

# **Gendered Intelligence**

**Strategy**

**2024 – 2029**

**V1.0 July 2024**

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# Strategy on a Page

## **Our Aims**

Gendered Intelligence aims to expand understandings of gender and improve trans lives.

## **Our Vision**

We imagine a world where many different gender identities and expressions are visible and valued and where trans, non-binary and gender questioning people live healthy, safe and fulfilled lives.

## **Our Work**

We are a trans-led and trans-involving organisation – we know the needs of the community and have the skills to deliver services that meet them.

We:

- Offer services, projects and activities to trans, non-binary, and gender questioning people
- Deliver education, training and consultancy services to help organisations improve their inclusive practices
- Seek to influence legislation, the media, policy and research at a national level

We believe our work will change cultures, systems and behaviours and lead to an improvement in the quality of life for trans people.

## **Our Values**

Historically, our values have been to be:

- Passionate - We care about the work we do and how we do it
- Professional - We aim for excellence and quality in everything we do
- Positive - We believe in the possibility of change for the better, and that our work can achieve that change

## **Our Strategic Priorities**

Our focus areas for 2024-29 are:

- Health - Protecting trans, non-binary and gender questioning people's health and wellbeing.
- Equity, Diversity and Inclusion - Centring the most marginalised.
- Sustainability - Ensuring lasting impact.

## Welcome from the Chair of the Board of Trustees

As this new strategy launches in July 2024, the country has just elected a new Government – a Government which will be in place for at least the majority of the lifetime of this document. At the time of writing, the mood in the public domain is one of cautious optimism. There is hope of positive change, tempered by concern regarding available resources – statutory services are over-stretched and insolvency has become increasingly common amongst charities. This is in the context of continued national and global uncertainty, including regarding the extent to which trans inclusion will remain inappropriately politicised.

We anticipate the current mental health crisis affecting the wider population, and especially trans, non-binary and gender questioning (TNBQ) people including young people, will continue throughout the lifetime of this strategy.

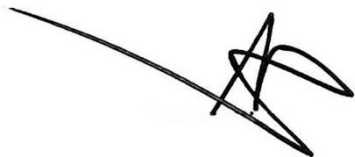
Whilst making up around 1% of the population, it's rare for a week to go by without multiple negative stories about trans, non-binary and gender questioning people in the mainstream media. This sustained negative coverage has an enormous impact on trans people and their families. As well as the direct impact on mental health, hostile words lead to hostile actions and, since 2015, instances of transphobic hate crime have increased, leading to further mental (and physical) health issues. We consequently place trans people's health as a key strategic focus.

We recognise that those within our communities who experience multiple marginalisations, for example, those who are Black trans people or other trans people of colour (TPOC); those who are trans women / trans feminine people, and trans folk who are disabled; are disproportionately affected in every way. We therefore place equity, diversity and inclusion as a key strategic focus, centring the most marginalised.

These are challenging times, and Gendered Intelligence (GI) is uniquely placed to rise to those challenges and work to achieve change. I am both enthusiastic about the possibilities, and concerned about what the next five years might bring, as we expect them to be tough. I am enthusiastic because I know we have an amazing cohort of people – staff, trustees and volunteers - whose skills, knowledge, commitment and expertise is second to none. Such people make a difference. Such people change the world. Indeed, committed people are the only thing that ever does.

I am concerned because I know that our people, and the work they do, are not always valued by the wider world, and are even under attack from certain quarters. We have therefore identified sustainability as our third key focus – sustainability of the impact that we can so clearly make, and sustainability of Gendered Intelligence and our people - we have to thrive to continue to deliver that impact.

I am pleased and proud to be Chairing the Board of Trustees as we enter this 5-year period. I very much look forward to the implementation of this strategy, in which the Board will play its part, fulfilling our governance role and leveraging our diverse capabilities to add value to GI and to GI's continued improvement of the quality of trans, non-binary and gender questioning lives.

A handwritten signature in black ink, consisting of a long horizontal line followed by a stylized, abstract mark.

**Amsel von Spreckelsen**

Chair of Trustees, Gendered Intelligence

July 2024

## Welcome from the CEO

Since co-founding the organisation in 2008, I have seen Gendered Intelligence (GI) grow from a tiny group supporting a few young people, into a substantial organisation with a team of about 40 staff members (of whom currently around 90% are trans, non-binary and gender questioning), delivering a huge range of services to thousands of people each year.

At the time of writing in July 2024, GI is the largest trans-led and trans-involving charity in the UK. We are delivering more services to meet the needs of the community than ever before.

This next strategic phase at GI will be a period of consolidation and focus. We will be purposeful going forward, placing a clear emphasis on the work that we are known for, and which we do well, and on delivering high quality, impactful services.

