



National Work Programme 2021

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Key

AC	Awards Committee
BDM	Business Development Manager
BOM	National Board of Management
CMM	Communications and Marketing Manager
CMT	Communications and Marketing Team
DHSC	Department of Health and Social Care
DWP	Department for Work and Pensions
FC	Finance Committee
HLM	HASSRA Live Manager
MT	Management Team
NC	National Chair
NFM	National Finance Manager
NOM	National Operations Manager
PDC	Programme and Delivery Committee
PDM	Programme Delivery Manager
PDT	Programme Delivery Team
RMT	Resources and Membership Team
RFAs	Regional Finance Assistants
RFMs	Regional Finance Managers

Strategic Priorities

The HASSRA Three Year Strategy 2021 to 2023 sets out our strategic vision and priorities. The key steps we will take in 2021/22 towards the achievement of these objectives are set out below.

2021 National Work Programme

Priority 1: National Programme – A Unique Offer to Members				
Activity	Task	Owner	Start	End
Annual General Meeting (Virtual)	Plan, organise and deliver all elements of the Virtual Annual General Meeting including elections, motions and reports.	PDT/BDM/NFM	01/01/21	13/05/21
Awards Dinner	Plan, organise and deliver an Awards Dinner for winners in 2019 and 2020	PDT/BDM/NFM	01/03/21	25/11/21
National Championships	Plan, organise and deliver September Festival at Warwick University.	PDM/PDT	01/01/21	12/09/21
Summer Promotion	Plan, organise and deliver Summer Promotion offering over 50% discount to selected UK theme parks and attractions.	NFM	01/03/21	31/08/21
Winter Promotion	Plan, organise and deliver a free Christmas cash and gadgets prize draw with an extra £30k in prizes, £55k in total.	CMT	01/09/21	31/12/21
Lottery	Plan, organise and deliver twelve monthly lottery draws, notify winners and publish results.	RMT/CMT	Ongoing	
Development Fund	Continue to deliver a scheme to provide financial support for individual members wishing to develop their skills.	AC/CMT	Ongoing	
Free Competitions	Plan, organise and deliver a minimum of 10 national fun 'n' free competitions, ballots or giveaways; notify winners and publish results.	CMT	Ongoing	
Lockdown Programme	Plan, organise and deliver all elements of the Lockdown Programme (see Annex 1 for the programme calendar)	PDT/CMT	01/01/21	31/12/21
Membership Benefits	Continue to seek valuable membership benefits and new offerings and promote them through modern communication methods including HASSRA website, Digital Livelife magazine, e-mail Facebook, Twitter and YouTube.	PDT/CMT	Ongoing	
Programme Development	Review overall mix of the programme to ensure broad appeal to members.	PDM/PDC	Ongoing	
	Conduct a review of National Championships to ensure competition structures are relevant and deliverable.	PDM/PDC	01/06/21	30/11/21

Priority 2: Building Membership				
Activity	Task	Owner	Start	End
Running recruitment campaigns	Devise and implement new recruitment plans to target traditional and new markets based on management information of take-up rates for each region. Special attention to be paid to DWP and DHSC new recruits.	PRT	01/01/21	31/12/21
Recruitment Grants for clubs	Provide cash grants to clubs to assist with the recruitment of new members.	PDT	01/01/21	30/09/21
Buddy Draw	Devise and implement three Buddy Draws to encourage members to recruit new members.	PDT	01/01/21	31/12/21
Research leavers data and membership eligibility	Investigate potential new pools of eligible members and research access to leavers data.	NOM	01/03/21	31/12/21
Publishing recruitment materials	Design and print new marketing products to support the recruitment and retention of members.	CMT/PDM	Ongoing	
Membership retention	Continue to offer a wide programme of membership benefits and events so that each member receives good value from their membership.	PDT	Ongoing	
	Ensure timely communications with staff leaving our sponsor departments to encourage them to maintain their HASSRA membership.	PDM/CMT	Ongoing	
Promoting HASSRA to managers	Promote the benefits of HASSRA by actively seeking to attend DWP, DHSC and other qualifying employers' management events.	PDT	Ongoing	
	Actively publicise and promote the achievements of the winner of the Best Business Sponsor Award.	CMT	15/05/21	03/07/21

Priority 3: Supporting Clubs and Volunteers				
Activity	Task	Owner	Start	End
HASSRA Live	Carry out a consultation with clubs and regions to find out what they need HASSRA Live to do for them.	HLM	01/04/21	31/08/21
	Provide regions and clubs with on-line digital business tools to help them deliver a programme and communicate with members.	HLM	Ongoing	
Volunteer Toolkit	Complete a review of the volunteer toolkit ensuring it is up to date and available on website.	PDT	01/05/21	30/09/21

Issue Finance Bulletins	Issue Finance Bulletins to clubs and volunteers to provide practical advice and guidance on pertinent finance and governance issues.	NFM/FC	As and when required	
Quarterly MI Reports	Produce quarterly MI reports for regions.	BDM	Quarterly	

