

StoryFACTORY

OUR STRATEGY 2021-23

Building Resilience



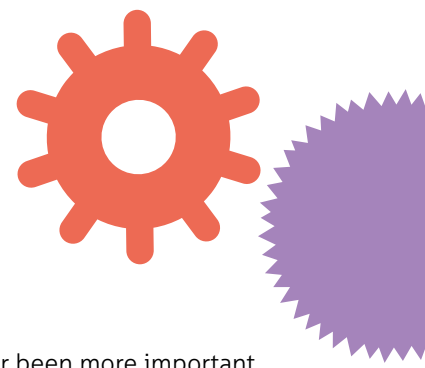
Thank You

This strategy was developed with the pro-bono support of James Argent from Boston Consulting Group. It builds on BCG's invaluable work with us over the past five years. We are very grateful for their insights, research and strategic thinking.

Story Factory acknowledges the traditional owners of the many lands on which we work and tell stories. We pay our respects to Elders past and present, and to the future leaders we are privileged to work with.

FOREWORD





Story Factory strategy documents are essentially three-act stories: a snapshot of the past, a stocktake of our present, and our hopes and goals for the future.

When Story Factory put together its last strategy, however, none of us could have anticipated how the future would've turned out. Coronavirus was the big twist – the Darth Vader reveal; the Red Wedding; discovering Bruce Willis is a [redacted]! – no one saw coming. (Well, no one except expert virologists and epidemiologists we all probably ignored for decades.)

As a result, 2020 presented huge challenges for parents, guardians, teachers and students alike. However, Story Factory was up for meeting the challenge, and forged new ways to foster literacy, confidence and creativity in young people – within strange new parameters. We delivered programs and workshops digitally. We continued to collaborate with schools when we could. We kept publishing kids' original stories. Which is to say, Story Factory adapted, evolved and grew. All crises are opportunities, and the pandemic delivered Story Factory an opportunity for our entire community to discover new ways to teach and learn.

Now we get to look forward to 2021 and beyond. Thrillingly, Story Factory now has two sites in Redfern and Parramatta, both of which are parts of a bigger network connecting kids through centres and schools across New South Wales, in person and online. And we cannot wait to welcome our legion of volunteers back, to again work alongside the kids and teenagers who matter most.

Story Factory's work has never been more important. With Covid-19 delays estimated to have set back kids in New South Wales several months with their education, we are more determined than ever to engage kids with their creativity, writing and literacy. We are ready to help expand their minds with lessons, workshops and programs that ignite their imaginations, pump up their communication skills and get them solving problems creatively. By getting involved and supporting us through your time or money, you're supporting that mission.

Like the kids and teenagers at Story Factory, the adults at Story Factory – staff, volunteers and the board – love stories too. We especially love tales about big challenges, overcoming the odds and bringing people together. But our absolute favourite stories involve visions of the future. Here's ours.

Benjamin Law

Journalist, screenwriter, author
Story Factory board member



BEN LAW WITH STUDENTS AT CHIFLEY COLLEGE, SHALVEY CAMPUS.



OUR VISION

We want to see an Australia where all young people have the skills and confidence to tell their stories.



ABOUT US

We are a not-for-profit that runs creative writing and storytelling programs for young people aged 7 to 17 in under-resourced communities. Supported by our team of expert educators and volunteer tutors, young people are empowered to create stories of all kinds, which we share and celebrate. Young people develop the skills and confidence to find their voice and shape the future.



OUR MISSION

Our mission is to enrich the lives of young people in under-resourced communities through creative writing and storytelling.

DELIVERING THE BOOKS TO CLASSES AND LETTING OUR STUDENTS KNOW THAT THEY WERE PUBLISHED AUTHORS WAS THE HIGHLIGHT OF MY WEEK. SO MANY STUDENTS EXPERIENCED A PURE MOMENT OF JOY, OTHERS WERE SHOCKED AND THEN **REINFORCED THAT THEIR WORK WAS REAL AND VALUED**. OUR STAFF TOO WERE SO PROUD. BILAL'S WORK IN OUR SCHOOL, ALTHOUGH ONLY BRIEF, HAS HAD SUCH AN IMPACT. OUR STUDENTS CONTINUED WRITING THROUGHOUT THE YEAR, AND THE LOVE OF WORDS IS GROWING. **THANK YOU!**

Leah Smileski
Principal | Ajuga School

STRATEGIC GOALS 2021-23



The unprecedented disruptions to education in 2020 had a catastrophic effect on young people in under-resourced communities. Already, on average, up to three years behind their more advantaged peers in literacy, they were left a further three to four months behind by lockdown, according to research by the NSW Department of Education.

