



HASSRA

HASSRA The 3 R's

Roles, Responsibilities and Relationships
Document I

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Document Control

Key personnel

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1.1.1 Version history

Version	Date	Summary of changes	Changes marked
Draft 00a	29 Jan 07	First draft of product	
Version 1.0	080/2/07	Final version 1	
Version 2.0	03/08/07	New Annexes and additional information surrounding the Chair, Presidents and regional dynamic	
Version V2a.0	11/12/07	Amendments made to improve clarity	
Version V3a.0	03/01/08	Cosmetic changes to allow document distribution.	
Version V4.0	31/12/13	Updated to reflect new service model and staff reductions	

1.1.2 Distribution

Name	Area
Craig Lewis	HASSRA Operations Director
Dave White	Chair of Board of Management
BOM	
SMT	

Background

1. Each of our sponsor departments and agencies is implementing a programme of transformation in response to the Government's objectives for modernising public services. The consequences of some of these changes – including changes to the service model for example – are being felt within HASSRA.
2. Our regional associations, clubs and volunteers face fresh challenges as business units continue to reorganise, relocate, on occasion close, and reduce their headcounts. We need to respond to these challenges by ensuring we have in place systems and processes that maximise the support provided to them as they seek to maintain services and membership during this period of change.
3. HASSRA volunteers, in particular, are critical to the continuing success of the Association. We have an obligation to ensure they have access to quality training, guidance and support to enable them to be as efficient and effective as they can be in their roles. This includes the capture and sharing of best practices and certainty as to their roles and responsibilities.
4. This paper proposes the adoption of a system of governance that provides a shared understanding of **roles, responsibilities and relationships** within and between the Regions and the National Team. Its object is to create a common business framework within which regions can maintain their individual character, identity and priorities whilst delivering their services and discharging their responsibilities with confidence and professionalism within the regional and national frameworks.
5. This is also an important step in demonstrating to our sponsor departments and agencies that HASSRA is a modern Association operating within departmental standards to meet its obligations in -terms of developing a healthy, motivated and productive workforce - efficiently and effectively.

Scope

6. This paper describes the roles, responsibilities and relationships of the National and Regional elements of HASSRA, and proposes terms of reference for the functions of:
 - President
 - Chairperson

- Regional Committee
 - HASSRA staff
 - National Board of Management
7. This document is intended to underpin the Constitution of the Association and the achievement of its aims and objectives. It neither replaces nor modifies any part of it.

ROLES, RESPONSIBILITIES AND RELATIONSHIPS

Guiding Principles

8. HASSRA is committed to its volunteers. Our Business Strategy states:

The Association places an enormous importance and reliance on its volunteers to achieve its aims and objectives. We will ensure that we make best use of our volunteers by providing both current and prospective volunteers with the guidance and training required to fulfil a HASSRA function. We will do this by:

- ensuring that the 'volunteer experience' is consistent
- supporting volunteers in their roles by giving clear guidance on the role to be undertaken, providing all relevant information necessary to carry out their voluntary role within the organisation.

9. This document provides a set of protocols for the efficient and effective conduct of business within and between HASSRA National staff, regional officials and volunteers. It also contributes to our commitment to the wider Departmental commitment to RESPECTING PEOPLE, and to promoting a culture of professional and supportive team working.
10. We further share and support our sponsors' commitment to providing services which embrace diversity and which promote equality of opportunity. As an employer we are also committed to equality and valuing diversity within our workforce. Our goal is to ensure that these commitments, reinforced by our values, are embedded in our daily working practices with our customers, colleagues and partners.
11. Every person working for HASSRA, in either a paid or unpaid capacity, has a personal responsibility for implementing and promoting these principles in their day-to-day dealings with each other.

Regional President

12. The regional president is the figurehead of the regional association and is its senior non-executive manager. S/he is instrumental in selecting the regional chairperson, whom s/he supports in resolving issues or disputes within the region. The president also contributes to the chairperson's report and maintains regular contact with the National Chairperson.
13. The president is the key influencer within the regions. As a senior leader in the business s/he is able to work with the chairperson to resolve issues and encourage managers across the businesses to support volunteers. The president has regular contact with his/her vice President to ensure continuity of business.
14. The president helps promote within the sponsor businesses the important work of HASSRA and the contribution it makes to the health, well-being and motivation of staff. To this end it is important that presidents attend AGMs and other high profile events, such as the Annual Conference and Special Event. Presidents can also lend considerable support to the work of National, regional and volunteer staff by helping secure the buy-in of senior managers to HASSRA's aims, objectives and specific initiatives, events and activities.
15. Detailed terms of reference for the role of president can be found in annex 1.

