/CRAFT

Strategic Plan
2026–2029



ACKNOWLEDGEMENT OF COUNTRY AND FIRST PEOPLES

Craft respectfully acknowledges Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of the place we now call Australia. Our workspace and gallery are located on the unceded lands of the Wurundjeri Woi Wurrung people of the Eastern Kulin Nations.

Recognising First Nations people as the first artists and makers, we honour their knowledge and customs as essential to the research, development and conservation of traditional and contemporary craft and design practice.

We pay our respects to Elders past and present as guardians of the world's oldest continuous culture and we commit to embracing a future based on supporting First Peoples leadership through self determination, respect and collaboration.



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The Future is in the Making



OUR PURPOSE

Craft is a creative hub, a connector and a collaborator.

We are a for-purpose organisation and agent that exists to:

- support sustainable careers for independent artists
- enrich our local and broader community with created works and arts experiences

OUR VALUES

These principles identify what we believe in, guide our behaviour and help us achieve our purpose.

- Aspirational and Inspirational
- Bold and Brave
- Ethical and Inclusive
- Agile and Innovative
- Authentic and Unique

OUR PAST AND OUR FUTURE

Established over 50 years ago to represent artists and makers, Craft has been an important platform for creative practices that explore material, process, skill and innovation. Our tenacity and commitment to these practices has ensured their enduring relevance and accessibility.

In a world which is challenged by industrialised consumption, our artists, their conscious production practices, and their works have an important role to play in a modern and sustainable Australian society.

Craft's experience and our connections within our community mean we can leverage our history while looking to the future. We recognise our role as a hub for the next generation who will shape our creative industries.

Our purpose is focused on sharing knowledge and resources, as we foster creative careers, build a thriving and equitable creative industry, and develop new audiences and community connections.

This is Craft's living legacy and commitment to future generations.

/ EXECUTIVE SUMMARY

Craft Victoria is a membership organisation deeply embedded in the creative community. We exist to support sustainable careers for independent artists; champion local production; and foster a thriving, equitable arts sector.

In recent years, we've listened closely to the voices of artists and responded with a bold new model – one that redefines how creative organisations can lead, support and evolve. Our **Strategic Plan 2026–2029** outlines this approach through four key objectives:

1. **Deliver Impact Through Creative Programming**
2. **Develop a Generative Business Model for Financial Sustainability**
3. **Collaborate and Engage with Our Communities**
4. **Support Our People and Foster an Inclusive Culture**

At the heart of our strategy is a new programming framework built around five key pillars of purpose: **First Peoples First**, **Conscious Craft**, **Women's Work**, **Rising Talent** and **Sustaining Futures**. These pillars guide our curatorial direction and ensure transparency, equity and impact.

We've launched **Craft Agency**, a not-for-profit artist representation model that leverages entrepreneurial thinking to generate income and opportunities for artists. This model reinvests in the sector and demonstrates a new way forward for creative organisations.

Through **Conscious Craft**, we are championing sustainable practice, circular design and local innovation. This platform is already influencing procurement, partnerships and public engagement across the sector.

Craft is a hub for connection and collaboration – expanding access to the arts, growing opportunities for artists, and building a more resilient creative ecosystem.

We believe in working smarter, together. A rising tide lifts all ships.



/STRATEGIC OBJECTIVES

#1 Deliver Impact Through Creative Programming

#2 Develop a Generative Business Model for Financial Sustainability

#3 Collaborate and Engage with our Communities

#4 Support our People and Foster an Inclusive Culture



/STRATEGIC OBJECTIVE

#1 Deliver Impact through Creative Programming

Craft is grounded in the belief that material practice can connect people through stories, shared experience, and cultural expression. Our programming is artist and community-focused, expressed through 5 key program pillars.

1. First Peoples First
2. Conscious Craft
3. Women's Work
4. Rising Talent
5. Sustaining Futures

Through exhibitions, collaborations, and initiatives we foster inclusive environments that reflect diverse perspectives, encourage dialogue and spark ideas.

We support artists across all career stages through responsive offerings, professional development, and opportunities for creative growth. Our approach values knowledge-sharing, intergenerational exchange, and accessibility—ensuring that craft continues to evolve as a dynamic space for connection, learning, and creative leadership.

