



JAMFACTORY STRATEGIC PLAN SUMMARY 2024 - 2028

Crafting the Future

Jam
Factory

JamFactory is proud to be based on Kurna country (Adelaide) with a satellite facility on Ngadjuri country (Seppeltsfield). We acknowledge and pay our respects to the traditional owners, the Kurna and Ngadjuri peoples, and to elders, past and present.

As a creative organisation working across Australia, we pay our respects to traditional owners, custodians and elders past and present of all first peoples' countries within which we work and deliver programs.

We recognise Aboriginal and Torres Strait Islander culture as the oldest continuing culture in the world and celebrate the diversity of language, culture, custom, ceremony and knowledge (lore) of first peoples as traditional owners, custodians and communities with an ongoing connection across the land, sea and waterways.

VISION, MISSION & PURPOSE

VISION

To be recognised globally as Australia's leading craft and design organisation.

MISSION

To inspire audiences, build careers, and extend contemporary craft and design into new markets.

PURPOSE

To champion the social, cultural and economic value of craft and design in daily life.

OUR VALUES

PEOPLE-FOCUSED

Empower, enable and connect individuals. We will ensure that people's experience and well-being is at the centre of our thinking.

SOCIALLY ENGAGED

Engage with diverse communities and always operate with integrity and respect.

COLLABORATIVE

Foster a culture of teamwork internally and seek to partner with other organisations to achieve our mission.

CREATIVE

Our work will be original and authentic and our thinking will be informed by the inspiring work of artists, designers and craftspeople.

FORWARD THINKING

Strive to be bold drivers of change and maintain a strong awareness of the global issues affecting craft and design.

ABOUT US

ESTABLISHED IN 1973 BY THE SOUTH AUSTRALIAN GOVERNMENT, JAMFACTORY IS A NOT-FOR-PROFIT INCORPORATED ASSOCIATION GOVERNED BY A BOARD APPOINTED BY THE SOUTH AUSTRALIAN MINISTER FOR THE ARTS.

JamFactory receives core operational funding from the South Australian Government through Arts South Australia and additional support from the Commonwealth through Creative Australia and the Visual Arts and Crafts Strategy. Public funding accounts for less than one third of the organisation's annual turnover.

JamFactory relocated to a purpose-built, state-owned facility in the Adelaide CBD in 1991, incorporating fully equipped studio workshops for ceramics, glass, furniture and metal design as well as galleries, a retail store, an apartment and secure studio spaces for independent artists.

JamFactory also maintains a regional satellite facility with additional gallery, retail and studio spaces at the historic Seppeltsfield Winery Estate in the Barossa Valley. JamFactory employs approximately 90 staff across a variety of full-time, part-time and casual roles including more than 55 artists, craftspeople and designers in teaching, mentoring, design and production roles.

JamFactory's acclaimed Associate Program is arguably the most significant career development opportunity in Australia for emerging practitioners working in ceramics, glass, furniture or jewellery and

metal design and attracts applicants from across the country and around the world. The program provides skills and business training to assist emerging artists and designers to become successful creative entrepreneurs. JamFactory also offers popular short course workshops in jewellery, glass, ceramics, furniture and other craft disciplines for beginners and professionals.

JamFactory provides subsidised studio space for around 20 independent practitioners each year (in Adelaide and the Barossa) and supports a further 40-50 glass artists who rely on our internationally renowned hot glass studio to produce their work.

Across our galleries in Adelaide and the Barossa, JamFactory presents a dynamic program of exhibitions that promote greater appreciation of, and engagement with, contemporary craft and design. We support specialist curatorial expertise in the area, with a strong emphasis on the development of national touring exhibitions, major publications, public programs, digital content and online education resources.

Safe public access to studio facilities through viewing platforms, walkways and guided tours allow JamFactory's audiences to watch and engage directly with artists and designers working in craft media at both locations.

