



Strategic Plan 2014-2017



Incorporating a Five Year Vision 2014-2019

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Introduction

This is Scarlet Alliance's Strategic Plan for 2014-2017. The document provides the strategic framework and direction to Scarlet Alliance's work for the next four years.

The Strategic Plan is the result of extensive input from Scarlet Alliance membership, staff, volunteers and executive committee members.

The Strategic Plan describes our visions and provides prioritised long and short term goals, and strategies under each vision.

More information about Scarlet Alliance's Guiding Principles, History and Achievements can be found on our website at www.scarletalliance.org.au.

About Scarlet Alliance

In 2009, Scarlet Alliance, Australian Sex Workers Association, celebrated its twentieth birthday. Although many things have changed, many others have remained the same and we are still strongly committed to our original purpose of being a best practice peak national body representing sex workers and sex worker organisations and projects.

Our Mission Statement:

Through its objectives, policies and programs, Scarlet Alliance aims to achieve equality, social, legal, political, cultural, health and economic justice for past and present workers in the sex industry, that allows sex workers to be self-determining agents, building their own alliances and choosing where and how they work.

Our Objectives:

The objectives for which Scarlet Alliance is established are:

- (a) To promote the civil and human rights of past and present sex workers and to work toward ending all forms of discrimination against them;
- (b) To lobby for legal and administrative frameworks which do not discriminate against sex workers;

- (c) To challenge any government at any time when and where it implements legislation, regulations, rules, policies or law enforcement practices which are discriminatory and/or repressive to the rights and autonomy of sex workers;
- (d) To actively promote the right of all sex workers to work in whatever area of their chosen occupation, including street, brothel, escort, private and opportunistic work;
- (e) To actively work towards guaranteeing the right of all sex workers to optimum occupational health and safety provisions. This will promote conditions where safer sex and general health knowledge can be converted to safer work practices. Furthermore, challenge any legislation, policy or process which does not so promote the rights of the worker;
- (f) To strive to eradicate sex worker stereotypes and stigmatisation in the popular consciousness and to communicate the diversity of ideas, opinions and aspirations of past and present sex workers;
- (g) To liaise with international sex worker rights groups in the development of regional and international networks, programs and objectives;
- (h) To support sex workers and sex worker organisations to become more politically active;
- (i) To enhance the capacity of sex workers to participate in advancing our rights and build networks and organisations;
- (j) To gather and disseminate sex industry related information to members;
- (k) To play an active role in Australia's response to HIV;
- (l) To provide training and education on issues relating to the Australian sex industry and the migration of sex workers into Australia; and
- (m) To present up to date information on sex work issues at national and international forums.

These objects are undertaken in order to advance sex worker rights.

Scarlet Alliance and its member sex worker organisations, projects and groups incorporate methods of working guided by the principles from the Ottawa Charter for Health Promotion¹ as well as the GIPA (greater involvement of people living with or affected by HIV/AIDS) Principle.²

Our current membership includes individual sex workers, sex worker organisations, projects and groups, and associate member organisations who do not meet the full membership criteria but are involved without voting rights (please refer to Appendix – Organisational Structure and Membership). This ensures Scarlet Alliance is able to represent the issues affecting members and sex workers of all genders and sexualities, Australia wide. The membership provides a wide spectrum of health promotion services, including advocacy to sex workers, and has a corporate experience in the community based response spanning over three decades. Member

¹ Ottawa Charter for Health Promotion, First International Conference on Health Promotion, Ottawa, 21 November 1986, www.who.int/healthpromotion/conferences/previous/ottawa/en/

² Greater Involvement of People Living with of Affected by HIV/AIDS. http://data.unaids.org/pub/Report/2007/JC1299-PolicyBrief-GIPA_en.pdf

organisations' work is carried out through active partnerships with key policy, research and service providers such as sexual health services, legal bodies, and alcohol and other drugs services, Police and welfare services. Access and equity training is provided to these key service providers in order to meet the needs of sex workers. Individual members contribute to most of the Australian activities on a voluntary basis.

Scarlet Alliance is a member of Asia Pacific Network of Sex Workers (APNSW)³, Network of Sex Work Projects (NSWP)⁴, the Australian Federations of AIDS Organisations (AFAO)⁵, Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance (ANA)⁶ and the HIV Consortium for Partnerships in Asia and the Pacific⁷, a collaboration of nine Australian HIV organisations formed to foster strategic partnerships and linkages between Australia and the Asia and Pacific regions implementing the Regional HIV Capacity Building Program funded by the Australian Agency for International Development (AusAID), and is a member of the Australian Council for International Development (ACFID)⁸ and is compliant with the ACFID Code of Conduct. Our international work involves capacity and partnership building with sex worker organisations and sex worker leaders within the Asia Pacific region.