GOALS

1. Tell diverse stories that engage and inspire

2. Advance creative careers and expand networks

3. Share and conserve knowledge for the future

1 Deliver Impact through Creative Programming

GOAL 1.1 / Tell diverse stories that engage and inspire

Our creative program reflects the diversity of Australian peoples and culture. Building on our enduring commitment to process, material, technique and knowledge, our program explores prescient themes and ideas, formed through functional or experimental investigations. It is our belief that the handmade, specifically expressed through craft and design practice, is a sophisticated and complex study in problem solving. Our program explores the pressing issues of our time expressed through works that offer solutions, provoke thought and stimulate discussion.

Through our programming, we provide a platform for excellence and innovation. Exhibitions will feature established masters of Australian craft and design making, alongside the next generation of rising talent pushing the boundaries of contemporary artistic practice. The stories told will continue to evolve and generate dynamic narratives, reflecting who we are and the times in which we live.

We will execute a long-term framework for a diverse and inclusive curatorial and creative program, featuring our established annual **First Peoples-led** exhibition. Craft will continue to be a leader in the representation of Australian cultural and creative practices across all aspects of our program.

Activity	Target (by 2029)

• **Equitable programming** across key pillars:
  • First Peoples First
  • Conscious Craft
  • Women's Work
  • Rising Talent
  • Sustaining Futures
• Provide an environment that supports freedom of cultural expression, which is welcoming, safe, inclusive and respectful
• Encourage innovation through opportunities to create and present new works
• Creative collaboration across industries and through multi-disciplinary presentations
	• 25% of artists in the annual program identify as First Peoples
	• 70% women and gender diverse artists presented each year
	• Equal balance of artists across all career stages presented annually
	• Advance our Access & Equity Plan
	• Achieve zero-waste exhibition design
	• 10 x new graduates exhibited annually
	• 50% of annual program includes creation of new works
	• 20 x exhibitions presented per year in our Naarm/Melbourne gallery

1 Deliver Impact through Creative Programming

GOAL 1.2 / Advance creative careers and expand networks

The ambitions of artists are as varied as the work they create. For decades, Craft has supported artists at different stages of their careers, helping them realise their aspirations and navigate the creative landscape.

Developed through direct feedback, our membership program will be tailored to the needs of our members. The scope of our professional advice offerings will draw on our broad industry networks, providing support to artists with practical resources and mentoring.

By further building our connections with educational institutions and skills providers, we will equip students and graduates with sector insight and career pathways. Additionally, to create more equitable access to our membership, we will introduce a dedicated approach to supporting First Peoples artists, including free and subsidised services.

Craft is committed to fostering viable creative careers through fair pay for artists (based on NAVA guidelines) and new opportunities – including fellowships, residencies and collaborations with adjacent industries and international peers. These initiatives will help position artists to lead, innovate and contribute meaningfully to the future of the creative industries.

Activity	Target (by 2029)

• **Advance careers:**
  • Increase scope of membership professional development program
  • Commercial opportunities through Agency
  • Increase gallery sales
  • Expand the Maker Directory on our website
  • First Peoples subsidised membership
  • Benchmark artist fees
• **Expand networks**
  • Partner with LGAs for networking
  • Networking events at Craft and commercial partners
  • Develop international gallery relationships
	• 10% of our annual memberships are subsidised to First Peoples artists
	• 2,000 active Craft members nationwide, with 1,000 current artist profiles in our Maker Directory webpages
	• 5 x specialist advice sessions for artists annually
	• 8 x in person soft skills and network events for members
	• 15% YOY increase in partner delivered professional development workshops

“Craft has been a huge support to me and my practice for many years now, and the Craft team is totally dedicated to giving a voice and platform for all creatives they support and include in their space. For me personally, their unwavering support and guidance have been greatly welcomed.”

— Lisa Waup, mixed-cultural First Peoples multidisciplinary artist and curator



1 Deliver Impact through Creative Programming

GOAL 1.3 / Share and Conserve Knowledge

We will advance Craft's role as a hub for artists and audiences to connect, share, and learn. Our creative program we will become a catalyst for fostering mentoring and networking through intergenerational knowledge exchange. By building a culture of learning and reflection, artists will actively preserve skills, share stories, and contribute to a living archive of craft and design practice.

