

## Pride Action North Three-Year Strategy: 2024 – 2027

### Executive Statement

We're thrilled to present our three-year strategy, designed to guide Pride Action North towards being the leading champion in the North of England for the LGBTQIA+ community.

In this reflective process, we acknowledged our journey since 2017 as an opportunity for conversation and as a collective voice for a global movement to a comprehensive support system for LGBTQIA+ people. The strategy is a product of insight shaping our mission-aligned pillars.

A SWOT analysis provided a glimpse into our internal strengths and weaknesses, opportunities, and threats, while a PESTLE analysis delved into the broader factors affecting our environment. These reflections helped define our Theory of Change (TOC), a clear roadmap to tackle emerging community challenges.

This strategy integrates our new branding and expanded service offerings, reflecting growth, inclusivity, and empowerment. This includes enhancing training programmes and establishing greater physical base in Tyne and Wear.

Looking ahead, eight strategic priorities embody our commitment to growth, inclusivity, and positive change. These priorities encompass organisational capacity strengthening, enhanced inclusivity, robust partnerships, empowerment of LGBTQIA+ people, policy influence, effective communication of impact, vibrant volunteer engagement, and ensuring organisational stability and resilience.

We are committed to refocusing power and resources to ensure both rural and urban LGBTQIA+ people have their needs met.

We're committed to steering Pride Action North towards a future where it stands as a strong, trusted, and indispensable ally for the LGBTQIA+ community. This strategy guides us in remaining true to our mission, values, and the evolving needs of our community.

The future of PAN is an exciting journey, and this strategy sets the course for an impactful and prosperous road ahead.

### Putting Together Our Three-Year Strategy

Pride Action North, after a successful period of growth and development, have developed a new Three-Year Strategy for 2024- 2027 (January to January) to shape and direct Pride Action North to be **determined, trusted, and thriving**.

Pride Action North used various methods to engage with our stakeholders to formulate this plan, including gaining voices from the following people at Pride Action North, in developing this strategy:

- Trustee feedback
- Staff meetings throughout the year
- A Development Day held in October 2023

Techniques we used to do this included completing a thorough SWOT analysis of our organisation (Strengths, Weaknesses, Opportunities and Threats) to see how our stakeholders felt about our work to date, and to point out areas where we are doing well, where we need to improve, what we could do in terms of opportunities, and any threats that we may face. We also complimented this engagement with an analysis of the external Political, Economic, Social, Technological, Legislative and

Environmental (PESTLE) context. In our PESTLE analysis we scanned the horizon for wider issues and trends which could affect the future of Pride Action North. We have included these in this strategy both in the spirit of transparency, but also as a guiding tool for our staff, Trustees, volunteers, funders, and the public.

Our new Three-Year Strategic Plan focuses on clear outcomes to drive us and to 'steady the ship' as an organisation, allowing Pride Action North to show our clear direction ahead with our strong Theory of Change (TOC).

### **About Pride Action North: Our Mission and Values**

Pride Action North started life under a very different guise when it was founded in 2017 by a group of volunteers wishing to host a protest march and celebration event to mark the global Pride movement. We have since evolved, and we now offer a range of support services for LGBTQIA+ people in the North of England. You can read more about our journey, [here](#).

Our mission is “to create a holistic and inclusive community where everyone can thrive. We are committed to raising awareness through education and collaboration, empowering individuals to achieve their full potential.”

### **We are united at Pride Action North, with the following three key values:**

Acceptance – Provide a non-judgemental space that supports all members of our community to share their experiences and receive the support they need.

Advocate – Understand the issues affecting our communities, advocating for the needs and rights of individuals and communities that is equitable.

Working Together – Listen to ideas and perspectives, finding common ground and build strong relationships, working together to make a difference to the lives of our communities.

With our new launch, we have also developed a new Theory of Change to guide us as an organisation, to accompany our new Three-Year Strategic Plan.

