




2025-2028 STRATEGIC PLAN



WARNING: Aboriginal and Torres Strait Islander viewers are warned that the content of this document may contain images or references to deceased persons.

A portrait of Sophia Mung, an Indigenous Australian woman with her hair pulled back, wearing a yellow t-shirt and a patterned jacket. She is wearing a lanyard with school information. The background is a blurred outdoor setting with trees.

'This is important to me because my ancestors passed the stories down to my great-grandparents. My grandparents passed it down to my mother, and now my mother's passing it on to me and I'm passing it on to my grandchildren and my children. And with this SharingStories digital media, it's gonna be here forever.'

Purnululu Aboriginal Independent Community School Assistant Principal, Sophia Mung



WHO WE ARE

SharingStories Foundation is a not-for-profit organisation led by a passionate, majority-First Nations board and an Aboriginal CEO. We collaborate with First Nations communities to protect and strengthen language, stories, and cultural heritage.

OUR VISION

Strong, connected First Nations young people and communities, and all Australians caring for Culture and Country.



'When we create spaces to share stories, we enable people to connect naturally with each other. These connections produce the conditions for people to collaborate and create. Our Country has so many stories and I am passionate about empowering people to listen and connect with those stories.'

Gina Milgate SharingStories Foundation Chair




Image: Lake Mungo National Park

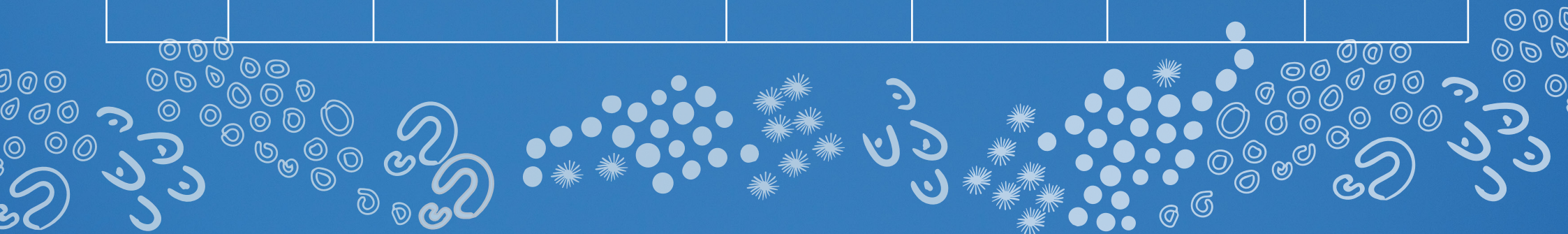
LOGIC MODEL

VISION	STRATEGIC RESPONSE	KEY RELATIONSHIPS	ACTIVITIES	OUTPUT	MID-TERM OUTCOMES	LONG TERM OUTCOMES	IMPACTS
<p>First Nations self-determination for cultural continuity, growth, and connection</p>	<p>1.1 Identify skill-building and mentoring opportunities with community members in media arts, language and cultural heritage.</p> <p>1.2 Create impact plans in collaboration with strategically identified partner communities.</p> <p>1.3 Foster creative practice and exchange of ideas, developing new ways to interpret and present culture.</p> <p>1.4 Develop a Young Leadership Initiative to grow First Nations leaders of the future.</p>	<ul style="list-style-type: none"> • Young People • Elders • Community members • Long-term community partners • First Nations stakeholders • Corporate partners • Funders • Media facilitators • Culture and Language Centres • SSF Staff 	<ul style="list-style-type: none"> • Create • Community-driven project plans • Mentoring programs • Digital storytelling programs • Language transmission to new generations • Animation and design creation • Community collaboration and workshops • Impact plans • On-Country experiences 	<ul style="list-style-type: none"> • Project Plans • Skills in media and digital arts • Digital resources • Innovative community driven multi-media • Community assets to facilitate cultural transmission • Community language transmission • Community cultural knowledge transmission • Increased connection 	<ul style="list-style-type: none"> • Greater understanding of First Nations peoples and cultures • First Nations self-determination in how and where languages, stories and cultural knowledge are shared • Increased community capacity for cultural continuity 	<ul style="list-style-type: none"> • Improved social and emotional wellbeing of First Nations peoples • Greater respect for First Nations peoples and cultures • Increased confidence among educators to authentically embed First Nations perspectives • Stronger partnerships between schools and the community • Greater community leadership among young people • Increased respect for Elders and the knowledge they carry • First Nations students engage in deeper learning as they see themselves represented in their education 	<ul style="list-style-type: none"> • A world where First Nations peoples, cultures, and Country are cared for, listened to, and valued • Strong connections to cultures and Country for both First Nations and Non- Indigenous people • Culturally 'safe' and inclusive school environments for First Nations students and community members • First Nations languages, stories, and cultural knowledges are protected for future generations