As a member of AFAO, Scarlet Alliance plays a role in the federation's governance, holding a position on its board of directors. Scarlet Alliance works closely with other national peak organisations: the National Association of People with HIV Australia (NAPWA)⁹, the Australian Injecting and Illicit Drug Users League (AIVL)¹⁰, the Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance (ANA)¹¹.

³ Asia Pacific Network for Sex Workers, <http://apnsw.wordpress.com/>

⁴ Network of Sex Worker Projects, www.nswp.org

⁵ Australian Federation of AIDS Organisations, www.afao.org.au

⁶ Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance, <http://ana.org.au/>

⁷ HIV Consortium for Partnerships in Asia and the Pacific, <http://www.hivconsortium.org.au/>

⁸ Australian Council for International Development, www.acfid.asn.au/

⁹ National Association of People with HIV Australia, www.napwa.org.au

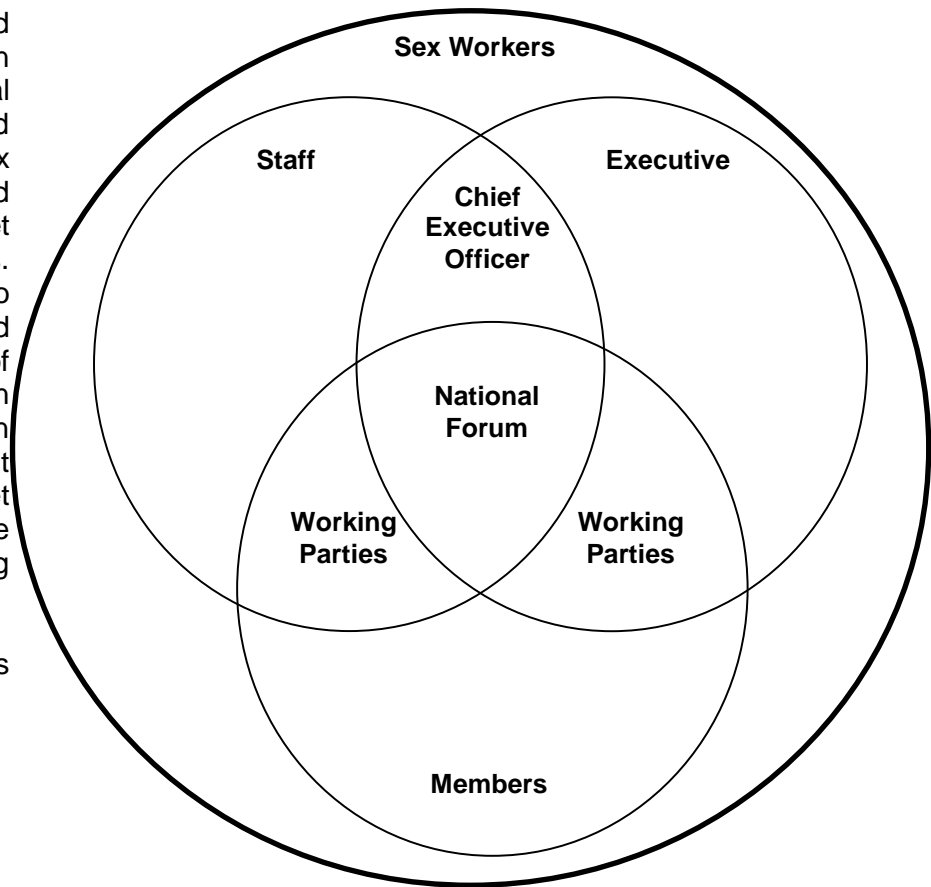
¹⁰ Australian Injecting and Illicit Drug Users League, www.aivl.org.au

¹¹ Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance, <http://ana.org.au/>

Organisational Structure and Membership

Scarlet Alliance operates as an independent Association incorporated in the Australian Capital Territory under the Associations Incorporation Act 1991. Scarlet Alliance office bearers are elected at the Annual National Forum. Scarlet Alliance's membership is made up of funded sex workers projects, but also unfunded groups or networks of sex workers, as well as individual members, sex workers, past and present. Associate members are sex worker groups that do not meet the membership criteria but are involved without voting rights. Member organisations are not only geographically based, but also include specific purpose-focused sex worker groups and organisations. To become an organisational or associate member of Scarlet Alliance sex worker groups must complete an application form¹². A subcommittee of the Scarlet Alliance Executive then conducts an interview with representatives from the applicant determining whether the group meets the requirements of the Scarlet Alliance Membership Audit Tool¹³. Applicants are asked to complete the self assessment section of the audit tool and provide supporting documentation.