Over recent years, Craft has built a strong reputation of creating compelling content that heroes the artists through their work, stories and knowledge. This has expanded our audience engagement, and we will continue to produce and share this content through our our digital platforms.

Our focus will also be on increasing accessibility so a wider audience can be inspired and educated. Through expanding the commissioning of writing, film, photography, and interviews, we will build a comprehensive library of online resources for research into craft and design from across the country.

Activity	Target (by 2029)

• **Public Programs**
  • First Peoples-led and focused
  • Fresh! Graduate Fellowship and mentoring
  • Women's Work intergenerational exchange
  • Regional professional development partnerships
  • Commercial partnerships for business mentoring with artists
• **Digital Resourcing**
  • Conscious Craft knowledge hub and resource exchange
  • Develop dedicated Members Hub to house Professional Development digital content for members
  • Develop digital library of artist-focused stories through commissioning of writers, photographers and filmmakers
	• 2 x First Peoples-led public programs annually
	• 20% of digital library content commissioning dedicated to First Peoples cultural practices
	• 10% of library content commissioning dedicated to Conscious Craft
	• 10 x artist mentorships annually
	• 3 x university partnerships for student-focused Professional Development programs
	• 10 x partnerships with local councils in outer-metro and regional LGAs
	• Grow digital resources

/STRATEGIC OBJECTIVE

2 Develop a Generative Business Model for Financial Sustainability

Craft will establish a generative and adaptive business model that ensures long-term financial sustainability and enables reinvestment into the creative sector. Guided by our purpose and entrepreneurial values, we will pursue market development and commercial activity that supports artists while remaining true to our cultural mission.

The value created through our programs and platforms will be continually reinvested into artists, audiences and the broader sector. We will champion local investment, prioritising partnerships and initiatives that strengthen Victoria's creative economy.

Through this model, Craft will drive growth, innovation and employment, creating meaningful cultural, social and economic impact for the communities we serve.

GOALS

1. Advance the Craft Agency Model
2. Develop a Compelling Partnership Model
3. Champion Local Investment

#2 Develop a Generative Business Model for Financial Sustainability

GOAL 2.1 / Advance the Agency Model

Launched in 2024, Craft Agency is a not-for-profit artist representation model powered by a growing national membership of 1000+ artists. Craft Agency works to:

- Directly generate income for artists through commercial avenues
- Build artists capacity to create sustainable creative careers

We're focused on building two core networks:

- A highly engaged community of artists and makers
- A coalition of forward-thinking partners, collaborators and brands

Craft Agency links these worlds — shifting how artistic work is understood, valued and supported. We continue to expand our creative consultancy offerings, including:

- Large-scale public artworks
- Site-specific installations
- Bespoke commissions
- Art and object procurement services
- Tailored art experiences and engagement

This model places Australian-made artworks in public, corporate and private collections across the country and into growing international markets. Our strategy focuses on audience diversification and client engagement to ensure enduring opportunities for Australian artists, makers, and designers.

Our membership network includes hundreds of individual artists, small businesses, and social enterprises led by creative entrepreneurs. Pursuing a creative career involves significant risk, but with fifty years of market development experience, Craft is uniquely positioned to support these challenges. Our team provides expert guidance through complex projects, strengthening both the organisation and our artist community.

Activity	Target (by 2029)

• **Grow business pipelines and artwork sales**
  • Host networking events to build relationships and attract new clients
  • Grow online and in-gallery sales channels
  • Strategic partnerships with national and international galleries and buyers
• **Capacity building**
  • Expand commission and consultancy offerings
  • Staff training in project management and artist support
  • Develop member support programs and resources for commercial engagement
  • Advance guidelines, risk assessments and mitigation frameworks for engaging with external clients
	• 15% YOY increase in artist income through Agency channels
	• 10% YOY increase in artist income through gallery sales channels
	• 10 new commercial partnerships established annually
	• 90% member retention rate
	• 90% satisfaction rate from artists engaged



"Working with Craft on this project was a very rewarding experience. As art curators, they were not only incredibly supportive but also deeply aligned with my vision, offering valuable guidance through the specific challenges and requirements of the Home Docklands project."