LOGIC MODEL CONTINUED

VISION	STRATEGIC RESPONSE	KEY RELATIONSHIPS	ACTIVITIES	OUTPUT	MID-TERM OUTCOMES	LONG TERM OUTCOMES	IMPACTS
<p>First Nations Peoples and Cultures are valued and respected</p>	<p>2.1 Create innovative and engaging experiences and platforms.</p> <p>2.2 Design and implement a comprehensive Outreach Publicity campaign.</p> <p>2.3 Expand the geographical reach of <i>Jajoo Warrngara: The Culture Classroom</i>.</p> <p>2.4 Distribute culturally and linguistically rich content across the arts, education, tourism sectors, and corporate workplaces.</p>	<ul style="list-style-type: none"> • Young People • Elders • Community members • Long-term community partners • External partners and stakeholders • Funders • Media facilitators • Educational bodies • Educators • Non-Indigenous peoples • SSF staff 	<ul style="list-style-type: none"> • Share • Community-driven project plans • Develop and foster relationships with communities • Identify and unite partners together • Project development and delivery • Partnering for content creation and publication • Identify suitable sharing partners and platforms • Exhibitions and installations • Developing educational resources 	<ul style="list-style-type: none"> • Project Plans • Multi-touch Books and print books • Digital Resources • Innovative community-driven multi-media • Apps • Jajoo Warrngara • Curriculum resources • Social media • Digital keeping places • Animations Films • Publications, exhibitions, and Installations • Authentic resources for schools and educators • High-quality, new First Nations stories • Sharing knowledge with non-Indigenous peoples 	<ul style="list-style-type: none"> • Greater understanding of First Nations peoples and cultures • First Nations self-determination in how and where languages, stories and cultural knowledge are shared • Increased community capacity for cultural continuity 	<ul style="list-style-type: none"> • Improved social and emotional wellbeing of First Nations peoples • Greater respect for First Nations peoples and cultures • Increased confidence among educators to authentically embed First Nations perspectives • Stronger partnerships between schools and the community • Greater community leadership among young people • Increased respect for Elders and the knowledge they carry • First Nations students engage in deeper learning as they see themselves represented in their education 	<ul style="list-style-type: none"> • A world where First Nations peoples, cultures, and Country are cared for, listened to, and valued • Strong connections to cultures and Country for both First Nations and Non- Indigenous people • Culturally 'safe' and inclusive school environments for First Nations students and community members • First Nations languages, stories, and cultural knowledges are protected for future generations



ORGANISATIONAL CHART

Our Structural Difference

1. The SharingStories team acknowledges the Traditional Custodians of the lands on which they live and work across the continent.
2. The core of SharingStories work is grounded in the community-led practice across both the creative and education sectors of our organisation. Community is at the heart of our work, driving the direction for publication and sharing with the wider community. Our team members understand the importance of developing trust through long-term, meaningful relationships with each Custodian and Community partner.
3. SharingStories is First Nations-led. We strive to increase the representation of First Nations team members in all areas of our organisation.
4. We acknowledge First Nations peoples as the holders of valuable knowledges and as such, Custodians and community members lead our projects on Country. They are engaged as consultants, advisors, contractors, and casual employees, earning above-award wages.
5. Revenue sharing with communities is a core principle and mission for SharingStories Foundation. We return 50% of revenue to Custodians who share their knowledges, and SharingStories reinvests the remaining 50% back into communities to support new projects.
6. Custodians and community members are involved in mentoring opportunities through a collaborative exchange of sharing and digital skill development, supporting dynamic contemporary methods for sharing cultural knowledges, languages, and stories.

