



HASSRA
Business Plan
April 2010 – March 2011



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Glossary

BOM	Board of Management
CSSC	Civil Service Sports Council
DoH	Department of Health
DWP	Department for Work and Pensions
FSA	Food Standards Agency
HCS	HASSRA Corporate Services team
HR	Human Resources
RAG ratings	Red / Amber /Green ratings relating to Risk Management



FOREWORD

It gives me great pleasure to introduce the HASSRA Business Plan for 2010/11.

I should firstly like to acknowledge the outstanding contribution of my predecessor. Bernie Keay was our National Chairperson for eight years. During that time he steered a successful course through many challenges, including boundary changes and successive efficiency exercises. It is to his great credit that the Association currently has record numbers of members and enjoys unprecedented levels of support throughout our sponsor departments and agencies. The recent award of an OBE for services to HASSRA was a thoroughly deserved tribute to Bernie's achievements, and we wish him well for the future.

2009 was notable for some major achievements. The ever strengthening partnership with our sponsors was evident in the very substantial commitment we made to their wellbeing programmes. In particular our support for DWP's *Live Well Work Well* initiative has been commended and has undoubtedly contributed to its growing success. This coincided with a 10% increase in membership, bringing our number to more than 70,000. We can also take great pride in the way volunteers and the National Team have pulled together to implement some difficult but necessary changes in the way we support the Association and deliver to members. That work will continue in 2010.

But we must also be mindful that HASSRA is not immune to developments in the public sector and the economy more generally. All of us will be aware of the pressures on public finances and we must be prepared for HASSRA to play a part in facing those challenges. This is likely to be most evident in changes to the level of funding of the HASSRA National Team, which will impact the way it supports the Association. But in this very special 75th Anniversary Year I am confident that, whatever the challenges, members, volunteers and National Team staff will work together in finding solutions and ensuring the Association continues to flourish.

This business plan provides a formal summary of the key objectives for 2010. Please play your part in their achievement, but also bear in mind the need for flexibility as we respond to changing circumstances and emerging challenges.

Finally, we extend our thanks to our sponsors for their commitment to our Association, and to our members and volunteers who make it such a vibrant and successful organisation.

Dave White
HASSRA National Chairperson
April 2010



1. ABOUT HASSRA

1.1 Formed in 1935, HASSRA is a nationwide organisation providing sporting, recreational and cultural activities for staff in the Departments of Health, Work and Pensions, the Food Standards Agency and their executive agencies, including retired members and employees of contractors working on departmental business.

1.2 With a membership of more than 70,000, HASSRA provides an enormous choice of sporting and recreational activities at local, regional and national levels. All of its subscription income is ploughed into these activities. Members also benefit from sponsorship, free competitions with generous prizes, a Lottery that pays out over £650,000 annually, and discounts for members and their families worth in excess of £1.4m a year.

1.3 HASSRA is one of the largest recreational associations in Europe, and enjoys management support at every level, including Sir Leigh Lewis (Department for Work and Pensions Permanent Secretary), Hugh Taylor CB (Department of Health Permanent Secretary), and Tim Smith (Chief Executive of the Foods Standards Agency).

2. AIMS

2.1 HASSRA exists to provide sporting and recreational activities for its members within a recognised *Departmental Association* framework. It seeks to support its constituent business units in achieving their goals by helping to develop a healthy, motivated and productive workforce.

2.2 HASSRA aims to:

- continue to be a first class departmental association through the ongoing provision and development of a high quality and inclusive sports, social and leisure programme to all members, delivered efficiently, economically and with integrity.
- work in partnership with business sponsors in achieving their goals by adding value to the business and enhancing the wellbeing and work-life balance of staff.
- work co-operatively with CSSC Sports & Leisure as an affiliated departmental association for the purposes of encouraging and co-coordinating the pursuit of sport, leisure and recreation among the employees and retired staff of departments and their executive agencies.



3. BUSINESS OBJECTIVES AND PRIORITIES FOR 2010/11

3.1 The National Board of Management has set business priorities for 2010/11 in support of the achievement of the Association's aims and objectives. These are set out below with the key steps we will take to deliver them.

