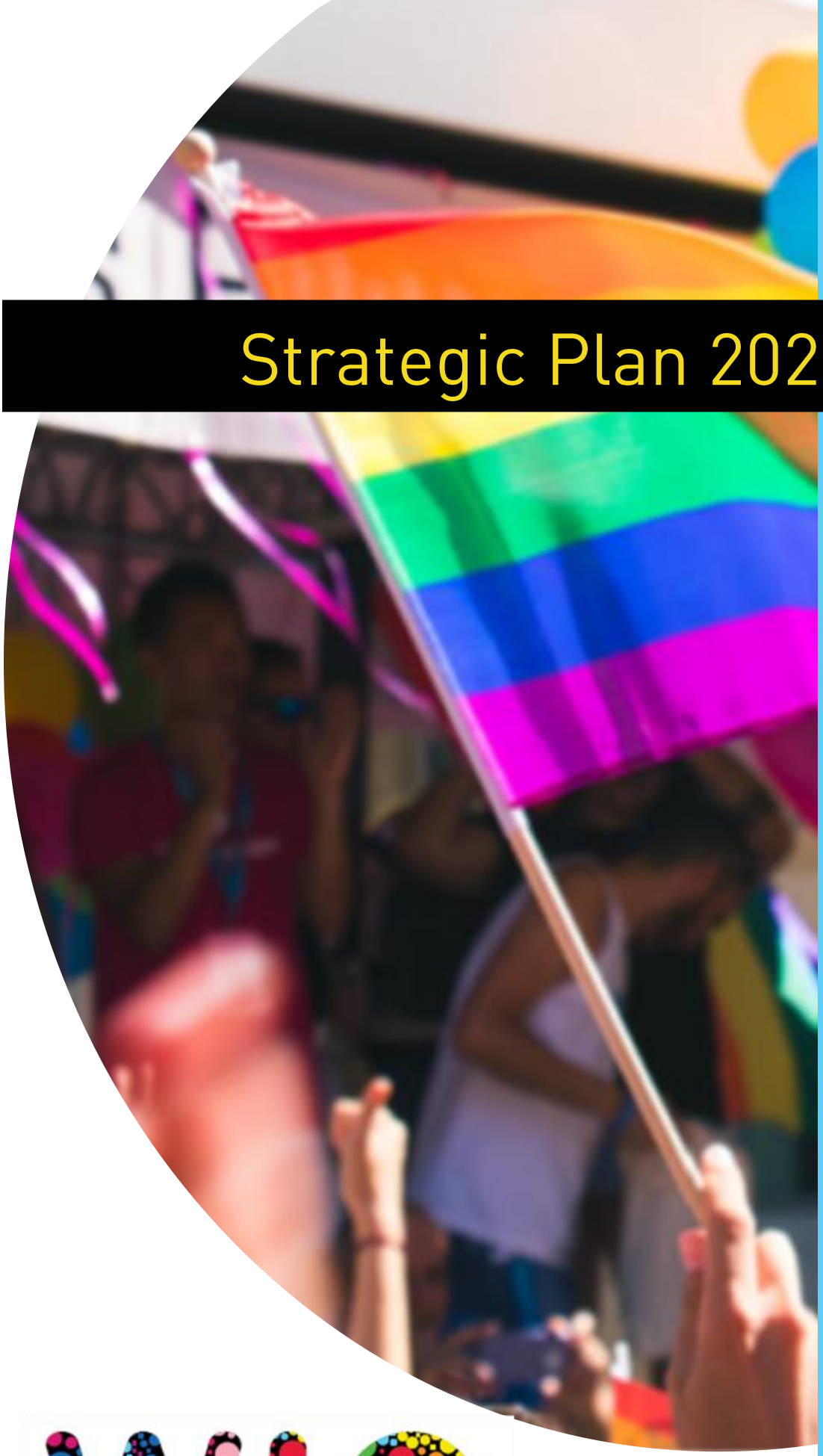
Strategic Plan 2026-2030



WIO
working it out

October 2026



Acknowledgement of Country

Working It Out acknowledges the traditional owners and custodians of this land, the country of Lutruwita, and the Palawa and Pakana. Sovereignty has never been ceded. It always was and always will be Aboriginal land. We acknowledge the contemporary Aboriginal communities, who have survived invasion and dispossession, and continue to maintain their identity, culture and Indigenous rights. We recognise the value of continuing Aboriginal knowledge and cultural practice, which informs our understandings of history, culture, science and the environment.