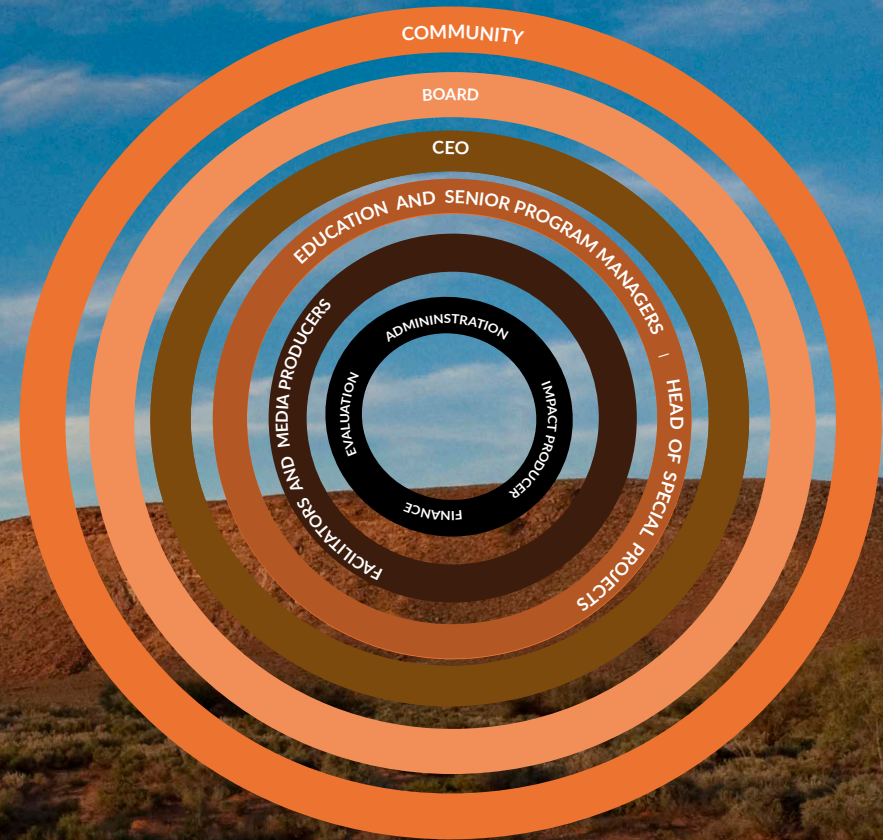



Image: Adnyamathanha Country



'The work that has been produced through SharingStories programs is of the highest quality and it is always exciting to see what the young people and the communities have created. SharingStories have pushed the boundaries of these creative programs to create something unique, engaging and grounded in cultural protocols.'

Florissa Anolin, Diversity and Inclusion Lead, Adobe, SharingStories' Pro Bono partner

Image: Boorp Boorp Boondyil. - Passing Knowledge to Our Children, Jaara permanent exhibition at The Market Building in Castlemaine.



'Cultural knowledge is really important to us because the ancestors always left their knowledge for the young ones, thousands and thousands of years ago...This is who we are today from all the pieces of knowledge and stories handed down through our family trees.'

Barkandji/Paakantji Cultural Custodian, Ernest Mitchell

Image: Barkandji/Paakantji Cultural Custodian, Ernest Mitchell testing the Mungo Stories Walk Together App in 2024.

OUR STORY

SharingStories evolved from the relationship between Founder Liz Thompson and Founding Board Director, Nyikina Elder Annie Nayina Milgin. Annie, a Nyikina Elder and member of the WA Women's Hall of Fame, is a visionary for her mob who engaged Liz, a United Nations Peace Prize winner, documentary filmmaker, and photographer, to work alongside her. In the early days, Liz and Annie led digital storytelling workshops, where young people learned about photography and captioning as tools to interpret, preserve, and share the cultural knowledge being passed down by Annie Nayina Milgin.

Over the years, the programs have evolved into creating incredible interactive bilingual digital books, exhibitions, and apps. While the programs and outcomes have become more exciting and diverse, the heart of the program - built on trusting, two-way relationships has remained unchanged. These relationships are founded on deep listening, community choice, and control, and the programs continue to focus on the intergenerational transfer of knowledge and creative skill development. This environment fosters collaboration, where all people work together to support the continuity and growth of culture and arts in First Nations communities.

SharingStories has maintained long-term partnerships with communities and now has the capacity to co-deliver short-term projects with new communities. All our partnerships and relationships are built on trust. Our long-term projects allow space for creative risk-taking, deep mapping, storytelling, mentoring, and large-scale outcomes over several years. In contrast, our short-term programs generate diverse outcomes across the Arts, Tourism, Education, and Corporate Workplaces.

Through continuous reflection and evaluation, SharingStories has adapted its programs and operations to achieve our vision 'Strong, connected First Nations young people and communities, and all Australians caring for culture and Country'.

Across our organisation, we are continuously adapting and adopting new ways of working to ensure the cultural safety of both the communities we serve and our team.

Image: Nyikina Elder, Annie Nayina Milgin, out fishing on Nyikina Country.