National and Regional Programmes

3.2 The broad and varied programme of events, competitions and activities, sponsorship and volunteer development offered to members is the bedrock of the Association. We will continue to deliver a full programme, including:

- National Conference in May 2010
- a full range of national and regional events and competitions throughout the year (see appendix 1 for the calendar of HASSRA National events)
- Special Event in Sept 2010
- 75th Anniversary celebrations with an emphasis on family-orientated and fundraising events
- reviewing the programme of events and competitions to ensure their continuing relevance and appeal to members.

Membership Benefits and Services

3.3 Members' take-up of discounts and offers has grown considerably over recent years and now constitutes a major benefit to existing and prospective members. We will continue to maintain and deliver an attractive range of discounts and other benefits by:

- reviewing the range of offers and benefits to ensure their continuing relevance and appeal to members
- delivering products described in the marketing strategy (summarised at appendix 2).

Recruitment and Retention

3.4 Whilst HASSRA currently has a very substantial 70,542 members¹, there is in excess of 70,000 potential members in our sponsor businesses. We will therefore give high priority to maintaining and growing our membership by:

- developing a national recruitment plan to ensure recruitment activities are effectively targeted on business units in which membership rates are below the national average
- continuously improving our marketing and publicity capability to ensure Regional Associations and volunteers are provided with high quality marketing, promotional and recruitment products.

¹ As at 31 December 2009.



Volunteer development

3.5 The Association places enormous value on the contribution of employed and retired volunteers and recognises the importance of increasing our volunteer capacity in order to maintain our programme. We will do this by:

- implementing a volunteer recruitment and development framework to encourage more members to become involved in programme delivery
- engaging with local business managers to develop a shared understanding of the value of volunteering to the Association, the businesses and individuals themselves
- working with sponsors to maximise the value of recruitment opportunities arising from business activities (eg. induction of new entrants, conferences, etc.).

Business Sponsorship Development

3.6 In 2009 HASSRA worked cooperatively with its business sponsors in helping to develop a healthy and motivated workforce. In 2010 we will consolidate these partnerships by:

- continuing to work in partnership with the DWP Health, Safety and Wellbeing Team and its contractors to successfully deliver Wellbeing initiatives
- continuing to engage with DH, CMEC and FSA in support of their own Wellbeing initiatives.

Business Programme

3.7 HASSRA has substantial income and expenditure. We will provide effective financial planning and management of Association funds by:

- managing subscription and lottery income and expenditure, and providing accurate and comprehensive financial reports to the National Board of Management
- annually reviewing the reserves policy to ensure an appropriate level of risk management
- reviewing the Association's long-term financial strategy to ensure effective financial planning and stewardship in light of income and expenditure trends.

3.8 The HASSRA National Team benefits from substantial sponsor funding. We will provide effective financial planning and management of cost centre funds by:

- maintaining a planning regime which ensures all expenditure is affordable, represents good value for money and is aligned to agreed aims, objectives and priorities



- liaising with the National Board of Management and Regional Associations to ensure planned expenditure is consistent with Association and business priorities
- providing accurate and comprehensive financial reports to the National Board of Management and CSD HR Finance Team.

3.9 The volunteers who provide the day-to-day management of the Association need to be properly supported. We will provide quality services to the National and Regional Associations and Boards of Management to enable them to manage their work effectively by:

- providing timely, accurate and relevant business and financial reports
- providing expert advice and guidance on management of clubs, governance, financial management and staging of events.

Business Development

3.10 We will continue to modernise our systems and processes to ensure they are fit for purpose and capable of effective management and delivery of the business by:

- embedding the new service model and common standards for the delivery of services to regional associations, volunteers and members
- implementing a new management information system which generates high quality intelligence on programme, benefits and Wellbeing activities and outcomes
- implementing a new financial accounting software package to enable migration to accruals accounting and ensure finance managers have an effective business tool with which to deliver their responsibilities
- further develop the single membership database to enable centralised administration of on-line lottery applications, and introduce for regional staff the facility to calculate club rebates automatically.

