

2025-2027



Strategic Plan

embraced
connecting generations through art

We pay our respects
to the Traditional Owners
of this land and waterways
- the Wurundjeri Woi Wurrung
people; as well as their elders,
past, present, and emerging.

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President's Message

Reading the testimonials from participants, and bearing witness to the strong bonds of friendships through the Embraced programs are powerful reminders of our mission.

Through our artistic collaborations, we are connecting people and fostering intergenerational relationships. Embraced is challenging common perceptions about ageing and social inclusion.

We are deeply grateful for the generous support from major funders, supporting organisations, donors and our dedicated team of volunteers.

The Embraced team is a lean team that has demonstrated resilience, commitment and focus toward maximising the impact of our programs. We continuously learn and gather new inspiration from our projects, and these inform our future plans for Embraced. Our strategic plan for 2025 - 2027 is based on pillars that embody our values of inclusion, connection and creativity.

We will also focus on establishing the foundations for long-term sustainability by strengthening our governance, leadership capability, financial management and impact outcomes.

As Australia moves toward an increasingly ageing population amidst the complex social, environmental and economic landscape, how well our communities come together and support each other becomes increasingly important. This highlights the significance of our work.

I look forward to working with the Embraced team, the board and our supporters in realising our strategic objectives. Thank you all for your ongoing dedication.

Mai Lan Nguyen
President

"It's changed the way I think about older generations and made me feel closer to them."

18-year-old Jack Crawford (VIC)

"These eye-opening interactions have not only enhanced my musical and social skills, but I've also learnt things from older residents' experiences that I will carry with me for the rest of my life."

18-year-old Musician Jax Giles-Webb (VIC)



Creative Director's Message

A different perspective, a personal history lesson, and tales wilder than fiction sparked the creation of Embraced. My journey to learn about a new city abroad led me to unexpected intergenerational friendships and ignited my passion for stories intertwined with history. It made me question why we live in age-segregated groups and what we might be missing.

In 2017, I set out to create a platform for intergenerational learning, connection, and friendship—honouring our senior citizens and fostering meaningful exchanges through art.

As our programs grew, I witnessed the mutual benefits for both age groups. Older participants often join to support the younger ones, while younger participants primarily for the older cohort, but both are surprised by the rewards they gain.

Each program is designed to foster connection. While they provide structure, it's the individuals who bring them to life, sharing their diverse experiences and passions. Every interaction is memorable, many are moving and some are quite frankly profound.

To date, our programs have engaged 1,195 participants across all states and territories, producing 453 portraits, 30 songs, and presenting nine exhibitions and three performances to over 12,000 people.

As we look ahead in 2025 and beyond, I'm excited for the continued growth of Embraced. Our connections will deepen, and I look forward to creating even more spaces for understanding, new friendships, and joy. The future is bright, and I am eager for all that we will achieve together.

Rose Connors Dance
Creative Director



About Us

Embraced creates community projects that use art as a vehicle for positive social change across generations.

We unite diverse individuals through participatory creative programs, challenging social norms and fostering intergenerational collaborations. By dismantling harmful ageist stereotypes through storytelling, our initiatives promote empathy, understanding and belonging.

We prioritise the development of sensitive communication among participants and value the wisdom and experience of older generations.



1195 participants
453 portraits
30 songs
9 exhibitions
3 performances
12,000 + audience members

We have partnered with hundreds of aged care facilities, schools, youth programs, senior centres, and local councils nationwide.

We connect communities

Achieving thriving communities begins by fostering strong connections.

Embraced develops and implements transformative artistic, creative and cultural programs focused on enhancing wellbeing and social connection across generations. Our goal is to cultivate enduring social change and unity within communities.

We change perceptions

Everyone, regardless of age, deserves the opportunity to thrive and belong.

Embraced collaborates with intergenerational communities, enhancing social connections and nurturing lasting attitudinal shifts. Our aspiration is for every community to flourish.

We create art

Authentic, high-quality art through intergenerational collaborations.

Bringing together people of all ages inspires the creation of artworks sharing real stories that illuminate the experiences of multiple generations. These narratives are shared with wider audiences, fostering intergenerational understanding and solidarity, enhancing social connection.