OUR WAYS OF WORKING

CHOICE AND CONTROL

First Nations participants have self-determination in all aspects of program involvement. Traditional Custodians decide what, how, and where outcomes are shared in the public domain. They retain the copyright over all their work and maintain ownership of their Indigenous Cultural and Intellectual Property.

BOTH-WAYS

Our practice engages Elder and child, First Nations and non-Indigenous peoples, traditional and modern methods, and oral and digital storytelling. We build relationships and a clear understanding of local protocols, exchanging expertise both ways to ensure Community Impact Goals are achieved.

CREATIVITY

Creativity is the vehicle we use to support cultural and linguistic continuity. We collaborate with communities to invent, adapt, and adopt new ways to interpret cultural knowledge using a range of dynamic media arts and platforms.

Image: Lake Mungo National Park

LOCALISED CAPACITY

In collaboration with Elders, our programs transfer cultural knowledge and skills to First Nations young people, as well as community arts, language, and education workers. All outcomes are made accessible locally, and regional delivery partner networks are established to ensure they are shared with the broader population when appropriate. These activities enable people to learn, live, and work in Culture on Country.

EDUCATION

Place-based education, led by Custodians, is central to all aspects of our work. We collaborate with Custodians on Country to ensure that First Nations voices are recognised as key cultural knowledge holders in both communities and within contemporary Australian classrooms.

MENTORING

In all aspects of our practice, programs, and governance, we integrate mentoring programs to support First Nations people in their personal and professional growth. These relationships help build confidence in mentees to achieve their aspirations, while also increasing mentor and organisational capacity.

HOW WE DO THIS?

CREATE programs support community partners in developing creative and digital media skills, enabling them to share stories and culture in new and exciting ways.

- **Digital/creative storytelling** supports language acquisition and story preservation through the intergenerational transmission of knowledge on Country. Long-term community partners participate in programs that interpret knowledge through various creative practices over multiple years.
- **Language reclamation and revitalisation** are integral to all programs, involving the documentation and development of engaging and accessible resources that support skill development for local language workers.
- **Cultural short film programs** offer the opportunity to co-create and share important cultural stories, language, and knowledge with community partners over a 6 to 12 month period.
- **Connecting Community** focuses on building connections between schools and local Custodians, providing opportunities to develop authentic First Nations educational resources linked to community co-produced media.

SHARE Initiatives ensure local community access to outcomes and create pathways for communities to share these across The Arts, Tourism, Education, and Corporate Workplace sectors. All distribution platforms are developed as scalable templates.

- **Exhibition/Permanent Installation** – Co-curates content for local and digital keeping places, galleries, bringing audiences into relationship with creative interpretations of cultural knowledge, stories and language.
- **Publication** - Co-curates content for local and digital keeping places and galleries, inviting audiences to interact with creative interpretations of cultural knowledge, stories, and language.
- **Broadcast** - Co-produces and distributes audio arts features, podcasts, and films.
- **Jajoo Warrngara: The Culture Classroom** - An online platform that offers place-based educational resources with engaging creative outcomes. All resources are co-created and approved by First Nations community partners.
- **Connecting to Country Mobile App** - initially designed with the Lake Mungo Aboriginal Advisory Group, this location-sensitive technology delivers cultural knowledge through community-developed arts media, providing visitors with interactive multimedia experiences at important sites on Country.

Image: Lake Mungo National Park



'SharingStories Foundation has a history of respecting cultural protocols, listening to, and responding to community direction. The organisation has supported many of our old people in documenting significant stories, songs and language in ways that are, and will continue to be, invaluable for our young people.'

Sarah Parriman, Deputy CEO, Kimberley Land Council

Image: Custodians representing 11 partner communities came together with the SharingStories team on Jaara Country to share ideas and celebrate the launch of Jajoo Warrngara.



2020-2024 STRATEGIC OUTCOMES

1 Continuously evolve a CACD best practice that supports production of unique, community driven content, building capacity for cultural continuity and participation.

750 First Nations people across 30 communities contributed 10,840 hours towards teaching, creation, co-curation, and the public presentation of cultural knowledge.

70 new cultural stories mapped, creatively interpreted, and made accessible locally.

Development of *Mungo Stories Walk Together* App.

Production of online interactive environments.

Media resources co-developed with community partners for *Jajoo Warrngara: The Culture Classroom*.

2 pilot mentee programs developed for training in language and arts media in the Kimberley and on the Yuin Nation.



Implemented a marketing campaign that shared cultural knowledge with 2.6 million people across Jajoo Warrngara: The Culture Classroom, media channels, and outreach programs.



Created a robust, sustainable executive team that is 75% First Nations and led by an Aboriginal CEO.



