

Strategic Plan 2022-2025

Sydney Gay and Lesbian Mardi Gras (SGLMG) is proud to acknowledge that the land, both historically and presently, on which we work, live, organise events and celebrate. Always was and always will be Aboriginal land. We pay our respects to the traditional custodians of country and to all Aboriginal and Torres Strait Islander peoples, their culture, their connection to country, and their ancestors and elders past and present.

We thank the 78ers, who founded our organisation, and all those who have protested, celebrated and inspired generations of activists, advocates and defenders of our lesbian, gay, bisexual, sexually and gender diverse people, queer and intersex community (LGBTQIA+).

SGLMG is committed to equity and fairness. We respect, employ and collaborate with people of all backgrounds and life experiences. We believe everyone can make a positive contribution to all colours of the LGBTQIA+ rainbow.

OPENING FROM THE CEO AND CO-CHAIRS

SGLMG was born in protest over 40 years ago in opposition to the wide-spread, institutionalised discrimination against our lesbian, gay, bisexual, queer, intersex and asexual (LGBTQIA+) communities.

We are now living in a time when we are freer to live life on our own terms. People can now marry for love, irrespective of gender. More rainbow families are living proudly in our communities. More young people are feeling empowered to come out without the fear of rejection. And, we are living right now through a gender revolution, where people are toppling old notions of gender and gender norms.

As the world has changed, so has our nation changed and so has our movement. We have grown to become a platform for visibility and self-expression; a movement that leverages the power of art and culture to bring communities together and enact social change. We have grown into a celebration that is recognised world over for its colour, its braveness and its boldness, staying true to our roots of protest in a way that is uniquely "Mardi Gras".

However, despite this positive evolution, and as we release this plan, we remain cognisant of the challenges ahead.

Young LGBTQIA+ people are sadly almost five times more likely than the general population to have attempted suicide. Our communities are still more likely to suffer depression, to be diagnosed with anxiety and to experience psychological distress. At the time of writing, attacks are being made on trans and gender diverse people, by politicians bent on denying their existence and preventing them from receiving support from teachers and counsellors.

Our communities are still experiencing ingrained stigma, prejudice, and discrimination, which is impacting not just our way of life but our health and wellbeing.

The fight for equality is not over.

There will always be work left to do until each of us can live free and authentically no matter our sexuality or gender identity, without the fear of prejudice, no matter if we live in Sydney, regional NSW, another state or in another country entirely. We are a local movement, but our impacts are felt globally.

We are never more conscious of this than right now, in the lead up to Sydney WorldPride, the first WorldPride to be held in the southern hemisphere. In 2023, the SGLMG will find a truly global platform from which to shout and amplify the voices of our communities. We will welcome thousands of international visitors to Sydney, who will participate in

our iconic celebration, engage with LGBTQIA+ First Nations cultures from around the world and experience what our great city has to offer.

More than ever, we need connection to keep our communities strong and united.

These challenges are immense, and often uncertain. This strategy was developed to bring focus to SGLMG, and our communities, to meet those challenges head on. It delivers a strong plan that will guide how we evolve and grow the organisation, tell new stories, elevate diversity, and continue to own our legacy with pride.

Hearteningly, SGLMG is still seen as a relevant institution. It is an organisation that embraces its legacy and its platform to unite and give voice to LGBTQIA+ communities. At the same time, we will be working to make SGLMG more reflective of the communities it represents. We have already started that process, but there is more left to do in ensuring people from different cultural and socioeconomic backgrounds are given the opportunity to influence and steer SGLMG.

More than a hope, we know that this plan will carry the organisation – our movement – forward as one that is relevant, bold, spirited and impactful. There is an enormous job ahead of us in realising the ambitions set down within these pages, and it will take the input of our dedicated members, and the broader community, to realise them. It charts a course to continue our tradition of activism and advocacy, further working to focus that mission to lift underrepresented groups within the community umbrella.

We are stronger for the input from our community, and the diversity in views that come with this. And so, we will continue to engage our staff, our members, our partners, allies and the broader LGBTQIA+ communities to deliver on this plan.

We thank you in advance for the role you will play in keeping the legacy of the SGLMG alive and thriving for generations to come.