Our strategy for 2021-23 is squarely focused on resilience. We are determined to support these young people to make up this lost ground and re-engage with their education.

We are also focused on building our resilience as an organisation, through continued prudent financial management and by investing in our greatest resource: our people.



OUR GOALS ARE:

- 1 To continue to **deepen our impact** with young people from under-resourced communities
- 2 To ensure Story Factory is an employer that enables staff to **meaningfully contribute** to our communities; provides opportunities for personal and professional growth; and provides a safe and supportive environment that fosters the wellbeing of our staff
- 3 To **actively strengthen** the organisational and financial health of Story Factory to ensure we can continue to achieve our mission
- 4 To provide fun and creative learning environments in our centres, in schools and through digital offerings that allow young people to develop the skills and confidence to find their voice and **shape the future**
- 5 To be a champion for the **cultivation of creativity** and the importance of writing in young people's education
- 6 To **deepen our connection** to, and relationships with, young people, volunteers, schools and communities in Sydney and Western Sydney



2021

2022

RESILIENCE

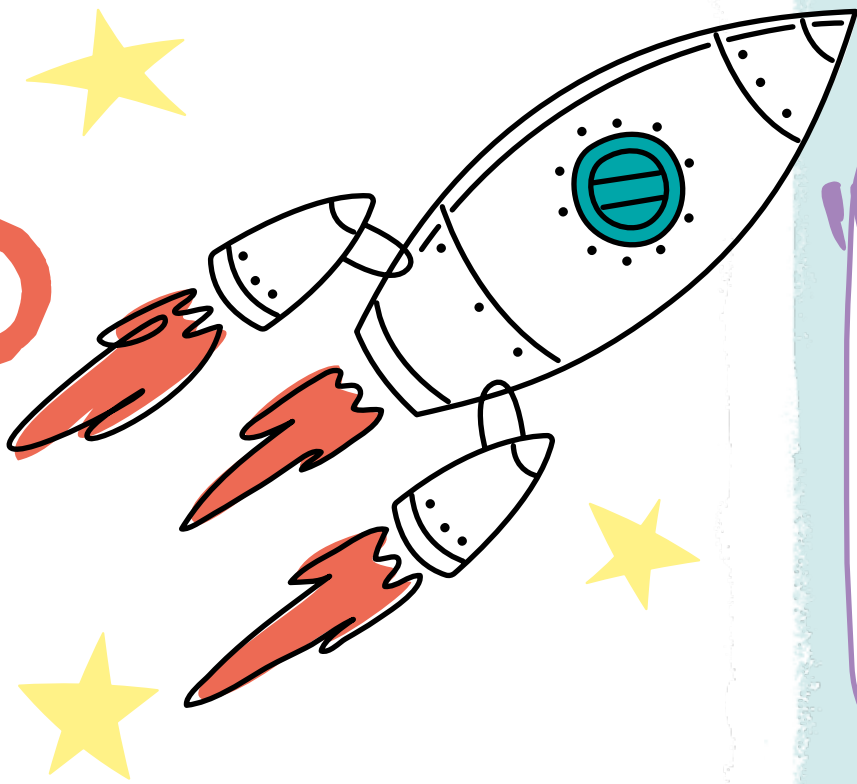
Building the resilience of our young people and our organisation

- » **Balance depth of impact (residency model) and growing reach (Big Projects). Deliver 12 school residencies and 2-4 Big Projects**
- » **Refine digital offerings and confirm optimal circumstances for delivery**
- » **Continue improved evaluation processes, and feed back data to improve program design**
- » **Quarterly assessment of financial health and risk-weighted revenue outlook**
- » **Build pipeline of schools and deepen relationships with teachers**
- » **Re-engage and grow our volunteer community so volunteers can re-join workshops as soon as restrictions permit**

ENGAGEMENT

Better engaging our students, schools, communities and volunteers.