3 experimental works developed with communities



2

Positively influence Australian community attitudes and behaviour regarding First Nations people and cultural knowledge.



Published 11 digital interactive books.



Co-created 2 large-scale exhibitions and 5 permanent installations.



Distributed educational content through Jajoo Warrngara: The Culture Classroom to over 15,300 students.



Shared 29 bilingual films with the public.

3

Build a well resourced, accountable, responsive organisation as a respected leader in the field of community arts/cultural development and education.



Conducted an annual review of internal systems, resulting in a more streamlined communication process and enhanced security for storing and sharing information internally.



Developed a new financial model focusing on grant diversification to increase long-term stability.

'This work is really important because children in Gija country have such a rich repository of Dreaming stories and cultural practices and language that are central to their identity. And for the children in this school, to have the opportunity to not only hear the stories and have them read to them but to deeply embody them, and live them, and sing them, and dance them, and create them, gives them a really deep knowing.'

Purnululu Aboriginal Independent Community School Principal, Libby Hammond

Image: Purnululu School Students participating in a SharingStories' Digital Storytelling Program, of the Thirringgenji doo Joowijgarneny: *The Owlet Nightjar and The Bowerbird*.



PROJECT HIGHLIGHT

MUNGO STORIES: WALK TOGETHER

The *Mungo Stories: Walk Together* app project commenced in 2015 with a long-term impact plan developed in collaboration with the Aboriginal Advisory Group for the Mungo Region, which includes Custodians from the Barkandji, Mutthi Mutthi, and Ngiyampaa clans. The project's key focus was to engage local young people in cultural knowledge, promote respectful tourism, protect heritage sites, generate revenue, and create employment pathways.

The app was developed over an 8 year period, attracting 5,244 hours of pro bono partnership and 3,146 hours of community engagement.

Community members were involved as physical anthropologists, data capturers, trackers, environmental and cultural interpreters, artists, drone operators, 3D scanned performers, and narrators.

The resulting app, launched in September 2024, offers a unique GPS-guided visitor experience and provides a revenue generation opportunity for community. It includes interactive interpretations of stories surrounding the 20,000 year old Willandra Fossil Trackway site, among others across the Willandra Lakes. *Mungo Stories: Walk Together* allows visitors to virtually walk with the Ancestors, increasing access to knowledge and promoting respectful ways of travelling through Country.



Image: Lake Mungo National Park

OUR 4 YEAR GOALS

Goal One

Create First Nations community-driven content, building capacity for cultural continuity and participation.

Goal Two

Foster a world where First Nations peoples, cultures, and Country are cared for, listened to, and valued.

Goal Three

Build a well-resourced, accountable and responsive organisation.

Image: Lake Mungo National Park



GOAL 1	Strategic Response	Measure
<ul style="list-style-type: none"> Create First Nations community-driven content, building capacity for cultural continuity and participation. 	1.1 Identify skill-building and mentoring opportunities with community members in media arts, language, and cultural heritage.	<ul style="list-style-type: none"> 40 mentees engaged in the program across WA, Victoria, and NSW. 40 Mentee/Mentor agreements established.
	1.2 Create impact plans with strategically identified partner communities.	<ul style="list-style-type: none"> 3 Community-driven Impact Plans developed. 30 Community members engaged in Impact Plan development.
	1.3 Stimulate creative practices and the exchange of ideas, developing innovative ways to interpret and present culture.	<ul style="list-style-type: none"> 70 well-established community delivery partners. 100 community participants develop new skills. 60 new cultural stories documented. 3 major experimental creative programs co-created with long-term community partners.
	1.4 Develop a Young Leadership Initiative to cultivate future First Nations leaders in creative arts.	<ul style="list-style-type: none"> 10 First Nations young people participate in the Young Leaders Initiative. 60% of young leaders transitioned to employment, education, or training in the Arts.

Image: Gija Country





'I feel good that the story has been passed down from my grandmother's family's side. She's passing it down to us, cause we're the next generation, and hopefully it will just keep being passed on. It's good to see it here on display at the WA Museum and to share it around the world with everybody.'

Kelly-Ann Drill, Gija Custodian

The Jirraginy joo Goorandahl story has been transformed into:

- An award-winning short animated film
- An award-winning interactive website
- A permanent installation at the WA Museum and Purnululu Visitor Centre
- A digital interactive book

Image: Shirley Drill with great granddaughters Bethany and Brianna and granddaughter Kelly Ann Drill, celebrating the launch of the *Jirraginy joo Goorandahl: Frog and Brolga* panel at the Origins Gallery at Boola Bardip/WA Museum.