In 2007 the Constitution was changed to accept individual sex workers to become members of Scarlet Alliance. To become an individual member of Scarlet Alliance, individuals must complete an application form and be nominated by two current individual members¹⁴.

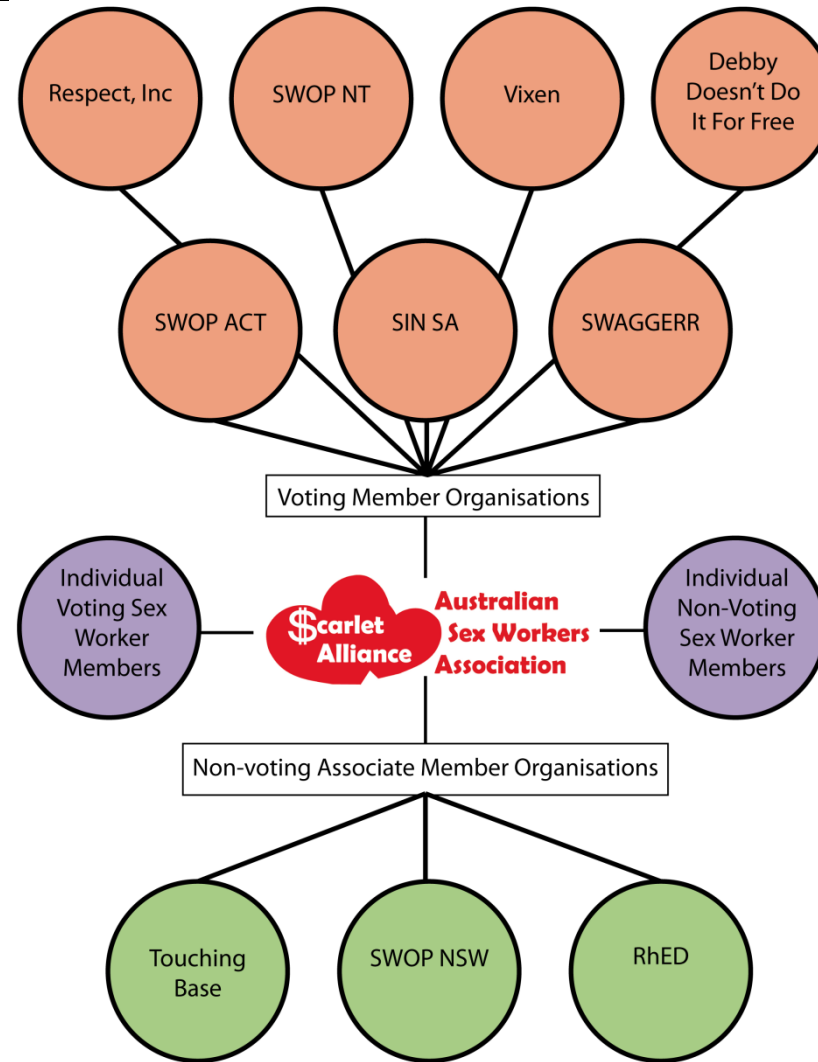


¹² Scarlet Alliance Application Form Organisational Member, www.scarletalliance.org.au/library/appendix_1

¹³ Scarlet Alliance Membership Credentialing Tool 2004, www.scarletalliance.org.au/library/append04

¹⁴ Scarlet Alliance Application Form Individual Member 2013, www.scarletalliance.org.au/library/membershipform

Membership Diagram



Five Year Vision 2014-2019

This Strategic Plan captures Scarlet Alliance as an organisation effectively continuing to work toward strengthening its role as an autonomous, vibrant, viable, representative, best practice, peak national sex worker organisation whose activities as a leader and expert on Australian sex worker policy and programming actively seeks to challenge stigma and discrimination faced by sex workers, and which is resourced through a variety of sources.

Scarlet Alliance will continue to ensure an authentic representation of, and a high level of democratic and inclusive engagement and participation from, diverse sex worker communities, and in particular continue to improve accessibility for migrant sex workers, Indigenous sex workers, HIV positive sex workers, street based sex workers and socially isolated sex workers. We will continue to challenge the stigma and discrimination that affects our community. We see Scarlet Alliance as a place of engagement and involvement, a safer space that is accessible by all sex workers.