Through its retail activities (in Adelaide, the Barossa and online), JamFactory represents an extensive range of hand-crafted ceramics, glassware, jewellery and collectables by over 280 leading Australian artists and designers including products made on-site in the JamFactory studios. JamFactory also undertakes regular commissions within the studios to produce a wide range of bespoke items, from small-scale corporate gifts and awards to large-scale interior fit-outs and public art. Through our studios and across a network of local manufacturers, JamFactory also produces the jam collection of homeware, furniture and lighting products for commercial sale.

Corporate and philanthropic support as well as sales, commissions, short course fees and other commercial activities help fund our programs and deliver income directly to practitioners.

OUR STRATEGIC FOCUS

IN ADDITION TO OUR ONGOING COMMITMENT TO EXCELLENCE ACROSS OUR CREATIVE PROGRAMS, JAMFACTORY HAS IDENTIFIED THREE KEY AREAS OF STRATEGIC FOCUS FOR THE PERIOD OF THIS PLAN – ENGAGEMENT WITH FIRST NATIONS; ENTREPRENEURIAL GROWTH; AND PHYSICAL EXPANSION OF OUR FACILITIES.

FIRST NATIONS ENGAGEMENT

In strong alignment with the National Cultural Policy, JamFactory recognises and respects the crucial place of First Nations stories at the centre of Australia's arts and culture. We will champion the work of First Nations artists and designers and increase support for First Nations craft and design practice. Highlights for our plan include;

- Creating a new career development program for emerging First Nations artists and designers.
- Developing a major community-led exhibition of Kurna art and design aimed at building deep, ongoing relationships with Kurna elders, artists and community groups.
- Launching and implementing JamFactory's first Reconciliation Action Plan.
- Establishing a First Nations Advisory Group.

ENTREPRENEURIAL GROWTH

JamFactory is a highly entrepreneurial cultural organisation that receives less than 30% of its annual turnover from Government funding. We will pursue ambitious growth in our earned revenue to secure ongoing financial stability and to generate increased employment, income and economic growth in the craft and design sector. Key priorities for revenue growth over the period include;

- Expanding our furniture, lighting and homewares collection and promoting the collection directly to architects and interior designers nationally.
- Building and promoting our capacity to design and fabricate bespoke commissioned work in our studios and through our networks.
- Growing retail sales by investing in targeted online sales and presenting commercially-focused exhibitions of higher value collectable work in store and online.
- Opening a new JamFactory retail outlet in Sydney.

PHYSICAL EXPANSION

JamFactory is unlike any other organisation in the country and has enjoyed tremendous growth and success in recent years. Further growth is greatly constrained by the limitations of our current building and the poor state of the Lion Arts Centre precinct. A renewed and expanded JamFactory and revitalised precinct would ensure significant increases in audience visitation and commercial revenue. Our key ambitions include;

- A new flexible education studio to deliver specialised craft and design programs for schools, teachers, community groups and professionals.
- Reintroduction of a textiles studio to create employment, deliver training and stimulate new commercial activities.
- A licenced café featuring JamFactory furniture, lighting and servingware.
- A major refurbishment and expansion of our retail store and galleries.

OUR FOUR KEY GOALS



Celebrating First Nations

INCREASE SUPPORT FOR FIRST NATIONS CRAFT AND DESIGN PRACTICE

We will ensure representation of First Nations artists and designers across all activities and programs, including our exhibitions, publications, short courses, talks and product development opportunities, and aim to provide annual increases in direct payments as wages, fees, royalties, sales and contractor payments to First Nations artists, designers and arts-workers.

We will introduce a new career development program for emerging First Nations artists and designers working in crafts-based media, extending in some way from our existing Associate Program. An initial pilot program, based on First Nations-led consultation, will be trialled in 2025.

We will work with local Kurna elders, artists and community groups to develop a major exhibition of Kurna art and design to be presented as JamFactory's key offering for the 2025 Tarnanthi Festival. We will use the development of this exhibition to build on-going relationships with the Kurna community to support and promote Kurna culture into the future.

We will develop and present a nationally touring exhibition of work by Ngarrindjeri Elder and celebrated weaver Aunty Ellen Trevorrow as our 2025 JamFactory ICON. The exhibition will be curated by First Nations curator Carly Tarkari Dodd and will be accompanied by a major monograph.