- » **Deliver 14 school residencies and 2-4 Big Projects**
- » **Continue to refine program mix, including digital offerings**
- » **Roll out digital programs in regional/rural schools**
- » **Better celebrate writing by our students**
- » **Continue to grow our community of passionate educators**
- » **Continue to re-engage and grow our volunteer base, to increase the number of volunteers in every workshop**
- » **Continue quarterly assessment of financial health and risk-weighted revenue outlook**



JUST WANTED TO SAY A HUGE THANK YOU FOR AN AMAZING WRITING PROGRAM. OUR STUDENTS ABSOLUTELY LOVED IT AND GAINED SO MANY VALUABLE SKILLS FROM THE EXPERIENCE...EACH WEEK YOU MADE IT ENJOYABLE FOR THE KIDS AND THE SMILES ON THEIR FACES EVERY TIME THEY SAW YOU WAS BEAUTIFUL.

Davina Dunn
Teacher | Dawson Public School

2023

EXTENSION

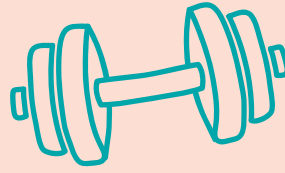
Extending our students and our organisation

- » Deliver 16 school residencies and 2-4 Big Projects
- » Extension of Reconciliation Action Plan
- » Implement plan to diversify staff, particularly at management and board level
- » Assess additional teaching and administrative support needs
- » Continue roll-out of digital programs in regional/ rural schools, including for teachers
- » Continue to build out pipeline of schools
- » Continue quarterly assessment of financial health and risk-weighted revenue outlook



IMAGE BY JACQUIE MANNING

2021 → RESILIENCE



In 2021, our focus is on resilience.

We are focussed on building the resilience of our young people, in particular to helping them recover from the disruptions to their learning in 2020. In 2021, we will support young people to make up lost ground by running our most engaging workshops, so young people can build the literacy and creative skills that will allow them to flourish at school and beyond.

We are strengthening our organisational and financial health in an uncertain environment, and investing in our people.

We will build on the digital pilot we ran in 2020 to develop a suite of exciting digital programs that can grow our reach and impact.

We will support and grow our volunteer base, so volunteers are ready and willing to return to workshops as soon as schools permit this.



METRICS

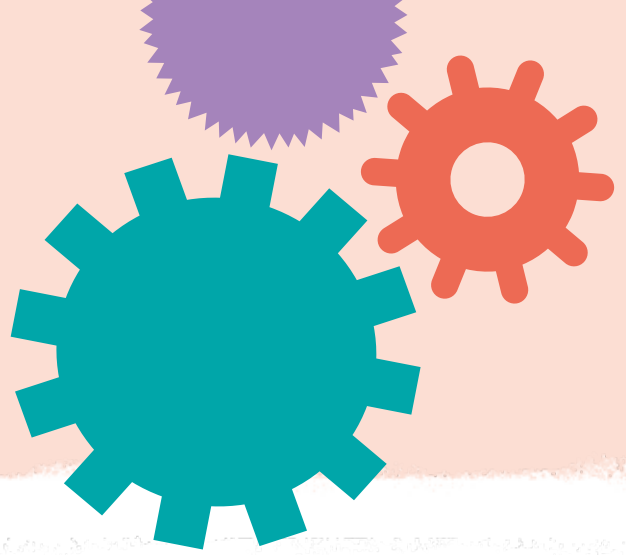
- Our aim is to deliver 24,000 student hours
- Aboriginal and Torres Strait Islander Students: 17%
- Students with English as an Additional Language or Dialect: 45%
- We aim to deliver 12 school residencies and 2-4 Big Projects
- We aim to fill 70% of all volunteer vacancies

Note: these goals and actions assume that schools remain open and we can deliver our programs as planned

ACTIONS

People

- » Undertake benchmarking to confirm remuneration for key staff, and, as necessary, adjust remuneration
- » Assess key person risk and develop initiatives to manage this risk
- » Confirm development pathways for staff
- » Launch quarterly culture surveys to 'pulse check' staff sentiment
- » Reinvigorate Reconciliation Action Plan
- » Develop a plan to diversify staff, particularly at the management level, and board
- » Confirm succession planning for the board



