



HUMBER ALL NATIONS ALLIANCE (HANA) 5 YEAR STRATEGY

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SPRING
I M P A C T

INTRODUCTION

About this document

This document is made up of three parts:

1. A “one page” strategy – this sets out HANA’s strategic direction and objectives for the next 5 years and is designed to meet HANA’s overall vision. It aims to be realistic, and focused, and engaging whilst allowing HANA to be flexible and responsive with its decision-making about *how* to meet its objectives.
2. The virtuous cycle – this sets out what needs to happen for HANA to sustain its impact. It is shared as a positive feedback loop, with situations that reinforce themselves for positive impact and results.
3. High-level timeline – this outlines the two overlapping stages HANA will need to work through to reach its vision. Stage 1 details suggested focus areas in the short term to support HANA to achieve the strategy and stage 2 is a high-level articulation of suggested focus areas for the medium to long term.

HANA'S 5 YEAR STRATEGY

1

HANA'S VISION



A Hull with thriving BAME communities and organisations that have their needs and interests represented and considered within public decision-making

2

THE PROBLEM IN HULL



BAME voluntary and community organisations in Hull do not have the opportunities, support and services that reflect their specific needs and challenges, either because these do not exist or because they are not accessible or tailored to these groups

3

WHAT IS HANA'S INTENDED IMPACT? WHAT CHANGES AT THE COMMUNITY LEVEL?



HANA is recognised as the specialist and go-to umbrella organisation for BAME sector organisations. There is strong buy-in and support from a wide range of stakeholders and local BAME communities in Hull



The BAME sector has the resources, skills, capacity, and representation to inform and influence the development of public services that reflect the needs of their users and the BAME individuals they support



The BAME sector is well-networked, leading to greater collaboration and maximising the impact of the whole sector

4

WHAT ARE HANA'S BUSINESS OBJECTIVES?



1

To develop HANA's reputation and brand both within, and outside of, the BAME sector in Hull

2

To ensure the financial sustainability of HANA and funding for core operations

3

To effectively measure and communicate HANA's impact, both through its direct work and through utilisation of its building

WHAT ARE HANA'S SOCIAL OBJECTIVES?



1

To champion, celebrate and amplify the voices of the BAME sector in Hull

2

To create strong partnerships within the BAME sector in Hull

3

To develop BAME sector organisations and build their capacity

THE VIRTUOUS CYCLE – SUSTAINING HANA'S IMPACT

By virtue of being an umbrella organisation for the BAME voluntary and community sector, HANA will harness the collective voice of its members and build its reputation

Building HANA's reputation

Building HANA's reputation will create more opportunities to partner with important and strategic stakeholders, including funders

Strengthening the voice and influence of the BAME voluntary and community sector

Collaborating with key stakeholders

BAME community and voluntary organisations are stronger as a result of HANA's support. They can support BAME individuals more effectively and strengthen the voice of the sector as a whole

Providing specialist support to the BAME voluntary and community sector

More access to resources and better strategic connections means that HANA are better able to provide specialist support to their BAME members

HIGH-LEVEL TIMELINE AND PRIORITIES

STAGE 1 – RELATIONSHIP AND REPUTATION BUILDING

(Short-term Focus)

This is HANA's focus for the short term and is the guiding focus for the strategy. Key milestones for HANA during this period may include:

- Building a presence with BAME voluntary and community organisations in Hull and be a unifying voice for HANA's members and the BAME sector as a whole
- Re-engage with HANA's existing member organisations, understanding their needs and wants and providing specialist support which is of value to them and builds their capacity
- Develop a clear narrative about what HANA stands for and what it wants to do
- Build strong relationships with local and national funders to generate sustainable funding for HANA's core operations
- Building upon the ecosystem and stakeholder map and starting to prioritise and target key stakeholders with whom to create strong relationships with

STAGE 2 – INFLUENCING LOCAL DECISION-MAKING

(Long-term Focus)

The strategic plan will aim to get HANA into a position from where it is able to make the most of its enhanced reputation and relationships to really bring about change in local decision-making practices, ensuring that BAME communities are properly listened to, and their specific needs and concerns addressed, by public bodies.

Key milestones in the long-term will need to be created at the appropriate time and upon reflecting on learnings from stage 1 in order to ensure progress is made towards this priority.



Spring Impact will co-develop these milestones with HANA in the next phase of work