I Found Community, 2024 by Caleb Nichols- Mansell

"The artwork I have created for Working It Out is an illustrative depiction of my own journey but one that I believe resonates with many members of our community. The parallel lines represent me on my journey, my life. They start to arc around and hug a circular motif that depicts community, our queer community. At the centre of this community are our Elders and those that have come before us, paving the way for future generations, circled and comforted. The circular line work vibrating out of the main circular motif is representative of our deep history and the time it takes for change, impact and influence. This artwork is just as much about the broader community as it is about our First Nations community and our shared, lived experiences."

ABOUT WORKING IT OUT

VISION	A Tasmania that affirms and celebrates people of diverse sexualities, genders and sex characteristics so they are safe, connected, valued and able to thrive.
MISSION	To create positive change through lived experience, education, support, advocacy and partnerships that improve the wellbeing, inclusion and rights of LGBTIQA+ Tasmanians.

VALUES

BELONGING	We create safe, welcoming and affirming spaces where everyone feels respected, valued and able to be themselves.
RESPECT	We honour the dignity, diversity, strengths and lived experiences of every person and community.
COLLABORATION	We work alongside communities, partners and governments because lasting change is created together.
COURAGE	We speak up for equity, inclusion and rights, using evidence and lived experience to create positive change.
LEARNING	We are curious, reflective and committed to continually improving our services, partnerships and impact.
INTEGRITY	We act with honesty, transparency and accountability in everything we do.

Our Story

Working It Out was established in response to a clear need identified by Tasmania's LGBTIQA+ community. During the campaign to decriminalise homosexuality in Tasmania in the late 1990s, community members recognised that legal reform alone would not address the significant social, mental health and wellbeing challenges experienced by many LGBTIQA+ people. The report *Working It Out: A Needs-Based Analysis of Sexual Minority Youth in Northwest Tasmania* highlighted the need for dedicated support, education and community connection, leading to the establishment of Working It Out as Tasmania's specialist LGBTIQA+ support and education organisation.

Since then, Working It Out has grown alongside Tasmania's LGBTIQA+ communities. While significant progress has been made in advancing equity, many Tasmanians continue to experience discrimination, social isolation and poorer health and wellbeing outcomes. Working It Out has evolved in response to these changing needs, expanding from direct support and education into community development, advocacy, capacity building, partnerships; and systems and sector leadership.

Today, Working It Out is a trusted community organisation working alongside individuals, families, communities, governments and other organisations to improve wellbeing, strengthen inclusion and help create a Tasmania where people of diverse sexualities, genders and innate variations of sex characteristics are safe, connected and able to thrive.

We acknowledge LGBTIQA+ people, communities, families, advocates, friends and allies whose courage and strengths have helped to make this a more just society for lesbian, gay, bisexual, transgender, intersex, queer, questioning and asexual/agender populations and their friends and families. Their commitment to change, their resistance and courage to achieve justice has impacted on all of us to some degree.

Looking Forward

The next chapter of Working It Out builds on nearly three decades of community leadership. Over the life of this strategy, we will continue supporting individuals and communities while strengthening organisations, influencing systems and fostering collaboration across Tasmania. By combining lived experience, evidence, partnerships and community leadership, we aim to create lasting improvements in wellbeing and inclusion for LGBTIQA+ Tasmanians.



Defining LGBTIQA+

Working It Out uses LGBTIQA+ as a recognisable umbrella term, while using the language of the people in the room and recognising diverse sex characteristics, sexualities, and genders.

We acknowledge that LGBTIQA+ and the terms it represents is a modern western framework, and that people with diverse sex characteristics, genders, and sexualities have always existed across cultures and throughout history. Colonisation has disrupted many of these understandings and roles.

Language evolves, so respectful, inclusive, affirming language means listening to how people describe themselves and checking their identity and pronouns.

LGBTIQA+ stands for lesbian, gay, bisexual, transgender and gender diverse, intersex, queer and questioning, asexual, aromantic, agender, and other identities or terms not specifically represented.

Working together to create change

Improving the wellbeing, inclusion and affirmation of the rights of LGBTIQA+ Tasmanians requires action across communities, governments and organisations. Working It Out complements the responsibilities of State and Australian Governments by bringing lived experience, community and sector leadership, education, advocacy, and partnerships that help translate policy and practice into meaningful outcomes for people and communities. See Appendix 1 for a table on the role and function of Working It Out and the State and Commonwealth Government in supporting LGBTIQA+ Tasmanians.