We will continue to support the capacity development of our membership with a high level of engagement. Our vision includes adopting practices which will ensure organisational health and sustainability through succession planning, reducing the likelihood of burnout and ensuring individuals currently involved are respected for their work (whether paid or unpaid), and that the many sex workers who have supported Scarlet Alliance through the years are recognised and their work, passion and dedication is honoured.

Although Scarlet Alliance has not been supported financially for an Australian national secretariat, and much of the core work of a national peak sex worker organisation remains unfunded, we have achieved an extremely high level of quality work. This has been achieved through the dedication, passion and voluntary participation by many individual sex workers and those involved with our member organisations. This high level of volunteer work will continue to be honoured.

Scarlet Alliance will ensure our independence and autonomy exploring other income generating activities and procurement of assets. We will also continue to explore and identify recurrent funding opportunities. Scarlet Alliance will assist member organisations to be supported to move towards independence and autonomy.

Scarlet Alliance will act as a best practice sex worker organisation as defined by its diverse membership and strive to show by example the elements which contribute to best practice outcomes for achieving our mission. Scarlet Alliance will support its membership to identify what is a best practice sex worker organisation, projects, network and group and to implement strategies and develop capacity to meet this objective.

Scarlet Alliance and its member sex worker groups will continue to effectively implement methods of working guided by principles from the Ottawa Charter for Health Promotion¹⁵. The success of the response to HIV by sex worker communities in Australia is unprecedented and Scarlet Alliance undertakes the responsibility to ensure these outcomes are not undermined by the socio-legal context that affects sex workers, nor the complacency on behalf of policy makers, funders or those who fail to recognise the importance of Scarlet Alliance's Guiding Principles which have contributed to these outcomes.

As our organisation grows so too must our profile and our opportunity to raise the profile of those issues impacting on sex worker communities in Australia. As experts on national sex worker issues, we will strive toward our rightful inclusion in national strategic decision making forums including the Ministerial Advisory Committee for Blood Borne Viruses and Sexually Transmissible Infections (MACBBVS) and for the recognition which our communities deserve for successfully preventing HIV infection within sex work.

Scarlet Alliance will continue to engage in influential key partnerships and demand sex worker input in policy and programming. Our key partnerships within the HIV sector, health, sexual health, legal, education, research, employment, training, human and industrial rights areas will continue to be further fostered and will ensure mutual benefits.

Scarlet Alliance will continue to build on its strong international links with sex worker groups and organisations that provide services to sex workers with a particular focus on the Asia Pacific region.

Scarlet Alliance and its members are leaders in the provision of best practice advocacy and services for sex workers that address the stigma and discrimination faced by sex workers. Scarlet Alliance will continue to recognise the importance of sex worker cultural events, and the contribution this expression makes to understandings of sex work and sex workers.

Scarlet Alliance will continue to use best practice monitoring and evaluation processes to strengthen its processes and capacity.

¹⁵ The Ottawa Charter for Health Promotion, First International Conference on Health Promotion, Ottawa, 21 November 1986, www.who.int/healthpromotion/conferences/previous/ottawa/en/

Visions, Goals and Strategies

Vision 1: Scarlet Alliance is guided by and supports its membership

Longer Term Goals 2014-2019	Shorter Term Goals 2014-2017	Strategies
1.1 Scarlet Alliance increases the capacity of individual sex workers to participate in the sex worker rights movement.	Scarlet Alliance will increase the individual membership of the organisation.	Explore the development of a Membership officer position.
		Increase the involvement of individual members in Scarlet Alliance.
		Actively recruit to increase membership base by promoting individual membership at every opportunity.
		Promote to sex workers the benefits of being a member of Scarlet Alliance.
	Scarlet Alliance will encourage leadership roles.	Continue to develop and strengthen the Executive Committee and other Doubles positions and share skills within leadership and within our community.
		Improve the influence of representatives and spokespersons over the broader philosophical direction of the organisation.
		Use and promote spokesperson roles effectively and improve communication and interaction between spokespersons and representatives and governance.
		Community Development and training to do advocacy.
	Scarlet Alliance will increase the involvement of individual sex worker members.	Evaluate the success of individual membership.
		Take action on the findings of the evaluation.
	Scarlet Alliance will continue to improve on our representation of sex workers, particularly marginalised sex workers.	Continue to encourage community development across all regions in Australia.
		Improve the representation of different sex worker communities.
Support sex workers with lived experience to provide expertise and representation for that community.		