Organisational resilience

- » Undertake quarterly assessment of financial health and risk-weighted revenue outlook
- » Continue to build our relationships with government, especially with the Department of Education
- » Increase fundraising FTE by 0.6-1.0 (as necessary) to secure our financial stability
- » Contract a researcher to better articulate the research underpinning our work, and situate it within current education debates

Students and programming

- » Continue to balance depth (residency model) and growing reach (Big Projects)
- » Continue delivering the same number of residencies we delivered in 2020, and deliver 2-4 Big Projects
- » Continue streamlining and standardisation of in-school program content and delivery
- » Continue to implement improved evaluation processes, and feed back evaluation data into program design
- » Refine our digital offering and confirm optimal circumstances, and success factors, for digital delivery of programs.
- » Continue expanded focus to support students whose families were affected by COVID-19
- » Confirm funding to recruit an Aboriginal Liaison Officer to deepen our engagement with Aboriginal and Torres Strait Islander communities
- » Better promote the work written by our students to a broader audience – to the public, schools, and the writing community

Schools

- » Build our pipeline of schools for workshops, focussing on schools where Story Factory can deepen engagement with students, and provide Teacher Professional Learning programs
- » Build stronger relationships with teachers to support their professional development

Volunteers

- » Continue to undertake volunteer outreach and engagement so volunteers can join workshops as soon as schools permit this, with a focus on creating other volunteering opportunities including digital volunteering
- » Improve the volunteer journey to ensure all volunteers have a meaningful volunteering experience



TOP IMAGE BY JACQUIE MANNING

2022 → ENGAGEMENT



In 2022, our focus is on better engaging our students, schools, communities and volunteers.

We will be in a stable financial position, well-placed to continue to deepen our impact with young people and engage them with their education. After a time of disruption and uncertainty, we will focus on continuing to deepen our engagement with schools, students and communities.

During 2021, we will refine our strategic milestones for 2022 onwards to ensure we are responsive to ongoing changes to our operating environment due to COVID-19.



IMAGE BY JACQUIE MANNING

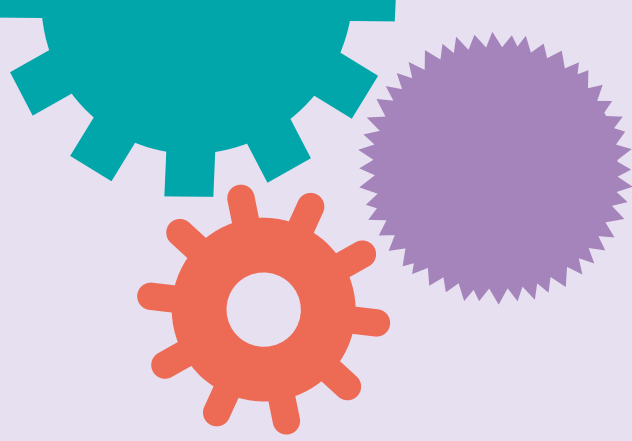
METRICS

- Our aim is to deliver 26,000 student hours
- Aboriginal and Torres Strait Islander Students: 18%
- Students with English as an Additional Language or Dialect: 45%
- We aim to deliver 14 school residencies and 2-4 Big Projects
- We aim to fill 75% of all volunteer vacancies

ACTIONS

People

- » Continue to implement initiatives to manage key person risk
- » Monitor implementation of Reconciliation Action Plan
- » Implement plan to diversify staff, particularly at the management level, and board
- » Add 0.5-1.0 FTE as our Aboriginal Liaison Officer to deepen our impact in Aboriginal and Torres Strait Islander communities
- » Assess additional teaching and administrative support needs



WE'RE BOTH OVER THE MOON WITH THE RESULTS. PARENTS HAVE BEEN ACCESSING THE FILES AND ARE ELATED AT THEIR CHILD'S ACHIEVEMENTS... THANKING BOTH MATT AND YOURSELF SO MUCH FOR YOUR DEDICATION, ENERGY AND GOOD VIBES. OUR STUDENTS (MOST OF WHOM ARE RELUCTANT WRITERS) HAVE BEEN BETTER FOR THE EXPERIENCE.

