

A seat top at the Centre of Queensland Monument in Muttaborra created by students at Muttaborra State School as part of the Small Schools Fund 2019. Image credit: Tallara Gray.



FLYING ARTS ALLIANCE INC
STRATEGIC PLAN
2022-2025



Valmai Pollard,
Untitled 1 (detail),
2017, Etching on
paper, 49 x 59
cm. Image credit:
Mick Richards
Photography

Flying Arts Alliance Inc acknowledges the Traditional Custodians of the lands and seas on which we work, live and create. We pay our respects to Elders, past, present and emerging.

We acknowledge the unending connection of First Nations peoples to this country. We support the aspirations of Aboriginal and Torres Strait Islander peoples to Voice, Treaty and Truth. We value the contributions of First Nations artists, creatives, artisans, practitioners and communities to the work we do.

Flying Arts Alliance Inc. (Flying Arts) holds a unique and essential place in the Queensland creative sector as the key catalyst in the visual and regional arts eco-system.

For 50 years we have been supporting rural, regional and remote arts communities to strengthen wellbeing, promote social connection, engagement and creativity and launched arts careers. From art classes in remote locations, to young artist residencies in metropolitan centres, to online professional development workshops, industry consultations and a prestigious art prize, Flying Arts has provided transformative experiences that sustain lives, lifestyles and livelihoods.

As we look towards 2025, we are focused on a Flying Arts that expands our commitment through strategic partnerships and collaborations and is a leading advocate and changemaker for new ways of making art and working in the arts.

Our Vision

Art for LIFE – lives transformed and sustained through the arts.

Our Mission

To support and grow the life-long practice and appreciation of the visual arts and regional arts for Queenslanders.

Our Purpose

To be a catalyst and a connector for individuals and communities, particularly for those in regional, rural and remote Queensland, in order to:

- enrich lives
- generate vibrancy
- inspire creativity
- enable learning
- foster artistic excellence
- promote resilience
- positively contribute to culture

Our Goals

Our Artists and Creatives

Be a leader in new ways of thinking and delivering.

Our Community

Find deeper ways to engage with and broaden our community.

Our Impact

Make a difference through our work.

Our Markets

Grow our reputation as a leader in regional arts development.

Our Business

Be positioned for sustainability and growth.

Renee Yates, *Pause (detail)*, 2019,
Animation, dimensions variable.
Image Credit: Renee Yates

Our Values

We are LEADERS

We champion visual arts and create access to the arts for all. We elevate the contribution that artists make to all our lives.

We are DIVERSE

We embrace diversity and create art opportunities for all. We encourage divergent ideas and creative thinking.

We are RESPECTFUL

We commit to working with integrity and strong ethics. We uphold best practice in business and governance. We are open, welcoming and responsive.

We are PASSIONATE

We love what we do and the difference we can make. We are excited by and informed about the power of the arts to improve lives.

We are ENTERPRISING

We are courageous, confident and future focussed. We challenge our thinking and the status quo. We adapt to changing circumstances.