1.2 Scarlet Alliance benchmarks best practice for sex work workplaces.	Scarlet Alliance will investigate best practice sex worker cooperatively owned workplace models.	Explore laws, conditions, local council regulations, industrial and human rights provisions in consultation with the membership and other relevant groups.
	Scarlet Alliance will continue to promote best practice sex industry business operation.	Promote the Guide to Best Practice Occupational Health and Safety in the Australian Sex Industry and explore different types of best practice sex industry business operation models for sex workers.
1.3 Scarlet Alliance communicates effectively and transparently with its membership.	Scarlet Alliance will inform the membership about its current campaigns and activities.	Scarlet Alliance informs its membership of its activities, prioritised, as agreed by the Executive.
	Scarlet Alliance will conduct media campaigns.	Scarlet Alliance regularly informs members of Executive activities (e.g. e-newsletter).
		Increased media visibility with a focus on a variety of forums not limited to the public sphere and seeing sex workers including our members as our key audience.
		Scarlet Alliance will promote and participate in sex worker led events and activities.

Visions, Goals and Strategies

Vision 2: Scarlet Alliance is an autonomous, viable, representative, transparent and accountable peak national sex worker organisation

Longer Term Goals 2014-2019	Shorter Term Goals 2014-2017	Strategies
2.1 Scarlet Alliance authentically represents diverse sex worker communities through a high level of participation and interaction.	Scarlet Alliance will put in place consultation processes in order to ensure authentic, transparent and accountable representation is improved.	Consult with membership on issues affecting members and sex workers.
		Facilitate and provide a range of options for exchange and distribution of information to and between members.
	Scarlet Alliance and our membership will become more aware of the diversity of the sex worker community – discouraging exclusivity.	Investigate additional ways of engaging marginalised workers.
		Ensure Scarlet Alliance and our membership are aware and responsive of access and equity issues.
		In consultation with the ATSI inclusion working party investigate steps toward increased representation.
Scarlet Alliance will increase the level of participation of diverse sex worker communities and recognise diversity both within sex worker communities/organisations.	Assist member organisations to challenge hierarchies within sex worker communities.	
	Identify and consult with under-represented communities of sex workers in the sex worker rights movement to determine ways to increase involvement.	
	Community development support for under-represented sex workers.	
2.2 Scarlet Alliance processes are democratic and accountable.	Scarlet Alliance will maintain and improve the accessibility of our Annual General Meeting and National Forum to the membership.	Use interactive technologies to increase participation.
		Maintain internal complaint processes and grievance procedures and ways for members to have input into and provide feedback on the activities of the organisation.
		Increase incentives for sex workers to attend the Scarlet Alliance National Forum.

2.3 Scarlet Alliance engages in succession planning across the organisation.	Scarlet Alliance will document, archive and communicate achievements and events.	Maintain Scarlet Alliance intellectual property, keeping our ideas, products and ways of working available for the future.
	Scarlet Alliance will build systems for mentoring, succession planning, and skills development.	Mentor and train sex workers involved with Scarlet Alliance activities/activism.
	Scarlet Alliance will continue the Executive Committee and other Doubles positions to mentor sex workers in organisational governance.	Support and evaluate the role of Executive Committee and other Doubles positions.
2.4 Scarlet Alliance and its member organisations are independent and autonomous.	Scarlet Alliance will obtain core funding.	Explore and identify recurrent funding opportunities, e.g. Community Sector Support Scheme and foster relationships with funding bodies.
	Scarlet Alliance aims to diversify funding sources and acquire assets.	Access financial advice to explore acquisition of assets.
	Scarlet Alliance will strengthen its capacity to continuously function as an independent and autonomous organisation.	Develop Scarlet Alliance infrastructure and Executive capacity.
	Scarlet Alliance will actively support member organisations to move towards independence and autonomy.	Provide support and organisational capacity development and skill-building opportunities to member organisation to move towards independence and autonomy. Support advocacy for increased funding for member organisations.
	Scarlet Alliance will conduct consultation with the membership.	Consultation to include Scarlet Alliance membership.
2.5 Scarlet Alliance maximises our control over our physical and virtual spaces.	Scarlet Alliance will purchase and maintain property and assets.	Research options for property and asset acquisition by Scarlet Alliance.
	Scarlet Alliance will increase our prominence in virtual spaces.	Scarlet Alliance will maintain an internet presence.