Mission

Connecting generations through art.

Vision

To inspire, unite, and connect communities through arts and culture, celebrating intergenerational bonds and promoting wellbeing.

Purpose

Embraced creates inclusive, thriving communities by connecting generations through the transformative power of arts, culture, and creativity. By uniting people to **create art**, we celebrate intergenerational bonds, **connect communities** and **change perceptions**, embracing differences, fostering belonging, and nurturing wellbeing — building a foundation for lasting social change.

Theory of Change

Inputs	Activities	Outputs	Immediate-medium term Outcomes	Long term outcomes	Impact
Staff	Conceiving of, developing and delivering Intergenerational arts programs	Time dedicated to learning and developing community-engaged artistic skills	Cultural	Cultural	Enhanced wellbeing and connection across generations and communities.
Community	Producing arts and cultural events to showcase project outcomes	Number of older participants	Increased recognition and appreciation of art	Increased cultural awareness	
Funding / Investment	Facilitating mentorship and networking opportunities spanning generations	Number of younger participants	Creativity stimulated	Broadened perspective on life	
Governance	Collaborating with local community centers, schools, councils, nonprofits, aged care facilities, and retirement villages	Number of social connections	Increased visibility of older + younger people	Social	
Research & Data	Securing partnerships, funding, philanthropic support, and sponsorship	Number of intergenerational interactions	Lifelong learning	Reduced social isolation and loneliness	
Collaboration & Partnerships		Number of sessions	Social	Increased hope for the future	
Sector Relationships		Number of artworks created	Improved health and wellbeing	Increased sense of belonging	
Advocacy		Number of exhibitions	Increased sense of pride, purpose and meaning	Community	
		Number of performances	Acceptance of diversity	Reduced experience of age discrimination	
		Number of new settings (e.g., locations such as aged care facilities)	Increase in life skills including listening, storytelling, conversation, empathetic, non verbal, and observational communication	Economic	
		Number of educators, teachers, healthcare workers, and aged care staff	Improved young people's pro social behaviours of sharing, helping and cooperating	Reduced Dependency on Social Services	
		Number of family members/friends supporters	Community		
		Access to quality artistic facilitators	Increased empathy		
			Increased social inclusion and connection		
			Enhanced understanding of life with dementia		
			Economic		
			Improved job readiness		
			Local economy supported		





Our Values

Inclusion

Connection

Creativity

Our History

2017

KEWfest
1974-2020

The Centenarian Portrait Project by Teenagers
PILOT

18
Participants

The Centenarian Portrait Project by Teenagers
VIC

200
Participants

arcare
www.arcare.com.au

Victorian Seniors Festival

2018

The Centenarian Portrait Project by Teenagers
NSW

18
Person

Estia Health

NSW GOVERNMENT

Australian Human Rights Commission

2019

The Centenarian Portrait Project by Teenagers
QLD

200
Participants

Estia Health

Seniors Week

Australian Human Rights Commission

2020-21

No Activity due to COVID-19

2022

The Centenarian Portrait Project by Teenagers
SA

160
Participants

Estia Health

South Australian Government

Australian Human Rights Commission

The Centenarian Portrait Project by Teenagers
WA

120
Participants

Government of Western Australia
Department of Communities

Australian Human Rights Commission

The Centenarian Portrait Project by Teenagers
TAS

28
Participants

Australian Human Rights Commission

2023

18
Participants

The Centenarian Portrait Project by Teenagers
ACT

Estia Health

Australian Human Rights Commission

ACT GOVERNMENT

The Centenarian Portrait Project by Teenagers National Exhibition

100
Portraits

Estia Health

Australian Human Rights Commission

ACT GOVERNMENT

2024

hyphen
MULTIMEDIA COLLECTIVE

WOODRIDGE CITY OF PORTLAND

The Centenarian Portrait Project by Teenagers
VIC

16
Participants

The Department of Social Services

Songs For You
VIC

22
Participants

Songs For You
VIC

34
Participants

The Department of Social Services

Residence
VIC

174
Participants

CREATIVE VICTORIA

Prudently supported by

Nilumbik

THE BUNDY GROUP

Wentworth Community Fund

Wentworth Community Fund

Wentworth Community Fund

Facts & Figures

The Australian Institute of Health and Welfare report 2021 found, **young people's top concerns were: mental health, lack of voice in decision making and in being negatively stereotyped**, similarly expressed by seniors and highlighted in the 2021 Australian Human Rights Commission report, 'What's age got to do with it'. These two cohorts' express community disengagement resulting in a breakdown of social cohesion.