As expanded on in our Chair's introduction, and set out in more detail in the following pages, we have identified three key areas of focus: Health; Equity, Diversity and Inclusion; and Sustainability. These are broadly supported across all stakeholder groups, and I feel proud of the high-level engagement and the commitment to the strategy development process that allowed us to arrive at this point.

GI can't address all the needs of our communities, but we can connect and share with other individuals and organisations that are also addressing these wide-ranging needs. We will work in partnership and collaborate effectively in the wider sector. We will offer support to newer organisations that are just establishing themselves, and share the skills, insights and learnings gained from our experience as a more established organisation, whilst valuing their differences. We will support the talented individuals in the trans movement, helping them to build skills, competencies and knowledge, to establish themselves, play to their strengths and to progress their careers. We will especially support those from under-represented groups to access career progression and more senior roles.

Included in this support is the development of leadership skills and practice. Five years is a long time, so we anticipate that some change at senior levels will occur within the lifetime of this strategy, presenting opportunities for new leaders to emerge. It is part of our sustainability

focus to consider succession planning in a careful and managed way, that secures the future of GI and enables it to thrive.

Our sustainability depends not only on people, but on the funding and resources they need to do their jobs. We value the support of all our funders and donors to date – you have enabled us to become the organisation we are in July 2024. Over the coming five years, we will need ongoing and increased funding to maintain and improve our services. Continued financial support will play a vital part in GI being able to achieve its aims.

I am excited about embarking on this new strategy, bringing it to life through our people and throughout our operations, and using it as a tool to deliver real change – expanding on understandings of gender and improving the quality of trans, non-binary and gender questioning lives. Whether you're a staff member, trustee, volunteer, donor, client, sector colleague, partner, funder, young person, parent / carer, trans adult participating in any of our services or any other stakeholder, I hope you will follow us on our journey, and be part of it.

A handwritten signature in black ink, appearing to read 'Jay Stewart', is centered on a light yellow rectangular background.

**Jay Stewart**

CEO, Gendered Intelligence

July 2024

# About Gendered Intelligence

## **Our Aims**

Gendered Intelligence's aims are to expand understandings of gender and to improve trans lives<sup>1</sup>.

## **Our Vision**

We imagine a world where diverse gender identities and expressions are visible and valued and where trans, non-binary and gender questioning people live healthy, safe and fulfilled lives.

## **Our Work**

We are a trans-led and trans-involving organisation with unique insight into trans, non-binary and gender questioning lives as well as the broad range of skills, knowledge, and competencies needed to deliver our services.

We:

- Offer a range of direct services, projects and activities to trans, non-binary, and gender questioning people
- Deliver education, training and consultancy services to organisations and individuals who are working to better their inclusive practices
- Engage with public policy and seek to influence legislation, the media, policy and research at a national level

Alongside having life-changing impact on individuals, we also believe that, in time, our work will change cultures, systems and behaviours and lead to an improvement in the quality of life for trans people.

## **Our History**

Gendered Intelligence was formally founded in 2008 and until 2015 was a small organisation. However, the need for our services was enormous and we started to grow. Over the past decade Gendered Intelligence has grown to become the largest trans-led and trans-involving charity in the UK. Our income has increased from £400k in 2018 to £1.4M in 2024 and as at July 2024 we have a team of 40 staff of whom 90% are trans, non-binary and gender-questioning. This growth has enabled us to extend our reach and develop the organisation.



## Our Activities

Our services support thousands of people each year across the UK. We focus our work across four departments:

- **Youth and Community Services** which delivers youth groups; residential including summer camps; family support; mentoring and one to one support; a national helpline and on-line groups for trans people on the current waiting list to access Gender Identity Clinics in England; community engagement work and adult wellbeing programmes.
- **Professional and Educational Services** which delivers training, consultancy and professional development opportunities for professionals and organisations that are working to improve their trans inclusive practices.
- **Public Engagement** which is responsible for carrying out work with the media including TV, press and social media; our public policy work where we influence key decision makers; and research where we work with academic partners to produce knowledge that will benefit trans, non-binary and gender questioning people.
- **Central Support Services** which hold our infrastructural functions including finance, office management, HR, ICT, legal and governance.

## Our Values

In 2019 we identified 3 key components that underpin our values. These are that GI aims to be:

- **Passionate** - We care about the work we do and how we do it
- **Professional** - We aim for excellence and quality in everything we do
- **Positive** - We believe in the possibility of change for the better, and that our work can achieve that change

(Note: these will be reviewed and updated in the course of this strategy.)

From October 2022 - June 2023, we co-designed a new set of core values with and for the staff.<sup>ii</sup> Over the next 5 years we will revisit our wider organisational values and set out key principles regarding how GI works and what we stand for.