— Marta Figueiredo, artist

#2 Develop a Generative Business Model for Financial Sustainability

GOAL 2.2 / Develop a Compelling Partnership Model

Craft will take an active, purpose-driven approach to building a partnership and investment model that attracts public, private, philanthropic, and business support. This model will offer compelling, values-aligned opportunities that deliver measurable cultural, social and economic impact.

This expanded scope will be realised through engagement with both established and emerging sponsors, brands, partners, and philanthropic supporters – offering tailored opportunities such as co-branded initiatives, named sponsorships and impact reporting strengthened through a Social Return on Investment approach to data collection and analysis.

Leveraging event partnerships with leading global organisations, we have expanded our commercial audience and are developing relationships with national and international brands to amplify the opportunities we can offer artists.

Craft recognises that the systems cultural and arts organisations have operated within for decades are evolving. We are responding by leading with innovation, adaptability and a commitment to sector transformation.

Activity	Target (by 2029)

• **Actively growing partnerships**
  • Establish personalised approach to stewardship for philanthropic and commercial partners
  • Diversify partnership outreach to include sectors such as education, technology and local government
• **Data management and impact reporting**
  • Establish a Social Return on Investment framework
  • Distribute biannual impact reports to all partners
  • Implement a partner feedback survey
  • Track and analyse partnership performance data
  • Create a partnership and philanthropy dashboard for internal monitoring and reporting
	• 75% retention rate on donors and supporters
	• 10% YOY increase on partnership revenue
	• 4 x hosted engagement events held annually
	• 90%+ partner satisfaction score from annual feedback survey
	• 3+ co-branded or collaborative initiatives launched annually

#2 Develop a Generative Business Model for Financial Sustainability

GOAL 2.3 / Champion Local Investment

Craft is actively cultivating a thriving creative ecosystem by collaborating with a cross-industry network to strengthen local investment.

Through initiatives like **Conscious Craft**, launched in 2024, we promote sustainable and circular practices by amplifying local makers, materials and innovation.

This platform – a central program in Melbourne Design Week since its inception and supported by commercial partners – encourages audiences to engage with six guiding attributes:

- Care for Country
- Australian Made
- Buy Once, Buy Well
- Considered Materials
- Sustainable Practice
- Changing Perceptions

Through this platform, we explore current environmental issues, the sustainability of local industry, the importance of retaining skills and creative jobs, and the influence of the global social and political environment.

These considerations help embed circularity into the creative sector and ensure that economic value is reinvested locally and sustainably.

Activity	Target (by 2029)

• **Conscious Craft**
  • Annual Conscious Craft exhibition and public programs
  • Develop and launch Conscious Catalogue to promote procurement of Australian art and design
  • Partnerships with Conscious Craft aligned brands and organisations for cross-promotion
  • Develop Sustainability Action Plan
	• 3 x dedicated Conscious Craft exhibitions annually
	• 20% increase YOY visitation to Conscious Craft Program
	• 50% of programs to include Conscious Craft artworks
	• 3 x Conscious Craft public programs annually
	• 10% of annual sales to come from Conscious Catalogue
	• 3 x Conscious Craft commercial partnerships annually

• **Contribute to the resilience of the creative sector**
  • Develop an advocacy plan for government investment in local creative industry and production
  • Collaborate with national brands to invest in local manufacturing and support artist-led innovation	



"Craft fills a really unique gap in the ecosystem of practice, and there is a lot of support for people who are just starting out in their practice. And I had a lot of support from Craft at that stage in my practice as well."

— Jessie French, artist and experimental designer

/ STRATEGIC OBJECTIVE

#3 Collaborate and Engage with our Communities

Craft is committed to building meaningful connections with audiences through digital storytelling. By placing artists at the centre of our digital content and marketing, we've developed a strong visual language and a trusted platform that amplifies creative voices and drives audience growth.

We are expanding our reach through strategic partnerships and collaborative social media posting, which are boosting engagement and growing our digital audience. Programs like Visionaries and partnerships with major events are introducing new audiences. Our investment in video content, PR, and digital marketing is increasing visibility and creating new opportunities for the artists we represent.

Our loyalty program, Craft Club, further supports this engagement by nurturing long-term relationships with active collectors and philanthropists.