Organisational Development

3.11 We will continue to improve the National Team's systems, processes and working practices to ensure service delivery is efficient, effective and affordable within the terms of its financial and headcount settlement. We will do this by:

- monitoring the implementation and capability of the present organisational model
- reviewing the service model and associated National Team staff deployment in light of any changes to current funding and headcount assumptions.

4. MILESTONES AND RISK MANAGEMENT

4.1 The foregoing activities and associated target delivery dates are shown in the Work Plan at appendix 3. Related risks and current RAG ratings are shown at appendix 4.



Appendix 1

2010 Calendar of HASSRA National programme of events

Month	Date	Event	Host Region	Venue
January	29 th	General Knowledge Quiz	North East	Newcastle
February				
March	12 th	Table Tennis	North West	Widnes
April	30 th	Badminton	South East	Crawley
May	7 th	Rugby 7's (IA)	North East	Newcastle
	13/14 th	Drama (IA)	North West	Burnley
	20 th	Annual Conference	Corporate Services	York
June				
July	1 st / 2 nd	Flat Green Bowls & Chess	South West	Bournemouth
	23 rd	Mixed Rounders	West Midlands	Loughborough
	30 th	Angling (Coarse)	Fylde	Blackpool
August	13 th	Golf	Y & H	Leeds
September	10 th	Special Event	South East	Canterbury
	"	Five-a-side Football (Mens)	" "	"
	"	Netball	" "	"
	tbc	Crown Green Bowls (IA)	Wales	tbc
	tbc	Fly Fishing (IA)	Wales	tbc
October		Photography	Y&H	
	15 th	Sports Quiz	East of England	Peterborough
	15 th	Tenpin Bowling	East Midlands	Stoke-on-Trent
	29 th	Darts	London	Harlow
November	12 th	Pool / Snooker	Scotland	Stirling
	12 th	Indoor Cricket (IA)	East Midlands	Derby
December				



Appendix 2

Marketing Strategy products

Publicity tools	Assumptions and distribution
Headlines	2 editions of 12 pages each; 2 editions of 16 pages for special publicity of 75 th anniversary celebrations; 55,000 copies of each edition (also published on the website) Distributed by HCS to each retired member and to each region for onward distribution to members
Fun and Free prizes	4 competitions published in Headlines and on website Maximum of 3 competitions on website Includes cost for a 75 th anniversary competition
Posters	8 types of poster, size A4 1500 printed of each type Distributed by HCS to each of the 12 regions for onward distribution to local office sites
Flyers	8 types of flyer, size A5 with application forms on reverse 12000 printed of each type Distributed by HCS to each of the 12 regions, for use at LWWW and recruitment events
Volunteer leaflet or Handbook	6 pages, size A5 5000 printed Distributed by HCS to each of the 12 regions, for use at LWWW, recruitment events and issue to new Volunteers
HASSRA leaflet	12 pages, size A5 6500 printed Distributed by HCS to each of the 12 regions, for use at LWWW and recruitment events
Information packs suitable for use by Volunteers or Business Sponsors	13000 folders already printed in 2009 ready for use Posters, flyers and leaflet costs already covered above Information inserts – produced in house Distributed by HCS to each of the 12 regions to forward to local club sponsors
Website and all electronic material (flyers, email shots, etc, excluding DVD)	