Jenny Alberto

Teacher | Oxley Park Public School

Organisational resilience

- » Continue quarterly assessment of financial health and risk-weighted revenue outlook
- » Implement other revenue streams, as they are developed
- » Continue to improve relationships into government, especially the Department of Education

Students and programming

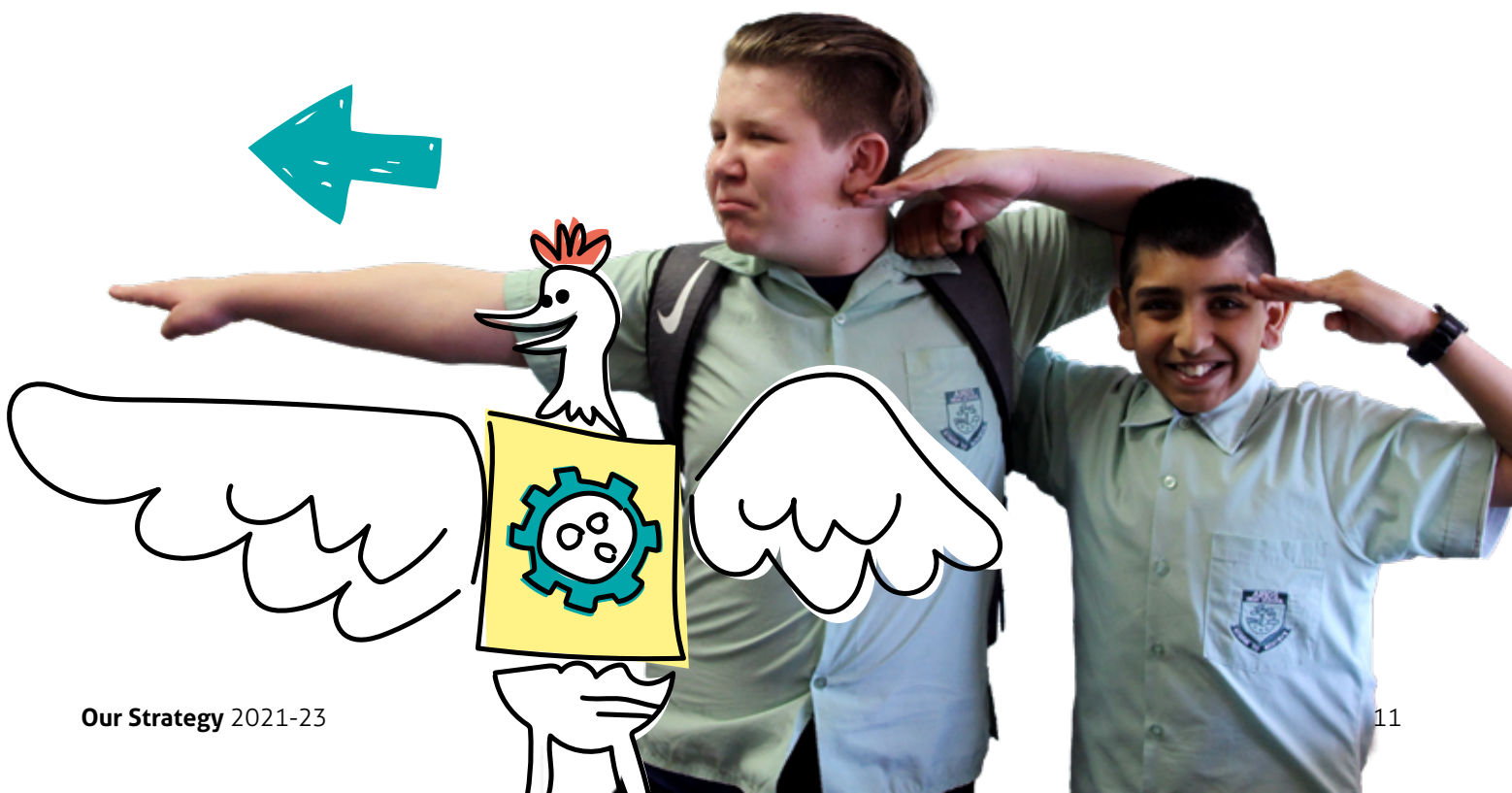
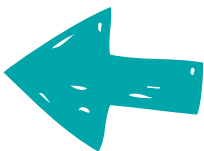
- » Continue to implement improved evaluation processes, and feed back evaluation data into program design
- » Continue to refine our program mix, including digital offerings
- » Roll out standardised digital programs for students in regional/rural schools, and related digital Professional Learning programs for teachers
- » Better celebrate the work written by our students by developing and diversifying our publications, and ensuring they reach a wider audience of teachers, students and others

