



2021-2026 Strategic Plan



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Introduction

This is Scarlet Alliance's Strategic Plan for 2021-2026. The document provides the strategic framework and direction for Scarlet Alliance's work for the next five 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 goals, objectives, and strategies under each vision. More information about Scarlet Alliance's Guiding Principles, History and Achievements can be found on our website at scarletalliance.org.au

About Scarlet Alliance

In 2021, Scarlet Alliance, the Australian Sex Workers' Association, turned thirty-two. In over three decades of activities, Scarlet Alliance has continually evolved with the changing sex work community and policy environment while remaining strongly committed to our original purpose of being a best practice peak national body representing sex workers and sex work organisations and projects.

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 Promotion as well as the GIPA (greater involvement of people living with or affected by HIV/AIDS) Principle.

Our current membership includes individual sex workers, sex worker organisations, projects and groups, and associate member organisations. This ensures Scarlet Alliance is able to represent the issues affecting sex workers of all identities, Australia wide. Our member organisations provide a wide spectrum of health promotion services including direct and structural advocacy for sex workers and have extensive knowledge of working with and within the community health sector spanning over three decades. Member organisations' work is carried out through active partnerships and stakeholder relationships with key policy, research and service providers such as sexual health services, legal bodies, alcohol and other drugs services, law enforcement 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 Scarlet Alliance's activities on a voluntary basis.

Scarlet Alliance is a member of Asia Pacific Network of Sex Workers (APNSW), Network of Sex Work Projects (NSWP), the Australian Federation of AIDS Organisations (AFAO), and Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance (ANA).

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 (NAPWHA), the Australian Injecting and Illicit Drug Users League (AIVL), and the Anwernekenhe National Aboriginal and Torres Strait Islander HIV/AIDS Alliance (ANA).

Mission Statement

Through its objectives, policies and programs, Scarlet Alliance works to advance Sex Worker Rights with the achievement of equality and social, legal, political, cultural, health and economic justice for past and present workers in the sex industry to enable sex workers to be self-determining agents, build our own alliances and choose where and how we live and work. The membership as a whole are the highest decision-making body of Scarlet Alliance.

Purposes and Principal Activity

Scarlet Alliance's purposes are to:

- a. Advance the health of past and present sex workers
- b. Promote and protect the human rights of past and present sex workers
- c. Promote respect for sex workers and end all forms of discrimination against sex workers

Scarlet Alliance's principal activity is health promotion for sex workers by, without limitation:

- a. Working to guarantee the right of all sex workers to optimum occupational health and safety, including general health knowledge and safe work practices
- b. Actively promoting the right of all sex workers to work in whatever area of their chosen occupation, including street, brothel, escort, private and opportunistic work
- c. Enhancing the capacity of sex workers to be politically active, advance their rights, and build networks and organisations
- d. Playing an active role in Australia's response to HIV/AIDS, blood borne viruses and sexually transmitted infections, including peer education and harm reduction strategies for sex workers
- e. Disseminating sex industry related information
- f. Providing training and education on issues relating to the Australian sex industry and migration of sex workers into Australia
- g. Lobbying for supportive legal, policy and administrative frameworks which do not discriminate against sex workers
- h. Challenging any government, legislation, regulations, rules, policies, processes or law enforcement practices which are discriminatory, repressive or fail to promote the rights and autonomy of sex workers
- i. Eradicating sex worker stereotypes and stigmatisation in the sex work community as well as the broader community
- j. Communicating the diversity of ideas, opinions and aspirations of past and present sex workers
- k. Collaborating with international and local Sex Worker Rights groups that align with the Aims and Objectives of Scarlet Alliance