GOALS

1. Expand audience engagement and reach through strategic collaboration

2. Artist-focused content generation and integrated marketing

#3 Collaborate and Engage with our Communities

GOAL 3.1 / Expand audience engagement and reach through strategic collaboration

Riding the wave in the global resurgence of craft and the handmade, we are actively partnering with creatives who can help us reach new audiences through authentic, compelling content. Strategic collaboration is central to our approach, enabling us to grow our visibility and deepen engagement across diverse communities and audience demographics.

Launched in 2024, **Visionaries** is an annual exhibition series that showcases the future of Australian craft and design through the lens of leading creatives. Ambitious in scale, the program leverages brand partnerships and features dozens of artists each year – many from culturally and linguistically diverse backgrounds, across career stages, and including LGBTQIA+ artists.

Collaborations with the design and architecture industries have opened new pathways for audience growth, with increased attendance from commercial clients and a boost in gallery sales, despite the challenging economic climate.

Our collector audience is growing steadily in both size and capacity to invest. To encourage loyalty, we launched **Craft Club** in 2024, which offers collectors up-close arts experiences and unique opportunities to see and engage directly the making process through studio visits and intimate artist talks.

Artists remain a central audience in our engagement strategy. With an estimated 50,000* artists across Australia, we are expanding our reach through partnerships with major event organisers such as The Finders Keepers. These collaborations help grow our artist database and promote the benefits of Craft membership to a wider creative community.

Activity	Target (by 2029)

• **Grow audience**
  • Be a dynamic hub that audiences are drawn to, where they can connect and discover
  • Expand and elevate the Visionaries exhibition program
  • Co-host events with partners on collaborative initiatives
  • Co-curation of major artist events such as The Finders Keepers
  • Present at Melbourne Art Fair and other relevant expositions
• **Strengthen engagement**
  • Invest in a CRM to manage client engagement
  • Grow Craft Club
	• 100,000+ gallery visitors annually
	• 30% YOY increase visitors to the Visionaries exhibition
	• 30% increase in repeat client engagement
	• 5 x new collaborative partners annually
	• 15% YOY increase Craft Club members
	• 15% YOY increase in Maker e-news subscribers

*Artists as Workers: An Economic Study of Professional Artists in Australia, by David Throsby and Katya Petetskaya, 2024.



"My curational debut at Craft was a supremely insightful and rewarding experience. There was a true meeting of the minds between me and the team at Craft – from an aesthetic, operational, storytelling and commercial viability perspective. The entire process yielded incredible joy – and I look forward to future collaborations with Craft."

— Simone Haag, inaugural curator, *Visionaries* 2024

#3 Collaborate and Engage with our Communities

GOAL 3.2 / Artist-focused content generation and integrated marketing

By embedding a strategic approach to our marketing and communications, we have established a strong reputation for producing engaging digital content that highlights artists' work, stories and expertise. This approach has significantly expanded our audience and deepened engagement. We will continue to invest in and share this content across our communications and digital platforms.

Built over time, we have developed a strong and recognisable visual language across our communications and digital channels, helping to build Craft's brand consistency and elevate the presentation of creative works. Our partnerships and collaborations have significantly boosted social media engagement and reach, expanding our digital audience.

To stay relevant in a rapidly evolving media landscape, we are increasing our investment in video content, reflecting shifts in social media consumption and audience preferences. Leveraging NFP rates for digital marketing enables us to consistently drive traffic to our website and e-commerce platform, delivering growth in online sales.

We are committed to ongoing investment in professional documentation of works, which not only supports online sales but also serves as a visual catalogue that strengthens engagement with our audience and commercial clients. This approach will continue to benefit the artists we work with, as we provide the images for their own use and promotional purposes.

We will take a strategic approach to our public relations efforts to expand media coverage. Ensuring the stories of the artists we represent are platformed, and Craft's vision is shared more broadly.

Activity	Target (by 2029)
• Invest in artist storytelling through digital content generation • Implement integrated marketing campaigns centred around artists and creative program • Professional documentation of works for digital catalogue and distribution to artists for their use • PR engagement to secure media coverage	• 20,000 EDM subscribers • 100,000+ social media followers • 15% growth in visitation to Craft's website annually • 10% YOY increase online sales • 2 x media partnerships annually • 10 x earned media breaks annually

/ STRATEGIC OBJECTIVE

#4 Support our People and Foster an Inclusive Culture

To advocate for the wellbeing of people and promote a safe, inclusive environment where everyone is empowered to contribute meaningfully.