Regional Chairperson

- 16 The regional chairperson is appointed by the president. This provides a close link and good understanding between the business sponsor and elected board and volunteers. The chairperson is responsible for promoting national strategy and ensuring that regional aims, objectives and working practices are consistent with it. The chairperson works proactively with their regional committee/board of management to achieve value-for-money and the best possible services and benefits for the members. The chairperson ensures the committee's business runs smoothly by liaising with regional HASSRA national staff and managing regional business in accordance with the regional and national constitutions. The chairperson further ensures that all regional business is conducted in accordance with sponsor codes of conduct and standards of behaviour.

17. The chairperson is responsible for the production of a regional business plan and for all governance issues; and s/he works closely with the regional finance manager to ensure funds are administered appropriately and in accordance with the relevant sponsor guides. S/he has an influential role in facilitating good communications between national staff and volunteers.
18. The chairperson works closely with the National Team to ensure effective two-way communications regarding National and Regional issues. The National Team communicates with the chairperson ensuring they are kept up to date with National issues through the circulation of National BOM papers and minutes. Two way discussions are encouraged through telekits and BOM/Chairs meetings to ensure that members requirements and association objectives can be met.
19. Detailed terms of reference for the role of regional chairperson can be found in annex 2.

HASSRA Regional Committees

20. Local clubs are run by volunteers in accordance with departmental staff clubs rules and HASSRA guidance. Regional boards are made up of a mixture of elected volunteer club members and HASSRA national officers. Led by the regional chairperson, their primary function is to take a strategic view of the running of the region within the national framework, and determine how the business of the region should be taken forward. They also support and assist National HASSRA staff in decision-making and programme development. Day-to-day decisions about HASSRA's local programme are taken by local committees and/or by the regional board of management.
21. The committees and their members will be aware of their role in supporting the delivery of National HASSRA business strategies, and of the expert help available to them from National HASSRA staff. They should also seek to manage their affairs economically and efficiently to ensure that members always receive the best possible services and benefits.
22. Committee members have access to a generic HASSRA Key Work Objective (should they wish to use it) and should be committed to the HASSRA business strategy. They should also be aware of Departmental Standards of Behaviour and Code of conduct and will take a lead on these issues from the chairperson and the HASSRA national staff. The committee members are expected to work together as a team, recognising and utilising individual talent and skills.

23. Detailed terms of reference for the role of regional committees can be found in annex 3.

Regional HASSRA National staff

- 24 Six full-time, DWP-funded national HASSRA employees (RBPs) are deployed in the regions and are managed by a Field Operations Manager. Each RBP covers two HASSRA regions delivering services as laid out in the HASSRA Service Model. Their role is to deliver HASSRA's aims and objectives at the regional level within the National framework. They also contribute to HASSRA's national decision-making structures, to which they bring a regional perspective.
- 25 Two Regional Finance Managers (RFMs) who each serve six Regional Associations, ensure that regional finances are properly managed. They are responsible for collating the accounts for each region and identifying any issues or anomalies.
- 27 Detailed terms of reference for the role of national HASSRA staff can be found in annex 4

HASSRA National Board of Management (BOM)

- 28 The HASSRA National Board of Management is made up of both appointed and elected members, and representatives from the HASSRA SMT. They help determine how HASSRA business should be taken forward, normally meeting five times a year and having specific responsibility for Planning, Strategy, Corporate Governance, Policy and Finance. They are accountable to the National Chair for setting a framework for the effective management of the Association. In consultation with the Operations Director, they are responsible for the professional standards with which the Associations Business is delivered.
- 29 Detailed terms of Reference for the role of the BOM can be found at annex 5.