## Needs and Context

Trans, non-binary and gender questioning people face a number of significant inequalities, including:

- Higher levels of discrimination, shame, abuse and violence<sup>iii</sup>;
- Greater inequalities in health and wellbeing, especially mental health<sup>iv</sup>;
- Higher levels of social isolation, exclusion and loneliness<sup>v</sup>; and
- Less opportunity in terms of education, training and employment<sup>vi</sup>

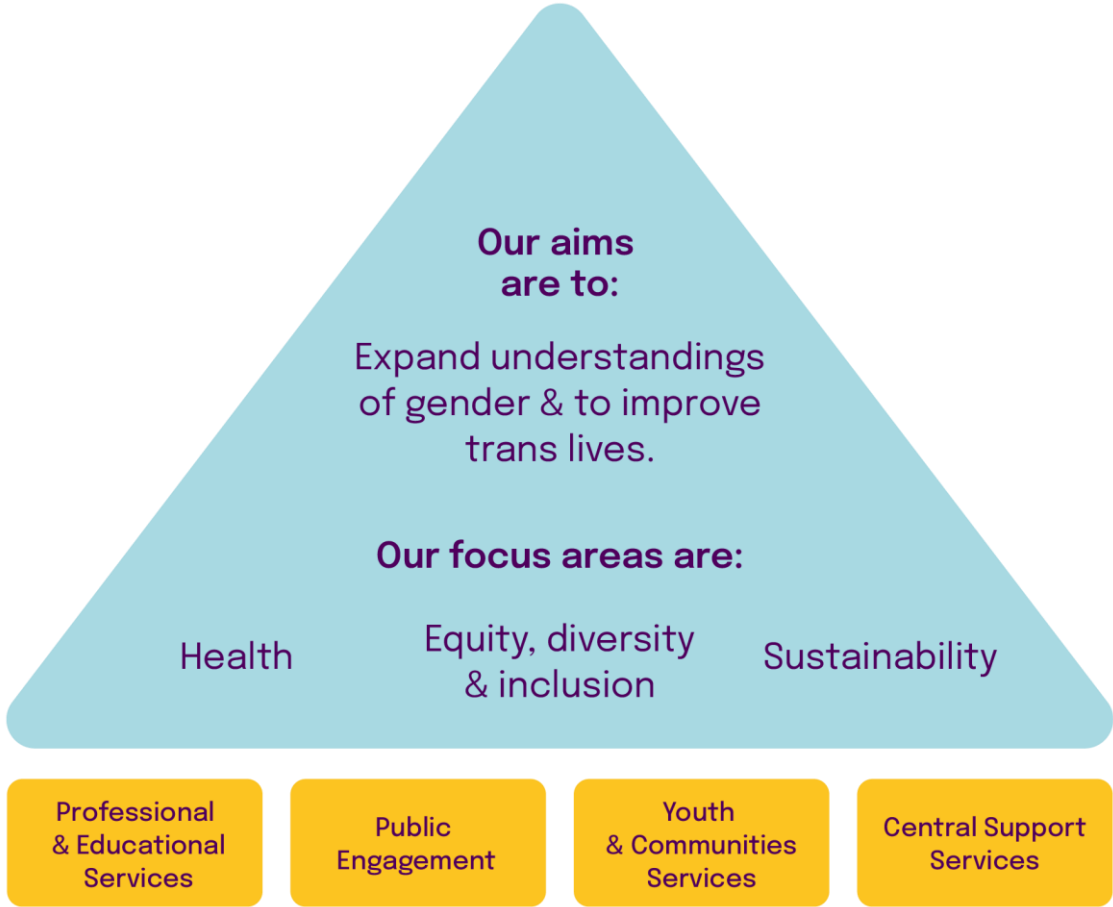
The causes of these inequalities are many and complex, but are ultimately underpinned by poor understandings of gender; the reductive thinking and reinforcement of the “gender binary” and social pressures to conform to gender norms (and the consequences experienced if you don’t).

Since 2008, we have continued with a resolute focus on improving the lives of trans, non-binary and gender questioning people. In recent years our organisation and beneficiaries have been challenged by the cost-of-living crisis, the legacy of the pandemic and, most notably, an increasing hostility towards the trans community by policy makers and in the mainstream media. Our human rights are being eroded and the rhetoric around trans people is dehumanising. This is being recognised on an international level.<sup>vii</sup>

Trans, non-binary and gender questioning people do not have access to the healthcare they need. There are 70,000 people (including 7,000 young people) on the waiting list to access gender services in the NHS<sup>viii</sup>. Our service users are presenting with ever-higher levels of need, especially around mental health and we are experiencing increased demand.