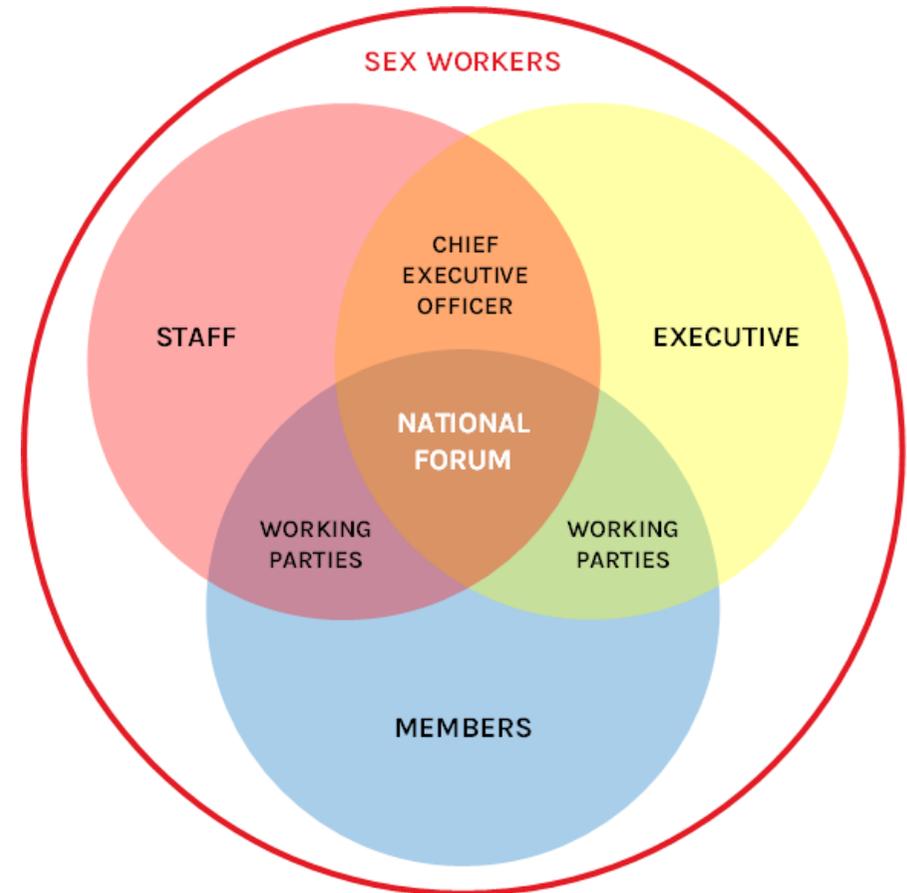
Organisational Structure & Membership

Scarlet Alliance operates as an independent Association incorporated in the Australian Capital Territory under the Associations Incorporation Act 1991. Scarlet Alliance office bearers (Executive Committee) are elected at the Annual National Forum.

Scarlet Alliance's membership is made up of funded sex worker organisations and projects, unfunded groups or networks of sex workers, and individual members - sex workers past and present. Associate members are sex worker groups that do not meet the full membership criteria but are involved without voting rights. Member organisations are not only state- and territory-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 form. A subcommittee of the Scarlet Alliance Executive then conducts an interview with the applicant determining whether the group meets the requirements of the Scarlet Alliance Membership [Credentialing Tool](#). Applicants are asked to complete the self-assessment section of the Credentialing Tool and provide supporting documentation.

In 2021 the Constitution was changed to give voting rights to all individual members. To become an individual member of Scarlet Alliance, individuals must complete an [application form](#) and have two current individual members second their nomination.



Membership Diagram



The 2021-2026 Strategic Plan

For the first time, Scarlet Alliance has included a statement about our values in the Strategic Plan. We believe that these values are at the heart of our organisation and underpin our work. It is important to recognise that while these values reflect our beliefs and ideals, in some cases they reflect where we aspire to be, and require investment to put them into long-term, sustained, everyday practice. It is our intention that our leadership, workplaces and the structure of our organisation all embody these values.

Our values sit upon an underlying and intergenerational bedrock of knowledge in sex worker organising. Firstly, that sex workers are not simply working to reform the system but instead to dismantle it and generate our own alternatives. Secondly, that our experiences of whorephobia are entangled with multiple intersecting oppressions, and that anti-oppressive work involves solidarity with other social movements. Thirdly, that our movement needs to centre the lived experience and leadership of sex workers who have experienced cumulative marginalisation.