Sincerely

Mel Schwerdt (she/her)
Co-Chair

Jesse Matheson (he/him)
Co-Chair

Albert Kruger (he/him)
CEO

INTRODUCTION

SGLMG has a proud history as an organisation that has successfully championed LGBTQIA+ rights over many decades. We are now a globally recognised organisation, renowned for the way we recognise emerging issues and creatively celebrate pride for LGBTQIA+ people and communities.

Diversity, inclusion, equity and social justice continue to be important drivers for us. We've seen great advancements for LGBTQIA+ people in recent times, but unfortunately prejudice, stigma and discrimination still exist in the wider community. With better awareness, activism and building connections, these prejudices can and will be overcome.

So, our challenge and opportunity is to make SGLMG more relevant and meaningful every day of the year for our community, no matter where we live and work, to help achieve these goals. While we are well known for our main annual event in Sydney, we can be more and now is the time for our organisation to truly reflect that.

This SGLMG strategic plan 2022-2025 sets out our vision, purpose and the positive changes we are seeking to achieve over the next three years. It will help us focus and prioritise so we can have the greatest possible impact over the years ahead.

EXECUTIVE SUMMARY: OUR STRATEGY ON A PAGE

| | | | |
|--|---|---|---|
| OUR VISION Our ultimate aspiration | LGBTQIA+ people are respected and treated equally through a movement that enacts positive social change. | | |
| OUR PURPOSE How we uniquely contribute to our vision | To champion LGBTQIA+ social issues through leveraging the power of arts, culture, partnerships and celebration. | | |
| OUR ROLE How we deliver on our purpose |  |  |  |
| | Elevate LGBTQIA+ communities and their stories to a global stage. | Connecting and supporting diverse LGBTQIA+ communities. | Embracing our cultural legacy to bring change for LGBTQIA+ communities. |

OUR OUTCOMES What we will focus on

Challenges and opportunities

To respond, we will strive towards the following outcomes...

| | | |
|---------------------|---|--|
| COMMUNITY |  | Communities want to connect with Mardi Gras all year round. |
| |  | Progress in equality achieved needs defending and extending to others. |
| |  | The community is growing and diversifying. |
| ORGANISATION |  | Without environmental sustainability and financial resilience, we cannot achieve our community outcomes. |
| |  | Our organisation is more diverse than most, but there are opportunities to better reflect our communities. |

Community Outcomes

- **Connected, visible and equal** through arts and culture initiatives across the year, and supporting our community partners' activities. We will provide a platform for our communities to be seen and heard so that their experiences are understood.
- **Leadership and collaboration** with LGBTQIA+ organisations to connect, be supported and band together to have a unified voice.

Organisational Outcomes

- **Environmentally and financially sustainable** to ensure we can continue making a positive and lasting change for our LGBTQIA+ communities.
- **A supported, skilled and diverse organisation** by increasing the diversity of our organisation to better reflect the communities we support. This includes investing in our culture, team and processes.

OUR OUTCOMES The principles that underpin our approach

| | | | | |
|-------------------|----------------------------|------------------|-------------|-----------------|
| RESPECTFUL | SAFE AND ACCESSIBLE | INCLUSIVE | BOLD | CREATIVE |
|-------------------|----------------------------|------------------|-------------|-----------------|

ABOUT THE STRATEGIC PLANNING PROCESS

Community participation has been central to this strategic planning process. The strength of this plan rests in the contribution, insights and input of our diverse members, wider communities and community partners sharing their experiences. Through interviews, focus groups and a whole of community survey, we received input from nearly 800 people, who have all helped to shape and inform this plan.

We'd like to thank everyone who participated in the strategic planning process for their time, effort and ideas. We would also like to pay special thanks to our community partners and allies who participated.

OUR HISTORY AND WHERE WE ARE TODAY

In 1978, in Sydney, a small group of protestors gathered to contribute to the International Day of Gay Solidarity celebrations. The resulting police violence and arrests created a defining night in not only Sydney's LGBTQIA+ community but Australia's cultural heritage.

“You could hear them in Darlinghurst police station being beaten up and crying out from pain. The night had gone from nerve-wracking to exhilarating to traumatic all in the space of a few hours. The police attack made us more determined to run Mardi Gras the next year.”