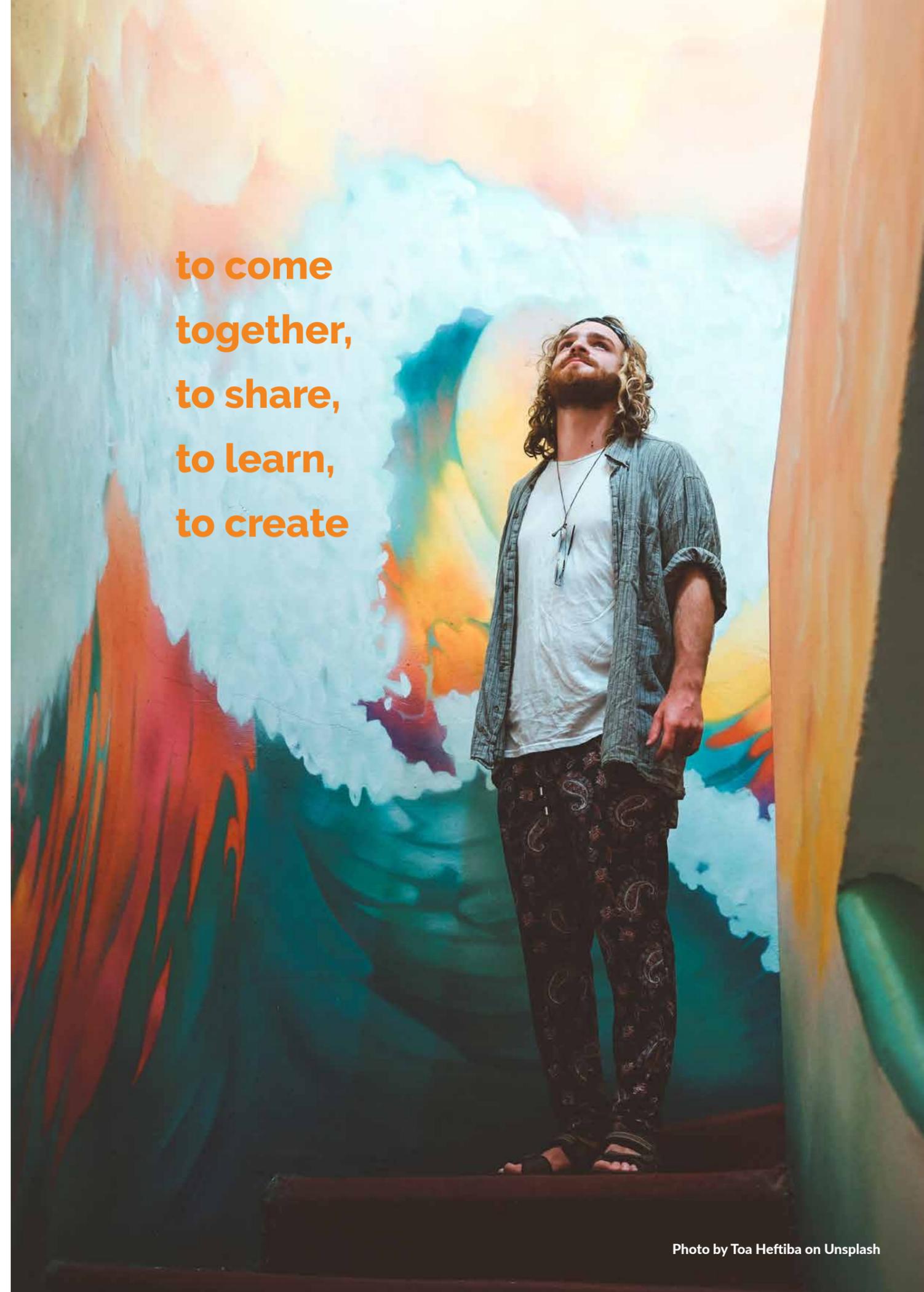
We are GENEROUS

We give of our time, knowledge and resources to those who need our services. We encourage our supporters to give to enable us to do more.

We are EVERYWHEN

We honour our history. We draw on the past, are grounded in the present and build for future generations.

to come
together,
to share,
to learn,
to create



Context

Flying Arts is an arts and cultural development organisation which has been delivering visual arts projects and services to regional and remote Queensland since 1971. The Association has played a significant role in contributing to the creative and social capital in communities, supporting the interests and careers of artists over time, helping to overcome the impacts of regional isolation and remote living.

From its inception as a 'flying art school', and through many evolutions since, Flying Arts has been a constant in the cultural fabric of this vast state, a trusted organisation aspiring to a creative life for all.