Scarlet Alliance continues to have the mission of achieving equality, social, legal, political, cultural, health and economic justice for past and present workers in the sex industry, in order for sex workers to be self-determining agents, building our own alliances and choosing where and how we work. The Strategic Plan identifies our visions for the upcoming five years. Our values guide us through this terrain to achieve our mission and realise our visions together.

Values

Accountability

We are an organisation comprised of sex workers and accountable to sex workers.

Autonomy

We act to preserve our autonomy from funders, governments, research and corporations.

Collectivism

We remain community-connected and act collectively to ensure no sex worker is left behind.

Participation

Accessible participation, skill building and community development are central to our work.

Solidarity

We work alongside social movements to end intersecting oppressions and unjust systems.

Transformation

We strive to transform the current landscape to create a safe, inclusive and just world for sex workers.



Visions, Goals, Objectives, And Key Strategies

Vision 1. Scarlet Alliance is guided by, supports and builds capacity of its membership		
<p>The focus of this Vision is upon building and retaining a diverse membership in order to build an organisation that is representative and meets the needs of the most marginalised sex workers. Our focus over the next 5 years is upon participation, capacity building, upskilling, engagement, and creating accessible, tailored, culturally-relevant communication driven by the needs of our members. The global COVID-19 pandemic has also created even greater need for sex workers to access information more frequently in online ways. Technological advancement provides us with new sites and avenues for communication and involvement and we are committed to extending our reach via different forms of media.</p>		
By 2026	Objectives	Key Strategies
1.1 Work to ensure that our membership reflects the diversity of sex workers around Australia, with a specific focus on marginalised and under-represented sex workers	To grow and retain a diverse membership	<ul style="list-style-type: none"> Expand our reach and make ourselves visible to potential new members Hold periodic targeted membership drives and develop retention strategies in consultation with marginalised communities Demonstrate the benefits and improve accessibility of membership Make our work engaging and relevant to diverse communities Create an anti-oppressive safer space for marginalised sex workers to participate Encourage and support the community development of new sex worker projects, networks, groups and collectives Increase visibility to potential members through media campaigns and public events
1.2 Increase the capacity of individual sex workers to participate in the sex	Show clear pathways to participation	Inform membership of opportunities to engage at local, state/territory, national and international levels

worker rights movement		<p>Promote opportunities for joining the governance committee, working groups, consultations, member organisations or for volunteering</p> <p>Expand our access options for virtual or physical participation</p>
	Upskill and build capacity to support sex workers to organise and advocate at grassroots, state/territory, national and international levels	<p>Support and facilitate workshops, trainings and opportunities for sex workers to knowledge-share, up-skill and develop capacity for engaging in movement work</p> <p>Acknowledge, harness and share the existing skills of members</p> <p>Keep sex workers up to date on ways to participate in parliamentary inquiries, campaigns, media, advocacy and mutual aid</p>
	Engage members in leadership activities	<p>Create and maintain structures to encourage mentorship</p> <p>Increase visibility of the roles and activities of the executive committee, spokesperson and representative roles</p> <p>Use and promote spokesperson roles effectively and improve communication and interaction between spokespersons, representatives and governance</p> <p>Establish and communicate clear pathways for members to join and engage in governance activities with skills and confidence</p>
1.3 Communicate transparently, accessibly and effectively with our membership	Keep members informed about news, current activities and opportunities for engagement	<p>Create and maintain regular and diversified communication channels</p> <p>Establish mechanisms for updates from multiple authors, including executive committee, working groups, steering committees, representatives and spokespersons</p> <p>Showcase the work and activism of our members in our communications</p> <p>Invite members to contribute to inquiries, campaigns, media and advocacy work</p> <p>Actively promote individual membership in communications</p>