LGBTIQA+ Tasmanians value the solidarity of allies who work alongside them. Real change is a shared responsibility; while LGBTIQA+ people should lead the journey, allies must help carry the load. We also recognise the impact that allyship can sometimes carry and extend our services to those that stand alongside us such as family, friends, partners and inclusive practitioners.

OUR ROLE IN LUTRUWITA/TASMANIA

Working It Out contributes to Lutruwita/ Tasmania in five complementary ways. We are a:



Support Provider

Providing safe, affirming and accessible support, through one-on-one, groups and programs, that improves wellbeing and helps people navigate life's challenges.



Community Connector

Creating opportunities for belonging, peer connection, leadership and the ability to thrive across diverse communities.



Capacity Builder

Supporting communities, organisations, schools, workplaces, agencies and services to create affirming environments through education, training and practical resources.



Advocate

Amplifying lived experience and using evidence to influence legislation, policy, systems and public conversations.



Trusted Sector Leader

Bringing together communities, organisations, agencies and researchers to strengthen collaboration, build collective capability, influence systems change and create shared solutions that improve outcomes for LGBTIQA+ Tasmanians.

HOW WE CREATE CHANGE

Our work creates positive change for LGBTIQA+ Tasmanians through our activities, the outcomes we achieve and the long-term impact of the contributions we make to the wider community.

WHAT WE DO
(Activities)

- Provide support services and peer support
- Deliver education and capacity building
- Build community connection and promote leadership
- Advocate for equity, inclusion and human rights
- Contribute to evidence base and share research
- Build partnerships across government, community and other sectors

WHAT CHANGES
(Outcomes)

INDIVIDUALS
- People feel connected and supported
- People experience improved health and wellbeing
- Individuals can access safe and affirming services when needed

COMMUNITIES
- Communities are stronger, more connected and more visible
- Organisations become more affirming and capable of driving change

SYSTEMS LEADERSHIP
- Legislation, policies, services. and/or systems better reflect the needs and voices of LGBTIQA+ people and their families

OUR LEADERSHIP MEANS
(Long-term Impact)

LGBTIQA+ Tasmanians are safe, affirmed, connected and able to thrive.

Working It Out contributes to a Tasmania where people of diverse sexualities, genders and innate variations of sex characteristics experience improved wellbeing, safety and participation through stronger communities, more inclusive organisations and responsive systems.

GOAL 1
Strengthen Wellbeing, Belonging and Community Connection

Our ambition

Every LGBTIQA+ person in Tasmania has opportunities to feel safe, connected, supported and able to participate fully in community life, regardless of who they are or where they live.

Connection, belonging and affirming support are among the strongest protective factors for health and wellbeing.

We will continue to provide safe, welcoming and accessible services while creating opportunities for people, families and communities to build meaningful relationships, and be able to thrive.

Strategic Objective	What this means
Deliver safe and affirming support	Provide accessible, trauma-informed, person-centred support that enables people to feel understood, navigate barriers, make informed decisions and access the services they need.
Strengthen peer networks and community connection	Create opportunities for people to connect, share experiences, develop relationships and strengthen belonging through peer-led programs and community activities.
Improve equitable access across Tasmania	With our partners and through capacity building, expand services and reduce barriers for people living in regional, rural and remote communities through flexible and responsive approaches.
Reach under-served communities	Work alongside communities experiencing additional barriers to inclusion, including trans and gender diverse people, people with innate variations of sex characteristics, young people, older people, Aboriginal Tasmanians, culturally diverse communities, and people with disability.
Support families, carers and allies	Build the confidence and capability of families, carers and allies to provide informed, affirming support and to strengthen the wellbeing of those around them.

GOAL 2

Building Inclusive Organisations, Communities and Systems

Our ambition

Tasmania's schools, workplaces, health services, community organisations and government services are places where LGBTIQA+ people feel safe, respected, affirmed and able to thrive.

Creating lasting change requires more than supporting individuals.

We will support organisations and systems to build the knowledge, confidence and capability to create affirming environments where diversity is respected and celebrated.