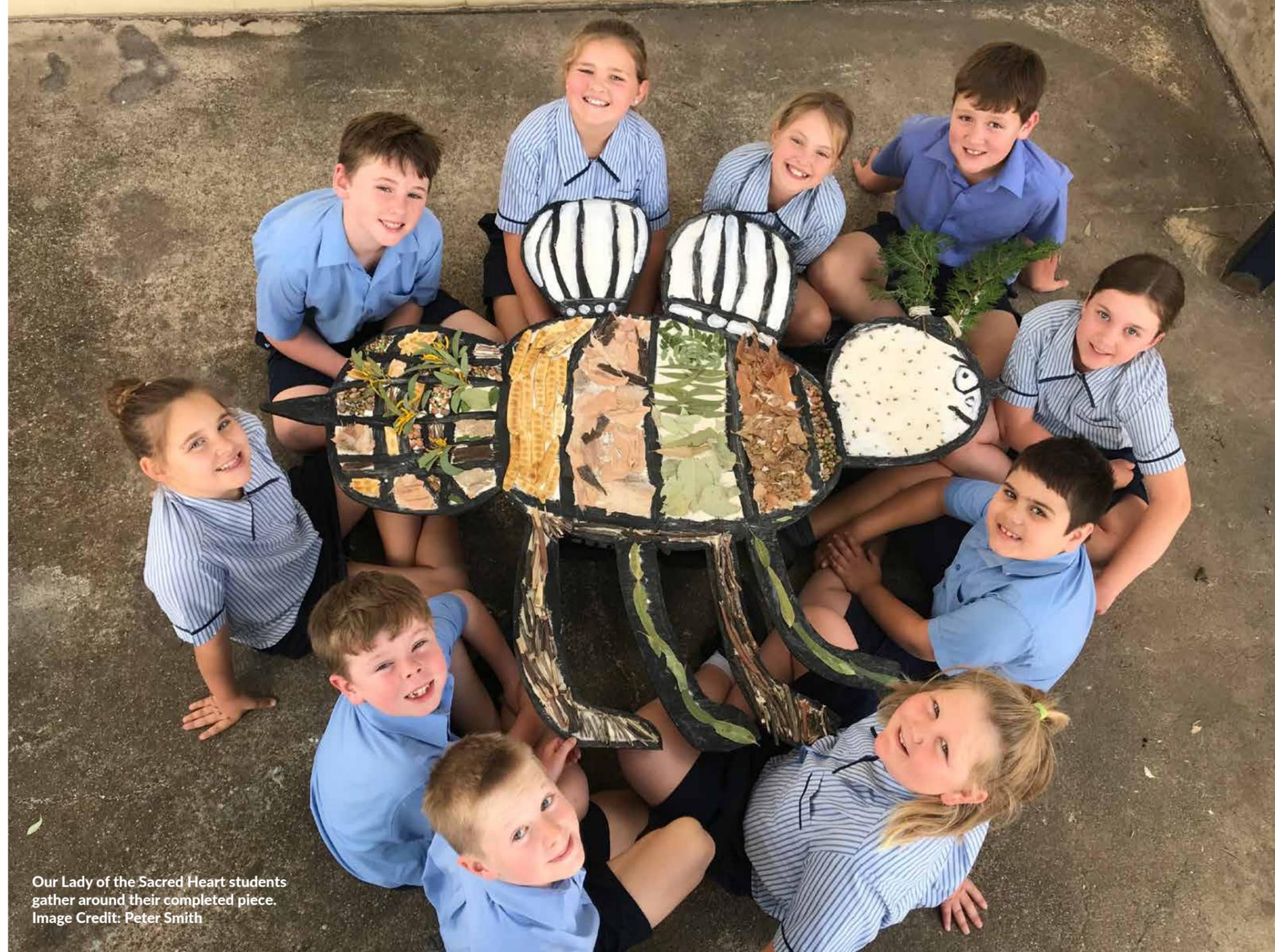
2021 marks 50 years that Flying Arts has been actively engaging and connecting with communities across Queensland. We have a solid track record of connecting coteries of interest, regardless of location, elevating artists and the arts, activating local places and digital spaces, and sharing Queenslanders' stories widely.

Our achievements continue to demonstrate the growing reach and impact of our work through realised strategic outcomes.

In 2019, we delivered:

- 245 individual activities to 17,000+ participants
- 29,000+ exhibition attendees
- engaged with 58 regional locations state-wide, as well as metropolitan locations and online
- achieved an overall satisfaction rating of 99% good to excellent from participants, clients and artists and arts workers.

In 2020, despite the challenges of COVID-19 impacting numbers of activities and locations, we delivered a variety



Our Lady of the Sacred Heart students gather around their completed piece.
Image Credit: Peter Smith

of projects, either as planned or through deferring and adapting existing initiatives to online delivery. We were able to continue with more than 50% of programming:

- 118 activities to 5,201 participants
- 14,259 exhibition attendees (9000 through an online gallery)
- engaged with 52 regional locations state-wide.
- maintained high overall satisfaction at 98% rating for our activities and services as good to excellent.