	<p>Improve the reach and accessibility of our communications</p>	<p>Provide peer-reviewed translation of key messaging</p> <p>Improve accessibility of communications for sex workers who are low vision, blind, Deaf or hard of hearing</p> <p>Create options for members to select communication updates relevant to them</p>
	<p>Use updated technology and improve online presence</p>	<p>Update Red Book, SANTAP and our website as central information hubs</p> <p>Diversify, improve and maintain our social media presence across multiple and emerging platforms</p> <p>Identify and develop a presence in the online spaces that sex workers use</p> <p>Stay abreast of new, changing and emerging technologies and avenues for outreach</p>
<p>1.4 Support and coordinate with our member organisations</p>	<p>To work in close collaboration to strengthen national approaches to advocacy, information-sharing and creation of resources</p>	<p>Create regular communication channels between volunteers, staff and executive of member organisations, including via new technologies</p> <p>Support and coordinate with member organisations</p> <p>Continue to provide one-to-one support to member organisations on local issues</p>



Vision 2. Scarlet Alliance is an autonomous, viable, representative national peak sex worker organisation

The changing economic, political and funding environments reminds us of the need to remain independent, autonomous from funders, donors and other institutions and democratic in our governance structures, policies and procedures. To represent our diverse communities we prioritise new steps to ensure our organisational structure and culture reflects anti-oppressive politics.

By 2026	Objectives	Key Strategies
2.1 Authentically represent diverse sex worker communities through a high level of participation and interaction	Provide accessible consultation processes that ensure authentic, transparent and accountable representation for all sex workers	<p>Develop periodic and user-friendly consultation processes on issues affecting members and sex workers (outside the AGM)</p> <p>Facilitate and provide a range of options for exchange and distribution of information to and between members</p> <p>Create and maintain consistent structures for consultation and feedback from marginalised communities</p> <p>Collaborate with members to create innovative methods to engage with underrepresented groups</p> <p>Translate materials into key community languages</p> <p>Ensure our consultations and meetings are both physically and digitally accessible</p> <p>Seek out specific funding for resources to improve accessibility for community member participation</p>
	Oppose whorearchy, challenge oppression and discourage exclusivity	<p>Challenge racism, transphobia, cissexism, homophobia, ableism, classism, ageism, HIV stigma, misogyny, patriarchy and other forms of oppression in all of our work</p> <p>Assist members and empower by-standers to challenge hierarchies in sex worker communities</p> <p>Facilitate an environment that values introspection, reflection and growth</p>

	Increase the level of participation of sex workers from all types of sex worker workplaces	<p>Improve mechanisms for input from sex workers from different sex work types and workplaces to represent key issues affecting them</p> <p>Create new materials that promote our work that can be taken on physical outreach</p>
	Elevate the work and contributions of diverse sex workers in sex worker rights movements	<p>Create regular channels to showcase the work of the working groups to members and the public</p> <p>Refer media to spokespersons from working groups</p> <p>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</p> <p>Work of diverse sex workers shared across social media and communications</p>
2.2 Build and maintain independence and autonomy for Scarlet Alliance and our member organisations	Obtain and maintain core funding	<p>Foster relationships with funding bodies</p> <p>Keep abreast of changes to the funding landscape</p> <p>Clear delegation of responsibility for writing grant applications</p>
	Diversify funding sources	<p>Identify recurrent and new funding opportunities</p> <p>Do not take funding with strings attached that does not align with our objectives</p> <p>Prioritise funding projects that result in material benefits to sex workers</p> <p>Create database of supporters and allies and seek regular donations</p> <p>Seek funding from diverse sources including but not limited to philanthropic funding and other sources.</p> <p>Apply for grants for core funding</p>

2.3 Maximise our control over our physical and virtual spaces.	Create and maintain safer sex worker only spaces	Maintain an affirmative action policy Create spaces and opportunities for current and former sex workers to connect Improve and clarify verification processes while building a welcoming environment Increase member engagement in peer-only spaces
	Actively support member organisations to move toward independence and autonomy	Provide support, organisational capacity development and skill building opportunities for member organisations Support advocacy for increased funding for member organisations Auspice member organisations to support them to transition to independence Provide financial and governance advice to member organisations as required
	Maintain property and assets	Research options and seek advice on financial security Maintain our office space, equipment, databases, library and archive for security and longevity



Vision 3. Scarlet Alliance uses best practice monitoring and evaluation to strengthen process, transparency and accountability

In the next 5 years, Scarlet Alliance is committed to providing enhanced channels for member feedback and evaluation, including introducing an annual membership survey, with a focus upon transparency and accountability. We will be reviewing our internal policies and procedures, and incorporating lessons from our evaluations into our ongoing work.