OUR FOUR KEY GOALS



Inspiring Audiences

INCREASE AUDIENCE ENGAGEMENT WITH CONTEMPORARY CRAFT AND DESIGN

We will develop and present high quality craft and design-focused exhibitions in our venues in Adelaide and the Barossa and send outstanding JamFactory touring exhibitions to metropolitan and regional venues across Australia. Our exhibitions will link to key festivals, utilise partnerships and be accompanied by nationally distributed publications and engaging public programs.

We will continue to build on our highly successful program of short courses and workshops, adding new courses and course formats as well as new First Nations-led courses across both sites. We will also continue to develop our school group and school holiday programs in support of our ambition to incorporate a dedicated Education Space within an expanded JamFactory.

We will provide structured tours, talks and demonstrations across our Adelaide and Barossa sites and provide opportunities for audiences to engage directly with makers in our studios. We will undertake targeted marketing and promotion related to cultural tourism and local participation in arts and culture.

We will develop engaging digital content for our growing online audiences. We will maintain an active presence various social media platforms to speak in very specific ways to very specific audiences locally and internationally. We will also broaden the subscriber base for our targeted communications.

OUR FOUR KEY GOALS



Building Careers

SUPPORT, PROMOTE AND TRAIN OUTSTANDING PROFESSIONALS IN THE CRAFT AND DESIGN SECTOR

We will select an outstanding cohort of emerging artists and designers each year to undertake our two-year intensive career development program, currently offered in Ceramics, Glass, Furniture and Metal (with the aim to add Textiles by 2028). We will develop a related program, specifically for First Nations participants, with an initial pilot project delivered in 2025.

We will deliver an annual Craft and Design Curators Forum for curators from across state and national institutions, small to medium organisations, university art museums, regional galleries and independent practice to strengthen networks and support specialised professional development in the sector.

We will provide studio space, specialist facilities, residencies, travelling scholarships and a variety of permanent and casual employment opportunities for professional artists and designers working in craft-based media and invest annually in professional development for our staff.

We will celebrate and support the ongoing career development of South Australia's most influential visual artists working in craft-based media through the annual JamFactory ICON exhibition. Each exhibition will tour nationally, accompanied by a short documentary video, an education kit, public programs and a nationally distributed, hardcover monograph.

OUR FOUR KEY GOALS

Extending Markets

GENERATE INCOME AND ECONOMIC GROWTH IN THE CRAFT AND DESIGN SECTOR

We will solidify JamFactory's reputation as the leading retailer of Australian craft and design. We will invest in growing online sales and aim to nurture collecting of higher value contemporary craft and design by presenting sales-focused exhibitions in-store and online. We will present work for sale at the biennial Melbourne Design Fair and aim to open a JamFactory store in Sydney by 2028.

We will further deepen our engagement with architects, interior designers, property developers, hotels, restaurants and wineries to generate significant earned revenue growth from sales of JamFactory furniture and lighting products and bespoke commissioned items.

We will expand the JamFactory home accessories collection, which provides sales income for JamFactory, royalty income for designers and casual employment income for craftspeople engaged in production. We will explore production methods that will enable us to increase the scale of output while maintaining high craft values in order to meet growing demand.

We will support Australian glass artists and promote Adelaide as a globally significant centre for glass art and design through the FUSE Glass Prize and the FUSE Glass Artist Residency. We will work with the Adelaide Botanic Gardens to generate sales and new markets for Australian glass in conjunction with a major project in 2024/25.

Major partners:



Government partners:



Government of South Australia
Arts South Australia



Australian Government
Visual Arts and Craft Strategy
South Australia



Australian Government



JamFactory is supported by the South Australian Government through Arts South Australia. JamFactory is assisted by the Visual Arts and Crafts Strategy, an initiative of the Australian, State and Territory Governments. JamFactory is also assisted by the Australian Government through Creative Australia, its arts funding and advisory body.