ANNEX 1

Terms of Reference for the Regional President

The responsibilities of the role are:

- 1 To act as chief influencer at Senior Civil Service (SCS) level and to champion the benefits of the Association amongst sponsor senior managers
- 2 To be an enabler for the Association, – raising the profile of HASSRA and facilitate opportunities to advance its aims and objectives
- 3 To work collaboratively with the regional chairperson, acting as a sounding board for issues and new initiatives and to work with the chairperson to resolve disputes
- 4 To attend the regional AGM and the national conference and other high profile events (or to provide a deputy)
- 5 To attend regular presidents' forums as requested by the national chairperson (or to provide a deputy)

Annex 2

Terms of Reference for the Regional Chairperson

The key responsibilities of the role are:

- 1 To lead and promote the regional Association through the regional Board of Management, working in conjunction with National HASSRA, attending National Chairs Meetings as scheduled.
- 2 To attend regional board of management meetings and regional annual general meeting (or provide a deputy who is properly informed and mandated)
- 3 To attend the national annual general meeting (or provide a deputy)
- 4 Mandatory liaison with:
 - National Chairperson (at telekits and face-to-face meetings)
 - Field Operations Manager (to provide a conduit between regional committees and the National HASSRA Senior Management Team and National Board of Management)
 - Regional President ensuring a Strategic approach to the management of the regional association
 - Senior Departmental Managers to ensure their continued support
- 5 To satisfy his/herself that the regional association's finances are soundly based and that all transactions are properly accounted for and managed in accordance with the requirements of the Staff Clubs Guide
- 6 Accountability for the affairs of the Regional Association and to encourage the continuing development of the Regional Association by ensuring that an appropriate programme of events is agreed at the start of the HASSRA year
- 7 Ensuring the Regional Finance Manager has all the information to enable them to complete the regional accounts and to satisfy *themselves* of compliance with agreed procedures *including* random checks of *financial* statements and audit reports

ANNEX 3

Terms Of Reference for Regional Committees

The key functions of regional committees are:

- 1 To set the strategic direction for the region and to be the region's policy-making forum
- 2 To set terms of reference for regional sub-committees
- 3 To be responsible for financial probity in respect of the management of regional and club funds
- 4 To agree the programmes of activity within the region, namely:
 - regional events
 - national events
 - regional trips
 - management of allocated budgets
- 5 Provide a focal point for communications with and between local clubs and volunteers
- 6 To assist in the evaluation of activities with a view to continuous improvement.
- 7 To take **individual** responsibility for specific duties set by the Board (such as sub committees and working groups) and to feed back at allotted times, as agreed by the Board
- 8 To work collaboratively with National HASSRA Field Operations Manager, Regional Finance Manager and Regional Business Partner taking advantage of their strategic remit and wider Departmental work objectives

ANNEX 4

Terms Of Reference for Regionally-based HASSRA National Staff Members

The key functions of the Regional Business Partner and Regional Finance Manager and support staff are:

- 1 To plan, manage and help deliver a program of activities to include national and inter-association events and membership benefits in conjunction with the Regional Chairperson and Board
- 2 To communicate National HASSRA directives to the Regional Board
- 3 To communicate regional issues via the Executive Committee and Senior Management Team
- 4 To help the Regional Board to develop and prepare a recruitment strategy with the aim of increasing the number of new members within the region and working with volunteers to ensure that existing members receive a high standard of service and value for money
- 5 To work in conjunction with the Chair to promote HASSRA in sponsor management forums, ensuring HASSRA maintains a high profile with sponsor managers
- 6 To ensure that the Chair is informed of any National BOM matters and ensure that the Chair and FOM are aware of any issues that require collaborative resolution.
- 7 To ensure that the President is informed of pertinent issues, including the programme of events and that s/he is given sufficient notice of events at which their attendance would be welcomed

ANNEX 5

Terms of Reference for the National BOM

The Key Functions of the BOM are:

- 1 Develop and promote the strategic direction of, and leadership to, the association
- 2 Collectively define, promote and clearly communicate HASSRA and the Department's shared values
- 3 Consider the strategic implications of major departmental and policy developments and agreeing a way forward
- 4 Promote collaborative working with key stakeholders and partners
- 5 Promote continuous improvement strategies including Investors in People and Excellence;
- 6 Ensure a secure a sound governance framework and overall system of internal control