Appendix 3

2010 Workplan

Activity	Owning team	RAG Status ²	Target finish date	Forecast finish ³
National and Regional Programme				
National Conference	HCS	Green	20/05/10	
Member Benefits and Services				
Conduct membership survey & report	HCS	Green	30/06/10 – survey 31/07/10 – report	
Refresh of website	HCS	Green	31/03/11	
Retention and Recruitment				
Develop new national recruitment plan	Region's MT	Green	31/07/10	
Develop a low-level volunteer recruitment and development framework	Region's MT (with VSG)	Green	31/07/10	
Implement and deliver marketing and publicity materials described in the new Marketing Strategy	HCS	Green	Ongoing - 31/03/11	
Sponsorship Development				
Maximise HASSRA's Wellbeing capability	Wellbeing coordinator	Green	Ongoing	
Business Development				
Implement new HASSRA MI system	HCS	Amber	31/05/10	
Replace Quicken financial software with the Sage system	Finance	Amber	31/05/10	
Develop and implement Phase 2 of the Membership Database for online Lottery applications and management	HCS	Amber	30/06/10	
Develop and implement auto-calculation of rebates for regions	HCS	Green	30/09/10	
Re-write of Disciplinary Complaints and Procedures Guide	HCS	Green	31/10/10	
Review of Business Products:- Business Continuity Plan IIP Action Plan Communications Framework Staff Survey Report	HCS	Green	31/03/11	
Review of Association insurance	Finance	Green	30/11/10	
Review of National Rebates system	Finance	Green	31/03/11	
Deliver awareness campaign about governance regimes necessary when operating Regional association accounts	Finance	Green	30/09/10	
Review position of reserve funds amongst regions (and submit proposals to BOM).	Finance	Green	30/09/10	
Organisational Development				
Embed the new Service Delivery Model in the National Team	All MT	Green	30/06/10	
Implement revised SR07 staff headcount reductions	All MT	Green	31/03/11	

² RAG status – DWP Risk Framework adopted.

³ 'Forecast finish' date will be inserted during reviews of the Business Plan if Target date is not met.



Appendix 4

Key Risks and ratings as at 1 April 2010

Risk no.	Risk description (including reference to aim, objective or target described above) & Risk Owner	Inherent Risk			Existing Controls/mitigations (including named Risk Action Manager)	Residual Risk (last quarter)			Residual Risk (this quarter)			Further Controls/mitigations planned (including named Risk Action Manager)	Sources of Assurance (Including Measures & Indicators /KPIs)
		Impact	Likelihood	Profile		Impact	Likelihood	Profile	Impact	Likelihood	Profile		
CATEGORY													
<u>STRATEGY</u>													
1	<p>Failure to achieve agreed business objectives/priorities due to impact of revised headcount targets.</p> <p>Risk Owner: National BOM Risk Manager: Craig Lewis</p>	2	2	A	<p>31/3/10: Paper to BOM with impact analysis on 31/3/10.</p> <p>7/4/10: BOM agreed <i>working assumptions for revised</i> headcount targets and directed they should be communicated to Staff and Chairs. BOM to write to CL with thoughts on outline plans.</p>				2	2	A	<p>07/04/10: Further controls /mitigation in development.</p>	
2	<p>Migration action of Lottery SASA database causes interruption of service by HCS, and so damages HASSRA's reputation.</p> <p>Risk Owner / Manager: Ros Smith</p>	2	2	A	<p>Options for migration currently being investigated, i.e: Electronic reconciliation using excel formulas; Buying-in services/ resources through Departmental contracts.</p>				1	1	G	<p>10/03/10 DWP have renewed the SASA contract for another year which eliminates that timescale pressure leaving HCS scope to determine timing of migration to suit business.</p>	
CATEGORY													
<u>FINANCIAL</u>													
3	<p>i) Procurement of, and the necessary DWP Security assurance, for SAGE accountancy software.</p>	2	1	G	<p>i) Lack of DWP security assurance would negate a networked internet solution via the DWP intranet. Alternative arrangements can be made, i.e.</p>	2	2	A	2	2	A	<p>19/03/10: Continuing issues with CIT and DWP Security, despite reworks by potential supplier. Both sides are aware of the need to find a solution urgently.</p>	<p>FC updates MT Updates</p>



