






A GENDER AGENDA

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# Strategic Plan

2023–26

# Strategic Plan Summary

<p><b>Vision</b></p>	<p>All trans, gender diverse and intersex (TGD&amp;I) people are safe, respected and included in every aspect of Australian society.</p>		
<p><b>Who we are</b></p>	<p>We are a community organisation that works to support people who are trans, gender diverse and intersex. Our community includes people who are trans, gender diverse and intersex, as well as their families, friends and allies. We are based in the ACT, delivering services to people who live in the ACT and surrounding regions. Our advocacy leadership has impact in the ACT and across Australia.</p>		
<p><b>Goals</b></p>	 <p>Trans, gender diverse and intersex people and their families and supporters are healthy and nurtured.</p>	 <p>Trans, gender diverse and intersex people are visible, respected and included in Australian society.</p>	 <p>AGA is a sustainable organisation.</p>
<p><b>We will know we've been successful when:</b></p>	<p>Health access and outcomes for TGD&amp;I people will be at least as good as the broader community.</p> <p>AGA is a key point of support for TGD&amp;I people who need assistance navigating the health and education systems.</p> <p>Appropriate medical support is available and affordable.</p>	<p>Legal discrimination has ended and legal protections are in place.</p> <p>Upward trend in positive media and leadership representation.</p> <p>Downward trend in reported violent incidents and upward trend in community safety survey.</p>	<p>We have more than 300 members, engaging an increasing number of service users each year.</p> <p>Our income source continues to be diversified, so that no single source is more than 70% and there are income sources independent from government grants.</p> <p>All of the programs we seek to deliver are funded and staffed.</p> <p>We have maintained a stable core staff team and a stable core of members participating in governance.</p> <p>Organisational culture survey reports a supportive culture that matches AGA's values.</p>

# Our Values

## Pride and ambition

AGA believes our community has a right to a strong voice, support and representation. AGA is proud of the impact it has made to remove discrimination and improve the health and wellbeing of our community. AGA will continue to be ambitious in the goals that it seeks to achieve, and the positive impact it strives to make.

## Courage and resilience

Our community has always existed and always will exist. AGA pays respect to the courage by which all our community members live their lives. We also acknowledge the resilience required to combat stigmatisation and discrimination. AGA draws on these community assets to create an organisation that is determined, bold and resolute.

## Inclusion, safety and respect

AGA recognises and respects the diversity of individuals' experiences and perspectives. AGA is committed to creating welcoming and safe spaces for all people regardless of gender identity, intersex status, age, race, culture, sexual orientation, abilities and disabilities;

## Contribution and agency

AGA recognises the value brought by all members of the community, and the inherent dignity of individuals. AGA seeks to create an environment where our members are encouraged and empowered to improve individual and community outcomes.

## Accountability and transparency

AGA's core accountability is back to its community. AGA is committed to being professional, open and transparent with community and funding partners.



# How We Work

We recognise the central role of **lived experience** to our organisation, and utilise strategies such as peer-based approaches and volunteering as ways to access this expertise. We recognise the importance of embedding our work within the community and creating spaces that are safe and owned by the community.

We work within a **human rights framework** that recognises that the health and wellbeing of community members is intimately linked to discrimination and the denial of these human rights. In particular, we recognise the significant mental health impacts on our community of discrimination and stigma.

We recognise the importance of working at the **individual, community and systemic level** to create long-term sustainable change.

AGA works from a basis of recognising the impact of the **intersectionality** of marginalisation and the systemic structures that discriminate and connect all marginalised people. We recognise that many people in our community face multiple forms of disadvantage which occur due to gender identity, intersex status, race, age, disability and sexual orientation.

We use **community development and empowerment models** of working that recognise the significant assets that individuals and communities already have to respond to the issues they face. In working in this manner, we aim to be strengths-based rather than solely focusing on problems and issues.

AGA values **collaborative partnerships** and seeks to partner with those who share our values, vision and enable us to increase our impact and effectiveness.



## STRATEGIC PRIORITIES

# Goal 1

## Trans, gender diverse and intersex people and their families are healthy and nurtured

### When we're successful:

- » Health access and outcomes for TGD&I people will be at least as good as the broader community.
- » AGA will be a key point of support for TGD&I people who need assistance navigating the health and education systems.
- » Appropriate medical support is available and affordable.