Over the months that followed, more protests and arrests took place - and the actions of the authorities came to be seen as heavy handed. By April 1979 the Parliament of New South Wales (NSW) repealed the NSW Summary Offences Act legislation that had allowed the arrests to be made. As such that first SGLMG Parade was a major civil rights milestone beyond the gay community. Up to 3,000 people marched in an incident-free Parade in 1979.

In 1980 a key new element was introduced – the post-Parade party. The face of the modern Mardi Gras we know today was taking shape. The Parade began to enjoy extensive media coverage from the mid-80s onwards and the crowds continued to swell, from 200,000 in 1989 to over 500,000 in 1993.

Throughout the late '90s and early part of this century, SGLMG continued to grow in tourist and spectator numbers along with an increase in the quality of the events and the scope of the festival. Themes each year represent the issues of the day and encourage marginalised groups to join a larger family of supporters.

The SGLMG Festival is one of Australia's most famous and well-loved LGBTQIA+ festivals, bringing thousands of visitors from all around Australia and the world to Sydney to join the celebrations. It captures the imagination of Australia's LGBTQIA+ communities and broader public, taking over the city for two weeks of a full suite of arts and cultural events finishing with the world famous Parade on Oxford Street, a colourful and dazzling night of Pride, celebration and self-expression through arts, history, theatre and music.

Today, we are a 3000+ member strong organisation, recognised globally and known for our world-class events. We celebrate the progress made for LGBTQIA+ communities in Australia, but we know these communities continue to experience significant inequalities in workplaces, institutions, systems and communities. Our 2022-2025 Strategy leverages our history, global reach and capabilities to position us to collaborate with others to serve LGBTQIA+ communities across NSW. We will offer connection for our communities throughout the year, continue to provide a platform for raising their profile, and use our position to influence better outcomes for our LGBTQIA+ communities.

OUR STRATEGIC CONTEXT

Understanding the external context is important to ensure our plans are relevant for our organisation and for our diverse community. The following highlights key trends that have informed our thinking.

COVID-19 Pandemic

At the time of launching this Strategy, COVID-19 continues to be a significant consideration for any organisation which seeks to bring people together. COVID-19 has impacted the health and wellbeing of our communities, contributed to greater isolation and has had led to devastating financial impacts for the arts and culture industry, queer artists, creators and entertainers.

The pandemic has required us to rethink our traditional formats of in person events to creating digital, immersive, and interactive experiences that connect and engage our communities from afar.

COVID-19 continues to impact our events but, in many ways, it has accelerated our desire to facilitate digital events which can be accessed by more people across NSW, nationally and globally.

Our evolving role

As COVID-19 has brought about tremendous change, the sectors we operate in have changed too. This included greater competition for funding dollars, the importance of demonstrating impact and articulating how communities are benefiting from programs and activities and the lack of government support for artists and the arts industry during COVID-19. COVID-19 has also shone a light on the needs of our communities and the inequalities that still exist today. To ensure we continue making an impact we must be responsive to needs of our community and be sustainable over the long-term.

We are witnessing a significant desire by our members and community to continue to evolve into an organisation that is "always-on". That is, an organisation constantly looking and planning for opportunities to connect and elevate the community throughout the year.

Our longevity and continued ability to make a positive impact also means we must remain financially sustainable. Our funding bodies play a vital role in ensuring we can operate, and we will continue to grow our partners and engage with them in more meaningful ways to make the impact we strive for. This is about ensuring the community groups, partners and sponsors we work with align with our ethical values and are committed to driving positive change within their organisation and in the community.

OUR STRATEGIC CONTEXT

Diversity, equity and inclusion

At SGLMG, we see NSW's diversity as something to be celebrated. We are a diverse society in terms of age, gender identity, culture, ethnicity, sexuality, religion, socioeconomic status and life experiences. The LGBTQIA+ community is no exception and exemplifies the power of harnessing diversity to reach a common goal.

As we look beyond our 43rd year, we continue to evolve and grow to be an organisation that better represents the full breadth of our diverse LGBTQIA+ communities. For this to be successful, there needs to be meaningful and tangible discussion with those who are underrepresented in our communities or who have not had their voices heard. This includes our First Nations, sexually and gender diverse individuals, young and older people, differently abled people and culturally and linguistically diverse communities who face greater stigmatisation and discrimination in broader society. This is also about those individuals and communities seeing themselves in our organisation, our programs, events, and initiatives.

