



Engender
Equality

Strategic Plan

2024-2027

Endorsed by the Board on 29 April 2025

Engender Equality acknowledges, with deep respect, the palawa and pakana people, the traditional owners of lutruwita (Tasmania). We express gratitude for their custodianship and stand with them in the declaration that their sovereignty remains unceded.

Engender Equality also acknowledges the work of victim-survivor advocates, activists and change makers who have fought and continue to fight for the prevention of gendered violence.

Our Vision

Our communities living free from violence

Our Mission

We apply deep expertise through:

- An **individual** approach with trauma-informed counselling and services.
- A **community** approach with workplace training, psycho-education groups and public forums.
- A **systemic** approach with education, research and advocacy.
- A **social** approach – promoting policy awareness and improvement.

Our Values

Ethical.

We promote professional practices and service provision.

Inclusive.

We are inclusive and embrace diversity.

Practice integrity.

We challenge discriminatory behaviours and attitudes.

Expect safety.

We ensure physical, psychological, and emotional safety.

Community focused.

We facilitate community capacity.

Trust.

We maintain trust by consistently applying our values, principles and service philosophy.

Basic Theory of Change

What is the change we are trying to make?

To reduce the risk, extent and impact of gendered violence and related harms in Tasmania.

Who will directly experience the change we are making?

- People who are victim-survivors of gendered violence.
- People at heightened risk of experiencing gendered violence.
- People and organisations that can help identify, prevent and address gendered violence.

What steps are needed to achieve change?

- One to one therapeutic counselling for victim-survivors of gendered violence.
- Awareness raising and public advocacy about the causes, risks and types of gendered violence.
- Driving awareness, change and reform relating to administrative, legal and social systems that exacerbate and perpetuate gendered violence.
- Training and capacity building for individuals and organisations to identify all forms of gendered violence, and take action to prevent, intervene in, and respond to this violence.
- Support for victim-survivors to organise and apply their lived expertise to the prevention of gendered violence.

What are the measurable effects of the change steps?

- A greater proportion of Tasmanians who experience gendered violence recover from this violence.
- Fewer Tasmanian victim-survivors experience exacerbated abuse by administrative, legal and social systems.
- Fewer Tasmanians experience gendered violence.
- A greater proportion of perpetrators of gendered violence are held to account.
- Fewer Tasmanians are perpetrators of gendered violence.
- The incidence and risk of gendered violence in Tasmania is reduced.
- Tasmanians experience greater gender equality.

Strategic Priorities

- Strategic Priority 1:** Counselling and Victim-Survivor Services
- Strategic Priority 2:** Community education, training and capacity building
- Strategic Priority 3:** Systemic advocacy and research
- Strategic Priority 4:** Financial, administrative and operational systems
- Strategic Priority 5:** Leadership, governance and growth

This plan sets out the key **Operational Strategies** to implement each of these priorities. It also identifies **Priority Initiatives** for the Board and staff to progress.

Our service principles, which were included in previous iterations of the Engender Equality Strategic Plan, are now set out in a separate, detailed Practice Framework.

Strategic Priority 1

Counselling and victim-survivor services

Operational Strategies

- 1.1: Provision of effective, evidence-based counselling statewide
- 1.2: Sound clinical management and governance
- 1.3: Staff support and professional development
- 1.4: Continuous improvement in service

Key Priorities for 2024-26
<ul style="list-style-type: none">• Implement and evaluate a trial of brief counselling interventions to reduce the time that victim-survivors are waiting to receive therapeutic counselling.• Devising, trialling and evaluating innovative ways to provide services to people who currently experience geographic, socio-economic and cultural barriers to accessing support for gendered violence (including innovative outreach, particularly in North West Tasmania).• Develop and finalise improved resources and processes for an integrated Tasmanian and Rural Risk Assessment (TARRA) tool and Risk Assessment Management Framework (RAMF).• Develop and finalise service guidelines for a trauma-informed and inclusive approach to supporting LGBTIQ+ victim-survivors of family violence.

