

JAMFACTORY STRATEGIC PLAN SUMMARY 2019 - 2022

CONNECTING PEOPLE
THROUGH CRAFT AND DESIGN

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

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

SOCIALLY ENGAGED

We will engage with diverse communities and always operate with integrity and respect.

COLLABORATIVE

We will 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

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

EXECUTIVE SUMMARY

JamFactory's 2019 - 22 Strategic Plan has been developed over a nine-month period. It sets a clear path for activity and ambition over the next four years leading up to the organisation's 50th anniversary in 2023.

The plan has been informed by surveys and interviews with key stakeholders along with professionally facilitated planning workshops for both staff and Board.

The plan seeks to build on the strong growth and success of the past seven years which have seen many new initiatives including the launch of a touring exhibitions program, the opening of a satellite facility at Seppeltsfield, the publishing of an annual magazine, the establishment of major awards for glass and furniture and the development of a commercial furniture and lighting collection. During this period of growth our audiences have almost doubled, our total revenue has increased from \$2.9million to over \$5million, our recurrent funding from the Commonwealth Government has almost tripled and our Development revenue has grown from almost nil to over \$300K annually.

Recent events that have impacted the plan include; significant changes to staff structure with new and/or redefined roles in Administration, Exhibitions, Retail and the Studios; a shift in our primary departmental alignment with State Government from Arts to Innovation and Skills; a loss of \$100K (approx. 10%) in funding from State Government and major positive changes to the activity and demographics of Adelaide's West End.

The 2019 - 22 plan is framed around four Key Goals and 16 Organisational Strategies, which outline how we will enhance our highly acclaimed exhibitions, training and retail programs as well as notable new activities including;

- Working towards major redevelopment and expansion of our Morphett Street site to include an education centre, textiles studio, and improved retail and exhibition spaces.
 - Creating a residency program bringing world-leading artists, craftspeople and designers to Adelaide to deliver workshops, talks and demonstrations.
 - Expanding and improving supply of our product and furniture collections to drive significant commercial income growth from wholesale and commercial trade sales.
 - Implementing a Reconciliation Action Plan to assist in deepening our engagement with Aboriginal and Torres Strait Islander art, artists and Art Centres.
 - Advocating to establish a festival that celebrates Adelaide as a city of makers, where craft skills contribute to the city's culture, economy and identity.
- The Strategic Plan will be accompanied by Annual Operational Plans (outlining the activities we will undertake to achieve our strategic objectives), which are approved by JamFactory's Board of Directors annually and reported on quarterly to ensure the organisation remains focused on inspiring audiences, building careers and extending markets for contemporary 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 Innovation and Skills.

JamFactory receives core operational funding from the South Australian Government through the Department for Innovation and Skills and additional support from the Commonwealth Government through the Australia Council for the Arts. Public funding accounts for just under 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 estate in the Barossa Valley. JamFactory employs approximately 40 staff including respected craftspeople and designers and specialist curators.

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

JamFactory provides subsidised studio space for 30 - 40 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 and on-line 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 on-line), JamFactory represents an extensive range of hand-crafted ceramics, glassware, jewellery and collectables by over 250 leading Australian artists and designers including products made on-site in JamFactory's 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.

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

OUR KEY GOALS

INSPIRING AUDIENCES

Increase audience engagement with contemporary craft and design.

BUILDING CAREERS

Support, promote and train, outstanding professionals in the craft and design sector.

EXTENDING MARKETS

Stimulate economic growth in the craft and design sector.

OPERATIONAL STABILITY

Effectively manage resources to maintain ongoing financial stability.





ORGANISATIONAL STRATEGIES

1. UNDERTAKE MAJOR REDEVELOPMENT AND EXPANSION OF JAMFACTORY'S FACILITIES IN ADELAIDE'S WEST END

Recognising that Adelaide's West End Creative Precinct offers JamFactory significant advantages - proximity to the University of South Australia and TAFE SA, the development of several new hotels and a rapidly changing demographic - we are committed to redeveloping and expanding our current facility - and an adjoining building - in the precinct. We will work with architects and other consultants to build a compelling case to secure public and private support for a major capital project in conjunction with JamFactory's 50th anniversary in 2023. The vision for the redevelopment is to include an education centre, a textiles studio, a renovated apartment, an enhanced viewing area for glassblowing as well as enhanced studio, retail and gallery spaces with consideration for the viability of incorporating a licenced café (with all furniture and tableware made by and available from JamFactory).

