



# **BLUEBIRD FOUNDATION**

## *STRATEGIC PLAN 2023-2027*

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# INTRODUCTION

Our Strategic Plan 2023-27 presents a roadmap for Bluebird Foundation as we strive towards a strong and sustainable future. Through a commitment to excellent arts programs, collaboration, innovation, careful governance and sound financial management, Bluebird Foundation has grown to be a trusted and valued organisation in the Geelong community.

This strategic plan is clearly focused on ensuring the long-term sustainability of the organisation, whilst holding firmly to everything that makes Bluebird extraordinary and special to our community. Our goal is that Bluebird's important work continues for years to come and that many more lives will be touched by the power of the arts.



## MISSION & VISION

### *Mission*

Bluebird Foundation is a community arts organisation creating and delivering quality arts programs that make a real difference in people's lives.

### *Vision*

Effecting cultural change within our community through the power of the arts, resulting in improved social, emotional and health outcomes.

# BLUEBIRD VALUES



## JOY

Discovering fulfilment through positive, meaningful experiences.

*"We are so thankful for the smiles, giggles and happiness that we get every lesson. The experience and the love for the children, we feel it every minute spent there."*

*- First Steps parent*



## INCLUSION

Creating community by supporting collaboration and celebrating difference.

*"A special glimpse into heartfelt stories from Geelong's many diverse cultures. An impressive cast of young talent trusting us with their openness and personal stories that transport you across the world."*

*- North Youth Theatre audience member*



## INTEGRITY

Achieving tangible outcomes with professionalism, authenticity and transparency.

*"Bluebird Foundation brings to every program and project – a commitment to quality, excellence, evaluation and learning, and authentic engagement with those they are seeking to support."*

*- Partner organisation*



## ARTISTIC PHILOSOPHY

As a community arts organisation we embrace the notion that our projects are collaborative and needs-based, always ensuring that they are supported by exceptional professional artists who guide, teach and inspire.

Our projects take many shapes and forms with common themes that are integral to our art:

- Seeking artistic excellence
- Treasuring the local, small-scale and gentle
- Celebrating humanness
- Respecting what people create for themselves

We believe that high quality, developmental arts education forms the foundation of a society that recognises and values authentic artistic endeavour.



## SERVICES

As a grass-roots organisation we take pride in our hands-on approach and create unique arts projects that are tailored to the needs of participants.

The Geelong region is home to a thriving arts community with a wide range of arts and cultural events, activities and services. Bluebird Foundation's point of difference as a community arts organisation is that we work with multiple art forms including; music, visual arts, theatre, animation and other digital artforms and with a broad range of participants. We work tirelessly to address barriers to participation, creating opportunities for often-unheard voices to shine.

# SERVICES



Bluebird Foundation creates and delivers quality arts programs through two delivery models:

**Community Programs** - Funded programs that effect cultural change within our community, generally delivered at no cost to participants.

**Workshops at Bluebird House** - A social enterprise providing user-pays arts workshops to the community. All revenue generated is used to support our Community Programs.

Our offerings include ongoing weekly programs, short-term projects that range in length from 3 months to 2 years as well as occasional one-off performances and opportunities.

*Recent programs include:*



## MUSICSPACE

*"MusicSpace is important because it is a place to connect with other people through our love of music."* **PARTICIPANT**



## NORTH CHILDREN'S CHOIR

*"Having Polly sing and be proud is always beautiful and to be part of her achievements by helping her practice at home is breathtaking."* **NORTH CHILDREN'S CHOIR PARENT**



## WHAT IS MENTAL HEALTH? ANIMATED FILM PROJECT

*"We learn so much from hearing people's life stories and that can be powerful. You may think that your story doesn't mean anything to other people, but someone might hear it, relate to it and feel less alone."* **PARTICIPANT**





# OUR COMMUNITY



Bluebird Foundation is based in Geelong, Australia and has a clear geographical focus on providing community arts programs within the Geelong region.

While some programs are open to participation from the general community, many projects respond to the needs and aspirations of particular communities within Geelong including:

- Families living in the 3214 and 3219 postcodes\*
- New arrivals including, recent migrants and refugees
- People living with a disability
- People experiencing mental health issues

Bluebird is committed to asking for and listening to the views of participants, and conducts ongoing evaluation that informs and assists the organisation to respond to the changing needs of the community.

We contribute to our professional community by establishing and participating in professional networks, mentoring educators and supervising students completing education, health and social service qualifications.

Bluebird Foundation values and enjoys long-term collaboration with many local organisations representing sectors including education, social welfare, health, and community service. We recognise that working with partner organisations amplifies the positive outcomes for the Geelong community.

\* Postcodes demonstrating high levels of socio-economic disadvantage as represented by the Socio-Economic Indexes for Areas (SEIFA) ranking by the Australian Bureau of Statistics