Social Justice

We are proudly part of global movements around the world seeking to challenge social injustice, such as Black Lives Matter, #MeToo, and local issues such as Marriage Equality, black deaths in custody, human rights in APAC, and the visibility of transgender, gender diverse and bisexual communities. We support our community in being vocal about driving better outcomes for a broad range of issues and social causes.

We recognise that our communities do not always have the same ability to exercise their basic human rights as their non-LGBTQIA+ counterparts because of the structures, norms, societal behaviours and systems we live in. That's why we strive to elevate the voices of our many communities and believe respectful discourse will lead to meaningful change. We will continue to champion emerging issues through grants, partnerships, collaboration and providing a platform to ensure our communities voices are heard.

Sydney WorldPride

WorldPride and SGLMG will come together in 2023 to place Sydney more brightly on the world map through the hosting of Sydney WorldPride. For the first time, WorldPride will be held in the southern hemisphere and will coincide with the 50th anniversary of the first Australian Gay Pride Week, the 45th Anniversary of the first SGLMG Parade and the 5th anniversary of same-sex marriage in Australia.

Sydney WorldPride presents an incredible opportunity which we will leverage to propel our impact locally and explore opportunities to support community organisations, partners, and communities in the Asia Pacific region. In 2023, SGLMG will not only be able to reach the many new people the event attracts but it will aim to continue the great work of Sydney WorldPride and continue striving for our social justice causes.

OUR STRATEGIC CHALLENGES AND OPPORTUNITIES

Our stakeholder engagement revealed and confirmed many challenges experienced by LGBTQIA+ communities. It also shone a light on critical organisational issues which we need to address. These challenges and opportunities have been summarised below.

FOR OUR COMMUNITIES



Communities want to connect with SGLMG all year round

Our LGBTQIA+ communities love Mardi Gras. The magic of the Parade, the Festival of celebrations and parties, the program of thought-provoking events and opportunities to explore our sexualities and identities, are a highlight of the year. We heard that our communities want to have opportunities to connect, collaborate and celebrate throughout the year. This means we are moving towards being an organisation which is always on.



Progress in equality achieved needs defending and extending to others

The SGLMG Festival and events like Queer Thinking, Sissy Ball and Fair Day are largely a celebration of the recognition and inclusion of LGBTQIA+ communities, which has been achieved through activism and advocacy over the past 40+ years. We heard that the equalities achieved to date need to be defended and extended to protect and support underrepresented groups under the umbrella.



The community is growing and diversifying

It is a positive sign that there are more grassroots groups and formalised organisations working with and for LGBTQIA+ communities. We heard that with more organisations, there has also been an increase in the diversity of these organisations – who they serve, their approach, their focus and their location. This diversity is welcomed and celebrated, but there are divisions and fragmentation within LGBTQIA+ communities which undermine our collective efforts. An opportunity exists to bring this diverse group together around shared issues and challenges.

FOR OUR ORGANISATION



Without environmental sustainability and financial resilience, we cannot achieve our outcomes or impact

SGLMG has grown and matured since the late 70s, which has seen us evolve our business model. We heard that members and the broader community are conscious that our modern business model relies on corporate partnerships as well as other income streams. Similarly, our social licence to operate is dependent on being responsible with regards to our environmental impact. Our ability to remain impactful over the long-term requires us to ensure we are financially and environmentally sustainable.



Our organisation is more diverse than most, but there are opportunities to better reflect our communities

We aim to serve a highly diversified collection of communities, under the LGBTQIA+ umbrella. We heard that work needs to be done to increase the diversity of our own organisation to better reflect this diversity – including the Board, our staff and our volunteers. We also recognise that to do this we must have a strong culture, a commitment to mental health and wellbeing, contemporary processes and professional development pathways for our team to succeed

OUR STRATEGY IN DETAIL

OUR VISION

LGBTQIA+ people are respected and treated equally through a movement that enacts positive social change.

Our vision is our description of the world we want to live in.

All our work, from the thousands of hours spent by volunteers through to the staff behind the scenes of the biggest and best LGBTQIA+ festival in the southern hemisphere, contributes to making this world a reality.