Schools

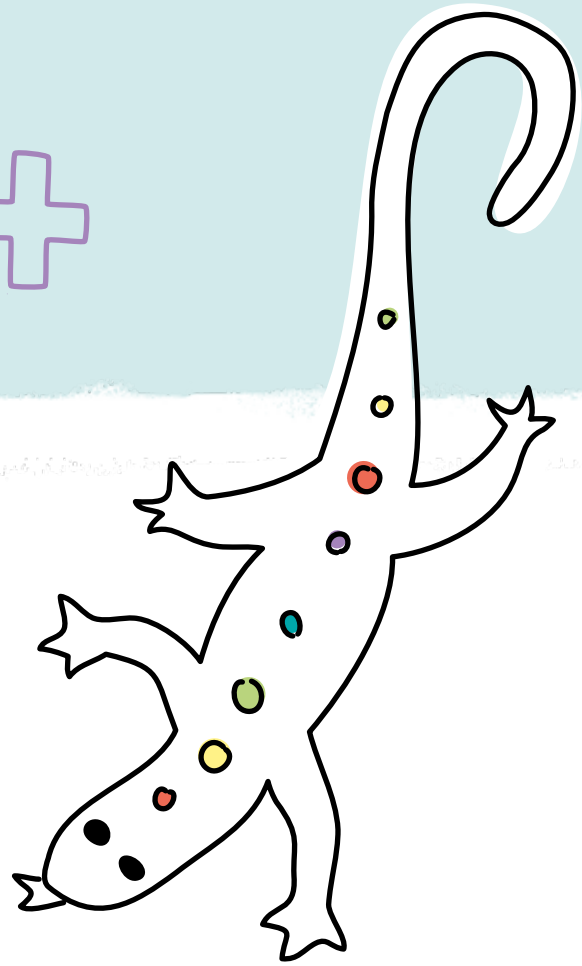
- » Continue to build out our pipeline of schools for workshops, focussing on schools where Story Factory can deepen engagement with students, and provide Teacher Professional Learning programs
- » Continue to grow our community of passionate educators, and support them to share and develop best practice in creative writing education

Volunteers

- » Focus on re-engaging and growing our volunteer base, to increase the number of volunteers in every workshop



2023 → EXTENSION



In 2023, our focus is on extending our students and our organisation. We will build on the foundation for deeper engagement we set up over 2021-22.

We will refine our strategic milestones for 2023 during 2021-22 to ensure we are responsive to ongoing changes to our operating environment due to COVID-19.

METRICS

- Our aim is to deliver 28,000 student hours
- Aboriginal and Torres Strait Islander Students: 20%
- Students with English as an Additional Language or Dialect: 45%
- We aim to deliver 16 school residencies and 2-4 Big Projects
- We aim to fill 80% of all volunteer vacancies

ACTIONS

People

- » Planning for extension of Reconciliation Action Plan
- » Continue to refine and implement plan to diversify staff, particularly at the management level, and board.
- » Assess additional teaching and administrative support needs.

Organisational resilience

- » Continue quarterly assessment of financial health and risk-weighted revenue outlook



IMAGES BY JACQUIE MANNING

Students and programming

- » Continue to refine our program mix, including digital offerings
- » Prepare an in-depth report on the results of our evaluation, and share this widely in the education community and beyond
- » Continue to refine and roll out standardised digital programs for students in regional/rural schools, and related digital Professional Learning programs for teachers

Schools

- » Continue to build our pipeline of schools for workshops, focussing on schools where Story Factory can deepen engagement with students, and provide Teacher Professional Learning programs

Volunteers

- » Focus on growing our volunteer base, to increase the number of volunteers in every workshop.



IMAGE BY JACQUIE MANNING

AT THE START OF THE YEAR VERY FEW OF OUR STUDENTS ENJOYED WRITING AND MANY REFUSED POINT BLANK TO ENGAGE IN ANY WRITING TASKS.