### **Why are Pride Action North needed?**

Pride Action North is an essential community asset because LGBTQIA+ people face critical issues and challenges in the North of England that are not faced by others. These challenges are intrinsically linked to our Theory of Change and the need for targeted action to address them effectively:

- Isolation, loneliness and belonging
- Rural / Urban equity
- Access to specialist support
- Social groups
- Advocacy
- Hate Crime
- Mental Health and wellbeing
- Education, awareness and upskilling

- Domestic and sexual violence and abuse

## What is our Theory of Change (TOC)?

Our Theory of Change allows us to respond to the issues facing LGBTQI+ people and their communities in the North of England, through setting out a clear identity of how we will tackle these issues.

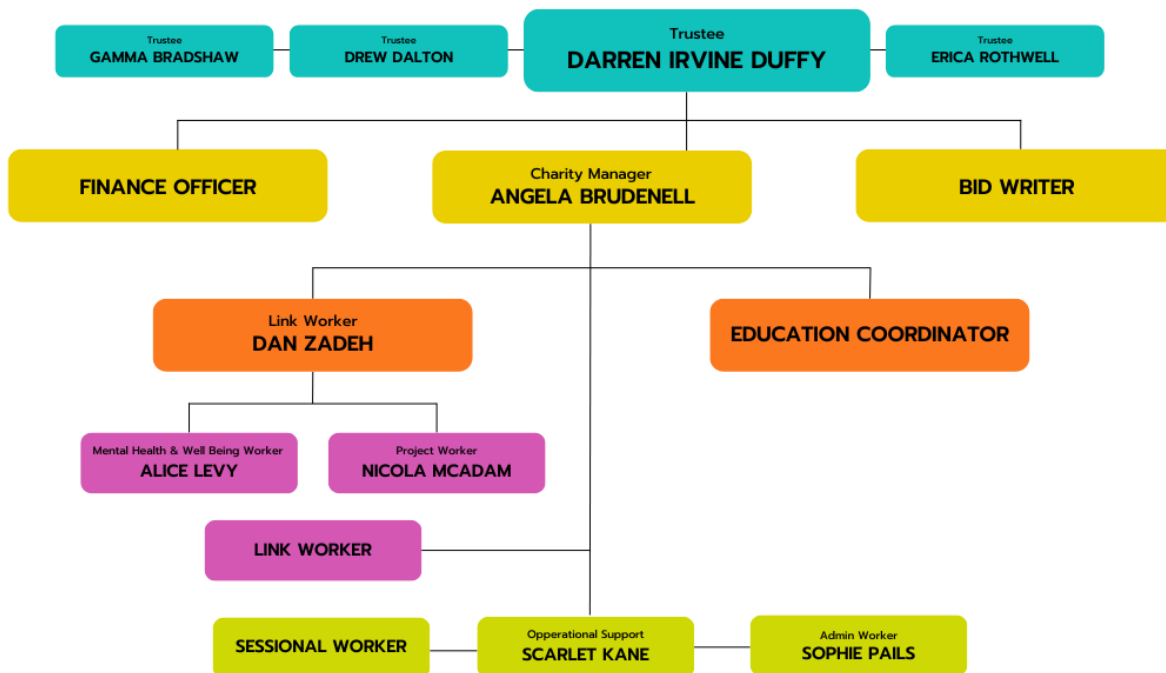


## How are Pride Action North structured?

Pride Action North have a strong management and leadership structure, to ensure that we can meet our Theory of Change and to achieve our planned strategic outcomes. Our current organisational flowchart can be found below:

You can find out more about our staff and Trustees, [here](#).

Read our most recent Annual Report and Audited Accounts, [here](#).