As the vast majority of staff are trans, non-binary and gender questioning, our staff and volunteers experience similar challenges to our service users. Our staff also have a diverse range of other life experiences, including those which often result in multiple and intersectional marginalisations. According to our Diversity Monitoring Survey carried out in October 2023 74% of staff said they have a disability or impairment including 61% stating their disability relates to mental health; 16% identified as a person of colour; 33% said they are working class or Precariat; 42% identify as non-binary or gender queer; 97% describe their sexuality as not heterosexual and 45% describe themselves as a person of faith (often or sometimes).

# Planning Triangle



A planning triangle is a simple tool which helps to make connections between the difference we want to make and the work we deliver.

All the departments carry out work that delivers the aims through the lens of the focus areas, and will have specific objectives to achieve.

## Priority 1: Health

### **Protecting trans, non-binary and gender questioning people's health and wellbeing**

In the context of the current health crisis and with such limited access to services, resources and support across our communities, the first priority at Gendered Intelligence for the next 5 years will be to protect the health of trans, non-binary and gender questioning people in the UK. We interpret 'health' in its widest sense across mental and physical health, and general wellbeing.<sup>ix</sup>

- 1. Our Youth and Communities Services (YCS)** will continue its current services to improve health outcomes for our service users.<sup>x</sup> We will adapt to the increase in the complexity of our service users' circumstances through a multi-disciplinary team who will deliver non-clinical therapeutic services.
- 2. GI** will become a trauma-informed organisation. We are working in the context where our youth and community service users have in the past, or are experiencing now, different types of trauma<sup>xi</sup>. Taking a trauma informed approach has positive health benefits for service users, volunteers and staff.<sup>xii</sup>
- 3. Our Professional and Educational Services (PES)** will strategically target health and well-being services / health-promoting sectors and services that are looking to better their inclusion practices of trans, non-binary and gender questioning people in their provision<sup>xiii</sup>.
- 4. Our Public Engagement** team will prioritise advocating for improvements to health policy and healthcare services<sup>xiv</sup>. We will continue to work in partnership and through coalition building to advocate collaboratively for system change that will improve health services.
- 5. The health and well-being of staff, volunteers and Board members at GI** is a priority to our work in **Central Support Services**. If we do not have a healthy, confident and robust workforce, then we cannot deliver our services and achieve our organisational goals.

## Priority 2: Equity, Diversity and Inclusion

### Centring the most marginalised

It is important to recognise that EDI work is continuous and will never be completed.<sup>xv</sup> At Gendered Intelligence we take an intersectional approach to EDI.<sup>xvi</sup> This priority confirms our commitment to centre EDI in our systems, practices and culture at GI.

- 1.** Our clients in our **Professional and Educational Services** learn that trans, non-binary and gender questioning experiences are diverse and that increasing understandings about intersectionality is crucial to improving all trans, non-binary and gender questioning lives. We will ensure that our pedagogical approach across all Professional and Educational Services is intersectional. We will target and be more accessible to organisations who work with marginalised people and ensure our client base is diverse.<sup>xvii</sup>
- 2.** Our **Public Engagement** team understands that public policy, research and the media disproportionately impact members of our communities with multiple marginalised identities. We will collaborate across communities, forming alliances and building coalitions to working within a liberatory framework for all forms of social justice.
- 3.** Our **Youth and Communities Services** run tailored groups and activities for our service users who experience multiple marginalisation. We put enhanced focus on these groups and activities as extra support and solidarity spaces are required. Anti-oppressive practices are a cornerstone of youth and community work, and Gendered Intelligence has a strong history of delivering youth work practices that are steeped in anti-oppressive methodologies. These efforts will continue to evolve – i.e. planned, implemented and monitored.
- 4.** At Gendered Intelligence we have a clear remit of working with those living in the intersections of being trans and young. We are proud of our achievements in establishing a Youth Board - giving real power to the elected Youth Board Representatives who become trustees. Further developmental work with the Youth Board will ensure the voices of our young people are more fully embedded in the organisation.
- 5.** In order to best service the diversity of lived experiences in our client base, it is integral that we have a diverse and representative workforce and an inclusive culture at Gendered Intelligence. Our EDI and HR function in our **Central Support Services** will continue to evolve via our Diversity Action Plan and will include a more comprehensive staff development programme and the implementation of inclusion policies, including a trauma-informed management approach.<sup>xviii</sup>

## Priority 3: Ensure sustainability

### **Ensuring lasting impact**

Gendered Intelligence wishes to deliver long lasting and sustained impact within an ecosystem of service provision and movement building for trans, non-binary and gender questioning people. Our third priority is to ensure that at a community, organisational and individual level there is enough sustenance to deliver on our impact goals to make a long-term meaningful contribution to the trans movement.<sup>xix</sup>

### **Sustainability of impact**

We will ensure that our current services are functioning as effectively as possible whilst working within these significantly challenging times. By working in this way, we will sustain hope for the community and for our future.