Strategic Priority 2

Community education, training and capacity building

Operational Strategies

- 2.1: Continuously improve training products
- 2.2: Effectively market training packages, and be responsive and adaptive to training requests
- 2.3: Deliver high quality training and professional services
- 2.4: Identify and develop professional networks and collaborative opportunities

Key Priorities for 2024-26
<ul style="list-style-type: none">• Upskill Tasmanian family violence practitioners in applying an integrated TARRA/RAMF.• Develop innovative training products that address growing areas of need and leverage Engender's deep expertise (e.g. coercive control; men masquerading as victims; systems abuse).• Train and deploy a pool of casual trainers from across Engender's counselling teams and from Advocates for Change.• Provide skills transfers and capacity building to other sectors that seek to implement effective gendered violence prevention, intervention, response, and healing and recovery services (including primary health; youth; other women's programs; community organisations).

Strategic Priority 3

Systemic advocacy and research

Operational Strategies

- 3.1: Systemic advocacy to improve family and gendered violence response and prevention at state and national levels
- 3.2: Promote intersectional response and prevention approaches
- 3.3: Promote and elevate gendered violence lived experience
- 3.4: Contribute to evidence-led policy and legislation relating to gendered violence

Key Priorities for 2024-26

- Help lead the establishment and consolidation of the Tasmanian Family and Sexual Violence Peak.
- Actively contribute to Tasmania's Domestic Violence Coordinating Committees.
- Support initiatives proposed and/or led by Advocates for Change.
- Maintain strategic relationships with government ministers and key political leaders to assist implementation of the Operational Strategies and Key Priorities in this Strategic Plan.
- Facilitate mainstream and social media interest in stories and actions that raise awareness of gendered violence.
- Make targeted public policy submissions on matters where Engender Equality can propose insights and evidence of ways to reduce the risk, extent and impact of gendered violence and related harms in Tasmania.

Strategic Priority 4

Financial, administrative and operational systems

Operational Strategies

- 4.1: Ensure the safety of workers and clients
- 4.2: Apply human resources best practice, and give effect to Engender Equality's values, philosophies and principles within the workplace
- 4.3: Provide healthy, welcoming and sustainable workplaces
- 4.4: Ensure staff have the equipment, goods and services required to fulfill their roles
- 4.5: Develop and apply rigorous financial management protocols using appropriate tools
- 4.6: Maintain a positive net equity position that meets our tolerance threshold

Key Priorities for 2024-26

- Continue to develop systems that meet the requirements of Engender Equality's growth in size and scope.
- Consolidate and sustainably expand the Administration Manager function.
- Consolidate and sustainably expand the Clinical Practice Manager function.
- Improve planning and preparation for growth, including by forecasting future organisational needs.
- Continuously improve cybersecurity and data security, including ongoing professional development for staff and the Board in recognising and responding to these risks.

Strategic Priority 5

Leadership, governance and growth

Operational Strategies

- 5.1: Develop and apply appropriate governance and compliance frameworks
- 5.2: Strategic planning aligned with core services, operational environment and future opportunities
- 5.3: A staff leadership team that delivers strategic priorities and inspires excellence
- 5.4: Maintain and grow revenue streams from existing funding partners
- 5.5: Expand and diversify funding streams where sustainable

Key Priorities for 2024-26

- A continued focus on Board core functions being delivered with excellence, including via a Continuous Improvement Plan; Compliance Framework; and Board professional development.
- Succession planning for the Board, staff leadership; and other key person dependencies.
- Consolidation and development of Engender Equality's staff Leadership Team.
- Rigorous risk management (including both Board Governance Risk and Operational Risk).
- State Government and National Partnership Funding is (at least) maintained in real value over the medium-term (5 years).
- Subject to evaluation outcomes, consolidate and expand the Brief Counselling Intervention and Innovative Outreach initiatives set out in Strategic Priority 1.
- Explore options for increasing the support Engender Equality provides for children impacted by gendered violence, including supporting the role of protective parents, and addressing the increase in adolescent intimate partner violence.
- Remain respectfully and enthusiastically open to working as part of gendered violence initiatives that are led by people with specific knowledge and expertise, including First Nations people, culturally and linguistically diverse people, LGBTIQ+ people, and people with disability.