OUR PURPOSE

To champion LGBTQIA+ social issues through leveraging the power of arts, culture, partnerships and celebration.

In defining our purpose, we are describing how we play a role in contributing to the achievement of our vision. We are part of a worldwide Pride movement, but we are unique because of the combination of our focus (rights of LGBTQIA+ communities), approach (working through arts and culture), geography and reach (focused on NSW and Australia but reaching a global audience).

OUR ROLE

Our role is the unique way in which our organisation delivers its purpose. We use the power and drawcard of arts, culture and our global profile to champion the human rights of LGBTQIA+ communities.



Elevate LGBTQIA+ communities and their stories to a global stage

We are in the privileged position of hosting one of the world's biggest and best Pride festival. We leverage this opportunity to provide LGBTQIA+ communities a platform to share and celebrate their stories, experiences, hopes and dreams with a global audience. This positively raises the profile of individuals and communities who are marginalised and oppressed because of who they love and how they identify.



Connecting and supporting diverse LGBTQIA+ communities

We are here for all communities under the LGBTQIA+ umbrella. We recognise that this is not one homogenous group with a shared experience. Rather, our communities are as diverse as they are in number. We find ways to bring these diverse communities together, despite their differences, whether that is to celebrate our identities, debate our diversities, or collectively advocate for change.



Embracing our cultural legacy to bring change for LGBTQIA+ communities

Our organisation was formed with the spirit of protest against injustice. We embrace this spirit and the courage of the '78ers and those who followed, to continue to strive for equal rights and recognition of LGBTQIA+ people. Today, this goes far beyond the celebration of the Festival and using our history, knowledge and wisdom to champion LGBTQIA+ rights and protect our communities from threats to their safety and inclusion in society.

OUR OUTCOMES

Our strategic priorities are a response to the challenges and opportunities identified through our strategic planning process. We have split these priorities into outcomes we seek for the LGBTQIA+ community and outcomes for our organisation.

COMMUNITY OUTCOMES

1. Connected, visible and equal

We heard loud and clear from members and the broader community that they would like opportunities to drive positive change, to connect, collaborate and celebrate throughout the year, beyond the SGLMG Festival.

We will continue to run the SGLMG Festival and increase our presence to be year-round. We will also continue to elevate community voices so that their experiences are understood by audiences across the globe. In addition to the festival, we will provide, smaller, focused events, and social media activations across the year which uses our platform to ensure diverse voices are heard throughout the year.

To achieve this, we will:

Priority 1.1: Tailor and curate a program of initiatives for our community to connect all year round

- Curate and develop an arts and culture events calendar which showcases independent, grassroots artists and collaborates with iconic NSW arts institutions.
- Develop a community partnerships strategy to grow and diversify our work with grassroots and NSW arts institutions.
- Uplift our digital capability to provide online, interactive, and immersive experiences to engage our local, national, and international audiences.
- Explore the feasibility of the workshop space being open all year and used as a drop-in centre or shared space for our communities to meet.
- Enhance the way we deliver the SGLMG Festival by building from the momentum of Sydney WorldPride in 2023.

Priority 1.2: Engage and listen to our communities

- Develop a community engagement strategy which engages our LGBTQIA+ communities, social network, allies, and broader community to understand their needs, desires and challenges. This will include developing specific engagement strategies for First Nations youth, older, culturally and linguistically diverse and sexually and gender diverse and exploring initiatives such as physical and digital accessibility, in language programs, travelling to regional and rural areas and catering to international audiences.
- Actively bring different groups together to listen and engage in discussion around core issues impacting the community throughout the year e.g. townhalls, listening circles and online forums.

We will focus on and track the following indicators:

- The number of arts and cultural programs and initiatives we run throughout the year.
- An increase in positive sentiment around engagement with SGLMG against our benchmarks.
- The number of initiatives which promote independent artists.
- The number of initiatives which represent and attract the diversity of our LGBTQIA+ community.
- Number of initiatives implemented which support causes outlined in our impact framework.

OUR OUTCOMES

COMMUNITY OUTCOMES

2. Leadership and collaboration

LGBTQIA+ communities are fantastically diverse, as are the organisations that have formed to support those communities. Identities, sexual and gender diversity, and life experiences can be significantly different, as can our perspectives on some issues. We recognise, respect and embrace this reality.