GOAL 2	Strategic Response	Measure
<ul style="list-style-type: none"> Foster a world where First Nations peoples, cultures, and Country are cared for, listened to, and valued. 	2.1 Create innovative and engaging experiences and platforms.	<ul style="list-style-type: none"> 10 permanent installations and exhibitions.
	2.2 Design and implement a comprehensive outreach publicity campaign.	<ul style="list-style-type: none"> 4 million people annually engage with sharing initiatives, including exhibitions, film, media, and advocacy work.
	2.3 Expand the geographical reach of <i>Jajoo Warrngara: The Culture Classroom</i> .	<ul style="list-style-type: none"> 32 new community partners in cultural film and educational resource development. 500,000 students positively impacted through improved delivery of First Nations Perspectives. 60 language-rich multimedia films created. 3 new early childhood partners for the delivery of kindergarten resources.
	2.4 Distribute culture and language-rich content across the Arts, Education, and Tourism sectors, as well as corporate workplaces.	<ul style="list-style-type: none"> 10 new strategically chosen partnerships to support SharingStories' growth. 3 initiatives launched with long-term partners. 2 new distribution mediums researched and implemented.

Image: Adnyamathanha Country





'To come into an Aboriginal Community, SharingStories have to create trust, that we trust them, and they have done that, and we feel quite comfortable sharing our stories with them so other people can learn from us. It's a relationship we create as equals.'

Ron Murray, Senior Wamba Wamba Custodian

Image: Ron Murray performing a smoking ceremony and Welcome to Country before the commencement of the Wamba Wamba language recording workshop.

GOAL 3	Strategic Response	Measure
<ul style="list-style-type: none"> Build a well-resourced, accountable, and responsive organisation. 	3.1 Establish a strong, highly functional First Nations-led board.	<ul style="list-style-type: none"> Majority of Board members identify as First Nations. Quarterly Board meetings conducted. The Board possesses the necessary competencies to meet the company's evolving needs.
	3.2 Implement a targeted approach to recruiting and retaining First Nations team members.	<ul style="list-style-type: none"> 60% of team members identify as First Nations. 75% of leadership roles are occupied by First Nations peoples.
	3.3 Execute the SharingStories Funding Strategy to diversify income generation across government, philanthropy, and corporate sectors.	<ul style="list-style-type: none"> Increase the overall organisational budget. Increase the funding surplus each year to work towards a 6-month operational corpus. Achieve the overall goals outlined in the financial plan.
	3.4 Grow team capacity and capability.	<ul style="list-style-type: none"> 100% of team members engaged in relevant training and PD. 100% of team members move from culturally aware to culturally responsive. 100% increase in team capacity and confidence to use all operational and communications systems.
	3.5 Ensure high quality governance and financial management.	<ul style="list-style-type: none"> All Board members have contributed to the development of the strategic plan. All Board members understand and can articulate the goals of the strategic plan. All Board members review understand their compliance obligations. Quarterly Finance Subcommittee meetings conducted. Regular risk and compliance reviews conducted.

Image: Nyikina Country



MONITORING AND EVALUATION

Evaluation's Goal

The goal of evaluation is to generate meaningful insights that inform decision-making. Evaluation findings will be used internally to refine best practices and improve projects. Externally, evaluation data will promote transparency and accountability with stakeholders and serve as evidence to advocate for our "Ways of Working".

Evaluation aligned with SharingStories principles

SharingStories' 'ways of working' is also reflected within the Evaluation practice. The concept of 'both-ways' translates into evaluation activities:

- Community consultation is held to define the best approach on data collection.
- Custodians collaborate to determine what is the measure of success of a project.
- Consideration of a more inclusive and participatory approach on evaluation such as having surveys in English and Language.

Triangulation of information

Triangulation, a key evaluation principle, is integral to our practice. Including multiple data sources to gain a comprehensive understanding of our programs' impact. To ensure this, we gather perspectives from a variety of stakeholders, including:

- Young people and students
- Educators
- Custodians and community members
- Broader community (e.g., Online audiences or exhibition visitors)
- Delivery partners
- Data Collection

Data Collection

- Program and outcomes occur across many platforms and locations, and SharingStories is committed to developing data collection tools that align with our evaluation principals.
- Qualtrics surveys are used to collect and collate program data.
- QR codes in museum settings guide visitors to provide online feedback.
- Google Analytics dashboards measures traffic, engagement, and user behaviour across all SharingStories sites.