While the scope and delivery of our programs and services have evolved with the changing times, the driving principles of

equitable access to arts and culture remain true and purposeful.

We have established and maintained a high benchmark for service quality, which is monitored regularly through ongoing and rigorous evaluation. Our program undergoes annual review, responding directly to participant and peer evaluation, to assure continuous quality improvements.

For 50 years, we have fostered and maintained an extensive network of clients, collaborators, participants, audiences and members. Our programs have assisted many participants to become successful artists, arts educators and cultural leaders in their communities.

We are committed to a collegial approach to supporting regional arts development, belonging to an engaged cohort of peak bodies and membership organisations working collaboratively to advance Queensland’s national leadership in arts and culture. Sharing resources, projects, services and ideas, our ambition is to ensure that people who work and practice in the sector are well resourced and employable, that arts organisations can grow and thrive, and that regional and remote audiences have access to rich and varied, quality arts and cultural experiences.

We acknowledge that this four-year plan is set at a time of great change around the world and that the economic impact and social disruption of the pandemic and natural disasters has been significant. The arts community in Queensland has been critically affected, particularly in the performing arts, and festivals and events that rely on people gathering and national and international visitation.

The visual arts sector has been relatively less affected by the pandemic than other art forms and is showing good signs of recovery. Some regional communities across Queensland, that are less reliant on international tourism markets, have seen significant increases in local tourism, and subsequently arts activity has resumed in these places.

However, the catastrophic effects of these disruptions and disasters on the health and welfare of communities is expected to continue for some time. The arts have a critical role to play in contributing to social cohesion, wellbeing and livelihoods as our communities bounce back and look to reconnect.

Our business is well-positioned to be a catalyst for renewal by supporting arts and cultural activations and small and micro business growth across the State.

Furthermore, our role in the regional arts eco-system can directly support investment in recovery through the Regional Arts Fund.

We have set an ambitious vision for our future, driven by an enduring set of values, and a commitment to strengthen artistic quality and service delivery.



Artiz Street Art participants with their completed mural. Image credit: Jess Cudihy

Our strengths

- Strong reputation for relevance, quality and accessibility of our services
- Recognised value for engaging with and impacting regional communities
- Established and extensive networks throughout Queensland
- Strategic presence and profile in Brisbane
- Collegiality in our way of working
- Effective and efficient business systems and processes
- Experience in technology-driven service delivery
- Ability to respond to demand and need through agile delivery
- Approachable and capable staff committed to our vision
- Dynamic and flexible team of arts professionals committed to sharing their knowledge and skills
- Active, engaged and diverse board leadership.

Our opportunities

- Build on our reputation in the arts to grow our markets in other sectors
- Maximise the potential of our systems and process to diversify revenue streams
- Improve our digital assets to attract national and international participants and attendees
- Leverage our partnerships and strategies to grow investment in our business
- Grow the capacity of our artists to contribute to social, cultural and economic outcomes in the regions
- Position our business to respond to new opportunities in regional arts development.

Our Goals and Strategies

Our Artists and Creatives

Be a leader in new ways of thinking and delivering.

Strategies

- Invest in and continually develop our artists, arts workers and educators to increase their capacity, capability and employability
- Deliver and expand on relevant and meaningful programs and services
- Cultivate exchange in storytelling and skill sharing to support and enable self-sustaining communities of interest and enterprise
- Expand platforms for program delivery (online, in-person, hybrid, augmented)
- Explore and utilise innovations in technology to increase accessibility, pathways and opportunities to learn, earn, present and exhibit.

PERFORMANCE INDICATORS	MEASURES
Size of artist and educator team	Number of artists and educators employed
Quality of experience	Level of positive feedback from clients, stakeholders and partners
Supporting and developing the sector	Number of activities and services
Variety of delivery platforms	% online delivery of total activities



Participants using Virtual Reality during Artiz Innovation at State Library of Queensland, The Edge. Image credit: Emma Che Rathke

Our Community

Find deeper ways to engage with and broaden our community.