Priority 4: Promoting Equality and Diversity				
Activity	Task	Owner	Start	End
Equality and diversity champion	Appoint an equality and diversity champion on the National BOM and encourage regions to do the same.	NOM	13/05/21	13/05/21
Develop equal opportunity policies	Develop and implement policies to ensure the management of the association and the delivery of programmes are inclusive of all members and take account of their diverse needs and preferences.	NOM/PDM	Ongoing	
Organisers Toolkit	Develop a toolkit to help event organisers undertake an equality and diversity assessment when planning events.	PDM	19/04/21	10/05/21
Equality and diversity data	Collect data on diversity in our biennial member survey and use this to inform policy and programme planning and delivery.	CMM/PDM	Ongoing	

Priority 5: Building Sponsorship				
Activity	Task	Owner	Start	End
Develop effective partnerships with departmental sponsors	Issue an Annual Report to sponsor Executive Teams to summarise outputs delivered to members and key survey findings.	NOM	01/01/21	31/12/21
	Collaborate with DWP's Health and Wellbeing team to support its health and wellbeing policy and objectives.	PDM	Ongoing	
	Approach the Director General, Work and Health to garner support and promote the advantages of HASSRA membership to the Department.	NC	13/05/21	31/12/21
	Minimise any pressures our activities may create for businesses and colleagues by staging events and activities outside business hours or in lunch breaks.	PDM/PDT	Ongoing	
Secure sponsorship	Identify organisations to sponsor HASSRA events and activities.	PDM/NOM	Ongoing	

Priority 6: Building our Business				
Activity	Task	Owner	Start	End
HASSRA LIVE	Complete a refresh of HASSRA Live to improve the look and make it easier for members to navigate and find what they need.	HLM	01/02/21	30/06/21
	Continuously improve HASSRA Live to ensure we exploit all the opportunities afforded by digital.	MT	Ongoing	
Strategic Communications Plan	Review and update current strategic communications plan, to ensure all HASSRA communication products and channels remain fit for purpose in light of Association objectives and current challenges.	CMM	Ongoing	
Social Media & Other Communications Channels	Maximise the use of social media and other communication channels (e.g. Facebook, Twitter and YouTube) as part of an integrated approach to communications and marketing.	CMM	Ongoing	
Development Fund	Keep under review Development Fund and identify steps to generate higher take-up.	CMM	01/01/21	30/06/21
Programme and Resources	Undertake a review of the content and funding of the National programme post-Covid lockdown in order to retain elements of the lockdown programme alongside the traditional programme.	NOM/NFM/BOM	Ongoing	

Priority 7: Managing our Business				
Activity	Task	Owner	Start	End
National Accounts	Day-to-day management of income and expenditure.	NFM	Ongoing	
	Report income and expenditure on a quarterly basis to National Board of Management.	NFM	Quarterly	
	Calculate and distribute rebates to regions.	NFM	Quarterly (end Mar, Jun, Sep, Dec)	
Regional Accounts	Day-to-day management of income and expenditure.	RMT	Ongoing	
	Report income and expenditure to Regional Boards.	RFMs	Quarterly	
	Calculate and distribute rebates to clubs.	RFMs	Annually	
	Provide advice and guidance to regions and clubs on management of funds and governance.	FC/RFMs/PDT	Ongoing	

Ticket sales	Procurement of theme park tickets from suppliers.	RFAs/RFM	Ongoing
	Fulfilment of ticket orders from members using website according to agreed service standards.	RFAs	Ongoing
	Manage contract and service levels of cinema e-code sales with Cinema Society.	NFM	Ongoing

HASSRA National Team
May 2021

Annex 1

MONTH	EVENT/INITIATIVE	CATEGORY	DESCRIPTION
JANUARY	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	
	Boundless	Membership Benefit	Discount membership for HASSRA members - £15 PA, saving £13 PA
	Board Games	Fun & Free	Members can win a selection of board games, encouraging time away from electronic devices
	Let's Get Gaming	National Competition	Online Gaming Tournament
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Physical	National Event	Providing members with access to an online fitness package
	Valentines Day Prize Draw	Fun & Free	Hotel Chocolat Hampers
	National Quiz	National Competition	
	Weekly Puzzle	Weekly Puzzle	
FEBRUARY	Valentines Day Writing Competiton	National Competition	Members invited to send in their Valentine themed poems/dittys/limericks
	Gaming Prize Giveaway	Fun & Free	Gaming Vouchers
	Rugby Six Nations	National Competition	Members invited to send in pictures/stories of how they are supporting their home nation
	Weekly Puzzle	Weekly Puzzle	
	Local Club Grants	Volunteer Support	Inviting clubs to apply for a grant to support local initiatives, encouraging recruitment
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Moving - Strava Challenge	National Competition	
	Let's Get Cooking	National Event	Family Cookalong for Half Term - Pancakes
	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
MARCH	World Book Day - Design a book mark	National Competition	Invite members' children to design a bookmark of their favourite book
	Mothers Day	National Competition	Celebrate Your Mum - Design a card - adults/children categories
	Liveliflife Competiton	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Gardening	National Competition	Gardening challenge - best pots/window boxes, members invited to send photos
	Gardening Vouchers	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Easter Craft Competition	National Competition	Design an Easter Bonnet - Categories for children/adults
	Weekly Puzzle	Weekly Puzzle	
	Easter Hamper Prize Draw	Fun & Free	
	Groundhog Day/Lockdown Anniversary		
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
	Let's Get Cooking	National Event	Food from the Six Nations
	Weekly Puzzle	Weekly Puzzle	