Risk no.	Risk description (including reference to aim, objective or target described above) & Risk Owner	Inherent Risk			Existing Controls/mitigations (including named Risk Action Manager)	Residual Risk (last quarter)			Residual Risk (this quarter)			Further Controls/mitigations planned (including named Risk Action Manager)	Sources of Assurance (Including Measures & Indicators /KPIs)
		Impact	Likelihood	Profile		Impact	Likelihood	Profile	Impact	Likelihood	Profile		
	<p>ii) Existing Quicken financial management software is now obsolete and unsupported. This gives rise to the risk that data could be lost thereby compromising our ability to manage association funds effectively.</p> <p>Risk Owner /Manager: Craig Lewis</p>				<p>a non-networked solution using association lap tops with no networking functionality.</p> <p>ii) Regular daily “ backups” of data are carried out by RFMs to minimise the amount of information that could be lost.</p>							<p>07/04/10: BOM (DWh) will raise issue with DWP Security when DL has documented all the issues. Suppliers have offered refresh training as part of their package at no extra cost to HASSRA.</p>	
4	<p>Concern that the finance organisation (four regional accounts managed by each of the three Regional Finance Managers) cannot deal with current volumes of work.</p> <p>Risk Owner/Manager: Dave Lees</p>	2	1	G	Use MI to monitor workload volumes, clearance times and any emerging/potential backlogs and report to BOM accordingly.	2	2	A	1	1	G	<p>19/03/10 SLA now in place for 1st April with phased transition for some regions to the new service model. Craig has visited the majority of regions to manage Chair and BOM expectations.</p>	
5	<p>Concern that the New ticketing model will generate unmanageable workload volumes for the Finance Team.</p> <p>Risk Owner/ Manager: Dave Lees</p>	2	2	A	Collate and monitor MI to determine impact. Consider movement of work around the team to balance workloads, as necessary. To enable this we have a small network of PDQ machines, all finance team members signatories on all regional accounts, and spare PDQ with national finance assistant to take any necessary overflow of work, and provide additional support.				2	2	A	<p>19/03/10: ER administering North West tickets until 30/04/10. WB continues with South West tickets UFN. LP joins Finance Team to assist KM.</p> <p>07/04/10: other resource made available from RPB teams; communication issued to regions with lines to take for handling members queries on using email for credit cards.</p>	



Risk no.	Risk description (including reference to aim, objective or target described above) & Risk Owner	Inherent Risk			Existing Controls/mitigations (including named Risk Action Manager)	Residual Risk (last quarter)			Residual Risk (this quarter)			Further Controls/mitigations planned (including named Risk Action Manager)	Sources of Assurance (Including Measures & Indicators /KPIs)
		Impact	Likelihood	Profile		Impact	Likelihood	Profile	Impact	Likelihood	Profile		
					The movement of all ticketing transactions to the national trading account will dramatically reduce the cash flow, and associated management of that cash flow, within regional account, freeing-up further RFM resource.								
6	Regional Association and local club accounts are not compliant with Departmental Guidance and the supporting assurance process is inadequate. Risk Owner / Manager: Dave Lees	2	2	A	Staff Clubs guide – owned by DWP Letter issued to Chairs and Finance Team to cascade to local clubs by National Finance Manager, March 2010.				2	2	A	10/03/10: An awareness campaign commences in 2010/11. 07/04/10: above added to 2010/11 Business Plan.	
CATEGORY													
<u>PEOPLE</u>													
7	Insufficient Departmental support and Management sponsorship – compounded due to downward pressures on Headcount - will inhibit volunteering which would impact programme delivery adversely. Risk Owner / Manager: Pat Kilner	2	2	A	Volunteer development sub group set up by BOM is developing a framework for regions (staff & committees) to take forward.	2	2	A	2	2	A	10/03/10: Accreditation for volunteers under investigation; presentations by 'Running Sports' delivered to most Regions at either their AGMs or BOM meetings to facilitate further action by their committees. 07/04/10: Conference workshops will build on current activity; agenda item on inconsistent sponsorship across regions for joint BOM-Chairs meeting at Conference; Perm Sec invited BK and DWh to meeting to discuss; Departmental Policy on Volunteering	



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		Impact	Likelihood	Profile		Impact	Likelihood	Profile	Impact	Likelihood	Profile		
												when published will provide further mitigation.	
8	<p>The full Service Model is not deliverable due to new headcount pressures and current utilisation of contingency resource.</p> <p>Risk Owner: Craig Lewis Risk Manager: Pat Kilner</p>	2	2	A	SE and SW RPB's covering 3 regions each National team to cease attending LWWW events & regional volunteers invited to assist.				2	2	A		