

HASSRA STRATEGY OBJECTIVES 2021 - 2023

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Foreword by Margaret Moor

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FOREWORD

Dear Colleagues

I said in my forward to the 2020 Strategy that we can sometimes be buffeted by things outside our control. The Covid 19 pandemic has demonstrated that most vividly and at times painfully. It should be a matter of great pride that HASSRA at all levels quickly galvanised its people, capability and resources to do what it could to alleviate some of the pressures on members and their families. We need now to build and consolidate to ensure we have the strength and flexibility to continue delivering, whatever the future holds.

High levels of membership, a programme of broad appeal, and efficient and accessible delivery systems as always are key. But we also need to ensure that HASSRA is a place of opportunity for all, where diversity is welcomed and barriers are removed by meaningful and practical measures. And so for the first time we will be developing and implementing equality and diversity policies to ensure our long-held values are reflected in all we do.

All of this requires the buy-in and practical support of our members, volunteers and officers. Once again I hope I can count on your support in driving this three year strategy forward to build a successful and sustainable future for HASSRA.

Margaret Moor
HASSRA National Chair

1. INTRODUCTION

The period 2018 – 2020 saw membership move to 58,200 against a forecast reduction to 55,000 arising from substantial staff reductions in DWP. Take-up consequently continued to strengthen, peaking at 67.5% at March 2020 compared to 65% at September 2017.

The introduction of membership eligibility for co-located OGD /LA and NHS trust employees did not deliver as many new members as hoped for: 180 and 80 respectively. Neither LAs nor NHS trusts have been inclined to work with us, and their structures are not well matched to our own. While recommending leaving membership open to these groups, we do not propose expending further nugatory time and resource pursuing agreements with either LAs or NHS Trusts.

Membership benefits once again played an important part, having an overall worth of £24m across the period compared to £25m across the previous period. However, once we factor out the value of the now withdrawn free English Heritage membership from the previous period (which was taken up by only a minority of members) the value of the previous period's package falls to £20.25m, resulting in an increase across the latest period of £3.75m.

The number of local office clubs reduced by 10 over the period to 339, while single activity clubs remained at 34. The reduction is wholly explained by DWP's estates policy, which saw the closure of a number of sites and a commensurate closure or merger of clubs.

A definitive measure of participation in HASSRA's local, regional and national programmes is notoriously difficult; but we have calculated there were 407k and 473k respectively in 2015 and 2018, the first years of the current and previous strategy periods. The trend is positive and welcome. We do, however, need to ensure we engage effectively with all members and remove any barriers to participation. One step we can and should take is to develop equality and diversity policies and procedures to ensure that programmes are accessible to all members, taking into account their varying needs and preferences.

HASSRA Live has revolutionised how we engage with and deliver to members. Optimisation of our digital capability will continue to improve our delivery capability but will also ensure we have the necessary insight and intelligence to maximise engagement, accessibility and choice for all our members.

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

- consolidate and grow our membership base
- fund our programmes generously at every level
- support clubs and volunteers
- implement equality and diversity policies and procedures
- build upon HASSRA Live and maximise the benefits of our digital capability.

And our overall aims will be to provide a high quality programme of sports, leisure and discounts that:

- members want and value
- makes a significant contribution to their wellbeing, work life balance and personal development
- is accessible and delivered in ways which reflect and respect the diversity of all members.

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: Building Membership

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

- implement exit surveys via automated resignation notifications from HASSRA Live to discover why people may be leaving and encourage them to stay.
- devising incentive schemes to encourage existing members to recruit existing colleagues and new entrants.
- 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.
- Carrying out a consultation with clubs and regions to find out what they need HASSRA Live to do for them.
- 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. promoting and recognising the value of volunteering and rewarding nature of volunteering.

Priority 4: Promoting Equality and Diversity

Every member needs to know that HASSRA will respect and afford them an equal opportunity to enjoy the benefits of membership regardless of their differences and choices, and that we will treat them in an appropriate way. We will embrace equality and diversity by:

- appointing an equality and diversity champion on the National Board of Management - and encourage regional boards to do the same - to ensure equality and diversity issues are considered in all deliberations and decision-making.
- developing and implementing policies to ensure the management of the association and delivery of programmes are inclusive of all members and take account of their diverse needs and preferences.
- developing a toolkit to help event organisers undertake an equality and diversity assessment when planning an event to ensure that it is accessible for all members and takes account of their diverse needs and preferences.
- collecting data on diversity in our biennial member surveys to inform policy and programme planning and delivery.

Priority 5: 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 6: 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:

- continuously improving HASSRA Live to ensure we exploit all the opportunities afforded by digital.
- 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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