We partner with universities and delivery partners to gain valuable insights. This research provides evidence to demonstrate the impact of our work and contributes to conversations in the First Nations sectors. TAKSO outcome planning is utilised to support the planning and implementation of evidence-based projects, offering a system to measure cultural outcomes and provide evidence of how the connection to culture and the socio-economic outcomes for First Nations people are being improved.

Image: Adnyamathanha Country



THE DEVELOPMENT OF OUR NEW FINANCIAL MODEL

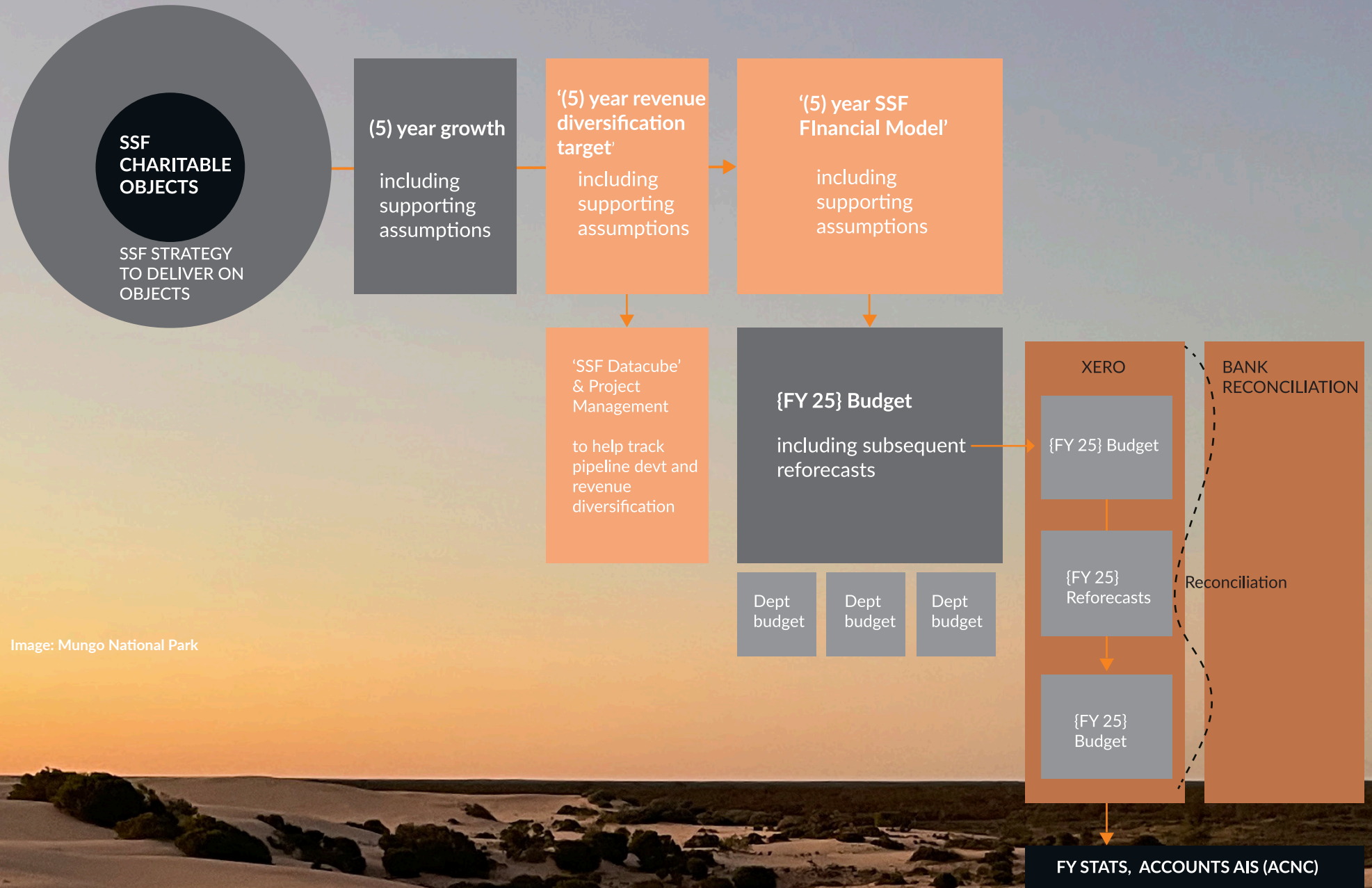
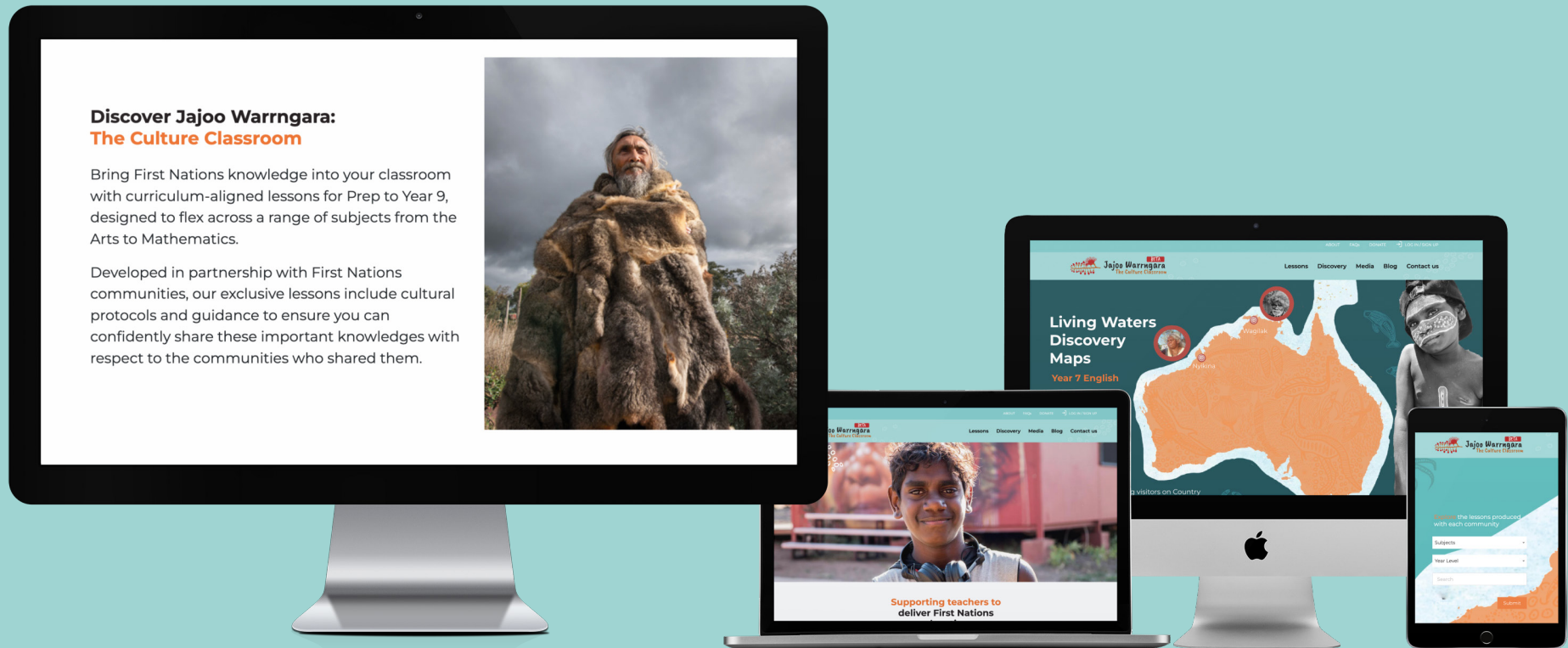