<https://www.aihw.gov.au/reports/corporate-publications/annual-report-2021-22/contents/summary> + <https://humanrights.gov.au/our-work/age-discrimination/publications/whats-age-got-do-it-2021>

Australians are living longer with more years in full health and more time using government-funded services. Increased longevity, alongside low fertility rates, means the population will continue to age over the next 40 years.

The number of people aged 65 and over will more than double and the number aged 85 and over will more than triple.

Australian Government Intergenerational Report 2023

Australians from every walk of life participate in and benefit from arts, culture and creativity.

Creative Australia's 2022 National Arts Participation Survey found that 97% of Australians engaged with the arts in some way and that

84% acknowledged the positive impacts of arts and creativity.

Creative Australia, 2023. Creating Value: Results of the National Arts Participation Survey, <https://creative.gov.au/advocacy-and-research/creating-value/>



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Pillars

Our work is guided by three key strategic pillars:

Create

Create opportunities for people of all generations to connect with new forms of participation and each other through intergenerational arts programs.

Arts, culture and creativity is a key part of our collective humanity - crucial to our health and wellbeing, to our resilience, and to the prosperity of our nation.

[1] We aim for people of all ages to experience and embrace the inspiration, satisfaction, and wellbeing that come from shared artistic and cultural experiences. This intergenerational connection helps to shape and express our identities while fostering empathy and understanding, serving as an antidote to social divisions, ageism, and isolation.

1. Creative Australia, 2023. Creating Value: Results of the National Arts Participation Survey, <https://creative.gov.au/advocacy-and-research/creating-value/>

Connect

Connect, engage, and inspire communities by raising awareness of Embraced and promoting the value of intergenerational arts through strategic visibility, advocacy, and inclusive experiences.

The arts inspire and ignite us, help us to build our collective identity and make us happier and healthier.[2] Through our intergenerational arts programs, we embrace the power of the arts to challenge ageist attitudes, foster deeper connections, and celebrate both our shared and unique histories, helping to create a more inclusive, connected, and hopeful future for all generations. Australia's people and their stories are our greatest cultural asset, and it is through sharing these stories that we foster connections across generations, and can extend the importance of unity and understanding to the broader community.

2. Creative Australia, 2023. Creating Value: Results of the National Arts Participation Survey, <https://creative.gov.au/advocacy-and-research/creating-value/>

Sustain

Our commitment to long term organisational capacity and sustainability ensures that our organisation continues to make a meaningful impact.

Sustaining our initiatives allows us to consistently contribute to the wellbeing of individuals and the vibrancy of communities. We are dedicated to maintaining and growing our capacity to deliver experiences that address social divisions, combat ageism, and enhance collective resilience.

Create

Create opportunities for people of all generations to connect with new forms of participation and each other through intergenerational arts programs.

Objective 1

Deliver annual intergenerational arts programs that achieve both high-quality artistic outcomes and positive social outcomes.

Key Result 1

Successfully deliver a 2026/2027 iteration of the Residence program, with documented outcomes in social inclusion, connection, and wellbeing.

Key Result 2

Develop and launch the The Centenarian Portrait by Teenagers Licensing Package to expand reach and continuity.

Key Result 3

Secure funding for the Songs For You program for the years 2026 and 2027, with a detailed plan for implementation and expected outcomes.

Objective 2

Expand strategic partnerships with community organisations, cultural institutions, and local governments.

Key Result 1

Build new partnerships with key community, cultural organisations, and local government to increase awareness, secure support, and strengthen recognition of the value of intergenerational programs.