APRIL	Spring Promotion	Membership Benefit	Cinema ticket giveaway, supported by the Cinema Society
	Let's Get Physical Challenge	National Competition	An additional challenge for those taking part in the physical activity challenge
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Golfing	National Event	A virtual golfing event
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Curry Night
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cycling - Spring Challenge	National Competition	An additional challenge for those taking part in the cycling challenge
	National Quiz	National Competition	
	Weekly Puzzle	Weekly Puzzle	
MAY	Sci-Fi National Quiz	National Competition	Marking Star Wars Day, an additional themed quiz
	Let's Get Gardening - Spring Challenge	National Event	An additional gardening challenge
	Weekly Puzzle	Weekly Puzzle	
	Chelsea Flower Show - Craft Competiton	National Competition	Flower themed crafting - crochet/knitting/flower arranging
	Weekly Puzzle	Weekly Puzzle	
	Eurovision Themed Giveaway	Fun & Free	Bluetooth speakers/wireless headphones
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Afternoon Tea
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
JUNE	Summer Promotion	Membership Benefit	Heavily discounted theme park tickets, more theme parks and bigger discounts than before
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Fishing	National Event	A virtual angling event
	Fathers Day	National Competition	Celebrate Your Dad - Design a card - adults/children categories
	Weekly Puzzle	Weekly Puzzle	
	Wimbledon Competition	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Homemade Pizza
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
	Weekly Puzzle	Weekly Puzzle	
JULY	Olympic Game Challenge	National Competition	
	Livelif Competition	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Cycling Challenge - Tour De France	National Competition	An additional challenge for those taking part in the cycling challenge
	Weekly Puzzle	Weekly Puzzle	
	Bike Giveaway	Fun & Free	In line with the cycling challenge and Tour De France
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Al Fresco Dining
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	

AUGUST	National Art Competiton	National Competition	Inviting members to submit their work in several different categories
	Weekly Puzzle	Weekly Puzzle	
	National Photography	National Competition	Inviting members to submit their work in several different categories
	Weekly Puzzle	Weekly Puzzle	
	Spa Break Competiton	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	BBQ theme
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
	Weekly Puzzle	Weekly Puzzle	
SEPTEMBER	HASSRA Festival	National Competition	
	Weekly Puzzle	Weekly Puzzle	
	Great HASSRA Bake-Off (DWP Challenge Cup)	National Competition	Inviting members to enter their homebakes in several categories
	Weekly Puzzle	Weekly Puzzle	
	Kitchen Aid Giveaway	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Traditional British Baking
	National Quiz	National Competition	
OCTOBER	Let's Get Moving - London Marathon Challenge	National Competition	An additional challenge for those who are part of Let's Get Moving
	Weekly Puzzle	Weekly Puzzle	
	Halloween Competiton	National Competition	Inviting members to submit photos of their pumpkins and Halloween displays
	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	
	Rugby League World Cup Tickets	Fun & Free	
	Winter Promotion	Membership Benefit	Launch of the Christmas Cracker
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Autumn Fayre
	National Quiz	National Competition	

NOVEMBER	National Mixed Indoor Cricket	National Competition	Annual competiton, inviting all 12 regions to take part
	Let's Get Dancing!	National Event	Virtual dance lessons & competiton for tickets
	Livelifa Competiton	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	National Awards Dinner	Volunteer Support	Celebration of 2020 & 2021 award winners
	Weekly Puzzle	Weekly Puzzle	
	Chistmas Craft Competiton	National Competition	Inviting members to submit their entries in different categories - cards/decorations/garlands
	Fortnum and Mason Hamper Prize Draw	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Let's Get Cooking	National Event	Festive Treats
	Weekly Puzzle	Weekly Puzzle	
	National Quiz	National Competition	
DECEMBER	Let's Get Cooking	National Event	Festive Treats
	Weekly Puzzle	Weekly Puzzle	
	National Festive Quiz	National Competition	
	Holiday Voucher Prize Draw	Fun & Free	
	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	
	Weekly Puzzle	Weekly Puzzle	