## OUR ORGANISATION

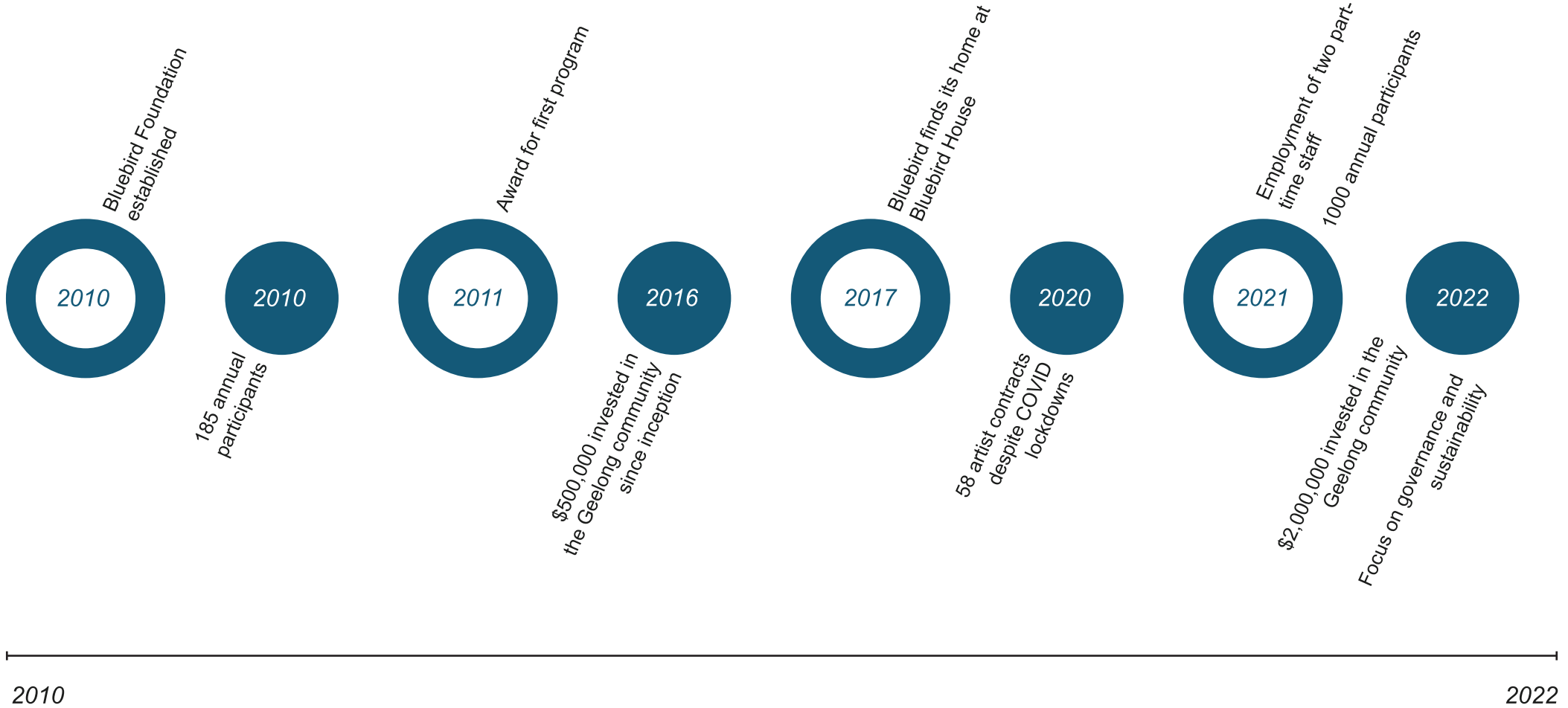
Bluebird Foundation is a not-for-profit incorporated association governed by a volunteer Committee of Management that provides leadership and direction, ensuring that all legal, financial and ethical requirements are fulfilled.

Bluebird Foundation was established from the kernel of an idea that every child, youth and adult should have access to the joy and fulfilment of experiencing and creating high quality art. The organisation has developed from modest beginnings to a thriving not-for-profit offering a large breadth of programs due to its reputation for excellence and the ever-growing demand for services.

Importantly, throughout this growth, Bluebird Foundation has held firmly to its grassroots purposes, keeping individual needs and community benefit as the highest priority.



# MILESTONES



# STRATEGIC DIRECTION



## ARTISTIC DIRECTION

Deliver quality arts programs that respond to the needs of our local community.

Establish a selection process for instigating new programs/projects.

Create a framework for project/program impact evaluation.



## SUSTAINABLE BUSINESS

Build economic and workforce sustainability in the organisation.

Secure a permanent home for Bluebird Foundation.

Grow operations so that staff employment matches the organisation's needs.

Develop a short to medium-term funding strategy to identify and pursue new revenue streams.

Establish a perpetuity fund that can eventually form an asset base from which Bluebird Foundation operates.



## GOVERNANCE

Lead an ethical and accountable organisation.

Update governing document to reflect the professionalism of the organisation.

Steward the organisation and develop policies using a risk-based approach, ensuring the balance between regulation and aspiration leads to effective impact.

Foster a visionary, creative and diverse board to reflect the values of the organisation.



# ARTISTIC RESULTS



ARTISTIC RESULTS	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Projects	4	12	13	11	12	12	12	14	16	17	14	14
Artist Contracts	8	30	24	33	26	33	35	41	45	58	58	72
Participants	185	459	700	1,000	1,200	2,000	500	730	970	1,300	700	1,000
Audiences	700	3,000			3,000	2,500	2,000	3,200	2,700	3,000	6,000	80,000 <i>(virtually)</i>





# FINANCIAL RESULTS



ARTISTIC RESULTS	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Income</b>	28,360	55,108	61,370	87,597	97,268	145,085	190,292	124,109	278,047	294,268	272,713	439,508
<b>Expenditure</b>	13,909	48,464	48,479	103,999	51,045	133,743	122,558	169,618	188,463	285,733	275,003	436,855
<b>Movement in income in advance</b>						8,882	50,838	62,860	(93,607)	29,418		
<b>Results</b>	14,451	6,643	12,891	(16,403)	46,223	2,460	16,896	17,351	(4,022)	37,952	(2,290)	2,653
<b>Total Members Funds</b>	14,451	21,095	33,986	17,584	6,744	9,204	26,100	43,451	39,429	77,381	75,091	77,744





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