We will work to find the common ground that unites us, even when we disagree on some matters or issues. We will use this common ground to build strength and unity across the broad range of our membership so that we can act as a greater force for change, and to protect our vulnerable, at risk and minority communities.

To achieve this:

Priority 2.1: We protect, enhance and support our grassroots organisations who are championing change

- Continue to build our relationships and collaborate with other Pride events in regional, rural locations and across NSW. We will endeavour to participate in International Pride events to build meaningful relationships on an international scale.
- Develop an impact framework of grassroots causes and issues impacting those most at risk in our community.
- Update our grants management processes to support community initiatives and to track our investment over time.

Priority 2.2: We use our creative flair to bring the sector together and drive positive outcomes

- Develop an overarching partnership strategy and map the key influencers driving positive social change across the sector. This is about defining who we will engage with and for what purposes. Strengthen our engagement and partnerships with organisations who represent people from First Nations, sexually and gender diverse individuals, young and older people, differently abled people and culturally and linguistically diverse communities. Engage our media partners and develop a media engagement strategy to profile diverse stories from our LGBTQIA+ communities to transform societal behaviours, attitudes, norms and legislation.
- Collaborate with community partners and research organisations and seek their experience and expertise, so that the sector learns and develops together.
- Collaborate with corporate partners who align with SGLMG's ethics charter and partner on initiatives that provide tangible change on issues that are important to our community i.e. employment and economic opportunities, mental health issues, black deaths in custody.

We will focus on and track the following indicators:

- Referrals between SGLMG and other LGBTQIA+ organisations are increasing every year.
- Number of forums, panels and speaking events SGLMG participates in.
- Number of forums and initiatives we have facilitated with the grassroots and broader LGBTQIA+ sector.
- Investment in grassroots organisations and causes.
- Number of formal sector partnerships we have developed to drive positive outcomes.

OUR OUTCOMES

ORGANISATIONAL OUTCOMES

3. Environmentally and financially sustainable

We recognise the commercial reality that we must be financially sustainable if we are to create transformational change for our communities. We also recognise, our members, supporters and partners expect us to take as much responsibility for our social and environmental footprint as any other organisation.

This priority is about being a more environmentally, socially and financially sustainable organisation. Our commitments are to balance financial and social sustainability through how we fund and deliver our activities, and to further reduce our environmental impact across all our activities.

To achieve this, we will:

Priority 3.1: Increase and diversify our revenue to remain resilient for years to come

- Implement our newly developed ethics charter to help inform who we partner with on events, initiatives, programs and services.
- Develop and implement a business development plan which explores SGLMG existing funding and new opportunities for financial resilience. This will include developing a philanthropy and fundraising strategy to diversify our income, and exploring the feasibility of creating a social enterprise(s) to focus on specific areas and social causes which are important to our LGBTQIA+ communities.

Priority 3.2: Our membership is engaged and growing

- Develop a membership strategy to diversify and grow our membership. This will include ensuring our membership value proposition is strong and relevant for our diverse members. Reviewing our membership structure and propositions to offer new, exciting, and compelling offers, programs and services.
- Engage our members in meaningful and tangible ways to promote two-way communication and respectful discourse. This is about promoting collaborative leadership and working towards common goals.
- Update our Constitution to reflect legislation and a contemporary not-for-profit that is relevant to our membership.
- Update and embed our values as part of membership onboarding and throughout the membership journey.
- Effectively migrate the subscribers of Sydney WorldPride 2023 to our databases and create a seamless campaign to invite them to our membership and community.

Priority 3.3: We are environmentally sustainable, and this enhances our ability to deliver on our vision and purpose

- Review, develop and implement our environmental sustainability strategy. This includes reviewing our procurement policies and partnerships to ensure they adhere to our commitment to the environment.

We will focus on and track the following indicators:

- We increase our revenue year to year.
- Growth in size and diversity of membership.
- Number of members attending events and annual general meetings.
- Our membership reports positive feedback about their membership experience.
- Our brand associations are positive among the stakeholders that matter to us.
- We are making progress towards being an environmentally friendly organisation.