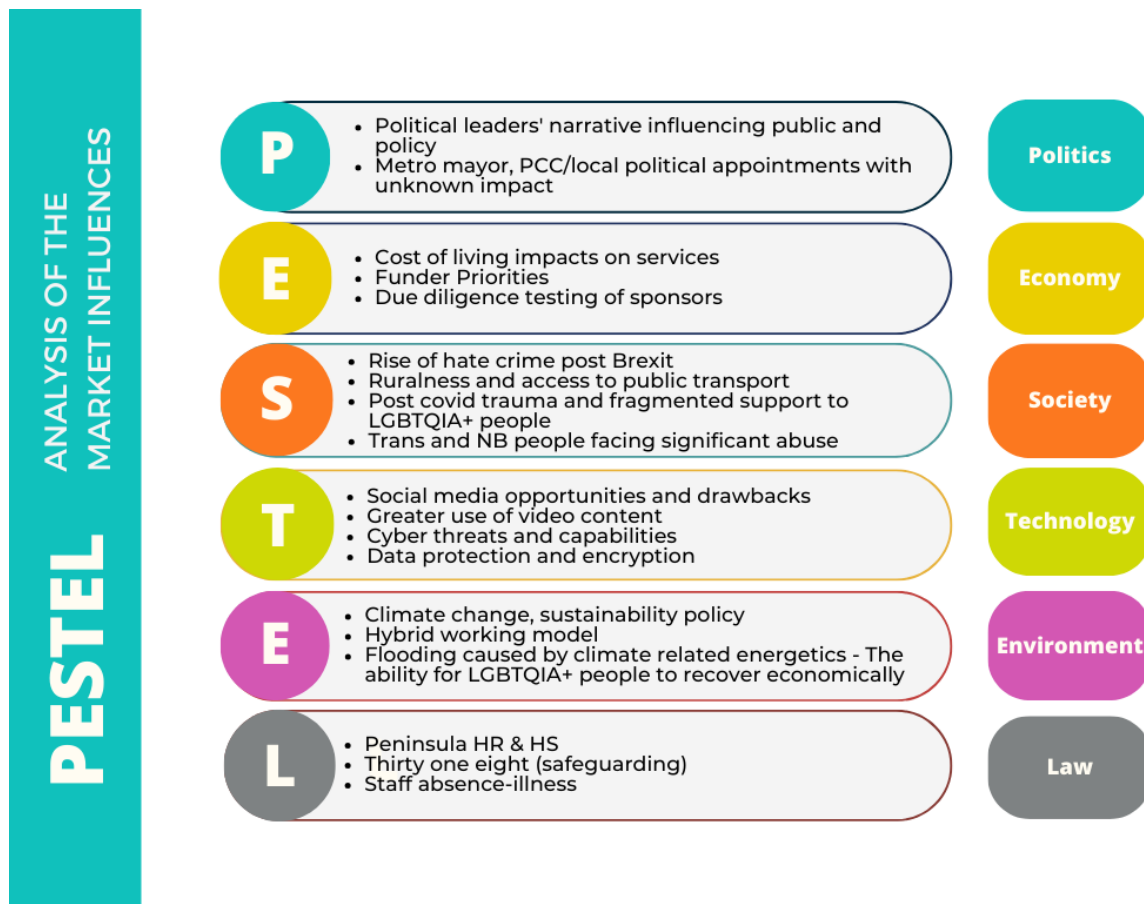
## Our SWOT and PESTLE analysis:

As with any reflective organisation, to develop our Theory of Change and new Three-Year Strategy, we engaged on a process of identifying where Pride Action North have strengths, weaknesses, opportunities to grow, and any potential threats faced. We present our SWOT analysis below, as we proactively use this in our planning. This will enable us to provide the best support and empower

LGBTQIA+ people to take control of their lives, decisions, and destinies, as well as being the leading champion organisation of the LGBTQIA+ community, in the North of England.

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Good Communication</li> <li>• Relevant Experience</li> <li>• Committed</li> <li>• Solid brand</li> <li>• New Trustees</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Capacity</li> <li>• Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• National Lottery Community Fund (Increase Capacity)</li> <li>• Branding takes us to a higher perspective.</li> <li>• Upskilling Staff members</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Sickness</li> <li>• Cost of Living</li> <li>• Capacity</li> </ul>

We not only completed a SWOT analysis about Pride Action North, but we also recognise that we face additional external Political, Economic, Social, Technological, Legislative and Environmental (PESTLE) opportunities and challenges. This informs our strategic thinking as an organisation. We have set out our PESTLE analysis, below:



With our new Theory of Change, our SWOT and PESTLE analysis, we have been able to formulate the direction of travel for Pride Action North for the upcoming three years, and to set out several strategic priorities and outcomes for us to achieve by 2027.