- 1. Quality & Effectiveness** - Gendered Intelligence will consolidate our efforts to ensure current services run smoothly and retain the high standard that we have worked so hard to establish<sup>xx</sup>.
- 2. Information** - We will increase our information and resource bank. We will share it widely with the public, and with the growing number of grassroots and small established organisations that are working at a local and national level. We will raise awareness of the range of support and provision that is available to our service user base.
- 3. Partnerships & Working Together** - Gendered Intelligence will engage with other trans led organisations and collectives (and the talents that are making this happen) sharing our knowledge, expertise, networks, and rich history.
- 4. Values and Ethical Principles** - Building on our established Core Values for Staff, we will create a new set of values for the organisation. This process will lead to a set of ethical principles offering clarity on the way we work and what GI stands for.
- 5. Measurement** - Building on the foundation of our Planning Triangle, we will develop improved, practical tools to measure the success of what we do, both in terms of outcomes and impact, and ensure we focus on what really works.

### **Sustainability of finance, funding and resource**

Any pursuit of substantial changes and new developments to our current services will be carefully scoped, effectively planned for, and GI will ensure that sufficient resource is in place prior to implementation.

**1. Funding and Finance** – We will maintain appropriate allocated Reserves in accordance with our Reserves Policy; carry out further developments to our financial systems, processes, controls as well as more regular reporting functions for closer monitoring purposes; improvements to strategic input from the Board.

The current make-up of our income approximates to:

- 47% grants from trusts and foundations
- 10% from service contracts
- 20% from sales of our services (training, consultancy, mentoring)
- 23% from donations (including Gift Aid)

All these income streams are important to GI.

Our first official fundraising strategy will aim to respond to changes in the funding landscape, and to anticipated shifts in the above proportions, to secure long term financial sustainability.

**2. People** – Gendered Intelligence will aim to be an employer of choice for trans, non-binary and gender questioning people alongside our cis allies. We recognise that as we draw heavily on a minority population for our staff, the pool of potential candidates is relatively small, and we understand our role to develop and support our staff. We will also work alongside other organisations to develop the wider pool of talent. Gendered Intelligence will continue its commitment to offer good staff benefits to attract and retain our workers. This includes offering good pay and conditions that include issuing permanent contracts where we can; developing outreach strategies and development programmes for underrepresented groups; and ensuring that there is good support for staff well-being. Gendered Intelligence will have a robust, competent, and confident workforce where all staff have realistic workplans. Paying attention to individual sustainability links back to protecting the health of our staff.

**3. ICT** - We will strengthen our infrastructure with a significant investment in ICT.

**4. Governance** - We will carry out a comprehensive governance review programme, investing in continuous improvement at Board level. Trustees will feel confident in their roles as having strategic oversight, abilities collectively to scrutinise and support, to deliver on their responsibilities and holding those in delegated authority to account.

## APPENDIX 1 - Stakeholder engagement findings

From April 2023 – September 2023 GI carried out a range of activities to engage our key stakeholders around our new strategy for 2024 – 2029, summarised below:

Staff consultation:

- A **STEEPLE** exercise (Social, Technological, Economic, Ethical, Political, Legal and Environmental) - to examine external factors affecting GI and its work, and community need
- A '**Stop, Start, Continue**' exercise – to consider our activities. What activities (if any) should we stop doing? What (new or improved) activities should we start doing? What is working well and should continue broadly as it is?
- A **prioritisation** exercise – to identify what to focus on
- An **intersectionality** exercise – to gather practical ideas to improve and embed intersectional approaches, focussed on six key specifics identified as priorities

Wider stakeholder consultation:

- '**Insights' day** – considering community need; priorities; mapping which other organisations and individuals are already covering what aspects of those needs and priorities; consulting on specific questions
- **Focus group** for external consultants

Attendees included members of our current trustees and Youth Board, professionals who act as external consultants to Gendered Intelligence, trans people in the community, parents/carers, clients who use our Professional and Educational Services, grants officers, and LGBT voluntary sector colleagues. This gave us a wide range of further perspectives and insights, which broadly aligned with what we had heard from staff.



## Endnotes

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<sup>i</sup> Where the term 'trans' is used in this document, it is intended to describe the broad spectrum of people who feel that their assigned sex at birth does not describe who they are. This includes, but is not limited to non-binary, or gender questioning people, trans men / trans masculine people, trans women / trans feminine people and men and women with a trans history. In this document we refer mostly to trans, non-binary and gender questioning people to describe the broad spectrum of communities that we work with and for.