Strategies

- Grow our demand-driven program in arts and education through collaborations with non-sectors and industries
- Develop a First Nations' cultural protocol framework and engagement plan as per our statement of intent
- Deliver more programs in and with regional communities, contributing to social cohesion outcomes
- Engage the next generation of artists, arts workers and art educators through relevant programs and opportunities
- Develop and offer accessible programs and services that involve and support diverse participants and art forms and practice

PERFORMANCE INDICATORS	MEASURES
Growth in collaborators in arts/ education/other sectors	Number of new collaborations
Level of First Nations engagement	Number of First Nation's people engaged (board, staff, team)
Engagement across ages and abilities	Total participation and attendance across all programs
Ratio of activities in regions	% activities in regions against total activities
Online engagement	% Increase in online participation, engagement and followers



Artiz Street Art
- Art Educator
participants
with their mural.
Image Credit:
Katie Whyte

Our Impact

Make a difference through our work.

Strategies

- Make meaningful connections and deliver experiences that drive long-lasting social, cultural and economic impact
- Implement our evaluation plan to benchmark and measure cultural, social, economic and governance outcomes
- Dedicate time and resource to reflect on outcomes, analyse and respond to feedback from our stakeholders through continuous improvement
- Share our story, knowledge and relevant insights to benefit our community to create a compelling case for the value of arts, culture and creativity

PERFORMANCE INDICATORS	MEASURES
Positive participant experiences evidenced across dimensions of satisfaction, attitudes, skills and connections	% creativity stimulated % knowledge, ideas, insights gained % capability enhanced % social connectedness enhanced % wellbeing improved
Case studies produced and shared	Number of case studies shared

Our Markets

Grow our reputation as a leader in regional arts development.

Strategies

- Grow our presence through more regular activity and collaborations in remote regions across art forms.
- Expand our reputation and brand recognition nationally through improving our telling and sharing of stories of lives transformed through our work in arts
- Maximise the benefits of Salesforce CRM and improvements in technology, to better connect with existing and potential participants, clients, partners and members
- Engage existing and new participants and clients in return custom through expanding entry points, value and benefits
- Expand our leadership role in supporting the growth and development of regional arts and culture in Queensland

PERFORMANCE INDICATORS	MEASURES
Increase in positive reputation and brand recognition	Level of positive feedback from clients, partners and stakeholders
Reach of program and services	Number of activities in regions and online
New participants and clients	% new participants and clients

Our First Nations Strategy

Embed culturally competent practices in all we do

Commitments

- Increase our understanding and knowledge of First Nations Peoples, cultures, and protocols
- Cultivate meaningful partnerships and collaborations with First Nations artists and communities
- Embed and practice culturally safe protocols
- Deliver focused programs and services to increase First Nations engagement and participation
- Increase our cultural accountability

PERFORMANCE INDICATORS	MEASURES
To be set by the Flying Arts Board	

Our Business

Be positioned for sustainability and growth.

Strategies

- Secure investment from state and federal government to support operations.
- Identify and invest in entrepreneurial opportunities or risk sharing for business growth to increase revenue streams
- Grow investment through annual review of our strategic fundraising plan priorities and tactics to improve our donor stewardship and secure best chance grants, donations and sponsorships
- Monitor and maintain robust and sustainable systems, financial controls and processes and policies that are relevant and appropriate to the organisation
- Ensure there is always good governance and a means for continuous improvement and development through assessment and review.
- Value and invest in our people by providing a fulfilling and valued workplace.

PERFORMANCE INDICATORS	MEASURES
Secure government funding	% government funding of total income
Non-government revenue as a percentage of total revenue	% non-government funding of total income
Maintain sufficient reserves	% reserves to turnover
Attract and retain engaged and skilled board	% retention rate of board
Size of staff and contractors	Number of FTE staff and contractors employed



Workshop participants on the esplanade outside the Gab Titui Cultural Centre. Image Credit: Gab Titui Cultural Centre

Our Work

Our work is designed to remove the barriers that prevent access to art experiences and provide opportunities to enable communities to develop local creative capital. We are responsive to demand and tailor our programs to community context ensuring inclusivity, relevance and value. We collaborate and investigate to support the development of individual artists, arts workers educators and the communities in which they live and work.

The scope of our work is extensive and diverse. It includes workshops,

residencies, awards, exhibitions, projects, events and professional services and membership. Our work is dynamic and responsive.