Image: Mungo National Park

JAJOO WARRNGARA: THE CULTURE CLASSROOM

We have developed a 'Go To Market' strategy for Jajoo Warrngara: The Culture Classroom platform, featuring a revenue-sharing model. Educator subscriptions generate 50% of net revenue, which is returned to communities, with the remaining 50% directed back to SharingStories to ensure sustainability and allowing us to continue our work with both existing and new communities.





COMMUNICATIONS AND MARKETING

We co-develop marketing and communication plans alongside First Nations delivery partners to ensure the appropriateness of our messaging. Our impact producer leads the marketing, design, and publication of media releases and digital marketing campaigns. We deliver EDMs to over 2,000 supporters each quarter and specialise in delivering strong media campaigns across LinkedIn, Facebook, and Instagram to amplify the voices of First Nations peoples to the broader population. Our last campaign reached over 8.7K viewers.

Image: Barkandji/Paakantji Cultural Facilitator and Storyteller, Ivan Johnson



SHARINGSTORIES FOUNDATION proudly supported by

Our Funding Partners

In Kind Supporters and Delivery Partners



- King Wood and Mallesons
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- Bangerang Aboriginal Corporation
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- Go1
- Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation

Our Donors

School Partners

- Wales Family
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- MaliTri Foundation

- Purnululu Aboriginal Independent Community School
- Macleay Vocational College





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