The 2021 Census found that overall, 0.5% of the population identified as trans. People aged between 16 and 24 years are the age group most likely to report that their gender identity does not match their sex registered at birth with 1% identifying as trans or non-binary. Wider meta data also indicates 1% as an overall population figure. This means that there are likely to be around 600,000 trans people living in England, with 63,000 of those between 16-24. See: <https://www.ons.gov.uk/census>

<sup>ii</sup> Our shared core values are about creating a culture of generosity and commitment to one another as staff. We honour the process of working together towards our organisational purpose. Our core values are to:

1. Support one another to engage in our work activities
2. Think about accessibility
3. Respect confidentiality
4. Communicate effectively and with care
5. Address conflict and disagreement
6. Embrace our diversity
7. Work in an anti-oppressive way
8. Encourage creative and reflective thinking

<sup>iii</sup> For examples, see:

<https://williamsinstitute.law.ucla.edu/press/ncvs-trans-press-release/>  
<https://galop.org.uk/hate-crime-report-2021/>  
<https://galop.org.uk/galops-statement-on-the-2022-2023-official-statistics-for-hate-crime/>  
[www.stonewall.org.uk/lgbt-britain-trans-report](http://www.stonewall.org.uk/lgbt-britain-trans-report)

<sup>iv</sup> For examples, see: <https://www.medicalnewstoday.com/articles/transgender-mental-health#statistics>  
<https://www.kingsfund.org.uk/insight-and-analysis/blogs/ensuring-nhs-meets-needs-trans-people>  
[www.stonewall.org.uk/sites/default/files/lgbt\\_in\\_britain\\_health.pdf](http://www.stonewall.org.uk/sites/default/files/lgbt_in_britain_health.pdf)

<sup>v</sup> For examples, see: <https://www.campaigntoendloneliness.org/risk-factors-for-loneliness/> which refers to:

[20] Hajek et al., 'Loneliness and Social Isolation among Transgender and Gender Diverse People', *Healthcare* 11.10 (2023)

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10217806/>

[21] McNeil et al., *Trans Mental Health Study 2012*, (Scottish Transgender Alliance: 2012).

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<sup>vi</sup> In terms of education, for examples see:

<https://bulletin.appliedtransstudies.org/article/2/3-4/3/>

<https://williamsinstitute.law.ucla.edu/wp-content/uploads/Trans-Higher-Ed-Apr-2022.pdf>

[www.stonewall.org.uk/sites/default/files/the\\_school\\_report\\_2017.pdf](http://www.stonewall.org.uk/sites/default/files/the_school_report_2017.pdf)

In terms of employment, for examples see: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/being-transgender-at-work> for comparison data in the US.

For the UK see:

[www.totaljobs.com/advice/trans-employee-experiences-survey-2021-research-conducted-by-totaljobs](http://www.totaljobs.com/advice/trans-employee-experiences-survey-2021-research-conducted-by-totaljobs)

<https://www.crosslandsolicitors.com/site/hr-hub/transgender-discrimination-in-UK-workplaces>

Note these UK references contain limited comparison data.

<sup>vii</sup> The UK was named as a country of concern in a 2022 resolution by the Council of Europe, which is the largest pan-European human rights organisation stretching across 47 member states. The resolution states:

“It ... condemns with particular force the extensive and often virulent attacks on the rights of LGBTI people that have been occurring for several years in, among other countries, Hungary, Poland, the Russian Federation, Turkey and the United Kingdom”

<https://pace.coe.int/en/files/29712/html>

In ‘Combating rising hate against LGBTI people in Europe’, Council of Europe 2022, Para 5, it states:

“The Assembly condemns the highly prejudicial antigender, gender-critical and anti-trans narratives which reduce the fight for the equality of LGBTI people to what these movements deliberately mis-characterise as “gender ideology” or “LGBTI ideology”. Such narratives deny the very existence of LGBTI people, dehumanise them, and often falsely portray their rights as being in conflict with women’s and children’s rights, or societal and family values in general. All of these are deeply damaging to LGBTI people, while also harming women’s and children’s rights and social cohesion”

<https://pace.coe.int/en/files/29418>

The UN Special Rapporteur for SOGI expressed serious concerns in his interim report following his visit to the UK in early 2023 stating:

“The Independent Expert has already expressed concern at the levels of misinformation feeding political, social, and legislative debates around legal recognition of gender identity.” (Para 20, p4) He also was shocked at EHRC statements regarding potential amendments to the EA2010 with the express intent of excluding trans women from a number of its protections, further stating:

“The Independent Expert is of the opinion that this action of the EHRC is wholly unbecoming of an institution created to “stand up for those in need of protection and hold governments to account for their human rights obligations” “(Para 21, 22, p4/5)