2. ENHANCE AND EXPAND TRAINING AND MENTORING PROGRAMS

From 2020 JamFactory will implement significant changes to its Associate Program and develop additional training and mentoring opportunities to further enhance its role in building careers in the craft and design sector. We will more formally integrate the current two-year Associate Program and the independent studio tenancies to create a new intensive first year (with more substantial mentoring and business skills development) from which studio spaces and scholarships will be awarded on merit for a subsequent one, two or three years as a studio-based Associate. This restructured program gives participants the flexibility to undertake a one-year program. We will also investigate alternative training pathways through paid traineeship positions - initially within the Glass Studio - and a series of structured unpaid internships (in conjunction with university programs) in the studios as well as in Marketing and Exhibitions.

3. DEVELOP AND PRESENT OUTSTANDING EXHIBITIONS THAT REFLECT THE DIVERSITY OF AUSTRALIAN PEOPLE AND PRACTICE

JamFactory will present at least 80 separate craft and design focused exhibitions across its venues in Adelaide and the Barossa over the next four years. More than 80% of these will be curated by JamFactory and will include works in a broad range of media by Australian artists, craftspeople and designers from diverse backgrounds in varying stages of their careers. These exhibitions will showcase new work and be accompanied by engaging texts and public programs. The program will include a major textile design exhibition; a collaborative multi-venue project focused on native botanicals; solo exhibitions by emerging and established artists; and a series of projects featuring contemporary interpretations of traditional crafts from migrant cultures.

4. DEVELOP AND MANAGE AMBITIOUS NATIONAL AND INTERNATIONAL TOURING EXHIBITIONS

Over the next four years JamFactory will curate and source additional funding to support new exhibitions to continue our highly acclaimed touring exhibitions program with at least four exhibitions travelling each year. With each new exhibition we will further evolve the program and our processes – exploring ways to improve transport logistics, exhibition design and what we provide to assist venues to engage with audiences. The program will include the very successful annual JamFactory Icons exhibitions (including Tom Moore in 2020 and Pepai Jangala Carroll in 2021), a major textile design exhibition and the continuing tours of *STEEL: art design architecture* and *CONCRETE: art design architecture*. We will aim to begin touring at least one exhibition internationally from 2022 and we plan to develop a new touring model for a project launching in 2023 promoting creative careers in craft and design to high school aged children in regional and outer metropolitan centres across Australia.

5. SUPPORT INDIGENOUS ARTS PRACTICE THROUGH ALL AREAS OF JAMFACTORY ACTIVITY

During the 2019/20 financial year JamFactory will develop and implement a Reconciliation Action Plan and we will engage with Indigenous artists and designers in our exhibitions, retail and studio programs annually. We will ensure Indigenous representation in the major curated exhibitions planned for the period including textile design (2021), native botanicals (2022) and careers in craft and design (2023). We will host workshops, residencies and exhibitions in conjunction with the Art Gallery of South Australia's TARNANTHI Festival in 2019 and 2021. We will also work with Waringarri Arts, Enrabella Arts, Ninuku Arts and other Aboriginal Art Centres on the development and or production of new products and on ways to extend our entrepreneurial and business skills programs to artists and arts workers from these centres. We will also explore opportunities to engage in the development of the new National Indigenous Art Gallery in Adelaide.

6. IMPLEMENT A DIGITAL AND PUBLISHING STRATEGY THAT EXTENDS AUDIENCE, PROMOTES PRACTICE AND SUPPORTS WRITING AND RESEARCH

We recognise that in four years there will likely be new media and new online communication platforms and we must maintain a dynamic approach to this changing environment. Our marketing activities will have a strong emphasis on e-marketing, social media and continual development of our website. We will build on the success of MARMALADE magazine through building a new digital platform – added to regularly and augmented by video and other digital content – and publishing a revised and more accessible annual printed version (in partnership with the Adelaide Review) that will see at least a 20-fold increase in readership. Each JamFactory curated exhibition will be accompanied by an accessible and informative short essay that will be available online and in the galleries. We will also continue to produce catalogues for key exhibitions and we have established a new partnership with Wakefield Press to publish a significant monograph on each JamFactory Icon from 2020.