Key Result 2

Build strong relationships with local stakeholders and community members to integrate and establish a presence in the inner-city area.

Objective 3

Enhance skills, training, and opportunities for young people to access and participate in intergenerational arts and culture.

Key Result 1

Increase the number of young people engaged in intergenerational arts programs.

Key Result 2

Ensure our vision, priorities and processes prioritise equity and celebrate diversity.

Key Result 3

Advocate for sustainable careers for artists, supporting fair incomes and career development opportunities.

Objective 4

Deliver opportunities for older adults to participate in intergenerational arts and culture, fostering community connection and belonging.

Key Result 1

Increase the number of older people actively participating in intergenerational arts programs.

Key Result 2

Ensure that our vision, priorities, and processes promote equity and honour the diverse experiences and contributions of older adults.

Connect

Connect, engage, and inspire communities by raising awareness of Embraced and promoting the value of intergenerational arts through strategic visibility, advocacy, and inclusive experiences.

Objective 1

Deliver annual intergenerational arts programs that achieve both high-quality artistic outcomes and positive social outcomes.

Key Result 1

Amplify brand visibility and engagement by developing an updated website that clearly communicates Embraced's mission, programs, and measurable impact. Implement an integrated social media and PR strategy designed to grow engagement and followers, and secure positive media coverage to strengthen Embraced's public profile.

Key Result 2

Strengthen community connections by actively involving all key stakeholders in community programs and events, highlighting artistic achievements, and sharing program successes through targeted media and public platforms.

Key Result 3

Broaden impact by establishing partnerships with mission-aligned organisations, enabling Embraced to engage other priority groups and to expand program reach.

Objective 2

Advocate to raise awareness of the value and importance of intergenerational solutions

Key Result 1

Participate in conferences, networking events, speaking opportunities, and public discussions to showcase Embraced's programs, highlight the importance of intergenerational collaboration for community wellbeing, and establish Embraced as a thought leader.

Key Result 2

Identify and engage high-profile advocates or influencers who can champion intergenerational solutions and Embraced's mission.

Key Result 3

Build strategic government relationships by inviting key Ministers to public-facing events and securing meetings to discuss advocacy, partnerships, and funding opportunities.

Sustain

Ensure long term organisational capacity and sustainability

Objective 1

Prioritise governance, leadership and organisational structure.

Key Result 1

Revise and implement a comprehensive governance framework, and an organisational structure review that ensures efficiency, clarity of roles, and alignment with strategic goals.

Key Result 2

Attract and appoint a new board member aged 65 or above, bringing diverse perspectives and enhancing the strategic leadership of the board.

Key Result 3

Provide board members with professional development opportunities, including training and networking, to strengthen governance capabilities and foster stronger relationships.

Objective 2

Improve financial sustainability and identify a sustainable funding model as we grow.

Key Result 1

Source and secure funding from government, private and corporate sponsors and donors.

Key Result 2

Grow alternative and supplementary revenue streams from a diverse range of sources, including a licensing strategy.

Key Result 3

Develop and execute a comprehensive fundraising plan, focusing on donor identification, cultivation, and retention strategies.

Objective 3

Build robust systems for measuring, evaluating, and effectively communicating the outcomes and impact of programs.

Key Result 1

Develop and implement a comprehensive framework for impact measurement that tracks and quantifies program outcomes aligned with Embraced's strategic goals.

Key Result 2

Integrate a Theory of Change model, ensuring it informs program design, reporting, and funding proposals.

Key Result 3

Design and implement a reporting system that clearly demonstrates program impact, fostering a culture of data-driven decision-making to inform program planning, evaluation, and communication

Each shift in how we think, feel and act towards age and ageing will reap benefits for individuals and societies.



Creativity fosters empathy and human connection in our increasingly polarised world, and our programs offer creative experiences to celebrate diversity and bridge generational gaps.

Our intergenerational arts programs create opportunities for people of all ages to connect with each other, spark new relationships, strengthen communities, and build on the positive resources people of all ages have to offer each other.

Our Programs

We create participatory programs that connect generations through art.