Strategic Objective	What this means
Deliver education and capacity building	Provide evidence-informed education and professional learning that builds confidence, knowledge and embeds affirming practice across a wide range of sectors.
Support organisational inclusion	Partner with organisations to strengthen policies and practices through leadership and cultures that create safe and afirming environments.
Strengthen leadership and allyship	Develop leaders and allies who champion inclusion, challenge discrimination and help create and maintain positive change within their organisations and communities.
Develop practical resources and tools	Create practical, accessible resources that help organisations translate knowledge into meaningful action.
Promote continuous improvement	Encourage organisations to embed inclusion into everyday practice through ongoing reflection, evaluation and continuous improvement.

GOAL 3

Strengthen Community Voice, Sector Leadership and Systems Change

Our ambition

Communities, organisations and governments work together to create policies, services and systems that reflect the voices, experiences and rights of LGBTIQA+ Tasmanians.

By combining advocacy, evidence and collective leadership, we can drive a culture of change that improves the lives of LGBTIQA+ Tasmanians.

Working It Out will work alongside communities, partners and governments to amplify lived experience, strengthen the LGBTIQA+ sector and influence the policies, services and systems that shape people's lives.

Strategic Objective	What this means
Advocate for equitable policy and legislation	Influence public policy, legislation & decision-making to improve health, wellbeing, inclusion and human rights outcomes for LGBTIQA+ Tasmanians.
Amplify lived experience	Ensure diverse community voices are heard, valued and reflected in advocacy, service design, research and public conversations.
Strengthen research and evidence	Build, share and apply evidence that improves understanding of community needs and informs better policy and practice.
Lead strategic communications	Increase public understanding, celebrate community strengths and contribute constructively to public conversations that influence attitudes & reduce stigma.
Strengthen sector leadership	Work collaboratively with governments, researchers, community organisations and community leaders to strengthen the LGBTIQA+ sector, increase our collective impact and explore opportunities for greater coordination, including: • Prioritising establishing a LGBTIQA+ multidisciplinary health/mental health specific services • Exploring the creation of a Tasmanian LGBTIQA+ peak body

GOAL 4

Strengthen Working It Out for Future Impact

Our ambition

Working It Out is a trusted, sustainable and innovative organisation with the people, partnerships and resources needed to create lasting change for LGBTIQA+ Tasmanians.

Strong organisations create stronger communities.

We will continue investing in our governance, workforce, partnerships and organisational capability so that Working It Out remains responsive, resilient and positioned to meet future challenges and opportunities.

Strategic Objective	What this means
Strengthen governance and leadership	Deliver effective governance, strategic leadership and transparent decision-making that supports organisational excellence and accountability.
Invest in our people and culture	Support our team with safe, inclusive and flexible workplaces, professional development and a culture of care and collaboration.
Build strong partnerships	Nurture partnerships that align with our values, extend our reach and strengthen collective impact across Tasmania.
Ensure financial sustainability	Strengthen our financial foundations and diversify income to ensure long-term sustainability and organisational resilience.
Drive innovation and continuous learning	Embrace innovation, evaluate our impact and learn continuously so we can adapt and meet emerging needs in our communities.

How we will know we are making a difference

This Strategic Plan sets the direction for Working It Out over the next four years. Achieving these aspirations will require ongoing reflection, learning and adaptation as community needs, opportunities and the policy environment continue to evolve.

Working It Out is committed to understanding the difference our work makes. We will use a combination of quantitative and qualitative information to monitor progress, demonstrate impact and continuously improve our services, partnerships and advocacy. This includes community feedback, service data, organisational performance, partnership outcomes, research and evaluation.

Progress will be reviewed annually through a process that supports accountability to our community, Board, funders and partners. This approach allows Working It Out to refine priorities, actions and measures over time while remaining focused on the long-term outcomes described in this strategy.

Rather than prescribing a fixed set of performance measures, the following examples illustrate the types of changes we hope to see and the information that may help us understand our achievement

We want to see...	We will monitor...
People feel safe, supported and connected.	Community and service user feedback, self-reported wellbeing and satisfaction, stories of change, participation in support services, peer support and community activities.
People experience greater belonging, confidence and inclusion.	Community participation, engagement across diverse population and under-served communities, participant feedback, confidence and belonging measures, and evidence of stronger social connections.
Organisations create more affirming and inclusive environments.	Participation in education and training, organisational partnerships, improvements to policies and practices, and examples of organisational change.
Communities are stronger, more visible and connected.	Community events, leadership opportunities, volunteer participation, collaborative initiatives and evidence of increased community engagement.
Lived experience shapes decisions that affect our communities.	Community consultations, advisory participation, co-design activities, policy submissions and examples of lived experience informing services, policy and programs.
Policy, services and systems better respond to LGBTIQA+ communities.	Contributions to policy development, participation in advisory and reference groups, government partnerships, sector collaboration and examples of systems and services change.
Working It Out is recognised as a trusted sector leader and valued partner.	Partnership growth, collaborative projects, stakeholder feedback, invitations to contribute to strategic initiatives and organisational reputation.