WHEN THEY REALISED THAT IN STORY FACTORY THEY WERE BEING SUPPORTED SO WELL AND THAT NO ONE WAS NEGATIVELY CRITIQUING THEIR EFFORTS THEY BEGAN TO RELAX AND GIVE WRITING A GO.

NOW IN CLASS STUDENTS WILLINGLY ENGAGE IN WRITING TASKS AND MANY ARE QUITE HAPPY TO CONTINUE WRITING DURING LUNCH AND RECESS BREAKS WHICH IS SOMETHING WE DIDN'T THINK WE'D EVER EXPERIENCE HERE.

Adele Koulouirs

Deputy Principal | Toongabbie East Public School

ADDITIONAL FUNDING REQUIREMENT



To achieve our strategic goals, the following additional funding is required.


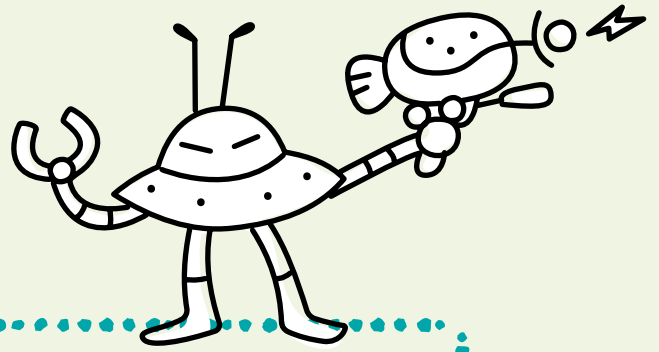
	2021	2022	2023
Salaries	\$175,000	\$404,000	\$505,500
Superannuation	\$16,625	\$38,380	\$48,023
Workers Comp	\$1,608	\$3,713	\$4,646
Evaluation and research	\$15,000	-	\$25,000
Staff Development	\$10,000	\$10,000	\$10,000
Digital programs	\$15,000	\$17,500	\$20,000
Total Expenses	\$233,233	\$473,593	\$613,169

BOTH THE TEACHERS AND THE STUDENTS LOVE WORKING WITH THE STORY FACTORY. YOU SUPPORT STUDENTS TO ENGAGE WITH CONCEPTS AND EXPRESS IDEAS IN WAYS THAT THEY WOULD NOT NORMALLY HAVE ACCESS TO. IT IS ALSO A GREAT PROFESSIONAL OPPORTUNITY FOR TEACHERS TO EXPAND THEIR IDEAS AND STRATEGIES.

Olga van Eerde
 Head Teacher Engagement
 Fairfield High School
 Intensive English Centre



NAIKBAKHT AT THE LAUNCH OF HER POETRY BOOK. IMAGE BY JACQUIE MANNING



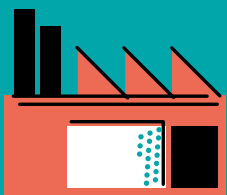
This strategy will allow us to continue and consolidate our strong track record of growth and impact since 2012. By the end of 2023, Story Factory will be a flourishing not-for-profit making a significant and measurable impact in the lives of marginalised young people across Sydney, Western Sydney and New South Wales.

We look forward to working with you to help thousands more young people in under-resourced communities build their literacy and find their voice.

STORIES REALLY CAN CHANGE LIVES.



StoryFACTORY



REDFERN

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Redfern NSW 2016
02 9699 6970



PARRAMATTA

90 George Street
Parramatta NSW 2150
02 8859 0353

GET INVOLVED AT



[STORYFACTORY.ORG.AU](http://storyfactory.org.au)

Story Factory is a not-for-profit that runs creative writing and storytelling programs for young people aged 7 to 17 in under-resourced communities. Supported by our community of expert educators and volunteer tutors, young people are empowered to create stories of all kinds, which we share and celebrate. Young people develop the skills and confidence to find their voice and shape the future.

CONTACT

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Co-founder & Executive Director
cath@storyfactory.org.au

All photos by Story Factory except where stated.

Cover: Telopea Public School, Image by Jacquie Manning

Back cover: Aamina at the launch of her poetry book. Image by Jacquie Manning

Generously printed pro-bono by Konica Minolta