7. DEVELOP AND IMPLEMENT A DYNAMIC RESIDENCY PROGRAM FEATURING WORLD-LEADING ARTISTS, CRAFTSPEOPLE AND DESIGNERS

From late 2020 JamFactory will bring leading figures to Adelaide to inspire public and professional audiences and to engage with the unique collections, cultures and environments of South Australia. They will deliver workshops for emerging professionals and present video-recorded public talks or demonstrations. By 2021 we will host four international and four national residencies each year with the program confirmed at least 12 months in advance to ensure that maximum benefit can be leveraged from each engagement including exhibiting opportunities, targeted networking and significant media outcomes (building JamFactory's audience and brand locally and globally). In addition to these core residencies JamFactory will seek funding to support two additional residencies for leading Australian contemporary visual artists wishing to extend their practice through experimenting with crafts-based media and applications for additional self-funded residencies will be sought through national and international networks.

8. EXPAND AND ENHANCE SHORT COURSE WORKSHOP OFFERINGS FOR BEGINNERS AND PROFESSIONALS

JamFactory's 7-8 week short course workshops for beginners offer some of our deepest audience engagement opportunities while at the same time providing income for artists contracted as tutors. We will continue to build on this strong area of growth over the next four years, adding additional courses in glass, ceramics and jewellery and developing courses for the first time in woodwork/furniture making. In addition we plan to host more visiting artists and designers to run intensive skills-based workshops for professionals and we will expand our current work with the ACH Group to provide an expanded range of workshops for aged care and disability sector clients. We will also develop a business case for the establishment of an education centre within the proposed building redevelopment plan so we can deliver workshops for school groups and school holiday programs.

9. PROVIDE STUDIO SPACE AND FACILITIES FOR ARTISTS, CRAFTSPEOPLE AND DESIGNERS

Over each of the next four years JamFactory will provide sub-leases for studio space to at least 30 artists and designers across its Adelaide and Seppeltsfield sites. At Seppeltsfield the emphasis will be on providing space for professional artisan businesses to thrive through direct commercial access to a significant cultural tourism audience. In Adelaide we will focus specifically on assisting emerging practitioners by more closely aligning the rental studios with JamFactory's Associate Program. We will also provide at least 30 additional artists annually with hiring access to a world-class hot glass studio and recognise that this access is critical to sustaining their practice. Within the business case for our building redevelopment plans we will outline the need for additional studio space and the establishment of a textile workshop. We will also examine the feasibility of establishing a self-contained studio apartment for visiting artists within our Seppeltsfield building.

10. GENERATE INCOME AND EMPLOYMENT FOR ARTISTS, CRAFTSPEOPLE AND DESIGNERS

Increased commercial revenues from JamFactory's studios will enable an increase in the number of practicing artists, craftspeople and designers employed in part-time technical, management and production roles within studios along with an increase in payments to other artists, craftspeople and designers engaged as independent contractors. JamFactory's business growth will also provide new revenue through subcontracting to local design or crafts-based manufacturing businesses. We will also provide royalty income through JamFactory's product collections; exhibitors' fees based on rates recommended by NAVA; and proceeds from sales of work to more than 200 artists, craftspeople and designers annually. Where possible and appropriate we will also support artists through casual and part-time employment in non-creative roles within areas such as retail and administration.

11. EXPAND JAMFACTORY PRODUCT COLLECTION AND GROW WHOLESALE SALES TO STOCKISTS NATIONALLY AND INTERNATIONALLY

With the recent creation of a new Creative Director role across the four studios and other changes in studio staff we are confident of building significantly on the success of the JamFactory product collection. We will introduce at least 20 new products designed by staff, Associates and invited others over the next four years. We will explore production efficiencies within the studios as well as opportunities to work with local industry partners to increase the scale of output while maintaining the high craft values associated with our brand. Expanding the product range and improving our capacity to supply will enable JamFactory to proactively target retailers nationally and internationally to grow our list of appropriately aligned stockists. We will also seek to secure partnerships with cultural institutions including AGSA and the NGV to design and produce special exhibition and collection-based products.