OUR OUTCOMES

ORGANISATIONAL OUTCOMES

4. Supported, skilled, and a diverse organisation

The make-up of our organisation, from staff to Board through to volunteers should represent the diversity of our community. This allows us to work and make decisions in a way that is informed by the lived experiences of LGBTQIA+ people, daily.

We will seek to build the diversity of the people across all levels of our organisation. Acknowledging that these opportunities are few in comparison to the wide diversity of people we seek to represent, we will build advisory groups representing our broad communities, which will provide a direct channel for diverse voices to inform our decision making. This is also about ensuring our team are thriving in a strong organisational culture with the right support in place to grow professionally.

To achieve this:

Priority 4.1: We will focus on building a skilled, supported and values aligned team that represents our communities

- Develop a diversity and inclusion strategy to support a greater diversity among our Board members, staff and volunteers to represent the LGBTQIA+ communities and their various lived experiences.
- Enhance our strategic advisory groups and terms of references which help us understand the needs, aspirations and concerns of LGBTQIA+ communities across NSW.
- Review our operating model to ensure that it is robust to support an organisation that is on all year round. This is about reviewing our people structures, processes and systems to ensure that our staff are setup for success in their roles and for the sustainability of SGLMG.
- Implement our Reconciliation Action Plan as part of our commitment to acknowledging and supporting First Nations communities and culture.
- Develop organisational policies and procedures to protect our staff and nurture their growth (e.g. safety, wellbeing, gender affirmation leave and discrimination). Review our approach to staff and volunteer wellbeing and implement relevant initiatives to support a mentally healthy workplace environment.
- Develop career pathways for our employees and invest in professional development. This includes ensuring our staff have relevant LGBTQIA+ and trauma-informed sector training.

Priority 4.2: We will strengthen organisational governance and culture

- Enhance transparency and feedback between staff, Board and volunteers.
- Review our Board governance, policies, and procedures to ensure they exceed the best practice standards of NFP boards.
- Transition to a Board with relevant knowledge and experience to govern a modern NFP. This includes contemporising the membership voting process to recruit Board members whose values align to forwarding the vision and purpose of SGLMG.
- Update our volunteer value proposition and strengthen our engagement with our volunteers throughout the year.

We will focus on and track the following indicators:

- Every team member is engaged in a professional development plan that supports them to grow as professionals and supports our strategy.
- All levels of organisation represent the diversity of our society. This includes our Board, staff, and volunteers.
- Our volunteer base reports positive feedback of their experiences as a volunteer.
- Our team members choose to stay with SGLMG more than 2 years.

OUR VALUES

Our values are core to everything we do at SGLMG. They underpin our organisational vision and purpose, and guide our everyday decisions and actions.

RESPECTFUL

We believe respectful discourse can lead to meaningful change. We will always act respectfully and with compassion to everyone who engages with us, steps through our doors, and attends festivals and events.

SAFE AND ACCESSIBLE

Safety and accessibility is our way of life, it dictates how we operate and is embedded in our culture to protect our staff, volunteers and wider community.

CREATIVE

Passion, sexual expression, and self-worth are characteristics that we protect and encourage. We use our creativity in many forms, including arts and culture, to express ourselves in ways that are meaningful to us.

BOLD

We nurture bold decision making, even if that means that we can't please everyone. We will strive to make a positive social impact and bring our communities along the way. This also means saying no, asking for respect and creating healthy boundaries.

INCLUSIVE

Having collectively endured the experience of exclusion, in all the many forms it takes, we recognise how harmful it is to those who are passively or actively sidelined and oppressed. We embrace the challenge that seeking full inclusivity brings, and reject the idea that some communities are more or less valued than others.

CONCLUDING REMARKS

This Strategy captures our commitment to evolve as an organisation to create a positive impact over the years to come. We will do the work to translate this Strategy into tangible action that drives positive change for all our communities.

CONTACT US

If you have any questions about this Strategy or the work we do, we'd love to hear from you. Please get in touch through the following contact details:

| Address | Phone | Email |
|--|--------------------|--------------------------------|
| Level 2, 81 – 83 Oxford Street Darlinghurst NSW 2010 | +61 (0)2 9383 0900 | reception@mardigrasarts.org.au |



Sydney Gay and Lesbian
MARDI GRAS

Level 2, 81 – 83 Oxford Street
Darlinghurst
NSW 2010

mardigras.org.au