### Strategic priorities

All of this has meant that we have formulated and set out **eight bold strategic priorities**, which we will measure with data, over the next three years. These are underpinned by our mission, values, and Theory of Change. The strategic priorities are as follows:

<p><b><i>Strengthen organisational capacity to ensure long-term sustainability and growth.</i></b> #1</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Increasing our number of Trustees and their skillsets.</li> <li>• Establish tailored programmes to enhance the skills and knowledge of staff.</li> <li>• Diversify funding sources, securing grants, sponsorships, donations, and commissioning opportunities that support sustained growth and development.</li> <li>• Implement efficient systems and processes to streamline operations and resource allocation.</li> <li>• Develop a robust succession plan to ensure smooth leadership transitions.</li> <li>• Ensuring staff remuneration, good wages, and supporting strong working conditions.</li> </ul>	<p><b><i>Ensure that services and support are accessible, inclusive, and tailored to the diverse needs of LGBTQIA+ communities.</i></b> #2</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Conducting regular community input sessions to inform the development and adaptation of services.</li> <li>• Enhancing training programmes for staff to aid their development.</li> <li>• Establish an additional office base that extends a permanent presence in Tyne and Wear.</li> </ul>
<p><b><i>Empower LGBTQIA+ people to actively participate and lead in their communities.</i></b> #4</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Providing training and resources to LGBTQIA+ people.</li> <li>• Facilitating networking events and programmes connecting LGBTQIA+ people.</li> <li>• Recognising and celebrating LGBTQIA+ achievements and contributions to society.</li> <li>• Offering platforms and opportunities for LGBTQIA+ people.</li> </ul>	<p><b><i>Strengthen partnerships with diverse stakeholders to enhance the impact and reach of LGBTQIA+ programmes.</i></b> #3</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Establishing mutually beneficial partnerships with cross sector organisations.</li> <li>• Collaborating with statutory partners to enhance referrals into PAN services.</li> <li>• Engaging with media to increase the visibility of, and accurate representation of, LGBTQIA+ issues.</li> </ul>
<p><b><i>Influence policies and legislation to protect and advance LGBTQIA+ rights.</i></b> #5</p> <ul style="list-style-type: none"> <li>• Developing strong relationships with key policymakers.</li> <li>• Demonstrating the importance and urgency of LGBTQIA+ rights protections and advancements.</li> <li>• Mobilizing the LGBTQIA+ community and allies to engage in advocacy.</li> </ul>	<p><b><i>Create a volunteering programme that is engaging and successful.</i></b> #7</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Developing volunteer roles with purpose.</li> <li>• Recruiting a Volunteer Co-ordinator.</li> <li>• Recruiting a strong and varied volunteer team.</li> <li>• Establishing a volunteer training programme that instils a sense of purpose and enthusiasm.</li> <li>• Recognising, celebrating, and sharing the contributions of volunteers.</li> </ul>
<p><b><i>Maximise and communicate the impact of Pride Action North.</i></b> #6</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Developing a robust system for data collection and analysis.</li> <li>• Publishing annual impact reports.</li> <li>• Utilising various communication channels to effectively communicate PAN's work.</li> </ul>	
<p><b><i>Achieve organisational stability and resilience.</i></b> #8</p> <p>We will do this by:</p> <ul style="list-style-type: none"> <li>• Increasing financial reserves.</li> <li>• Implementing a new risk management register plan that identifies long term risks and mitigations, as identified by our SWOT and PESTLE analysis.</li> <li>• Enhancing organisational options to integrate new technologies.</li> </ul>	

Through setting long-term strategic priorities as an organisation, we can continue to be guided in our mission to be the leading champion of LGBTQIA+ support in the North of England, and to ensure that LGBTQIA+ lives, and communities, are empowered to take control of their lives, decisions, and destinies.