By 2026	Objectives	Key Strategies
3.1 Develop and maintain processes that are democratic and accountable	Create and maintain accessible internal complaint processes, grievance procedures and methods for members to provide input and feedback on our activities	<p>Develop and improve internal complaints processes and grievance procedures in consultation with membership</p> <p>Ensure regular, accessible consultation over key policy issues and work of Scarlet Alliance</p> <p>Communicate to members mechanisms to feedback on our activities</p>
	Increase the accessibility of our Annual General Meeting and National Forum to our diverse membership	<p>Create incentives for sex workers to attend the Scarlet Alliance National Forum by ensuring it is accessible, inclusive and relevant to all sex workers, including by maintaining an online component</p> <p>Updated information about the National Forum and AGM is available on Scarlet Alliance website and social media</p>
3.2 Use best practice monitoring and evaluation to strengthen our processes and meet our goals	Incorporate outcomes and lessons from evaluations into the planning of future work	<p>Implement ongoing accessible processes for members to provide feedback</p> <p>Communicate the outcomes of evaluation processes</p> <p>Ensure current work is based upon monitoring and evaluation</p> <p>Communicate to community about how feedback is implemented</p> <p>Ensure input of representatives and spokespersons over Scarlet Alliance's direction</p>

	Demonstrate the value and impact of our work and approach to our stakeholders	Communicate our achievements to community and stakeholders Document and share our processes and decision-making to members, especially around peer-led approaches to advocacy and law reform
3.3 Engage in succession planning across the organisation	Document, archive and communicate achievements, lessons and events	Be systematic in the capture, recording, application and sharing of organisational knowledge Maintain Scarlet Alliance intellectual property, keeping our ideas, outputs and ways of working available for the future
3.4 Share our learning and apply it to sector development and capacity building	Demonstrate the value and impact of our work to members, the sector and the public	Build relationships and communication channels in the sector to share knowledge, approaches, and lessons



Vision 4. Sex workers and Scarlet Alliance are recognised as leaders and experts on sex worker policy and programming

Scarlet Alliance recognises that expertise on sex work is a collective expertise that is shared across our communities. For this reason, it is important that our leadership is occupied by diverse sex workers and our representations reflect the diversity of our communities. Over the next 5 years we commit to providing workshops, webinars and other resources for sex workers with training for media engagement, public speaking and submission writing. We will update membership more frequently and comprehensively about our policy work and advocacy.

By 2026	Objectives	Key Strategies
4.1 Scarlet Alliance is recognised as the peak, national body for sex workers and sex worker organisations/ projects, experts on national sex worker issues	Provide expertise on behalf of sex worker communities in all relevant national government policy and programming processes, and national forums	<ul style="list-style-type: none"> Increase public profile Participate in relevant government processes Participate in key forums and conferences Disseminate this work among members and the broader community Promote that Scarlet Alliance represents all sex workers within Australia regardless of their circumstances
	Have a consistent proactive and reactive media presence, including reviewing and commenting on emerging issues, research, and programs targeting sex workers	<ul style="list-style-type: none"> Develop a proactive media strategy, partnerships and relationships Build member capacity to do their own media work Increase media visibility through a variety of forums recognising sex workers as key audience Promote and participate in sex worker led events and activities Promote membership in media and public events