It addresses identified need and current trends to support individuals and the broader arts and cultural sector to:

- learn and develop
- engage and connect
- acquire new skills and capability
- increase capacity and employability
- access opportunities
- diversify income

- innovate creative practice
- improve resilience
- adapt in a changing world

The reach of our work is far and wide. The primary target of our membership program and services is the visual arts community in Queensland, however the range of our delivery crosses physical borders and artistic forms. They are delivered in person in metropolitan, regional and remote locations across the state, and online to local, national and international participants and audiences.

Schools and Creative Communities - our By Request program delivers services directly to schools and creative communities throughout Queensland. Art groups, arts and community organisations, local government, galleries, events and festivals can access our team of arts professionals both in-person and online, enabling participation without leaving the community.

Artists, Arts Workers and Educators - our professional development workshops, short courses, webinars and extensive online resources provide ongoing access for artists, arts workers and educators to improve their practice, explore and expand career options, business acumen and teaching capabilities.

Young Artists - our young artist short courses, delivered in-person and online, are tailored for young people at the formative stage of their arts-driven pursuits, offering explorations in cutting edge art forms and critical writing skills. These immersion programs are designed to illuminate career pathways and contribute to social cohesion by connecting young people from across Queensland with leaders in the arts industry and their like-minded peers.

Queensland Regional Arts Awards (QRAA) - our annual signature art prize provides a professional platform to elevate visual art storytellers from remote, rural and regional Queensland. It is an opportunity for young, emerging and established artists to be recognised for their work, build an arts profile and exhibit their work throughout Queensland and online. The QRAA touring exhibition and accompanying public programs provide art experiences that build audiences for regional galleries. This award and resulting exhibition support a rich and creative cultural life throughout Queensland nurturing an appreciation of, and lifetime interest or career in the arts.

Professional Services - our professional services add value to our role in the creative eco-system. Our membership program offers a range of benefits and services aimed at providing access for new and existing audiences and advocates, supporting artists and arts workers in their professional practice.

Regional Arts Services - As administrator of the Regional Arts Fund (RAF) we make meaningful connections and contributions across all art forms and creative industries by supporting individuals and organisations to create projects and attend professional opportunities, aimed at encouraging and supporting sustainable economic, social and cultural development in regional communities.



Participants taking part in professional development 'Reef Productions Assessment' with Cairns Historical Society. Image Credit: Cairns Historical Society.