Strategies	Enabling activities	How we will measure success
<b>Key point of support for TGD&amp;I people who need assistance navigating the health and education systems</b>	<p>Gender pathways centre.</p> <p>Intersex and their families peer support.</p> <p>Schools advocacy program.</p>	<p>Number of people receiving advice through the gender pathways centre, number of locations, service user survey on quality of support received.</p> <p>Number of people receiving advice through intersex program, service user feedback on quality.</p> <p>Number of people receiving advice through schools program, service user feedback on quality.</p>
<b>Nurtured community</b>	<p>Events program: Kids point, Intersex point, Parents point, Trans masc, Trans femme and additional youth program.</p> <p>Marketing program.</p>	<p>Number of people attending in-person and online events (upwards trend).</p> <p>Quality of feedback from events (upwards trend).</p> <p>Survey service users: It's easy for TGD&amp;I people, their families and supporters to find AGA (target: 95% strongly agree).</p>
<b>Advocacy to enable the ACT government to provide appropriate and affordable medical support</b>	<p>Advocacy to establish a holistic gender centre that is accessible and affordable.</p> <p>Advocacy to build capability of medical and allied health providers to enable accessible and affordable health care for TGD&amp;I people.</p> <p>Advocacy to stop deferrable medical intervention on intersex children and other initiatives that deliver on the Darlington statement on intersex human rights.</p>	<p>Gender centre established and affordable. Number of service users using gender centre.</p> <p>Wider health care network is affordable and accessible (narrative). Increasing number of GPs in the referral list. Number of doctors in the AGA care network.</p> <p>Deferrable medical intervention becomes unlawful and is no longer practiced in the ACT. Government reform enables human rights of intersex people, as set out in the Darlington statement.</p>



## STRATEGIC PRIORITIES

# Goal 2

## **Trans, gender diverse and intersex people are visible, respected and included in Australian society**

### **When we're successful:**

- » Legal discrimination has ended and legal protections are in place.
- » Upward trend in positive media and leadership representation.
- » Downward trend in reported violent incidents and upward trend in community safety survey.

Strategies	Enabling activities	How we will measure success
<b>End legal discrimination and establish legal protections</b>	<p>Advocacy program for law reform.</p> <p>TGD&amp;I people are counted in government data.</p>	<p>Legal discrimination ended.</p> <p>Legal protections in place are appropriate.</p>
<b>Partnerships with mainstream services so TGD&amp;I people are visible, respected and included</b>	<p>Workplace training program.</p> <p>Targeted training for high priority industries (police, emergency services, medical, education).</p> <p>Targeted partnership and collaboration programs, with a focus on intersectionality.</p>	<p>Number of workplaces (including targeted training), number of training participants, quality of training program.</p> <p>Number of partnerships established (including number with intersectional organisations) and quality of partnerships maintained. Partnerships target organisations with intersectional interests.</p>
<b>Lead the public conversation</b>	<p>Proactive media presence.</p> <p>Responsive advocacy.</p> <p>High profile ally program.</p>	<p>Number of media articles (AGA-specific and TGD&amp;I people specific – positive and negative separately captured), number of people following, website visits.</p> <p>AGA has a credible, professional voice.</p> <p>Program established and funded. Number of times an ally speaks out and is captured in media.</p>

## STRATEGIC PRIORITIES

# Goal 3

## AGA is a sustainable organisation

### When we're successful:

- » We have more than 300 members
- » All of the programs we seek to deliver are funded and staffed.
- » Our income source continues to be diversified, so that no single source is more than 70% and there are income sources independent from government grants.
- » We have maintained a stable core staff team and a stable core of members participating in governance.

Strategies	Enabling activities	How we will measure success
<b>Financial sustainability</b>	Fundraising strategy. Financial management.	Our income source continues to be diversified, so that no single source is more than 70% and there are income sources independent from government grants.  All of the programs we seek to deliver are funded and staffed.
<b>People sustainability</b>	People and culture plan (include volunteers and staff).  Recruitment and retention.  Volunteer recruitment and retention plan.	Organisational culture survey reports a supportive culture that matches AGA's values.  We have maintained a stable core staff team and a stable core of members participating in governance.  Volunteer recruitment and retention plan in place. Increasing total number of volunteers. Increasing average length of time volunteers have volunteered with AGA.
<b>Operational sustainability</b>	Location.  Membership.	Our operational locations are fit-for-purpose.  We have more than 300 members. Our membership is more diverse (more intersectionality).
<b>Governance sustainability</b>	Strong administrative practices, including record keeping.  Monitoring and evaluation framework for strategic plan established and operational.  Maturing governance arrangements.	Staff survey (qualitative) and review of records legally required.  Framework in place and informs decision making of ED and Board.  Stable membership of Board.



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