



Sydney Gay and Lesbian
MARDI GRAS

SGLMG

STRATEGIC PLAN

2018/19 – 2020/21

INTRODUCTION

Sydney Gay and Lesbian Mardi Gras (SGLMG) is one of the oldest, continuously operating LGBTQI organisations in Australia. SGLMG was built on the foundations laid by early community activists who fought for LGBTQI rights in a time of wide-spread, institutionalised oppression and discrimination. From these origins, SGLMG has evolved to include a strong focus on celebration while maintaining a commitment to social justice for LGBTQI communities.

As a forward-looking organisation, SGLMG has formulated this Strategic Plan which identifies our strategic priorities over the next three years. Our strategic priorities are informed by our vision, values and goals.



OUR VISION

Our vision is to be a global leader in the promotion of diversity, inclusion, equity and social justice through culture, creativity and partnerships.

OUR VALUES

Working with our communities

We are deeply rooted in our communities. Members of our communities, including a range of LGBTQI partner organisations, are engaged in all aspects of our operations.

Celebrating diversity and inclusion

Our annual Festival remains the primary means of celebrating the diversity and inclusion of our communities. Our annual Parade promotes visibility of communities locally, regionally and globally.

Changing lives

Our annual Festival and other events held throughout the year provide opportunities for individuals to connect with peers, reduce isolation and instil pride in identity. The Festival provides a platform to our communities for creative and political expression.

Building and maintaining strong relationships

Our operations and activities are informed by meaningful collaboration with LGBTQI communities and other stakeholders.

Honouring our history

We are committed to honouring and preserving the history of Sydney Gay and Lesbian Mardi Gras, including the courage of our elders and early activists, for the benefit of current and future generations.

Ensuring safety and wellbeing

We are committed to ensuring the safety and wellbeing of staff, volunteers, contractors, Festival artists and participants and the wider community in all our events and operations.



OUR WAY OF WORKING

Supporting our communities

We support our communities through the provision of a range of grants to enable production of Parade floats, travel from remote communities, development of arts, sport and education projects as well as initiatives focused on delivering social justice outcomes.

Creating equality

We design and deliver our events and activities to reflect the goal of creating equality for all members of LGBTQI communities.

Working in partnership

We work in partnership with a variety of individuals and organisations to ensure our objectives are effectively met.

Ensuring accountability

We implement robust reporting, financial management and governance systems to meet accountability and compliance requirements.

Implementing environmental sustainability

We apply environmentally sustainable principles to the Festival and our organisational operations.



OUR GOALS

Our goals are to:

- 1.** Deliver a world-class Festival of events that engages, entertains, inspires and provides cultural, social and other meaningful benefits to LGBTQI and broader communities.
- 2.** Continue to foster creativity and improve production values in our events for the enjoyment of LGBTQI and broader communities.
- 3.** Continue to ensure that the Parade remains a platform for visibility and that our Festival incorporates opportunities for thought leadership and public discourse on social justice issues.
- 4.** Embrace individuals and groups from the broader community and share our vision of diversity, inclusion, equity and social justice.
- 5.** Build strong partnerships with like-minded organisations and businesses for the benefit of our communities.
- 6.** Deliver value and be accountable to members and other stakeholders.



OUR STRATEGIC PRIORITIES

Our goals are implemented through our strategic priorities. Our strategic priorities and their links to our goals are shown as follows. A detailed description of strategic priorities is shown below.

STRATEGIC PRIORITY	GOAL NUMBER
1. A world-leading Festival	Goals 1, 2, 3
2. Community connection	Goal 1, 3
3. Social justice	Goal 1, 3
4. An open, responsive organisation	Goal 4, 5
5. Grow our profile	Goal 4, 5
6. A sustainable, well governed organisation	Goal 6



1. A WORLD-LEADING FESTIVAL

Art and cultural events have always played an important role in our communities' history. Art, in its many forms, has offered our communities a means to challenge oppressive ideologies, promote civil rights, express pride in our identity and celebrate our diversity. Our annual Festival reflects this tradition by facilitating access to a broad range of art forms.