Craft will foster a workplace culture that encourages creativity, reflection, and continual improvement. Staff will be supported in exploring innovative approaches to professional challenges and empowered to pursue outcomes beyond conventional methods. We will strive for best practice across all aspects of our organisation.

GOALS

1. Encourage Staff Growth and Development

2. Place Value on People-Centred Decision Making

3. Be Guided by Ethical Governance and Transparent Leadership

#4 Support our People and Foster an Inclusive Culture

GOAL 4.1 / Encourage Staff Growth and Development

Craft is committed to fostering a vibrant organisational culture that attracts and retains talented individuals. Built on the foundations of clarity and trust, our workforce will be composed of inspired, high-performing professionals. We will achieve this by actively involving staff in shaping our organisational vision and strategy – ensuring ownership, engagement and leadership at all levels.

Our organisational structure will be scaled to support the effective delivery of strategic and operational plans. Staff development will be prioritised through tailored learning opportunities, including training, mentoring, and coaching. Stretch goals will be collaboratively set to maintain motivation and support individual growth.

We will promote open dialogue between the Board and staff, cultivating leadership capabilities through dynamic and respectful engagement. The recent introduction of a staff observership program will further strengthen this connection, enhancing transparency, trust, and operational insight. This initiative will also support robust problem-solving and build a confident, creative team.

Craft recognises the challenges of fair remuneration in the creative industries. We will aim to lead by example, committing to pay NAVA guidelines for staff wages and conducting regular reviews to ensure parity with comparable sectors. Our reward and recognition framework will be continuously evaluated, and best practice policies will be implemented over the coming years.

Activity	Target (by 2029)
• Co-design organisational vision and strategy with staff	• 100% of staff engaged in annual strategic planning sessions
• Implement structured learning and development plans	• 90% staff participation in professional development activities annually
• Launch staff observership program with Board participation	• 100% of staff have participated in observership program annually
• Establish mentoring and coaching pathways	• 85% staff satisfaction rate in annual engagement survey
• Conduct annual remuneration reviews aligned with NAVA and industry benchmarks	• Annual remuneration review completed and benchmarked against NAVA guidelines
• Develop and implement a reward and recognition framework	• 100% of roles aligned with a clear development pathway
• Scale organisational structure to support strategic delivery	

#4 Support our People and Foster an Inclusive Culture

GOAL 4.2 / Place Value on People-Centred Decision Making

As a membership-based organisation, Craft is guided by the people at the heart of our community. We will continue to foster a culture of openness, feedback, and deep listening to ensure our decision-making is intentional and aligned with our purpose as outlined in Craft's constitution.

We will maintain open lines of communication and actively seek engagement through surveys, direct dialogue, and our Annual General Meeting (AGM), which provides members with a formal opportunity to participate in organisational governance.

Building on over 50 years of history, Craft remains agile and responsive to the evolving creative and social landscape. Our relevance depends on staying connected to our community and maintaining a meaningful role within the broader cultural ecosystem.

Advocacy will become a core activity over coming years, as we work to shift perceptions of artists as critical to growing our economy and building social cohesion – we will champion recognition, remuneration, and prioritisation of creative work.

We will strengthen relationships with leaders across Victoria and Australia's cultural and creative industries. By participating in key discourses, Craft will contribute thought leadership focused on contemporary craft and design practice and the value of the broader creative industries.

Activity	Target (by 2029)
• Conduct regular member surveys and feedback sessions	• 2 x member engagement surveys conducted annually
• Facilitate active member participation through the AGM and other forums	• 20% annual increase in member participation at AGM and in feedback initiatives
• Develop an advocacy strategy focused on artist recognition and remuneration	• Advocacy strategy developed and launched by 2027
• Establish partnerships with cultural and creative industry leaders	• 3 x new partnerships with cultural sector leaders established annually
• Participate in national and state-level policy and sector discussions	• Representation at 1 national/ state-level policy forum annually
• Promote contemporary craft and design through thought leadership	• 3 x thought leadership pieces published annually on contemporary craft and design

#4 Support our People and Foster an Inclusive Culture

GOAL 4.3 / Be Guided by Ethical Governance and Transparent Leadership

Craft is committed to fostering a culture of integrity, responsibility, and transparency across all levels of the organisation. Our staff and Board composition are designed to support active engagement and informed decision-making, ensuring our governance practices remain robust and effective.