Our People and Partners

Aligned with our Purpose and Values

Who we exist for

- Members
- Artists
- Art Educators
- Arts and Cultural workers

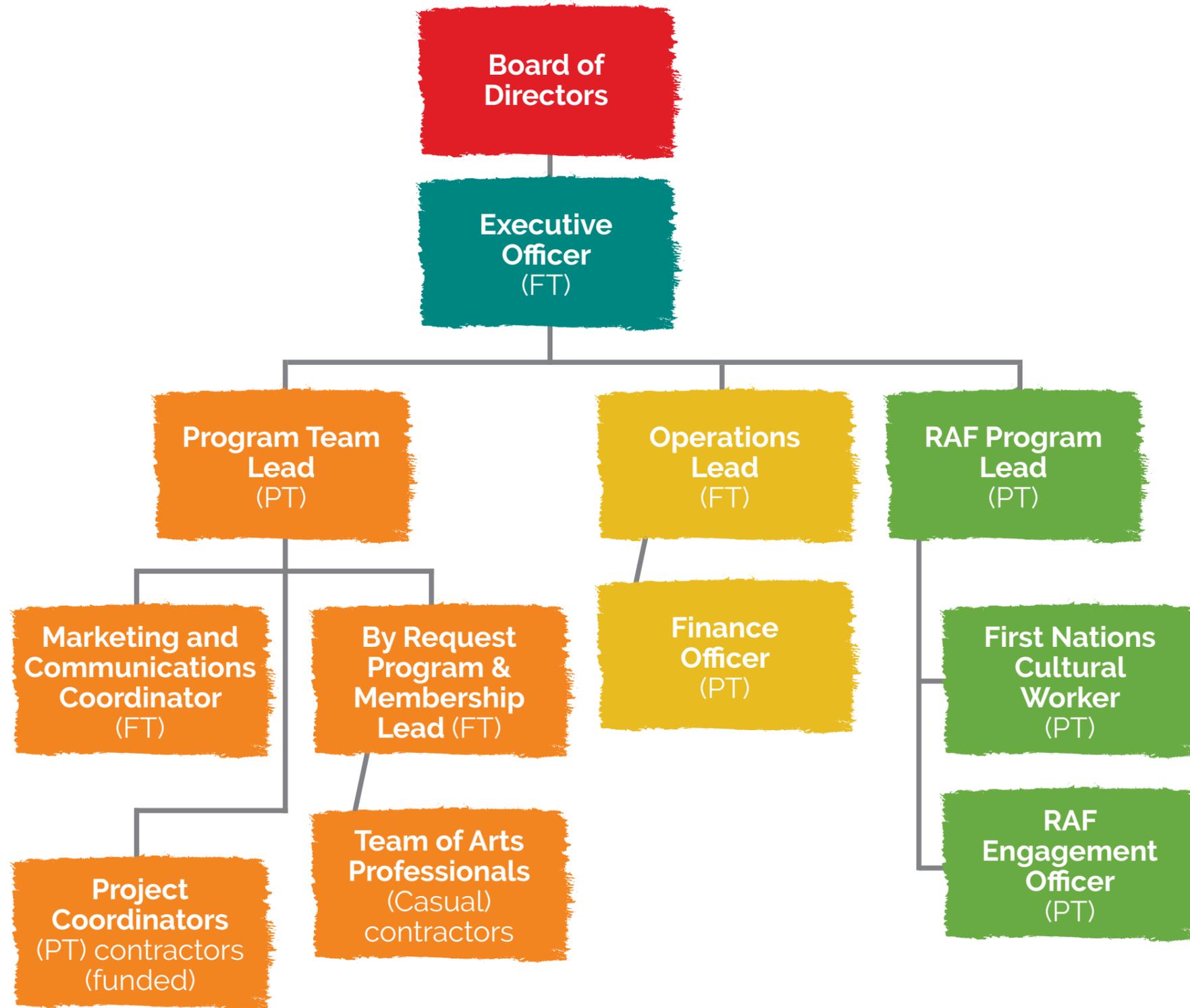
Who we partner and work with

- Arts and Cultural Organisations
- Creative Communities
- Local Government
- Schools
- Regional communities
- First Nations communities
- Cultural practitioners
- Wellness practitioners
- Funders, Benefactors, Donors
- Partners and Supporters
- Patrons

Who does the work

- Board
- Staff
- Our team of Arts Professionals

Our Team



St Joseph's Catholic School student shows his embossed copper tile. Image Credit: Tallara Gray

Our Business

Financial Overview

Flying Arts prides itself on strong financial management and processes, which is reflected in our strong cash position and healthy reserves.

Like many organisations, 2020 was a year of change for Flying Arts. Late in 2020, we undertook an organisation re-structure to align the staffing with the future direction and to streamline core operations creating a more sustainable business model.

While the impact of COVID-19 had a significant impact on program and exhibition revenue we remain in a strong financial position, partially due to our eligibility for government incentives and support. In-kind support also increased in 2020 due to receiving rent relief for a large part of the year, thereby reducing expenditure.

Our capacity to continue to deliver our services was strengthened by improvements in our technology and business systems enabling the team to work remotely from March 2020.

Years of experience in delivering content through online webinars and developing digital processes and services, enabled programs to be delivered, members and the public to participate, and attendees to visit exhibitions (both in person and on-line).

We continued our role as administrator of the Regional Arts Fund (RAF) on behalf of the Australian Government in partnership with Regional Arts Australia. Advice has recently been received that this will continue for a further six years.

Our forecast modelling has set increased revenue targets across all programs and development areas of the business to

Key to this success is an increase in base organisational funding from the Queensland Government to leverage and secure further support from other government, philanthropic and corporate sources.

ensure diversified income streams. While there will be a movement away from touring exhibitions in regional galleries, this will be replaced with a focus on income generated from core activities including specific program initiatives together with membership program value and benefits review.

We are confident our post COVID-19 financial position will recover with a strategy to return to our 2019 trajectory by 2022.