We want to see...	We will monitor...
Working It Out remains strong, sustainable and responsive.	Financial sustainability, funding diversity, workforce wellbeing, volunteer engagement, governance effectiveness, organisational capability and risk management.
We continue to learn, adapt and improve.	Evaluation findings, implementation reviews, community feedback, innovation, continuous improvement initiatives, organisational learning and gathering and sharing feedback.

Our commitment to learning

Working It Out believes meaningful change is created through listening, learning and working alongside our communities and partners. We recognise that no single measure can fully capture the difference our work makes. By combining evidence, lived experience and community feedback, we will continue to strengthen our understanding of what works, adapt to emerging needs and improve the way we deliver on our mission.

Our monitoring approach will evolve over the life of this strategy as new opportunities, partnerships and evidence emerge, ensuring we remain responsive, accountable and focused on creating lasting improvements in the lives of LGBTIQA+ Tasmanians.

Appendix 1.

Role / Function	Working It Out	Tasmanian Government (Whole-of-Government)	Australian Government
Key Strategies	Working It Out Strategic Plan 2026–2030	• *Our Inclusive Island: Tasmania's LGBTIQA+ Strategy 2025–2030* • *The Health Revolution: Our Pathway for Living Well in Tasmania 2026–2046* • *The Health Revolution – Action Plan 1 (2026–2030)*	• *National Action Plan for the Health and Wellbeing of LGBTIQA+ People 2025–2035* • *National Preventive Health Strategy 2021–2030* • *National Mental Health and Suicide Prevention Agreement* • Other relevant Commonwealth health, human rights and social policy frameworks
Primary Role	Community leadership, support, education, advocacy and systems change.	Stewardship of prevention, inclusion, wellbeing and public services across government.	National leadership through legislation, funding, health reform and national policy.
Primary Focus	Strengthening wellbeing, belonging, inclusion and community leadership.	Creating healthy, inclusive and equitable communities through coordinated policy, prevention and public services.	Improving health equity, social inclusion and access to services nationally.
Community Leadership	Lead through lived experience, peer support, community development and advocacy.	Partner with communities through consultation, co-design and participation in decision-making.	Support national consumer participation, advisory structures and lived experience leadership.
Service Delivery	Deliver specialist support, peer programs, education and community capacity building.	Fund and deliver state health, education, justice and community services.	Fund Medicare, primary care, aged care, disability, mental health and national programs.
Policy and Legislation	Bring lived experience and community evidence to policy development and legislative reform.	Develop state legislation, policy and whole-of-government strategies.	Develop national legislation, standards, funding agreements and reform agendas.

Role / Function	Working It Out	Tasmanian Government (Whole-of-Government)	Australian Government
Prevention and Wellbeing	Strengthen protective factors including belonging, inclusion, affirmation from families, schools, services, workplaces and community connection.	Lead a whole-of-government preventive health agenda through Health in All Policies, cross-sector collaboration and healthy public policy.	Lead national preventive health policy, health promotion and population health initiatives.
Capacity Building	Build capability across organisations, services, schools, workplaces, families and communities.	Strengthen capability across government agencies and funded services.	Support workforce development, professional standards and sector capability.
Research and Evidence	Bring together lived experience, community knowledge, evaluation and practice evidence.	Collect population data, evaluate programs and use evidence to inform policy and investment.	Lead national research, surveillance, evidence development and monitoring.
Partnerships and Collaboration	Convene communities, organisations, researchers and governments to strengthen collaboration and collective impact.	Coordinate collaboration across government, local government, community organisations and service providers.	Coordinate national partnerships across jurisdictions, research organisations and national peak bodies.
Systems and Sector Leadership	Strengthen community voice, sector leadership and collaboration to influence lasting systems change.	Create the enabling conditions for systems change through governance, funding, legislation, workforce, data, evaluation and cross-government stewardship.	Drive national reform through legislation, funding agreements and cross-jurisdictional leadership.