<https://www.ohchr.org/sites/default/files/documents/issues/sexualorientation/statements/eom-statement-UK-IE-SOGI-2023-05-10.pdf>

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On 22<sup>nd</sup> June 2023, the 'UN Committee on the Rights of the Child UK report' recommended more recognitions, support and protections for young trans people. For a succinct summary see:

<https://justfair.org.uk/un-committee-on-children-calls-for-uk-action-on-everyday-rights/>

From the original document it states:

"...the Committee recommends that the State party recognize the right to identity of lesbian, gay, bisexual, transgender and intersex children and put in place measures to ensure that all adolescents can enjoy their freedom of expression and respect for their physical and psychological integrity, gender identity and emerging autonomy. In this context, the State party should ensure that any decisions regarding systems of gender recognition for children are taken in close consultation with transgender children and in line with children's rights, including the right to be heard and the right to identity, in accordance with their evolving capacities, with free and informed consent and appropriate safeguards." - Section D, para 25

and:

"the Committee recommends that the State party:... Develop guidance, with the participation of civil society organizations and children, for the inclusion of trans and gender-questioning children in schools in all constituent countries and ensure that such guidance fully respects their rights, including their rights to identity and to privacy" - Section I, para 47(g)

<https://docstore.ohchr.org/SelfServices/FilesHandler.ashx?enc=6QkG1d%2FPPrICAqhKb7yhskHOj6VpDS%2F%2FJqg2Jxb9gneCSVxGVjVOkzNqKQIfqkpWhZZ88oYLh6GgITPdojzFi9IFi3B7SPVqM%2BQqVUVvYZqvGm3fRTpchvuK%2F4tcpdyq>

In 2014, the UK was ranked top in the ILGA-Europe Rainbow Map rankings of LGBTQ inclusivity. Our rating has dropped year on year so that we have fallen from 1st to 16th on that list (out of 49 countries). Issues around trans inclusion are a key factor in that. ILGA-Europe has cited the conversion therapy prohibition, which has been "stalled" for years, the lack of recognition and protection for intersex individuals, and a rise in "anti-trans rhetoric" in the media across the nation. ILGA noted that trans rights are increasingly in ruins. Reforms to the law governing gender recognition have failed, gender-affirming healthcare is at best inconsistent, and trans-inclusive education is currently a target. See:

<https://www.standard.co.uk/news/uk/most-lgbt-friendly-countries-list-uk-falls-down-b1080647.html> ;

[https://www.ilga-europe.org/sites/default/files/2023/united\\_kingdom.pdf](https://www.ilga-europe.org/sites/default/files/2023/united_kingdom.pdf)

The latest 2024 assessment from ILGA Europe (an independent, international non-governmental umbrella organisation uniting over 700 organisations from 54 countries across Europe and Central Asia) lists the broad ranging issues that trans people currently face, including in the UK: [www.ilga-europe.org/report/annual-review-2024/](http://www.ilga-europe.org/report/annual-review-2024/).

There are a range of positive steps taken by other countries, which include:

Conversion therapy bans (see: <https://database.ilga.org/conversion-therapies-lgbti>)

Self ID (see: <https://www.scottishtrans.org/our-work/gender-recognition-act-reform-2022/gra-in-the-world/>)

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<sup>viii</sup> See: <https://www.genderkit.org.uk/resources/wait-times/> or search each Gender Identity Clinic's website to see the latest numbers.

<sup>ix</sup> This means that as well as providing services to the community in order to directly support trans, non-binary and gender questioning people's health, we will aim to work with clinical / medical services (both general and trans-specific); wellbeing services, and other therapeutic services as well as sectors and services that promote or enable good health such as sport and physical activities.

<sup>x</sup> Our Youth and Communities Services improve health and well-being by:

- reducing isolation and increasing a sense of community belonging
- increasing a sense of pride in identity (rather than living with the learnt shame that being trans brings due to prejudice in society)
- increasing a sense of resilience or building people up so that they can manage the setbacks they inevitably experience being trans in a prejudiced society.

<sup>xi</sup> This includes abuse, neglect, adverse childhood experiences as well as discrimination such as racism, transphobia and transmisogyny, islamophobia and ablism.

<sup>xii</sup> Through the work, our staff and volunteers may experience vicarious trauma and/or the work can be re-traumatising and occasionally traumatising itself, in the case of encountering suicide and serious self-harm. GI will commit to signing up to a comprehensive framework and work through a process and implement key changes that affirm our practices, systems, and process as being 'trauma informed'.

Taking a trauma informed approach means to centre trust and safety, compassion and kindness, as well as boundary management and accountability. This is no mean feat, and it will take the lifetime of this strategy to journey towards. We will carefully prepare, plan, and secure resources prior to implementation. All of this will have lasting impact on the overall health of the organisation and in us being able to deliver on our impact long into the future.

