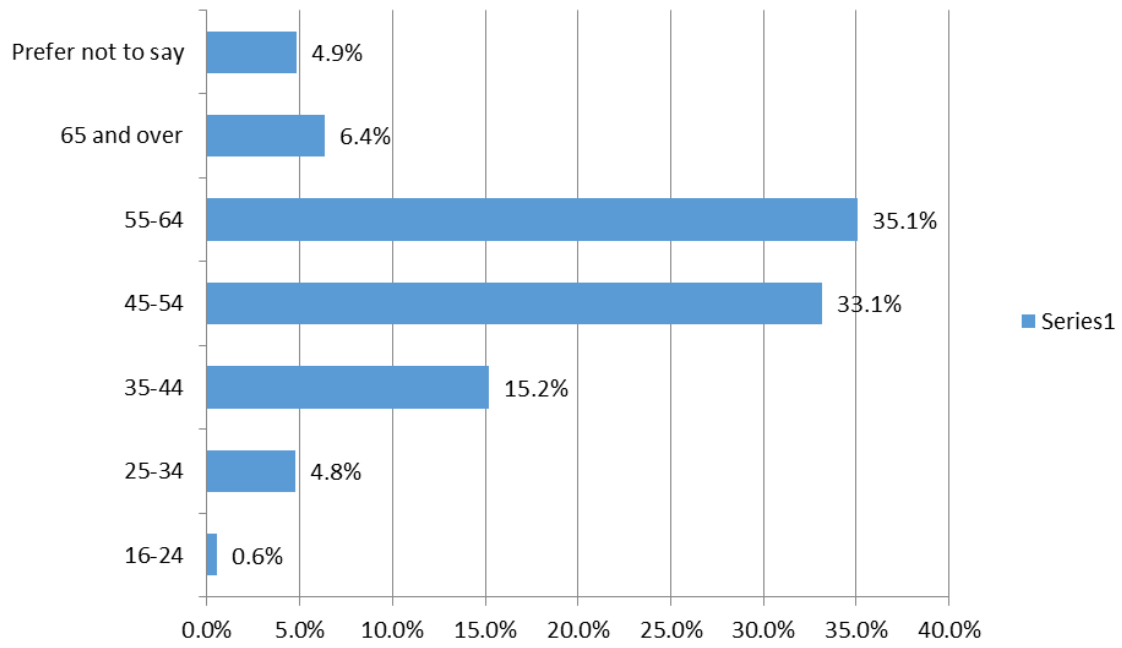
Do you currently identify with the same gender that you were assigned at birth?



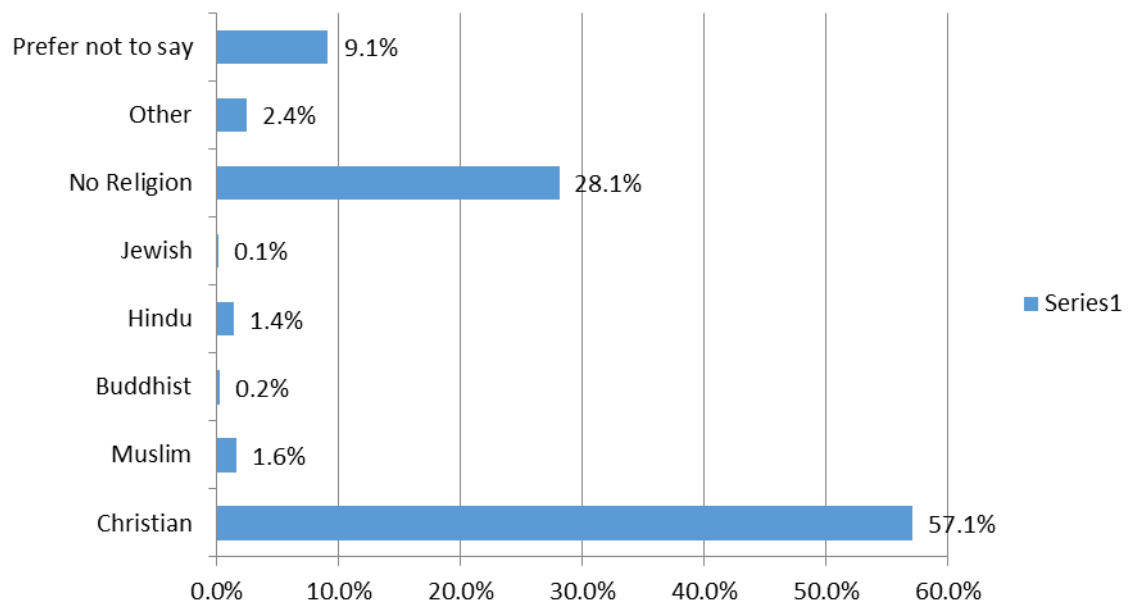
What is your sexual orientation?



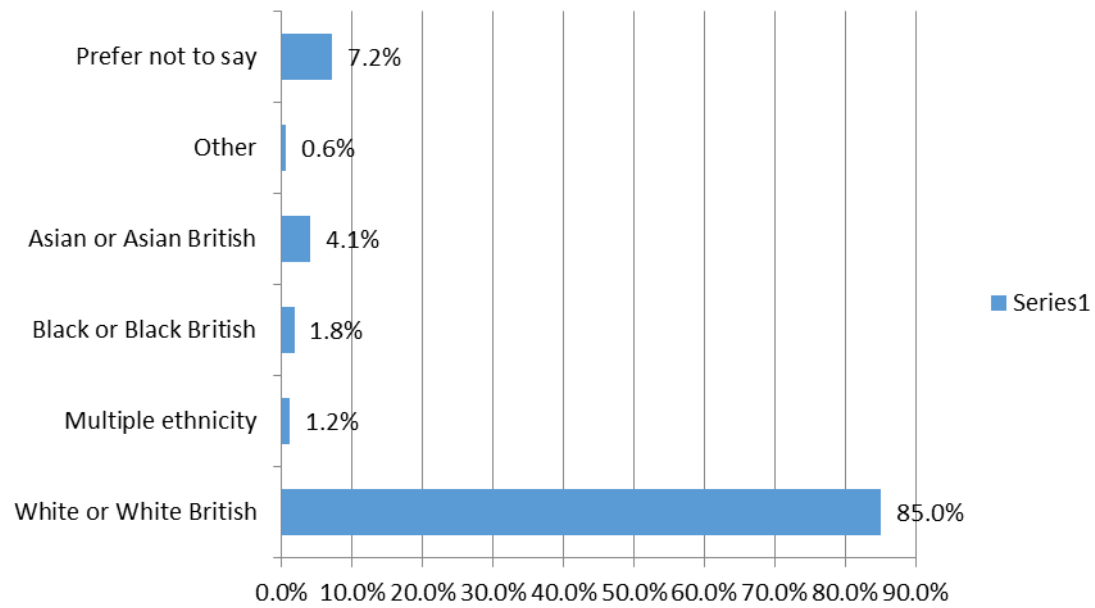
What is your age?



What is your religion?



What is your ethnic background?



Are you a carer? A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support.