	Have a consistent approach to research engagement and build capacity to do our own peer-led research	<p>Develop a research strategy and approach</p> <p>Develop guide for engaging with external researchers</p> <p>Source our own research funding</p>
4.2 Scarlet Alliance engages in influential key partnerships, and demands sex worker input in policy and programming	Increase our influence within key partnerships by engaging sex workers at all levels	<p>Gain diverse representation on decision making bodies</p> <p>Develop strategic partnerships and train other services in best practice working with sex workers</p> <p>Collaborate with key partners to advocate on issues affecting sex workers</p> <p>Actively challenge hierarchies between different kinds of sex work</p> <p>Increase policy makers' understanding and respect for the diversity of sex workers to enable them to make decisions based on lived realities of sex work</p>
4.3 Scarlet Alliance and its members are leaders in the provision of best practice advocacy and services for sex workers and benchmark best practice for sex work workplaces	Strengthen the provision of best practice advocacy and services for sex workers to address the stigma and discrimination faced by sex workers in Australia and internationally	<p>Scarlet Alliance and members advocate in line with our objectives and in accordance with principles of human rights, community development and health promotion, including the Ottawa Charter.</p> <p>Support peer education, decriminalisation, enabling legal environments and stigma reduction as fundamental aspects of health promotion</p>
	Promote best practice Work Health and Safety for sex work	<p>Support work health and safety, industrial rights, and anti-discrimination protections for sex workers in whichever capacity they work</p> <p>Consult membership on best practice local council and planning regulations and industrial and human rights provisions</p> <p>Promote best practice workplace health and safety guidelines</p>

		Explore different types of best practice sex industry business operation models
4.4 Scarlet Alliance actively participates at the international level	Increase our recognition in existing international networks through our participation	Represent Scarlet Alliance in international forums and meetings of international networks
	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



Vision 5. Scarlet Alliance actively advocates against stigma and discrimination and initiates legal, policy, social, political, economic and cultural change, including the full decriminalisation of sex work.

Previous iterations of our Strategic Plan have focused upon law reform, advocacy and evidence-based policy with a key focus on lobbying governments for decriminalisation. In the next 5 years, Scarlet Alliance will continue this work, and is also committed to broader structural change, transforming the existing social, cultural and economic landscape to be more inclusive, safe and just for sex workers, and working in solidarity with other socio-political movements.

By 2026	Objectives	Key Strategies
5.1 Scarlet Alliance advocates for legal and policy environments that support the rights and needs of all sex workers	Develop proactive legal and policy agendas in consultation with membership to meet the needs of all sex workers	<p>Consult and involve sex workers in determining policy and advocacy directions</p> <p>Prioritise issues facing the most marginalised sex workers</p> <p>Promote frameworks that support the human rights, health, safety, needs and dignity of sex workers</p> <p>Support, coordinate and align policy and advocacy with member organisations</p>
5.2 Scarlet Alliance advocates against structural stigma and discrimination.	Actively campaign against policies that disproportionately or negatively impact subsectors of our community or industry	<p>Oppose criminalisation, incarceration, licensing, registration, mandatory testing, condoms as evidence, police regulating safer sex, criminalisation of HIV/STIs, discrimination and vilification, police harassment and entrapment, with recognition that these policies disproportionately affect the most marginalised sex workers</p> <p>Document evidence of sex workers' experiences of stigma and discrimination</p>

<p>5.3 Scarlet Alliance actively pools and redistributes resources and builds infrastructure within communities to reduce reliance on governments and create alternative support structures</p>	<p>Coordinate mutual aid among sex workers and allied organisations and projects</p>	<p>Create volunteer networks where sex workers can offer their skills, time, resources and expertise to other sex workers or communities</p> <p>Establish mechanisms to mobilise and connect sex workers with one another for mutual aid</p>
<p>5.4 Scarlet Alliance engages in coalition building to create transformational change</p>	<p>Participate in broader social movements</p>	<p>Prioritise issues for those most affected by systems of oppression</p> <p>Build relationships with movements for social, cultural, political and economic change, racial justice, prison abolition, destigmatisation of drug use and trans rights</p> <p>Work towards alternatives to the criminal justice system, including justice reinvestment and transformative justice</p>
<p>5.5 Scarlet Alliance is prepared to act swiftly to ensure equitable treatment of sex workers when large scale emergencies occur</p>	<p>Prepare Scarlet Alliance and member organisations to be resilient in crises</p>	<p>Create and disseminate an emergency management plan that can be applied to guide the organisation through new and unforeseen crisis</p> <p>Establish clear steps to mobilise communities, coordinate resources, share information, develop nationally-consistent messaging, identify key contacts, distribute resources, and maintain relevant messaging for diverse sex worker populations</p>