<sup>xiii</sup> These include statutory, third sector and private health care providers such as NHS trusts, therapeutic services and practitioners, hospitals, primary care etc; as well as other non-health services but where health and wellbeing are a key part of their services. These include Student Support Services in Universities and other educational establishments (which complements the mentoring work we carry out in the YCS team); Employee Assistance Schemes and sporting and physical activities (SPA) bodies and providers.

Gendered Intelligence understands that there are other organisations that target training and consultancy services in the health sectors and so we will strategically position ourselves in this ecosystem to add value to health and physical activity-based services who are looking to improve their trans inclusive practices.

<sup>xiv</sup> These include children, young people and adult NHS gender services; children, young people and adult mental health and therapeutic services; as well as sports and physical activities. We will prioritise health and healthcare through our research work. For trans health care see: <https://www.genderkit.org.uk/resources/wait-times/>; <https://tavistockandportman.nhs.uk/services/gender-identity-clinic-gic/>

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<sup>xv</sup> Our Equity, Diversity and Inclusion (EDI) work became formalised in 2019 through the creation of our Diversity Working Group (DWG). Succeeding the DWG came our EDI Participatory Platform (EDIPP), where representatives from across the organisation are tasked with creating/overseeing our Diversity Action Plan (DAP). The Diversity Action Plan so far has been a rolling configuration in the sense that it has been a continuous list of outstanding actions that are carried out as resource is available. Over the next 5 years the DAP will not only focus on immediate steps/ short term goals but instead place our vision more firmly in the medium and long term i.e. working more strategically. The EDIPP body will produce, and take responsibility for, our EDI strategic plan setting out how to obtain those more ambitious goals over a five-year period, and that will enhance service user experiences, including those with marginalised identities and lived experiences.

<sup>xvi</sup> We understand that those living in the intersections of marginalised identities have compounding experiences of discrimination and there needs to be due focus and attention paid here – for example being trans and disabled. We might also recognise that, whilst parts of a person’s identity may lead to experiences of discrimination, they may also experience privilege as other aspects of themselves are not – for example being white and trans.

<sup>xvii</sup> GI will commit to ensuring that people from marginalised backgrounds can access our Professional and Educational Services. For instance, currently we run a bursary scheme that offers Queer and Trans People of Colour (QTPOC) therapists and counsellors a free or reduced place on our Working Alongside Trans and Gender Diverse and Questioning People (WATGDQP) training. We will target and be accessible (through discounted fees / skills swaps exchanges programme) to other social justice and EDI organisations that may not have the funds to receive trans inclusion training and consultancy provision

<sup>xviii</sup> As stated in the Health section, becoming a ‘trauma-informed’ organisation means to understand that experiences of trauma do not exist in a vacuum and intersecting identities of racial background, social class, age, nationality, religion, immigration status, gender, sexual orientation and disability and neurodivergence are involved and are particular to experiences of trauma and traumatic events. Committing to being a trauma informed organisation acknowledges our current practices and will feed into a range of actions not least our professional development programme. This will include taking an intersectional approach to training for staff and the Board around race, faith, disability, LGBT+ and other marginalised identities.

<sup>xix</sup> Sustainability means to not extract more resource from a system than what is replenished or gets put back in. As opposed to an extractive approach, Gendered Intelligence will hold a principle of continuous nurturing, nourishment and replenishment of the resources that are needed to increase trans lives and to expand on public attitudes and understandings of gender. As reflected on earlier in this strategy document, the context in which we are working has become more increasingly hostile. Consequently, our current outputs will require more resource and/ or our current resources will no longer allow us to achieve what they could, should the context be different.

<sup>xx</sup> After fifteen years of becoming an established organisation, we have a ‘Business-as-Usual’ aspect to the work. We will carefully plan and manage any evolution, development and innovation activities that form part of planning.

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We will trial and test and run pilots. We will ensure new projects or any development to our services are resourced thoroughly. In addition, more attention will be paid to measuring the impact that we are having and reviewing the work to consider areas for improvement.

Staffing plans over the next five years will include inputting effective cover arrangements will also ensure continuity of services and contribute to improved staff well-being.

Deputising opportunities means that staff are developed to progress their careers and can 'step up' in the event of absence. Investing in developing leadership and management skills at GI through a line management staff development programme is important and plays a part in ensuring sustainability of the organisation and is part of our succession building. We will also take a comprehensive approach to strengthening the organisational structure and consider a small number of new roles that will add value and build capacity and skills needed to service the organisation.

Gendered Intelligence:

Expanding understandings of gender to improve trans lives

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Get in touch

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