12. WORK WITH BUILT ENVIRONMENT AND HOSPITALITY SECTORS TO GROW INCOME FROM DESIGN AND PRODUCTION OF FURNITURE, LIGHTING AND BESPOKE ITEMS

By further deepening our direct engagement with architects, interior designers, hotels, restaurants and wineries we expect to see some of our strongest revenue growth come from sales of furniture, lighting, tableware and bespoke commissioned items over the next four years. We will partner with local start-up Escapod to design and produce new furniture pieces for launch within luxury accommodation pods on Kangaroo Island and become additions to our existing collection. We will partner with local boutique property developer V three to design and produce bespoke public realm elements for the Botanic residential development on Hackney Rd, Adelaide. We will introduce new pieces into the JamFactory furniture and lighting collection each year and proactively promote this collection, as well as our consulting and bespoke commissions capabilities, to the architecture and commercial interiors sector.

13. MARKET EXEMPLARY WORK BY AUSTRALIAN ARTISTS, CRAFTSPEOPLE AND DESIGNERS THROUGH TRADITIONAL AND ONLINE RETAIL OPERATIONS

During this period JamFactory will further solidify its reputation as the leading retailer of Australian craft and design products. We will constantly refresh the product mix in our two physical shops in Adelaide and the Barossa. Our retail team will research, identify and secure at least 20 new Australian suppliers (independent artists, craftspeople and designers) each year and provide feedback to existing suppliers to assist them in the development of new products. We will aim to double turnover from our on-line store through e-mail and social media driven campaigns by 2021, and continue our commitment to adding new products to the website every month. We will also aim to nurture collecting of higher value contemporary craft and design by building on our recent program of sales-focused COLLECT exhibitions. Within the business case for our building redevelopment plans we will outline the need for major refurbishment of the Morphett Street shop.

14. GROW PRIVATE SUPPORT, AUDIENCE REACH AND ARTIST ENGAGEMENT FOR THE BIENNIAL FUSE GLASS PRIZE

The FUSE Glass Prize is the most substantial award for Australian and New Zealand artists working in glass and is a key tool for JamFactory to promote the cultural and economic importance of contemporary studio glass. Expanding the award's reach and reputation is a key objective for JamFactory over the next four years. With the generous assistance of existing donors we will secure additional philanthropic and corporate support to build on the success of the 2016 and 2018 presentations. For each biennial year we will secure influential national and international judges, undertake targeted advertising and promotion to attract more than 100 entries from leading artists and commission a major essay surveying glass art in the region. We will also begin to tour the exhibition of finalists, initially to Sydney in 2020 and then to Sydney and Auckland in 2022.

15. BUILD PARTNERSHIPS TO DEVELOP AND PRESENT A CITYWIDE MAKERS FESTIVAL IN ADELAIDE

Over the next four years JamFactory will seek to broker partnerships to assist in establishing a nationally significant, city-wide makers festival aimed at fostering and celebrating making skills - from wine-making and craft brewing, through bespoke furniture and jewellery production, to specialised steel manufacturing for defence industries. The event will promote Adelaide as a city of makers and South Australia as a place where specialised making skills contribute significantly to the economy and identity of the state. Key partnerships we will work towards securing to establish the event include the State Government Department for Innovation and Skills, the South Australian Tourism Commission, TAFE SA and the Adelaide City Council. The scope, ambition, launch-date and nature of JamFactory's role will be determined through the process of brokering partnerships.

16. INCREASE INCOME FROM SPONSORSHIP AND PHILANTHROPY TO SUPPORT PROGRAM ACTIVITIES AND BUILDING REDEVELOPMENT

Over the past seven years JamFactory's Development income has grown from almost nil to around \$300K per annum and we are planning, during this next four-year period, to establish new programs and relationships to continue to grow this revenue. In late 2019 we will finalise a new Development Strategy that will drive our sponsorship and fundraising activities in the lead up to JamFactory's 50th anniversary in 2023. Sponsorship activities will focus on securing a principal sponsor for the organisation and a major corporate partner for the annual Icons exhibitions. Philanthropy activities will include evolving the successful Medici Collective program, securing additional support for the FUSE Glass Prize and applying to Trusts and Foundations for funding to assist with specific exhibition and residency programs. The new strategy will also incorporate the establishment of a major capital appeal to assist with the building redevelopment project.



Major partners:



Supporting partners:



Government partners:



Government of South Australia
Department for Innovation and Skills



Australian Government
Visual Arts and Craft Strategy
South Australia



Australia Council for the Arts

JamFactory respectfully acknowledges the traditional lands of Kurna people and we pay respect to their spiritual relationship with their Country. We also acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

JamFactory is supported by the South Australian Government through the Department for Innovation and Skills. 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 the Australia Council, its arts funding and advisory body.