Visions, Goals and Strategies

Vision 3: Scarlet Alliance is recognised as a leader and expert on sex worker policy and programming and actively seeks to challenge stigma and discrimination faced by sex workers

Longer Term Goals 2014-2019	Shorter Term Goals 2014-2017	Strategies
3.1 Scarlet Alliance is recognised as the peak body for sex workers and sex worker organisations/projects, experts on national sex worker issues.	Scarlet Alliance will increase its profile as the expert on national sex worker and sex worker organisation issues.	Develop marketing strategies/activities.
		Develop media and partnership relationships.
		Presence at key forums and conferences.
		Have a consistent proactive and reactive media presence.
3.2 Scarlet Alliance engages in influential key partnerships, and demands sex worker input in policy and programming.	Scarlet Alliance will increase its level of influence with key partnerships and raise the importance of sex worker involvement.	Ensure sex workers know that Scarlet Alliance represents all sex workers within Australia regardless of their circumstances.
		Gain representation on decision making bodies.
3.3 Scarlet Alliance and its members are leaders in the provision of best practice advocacy and services for sex workers that address the stigma and	Scarlet Alliance and member organisations will strengthen the provision of best practice advocacy and services for sex workers to address the stigma and discrimination faced by sex workers.	Develop strategic partnerships and train other services in best practice working with sex workers.
		Scarlet Alliance and members advocate in line with the Ottawa Charter for Health Promotion and Scarlet Alliances core principles, e.g. peer education.
		Support decriminalisation and positive legislative change.
		Support Occupational Health And Safety and Industrial Rights for sex workers in whichever capacity they work.

discrimination faced by sex workers.		Scarlet Alliance will continue to document evidence of sex workers experiences of stigma and discrimination (e.g. submissions to government).
3.4 Scarlet Alliance recognises the diversity of sex workers in Australia.	Scarlet Alliance will influence policy makers to make decisions based on an understanding and respect for the diversity of our sex worker community.	Ensure the diversity of sex workers is represented in our public profile; including attendance at conferences and other events, the work of our elected representatives, and the media of the organisation.
3.5 Scarlet Alliance actively participates at the international level.	Scarlet Alliance will increase participation and recognition in existing international networks.	Represent Scarlet Alliance in international forums and meetings of international networks.
	Scarlet Alliance will recognise, build on relationships, and continue to learn from existing and emerging sex worker peer organisations in Asia and the Pacific to advance sex worker rights, and contribute to the capacity development of emerging sex worker organisations.	Facilitate a two way exchange through capacity development, strategic partnerships and sharing of resources with sex worker organisations and leaders within Asia and the Pacific region.
	Scarlet Alliance will actively challenge hierarchies between different kinds of sex work.	Persistently challenge sex worker hierarchies wherever encountered.

Visions, Goals and Strategies

Vision 4: Scarlet Alliance continues to use best practice monitoring and evaluation to strengthen processes and capacity

Longer Term Goals 2014-2019	Shorter Term Goals 2014-2017	Strategies
4.1 Scarlet Alliance monitors and evaluates its process to meet goals and objectives.	Scarlet Alliance will maintain and improve Monitoring and Evaluation systems.	Implement ongoing processes for organisational and individual membership input.
	Scarlet Alliance will effectively incorporate outcomes of evaluations into the planning of future Scarlet Alliance work.	Ensure current work incorporates monitoring and evaluation processes and uses evaluation of past work when planning for future work.

Visions, Goals and Strategies

Vision 5: Scarlet Alliance actively advocates for law reform and evidence-based policy

Longer Term Goals 2014-2019	Shorter Term Goals 2014-2017	Strategies	
5.1 Scarlet Alliance lobbies for legal environments that support the rights and needs of sex workers.	Scarlet Alliance will actively advocate for law reform and evidence-based policy development.	Development of advocacy strategies at state and federal levels.	
	Scarlet Alliance will campaign against the positioning of health issues into criminal justice frameworks.	Focus on full decriminalisation (including street based sex work), anti-discrimination protection, updated terminology, evidence-based migration policy.	
	Scarlet Alliance will ensure its advocacy meets the needs of a broad range of sex workers.		Scarlet Alliance continues to lobby against the following harmful policies: Mandatory Testing, condoms as evidence, police regulating safer sex, criminalisation of sex workers living with HIV and/or STIs and police entrapment, with recognition that these policies disproportionately affect the most marginalised sex workers.
			Advocate for law reform across the diverse range of sex work environments.
			Scarlet Alliance continues to consult and involve a broad range of sex workers in determining policy and advocacy directions.