We will continue to provide opportunities for LGBTQI artists and community groups to develop and present their work, particularly those with limited access to resources and promotion or living in rural and regional locations.

What we will do

- We will ensure we maintain our unique position as a leader in the delivery of a world-class LGBTQI Festival through innovative, forward thinking planning.
- We will actively support LGBTQI artists and community groups through developing and implementing a program to foster artistic creativity with an emphasis on facilitating opportunities for emerging artists.
- We will encourage all art forms that connect and engage with the diverse range of individuals and population groups that make up LGBTQI communities.
- We will explore the potential for increasing the number of artistic and cultural events held outside of Festival season and in locations outside of Sydney.

2. COMMUNITY CONNECTION

Reducing barriers to access and participation contributes to the strength and resilience of our communities. We will continue to increase opportunities to support community connection by improving access to and participation in our events for LGBTQI individuals and communities experiencing barriers.

What we will do

- We will work in partnership with relevant organisations on outreach activities to individuals living in rural and regional locations where there are limited opportunities for community connection.
- We will continue to reduce barriers for people living with disability.
- We will increase culturally relevant connections for LGBTQI First Nations people and individuals from culturally and linguistically diverse communities.
- We will increase the number of targeted events and activities involving marginalised population groups including Trans, gender diverse and Intersex individuals.



3. SOCIAL JUSTICE

Much has been achieved by LGBTQI communities since early activists took to the streets. We are committed to continuing to defend the rights that have been won by our communities and to fight for those still experiencing significant levels of discrimination, harassment, exclusion and fears for personal safety.

What we will do

- We will establish a Social Justice Committee to guide our involvement in social justice issues impacting LGBTQI communities.
- We will actively support campaigns targeting discriminatory practices against members of LGBTQI communities, consistent with our vision and priorities.
- We will use our organisational profile, history and Festival to advocate for the human rights of LGBTQI communities in countries where these rights are abused.

4. AN OPEN, RESPONSIVE ORGANISATION

We work with a wide range of stakeholders including members, broader LGBTQI communities, Government agencies, partners, donors and the media. We will maintain positive, effective relationships with stakeholders to support accountability and sustainability.

What we will do

- We will proactively engage with members and other stakeholders in a transparent, responsive manner.
- We will explore a range of communication and consultation strategies tailored to specific target groups.
- We will listen to and incorporate feedback from our communities into our operations and activities.



5. GROW OUR PROFILE

Our annual Festival attracts many visitors from across Australia and overseas, with the Parade broadcast to a global audience. We will capitalise on our significant domestic and international profile to build brand awareness.

What we will do

- We will strengthen relationships with Pride organisations across Australia.
- We will increase our participation in international Pride festivals and human rights conferences.
- We will develop mutually beneficial relationships with LGBTQI organisations in other countries, particularly in the Asia-Pacific region.
- We will increase awareness of the range of our activities and achievements through global channels.

6. A SUSTAINABLE, WELL GOVERNED ORGANISATION

Ensuring that our operations continue to be sustainable in the long term is a key objective. To support this objective, we will grow and diversify our income streams.

A sustainable organisation also requires a Board that has appropriate skills in strategic planning, governance, risk management and the capacity to effectively monitor performance.

What we will do

- We will establish Board Committees for Strategic Planning and Funding.
- We will explore opportunities to utilise grants to supplement other income.
- We will implement a program to attract philanthropy.
- We will mitigate skill gaps among Board members through appropriate training and on-boarding of individuals with relevant expertise to Board Committees and/or appointment of Associate Directors.



CONCLUSION

This Strategic Plan will be implemented through the development of appropriate policy, programs and Board Committee work plans. In close consultation with the CEO, the Strategic Planning Committee will regularly monitor progress towards key milestones and evaluate outcomes. We will regularly report on progress and achievements to our members and other stakeholders through enhanced communication strategies.