Bring together older and young cohorts and support them to form a bond through an artistic program resulting in a new artwork.

Encourage storytelling, shared creativity, and cross-generational learning.

Foster social connection, reduce isolation, and challenge stereotypes about ageing and youth.

Use visual and performing arts, music, and digital media to create inclusive community experiences.

Songs For You (2024)

Songs For You connects two teenagers with one older person, living in aged care. Through a series of guided intergenerational sessions each group get to know, one another. Simultaneously the teenagers undertake a series of musical workshops, where they go on to craft a song honouring their newfound older friend, which is later gifted to all participants in the form of a cassette tape.

It's an honour that I've met you, something that I'll treasure for the rest of my life. You have changed a lot of my ideas about young people today, who think that when you're old and should be disregarded. But the respect that you have given me, has changed me and I thank you very much.

81-year-old Arthur Mann (VIC).




This man is what can only be described as legendary, this man has done more in one lifetime than what most of us could do in 10. He has lived a life of pure adventure, and it is that which gives me a new profound perspective on how I want to live mine.

18-year-old Cooper Noyce

Residence (2023)

Residence engages emerging – mid career musicians, (under 35 & spanning various musical genres) to undertake songwriting residencies in aged care facilities. Musicians run regular musical workshops, spend time getting to know the older people and go on to create new music, inspired by, honouring and in collaborating with those, who call the facility home.



He put the sound to my words and that is probably the most profound thing that has happened to me in a long time.


John Walker, senior collaborator
of musician-in-residence Jax Giles-Webb (VIC)

These eye-opening interactions have not only enhanced my musical and social skills, but I've also learnt things from older residents' experiences that I will carry with me for the rest of my life.

Jax Giles-Webb 18-year-old Musician (VIC)

The Centenarian Portrait by Teenagers (QLD) 2019

TCPBPT is a portrait program, where teenagers create portraits of a one-hundred-year-old subject, who they first get to know through a guided process. Portraits are then presented in an exhibition, after which they are gifted to the centenarians to keep.



***It's been beautiful.
I think she is a very inspiring young girl.***

101-year Peggy Muller

I have had a wonderful time getting to know meeting Peggy Muller. Peggy is a lovely, kind and generous woman. Before meeting her, I thought that she would be a very old lady but when I met her, I was surprised to see how healthy and active she is in the age of 101 years. When she told me about her past experiences in life, I got more interested in her and wanted to meet her again and again. By spending that much time with Peggy I learnt life lessons from her and we built a close friendship. I felt great when she addressed and welcomed me as one of her family now. She even gave me one of her doll collections as a gift and I extraordinarily love it.

16-year-old Hasinah Zainal

Who we are here for:

Primary Audience

Our primary focus is fostering meaningful connections and creative experiences for older adults living in aged care, in retirement villages or in the community and young people aged 15 to 35.

Secondary Audience

We extend our work to include a broader range of individuals and groups who benefit from or support our programs, including:

- Aged care workers, who experience the positive impact of creativity and connection in their professional environments.
- Family members of participants and aged care residents, who find joy and inspiration through their loved ones' involvement in creative projects.
- Other aged care residents, who may not participate directly but benefit from the inclusive, vibrant atmosphere our programs foster.

Ancillary Audience

We also reach and engage with:

- Schools and community groups interested in intergenerational arts.
- Broader audiences who interact with or attend showcases of our work.

Equity Focus Areas

We prioritise equity and inclusion, focusing on:

- Older adults in aged care, particularly those experiencing social isolation.
- Emerging artists from culturally and linguistically diverse backgrounds
- Individuals with disabilities
- People identifying as LGBTQIA+ or exploring their orientation, gender identity, or expression.
- Aboriginal and Torres Strait Islander peoples.

By focusing on these audiences, Embraced builds inclusive, thriving communities where creativity, belonging, and intergenerational connection flourish.

Our Supporters



Additional Supporters



Board

President

Mai Lan Nguyen

Vice President

Katherine Clift

Treasurer

Justine Costigan

Secretary

Arantza Garcia-Ferrand

General Member

Margaret Connors

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