We will continue to evolve our organisational structure, systems, and infrastructure to uphold strong governance principles and ensure operational stability and sustainability. This includes ongoing development of our governance model, organisational policies, and risk management framework to meet both current and future needs.

Craft's Board includes two dedicated Non-Executive Director positions for craft and design industry professionals (Maker Members). These roles are essential to ensuring that the voices of practitioners are prioritised and represented at the highest level. The Board's skills matrix will be reviewed annually to ensure a diverse range of expertise is reflected, strengthening the organisation and aligning with the community it serves.

We are committed to inclusive and equitable practices, ensuring people from all backgrounds can actively participate in our organisation. Transparent work practices will be upheld across staff, management, and the Board, with shared responsibility for maintaining a culturally safe and accessible environment. We will continue to develop targeted approaches to First Peoples recruitment and leadership development across all organisational levels, ensuring meaningful representation of Australia's Traditional Owners and Custodians.

Activity	Target (by 2029)

• **Diversity and inclusion**
  • Annually review Board skills matrix to ensure diverse representation
  • Launch best practice First Peoples recruitment and paid leadership development programs
  • Provide cultural safety training for all staff and Board members
• **Ethical governance**
  • Implement a refreshed governance and risk management framework
  • Annual policy reviews to ensure best practice
  • Transparent reporting mechanisms across staff, management and Board
  • Ensure constitution reflects best practice, current law and organisational needs
	• 100% retention of 2 existing Maker Member Board positions
	• Governance and risk framework updated annually
	• 100% of organisational policies reviewed annually
	• 100% staff and Board participation in cultural safety training annually
	• Implementation of Access & Equity Plan, including targets for equitable representation of people that identify as First Nations, POC, CALD and d/Deaf or Disabled
	• 2 x First Peoples appointments or leadership development placements by 2027
	• Annual review of Craft's First Peoples Engagement Plan
	• Sustainability Action Plan implemented by 2027



Image Credits

p. 1: Nadège Desgenétez, *Elemental bodies* (#2) 2022, installation view: *Material Language* 2024. Photographer: Claire Armstrong.

p. 2: Carly Tarkari Dodd (Kaurna, Narungga, Ngarrindjeri), *Yalkari* and *Koyi* 2025, installation view: *Dancing Hands* 2025. Photographer: Claire Armstrong.

p. 3: Belinda Wiltshire, *Rain as Pivot Piece* 2025, installation view: *Heavy as in Earth* 2025. Photographer: Claire Armstrong.

p. 4: Kenny Yong-soo Son, *Brass Watering Can*, 2021, brass, red gum timber. Photographer: Henry Trumble.

p. 7: Jenna Lee (Larrakia), *To Carry: Light Inside* 2024, installation view: *Luminosity* 2024. Photographer: Sarah Forgie.

p. 8: Vipoo Srivilasa, *Water Spirit* 2024, curated by Craft and commissioned by Home through Craft Agency. Photographer: Claire Armstrong.

p. 12: Lisa Waup, *Coming Together* 2024, curated by Craft and commissioned by JLL through Craft Agency. Photographer: Claire Armstrong.

p. 16: Marta Figuieredo, *River of Mists and Shadows* 2024, curated by Craft and commissioned by Home through Craft Agency. Photographer: Claire Armstrong.

p. 19: Jessie French in the Other Matter studio. Photographer: James Westland.

p. 22: Opening night for the inaugural *Visionaries* exhibition: *Fables & Folklore* 2024 curated by Simone Haag. Photographer: Michael Pham.

p. 28: Maia Kreisler, *Ka Mua, Ka Muri - Walking Backwards Into the Future* 2025. Photographer: Claire Armstrong.

p. 29: Other Matter (Jessie French), *Surface Tension* 2025, OM Signage Film, installation view: *Future Ambition* 2025. Photographer: Claire Armstrong.



Government Partners

VICTORIA State Government | CREATIVE VICTORIA

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CRAFT

Watson Place,
Naarm/Melbourne VIC 3000
craft.org.au