During 2020 our donations, sponsorships and partnerships revenue nearly doubled and this trend is continuing in 2021. We have a valued Donor Circle who support our vision and we are fortunate to have ongoing endorsement from our Cultural Patrons, Tim Fairfax AC and Gina Fairfax.

For the period 2022-2025 an increase in revenue is to be achieved by:

- delivering relevant and meaningful programs and services and expanding our platforms for delivery (online, in-person, hybrid, augmented)
- growing our funding streams and partnerships in arts and education and other sectors/industries through a values-alignment strategy
- building on the foundations and achievements of our strategic fundraising plan, to improve donor stewardship, increase our fundraising, and continue to secure grants and sponsorship
- developing and offering programs and services that engage diverse participants and art forms (multi arts, cross art form, new art forms, creative industries)
- Pursuing opportunities to leverage our position as Queensland Regional Arts Administrator to secure new opportunities in regional arts business
- Maximising the benefits of our improvements in technology, to better connect with existing and potential customers, partners and members

Board and Governance

The Board of Flying Arts is committed to effective governance that is agile and responsive to a changing environment.

It is comprised of members with diverse views, skills and experience across varied industries and local and national networks. The Board's main function is fiduciary, governance, optimising performance, ensuring compliance with legal requirements, strategic direction, and driving fundraising efforts. Board members are elected annually by financial members of the Association.

For effective oversight and in response to the needs of the business, the Board has established the following key protocols and sub-committees:

- Board and Committee Charters
- Comprehensive Board induction program
- Matrix of Board member skills and experience
- Disclosure of interests
- Annual strategic planning day
- Audit and Risk Committee
- Staffing Committee
- Development Committee
- Secure board portal for all processes and documents
- Annual board evaluation

The Board delegates management of the organisation to the Executive Officer and monitors progress through a range of activities and processes including:

- 4 Board meetings per year, plus an AGM, an annual board strategic planning day, as well as committee meetings as required.
- Comprehensive reporting against financial and strategic priorities
- Delegations and Authorities Procedure
- Compliance checklist for statutory obligations and critical business processes.
- Risk management plan
- Business continuity and crisis communication plans



The Centre of Queensland Monument with decorated seat tops created as part of the Small Schools Fund 2019. Image credit: Tallara Gray

Summary of KPIs 2022-2025					
Outcome	Measure	Target 2022	Target 2023	Target 2024	Target 2025
Our Artists and Creatives					
Size of or team of Arts Professionals	Number of artists and educators employed	50	52	54	56
Quality of experience against measurable dimensions	Level of positive feedback from clients, stakeholders and partners	85%	87%	90%	90%
Supporting and developing the sector	Number of activities and services	240	245	247	250
Variety of delivery platforms	% online delivery of total activities	40%	42%	45%	50%
Our Community					
Growth in collaborators in arts and education/other sectors	Number of new collaborations	2	2	3	3
Level of First Nations engagement	Number of First Nation's people engaged (board, staff, team)	5	6	8	10
Engagement across ages and abilities	Total participation and attendance across all programs	20,000	23,000	26,000	30,000
Ratio of activities in regions	% activities in regions against total activities	50%	55%	60%	65%
Online engagement	% Increase in online participation, engagement and followers	10%	12%	14%	15%
Our Impact					
Positive participant experiences evidenced across dimensions of satisfaction, attitudes, skills and connections	% creativity stimulated				
	% knowledge, ideas, insights gained				
	% capability enhanced				
	% social connectedness enhanced				
	% wellbeing improved	50%	50%	50%	50%
Case studies produced and shared	Number of case studies shared	5	6	8	10
Our Markets					
Increase in positive reputation and brand recognition	Level of positive feedback from clients, partners and stakeholders	85%	87%	90%	90%
Reach of program and services	online	100	110	115	125
New participants/clients	% new participants, clients	15%	17%	18%	20%
Our Business					
Secure government funding	% government funding of total income	35%	34%	32%	30%
Non-government revenue as a percentage of total revenue	% non-government funding of total income	35%	36%	38%	40%
Maintain sufficient reserves	% reserves to turnover	10%	10%	10%	10%
board	% retention rate of board	70%	70%	70%	70%
Size of staff and contractors	number of FTE staff and contractors employed	10	10	11	12



Image by Claire Rye from Pixabay