

Shaping Our World

Strategic Plan
2026–2030



We acknowledge and pay respect to the Traditional Owners and Custodians of these lands: particularly the Whadjuk Noongar people of Boorloo (Perth), and the Kariyarra people of Marapikurrinya (Port Hedland). We also acknowledge the Traditional Owners and Custodians throughout Western Australia, whose enduring connection to Country and ongoing contributions to our communities we respect and honour. We appreciate and are deeply grateful for the privilege of working on these lands.

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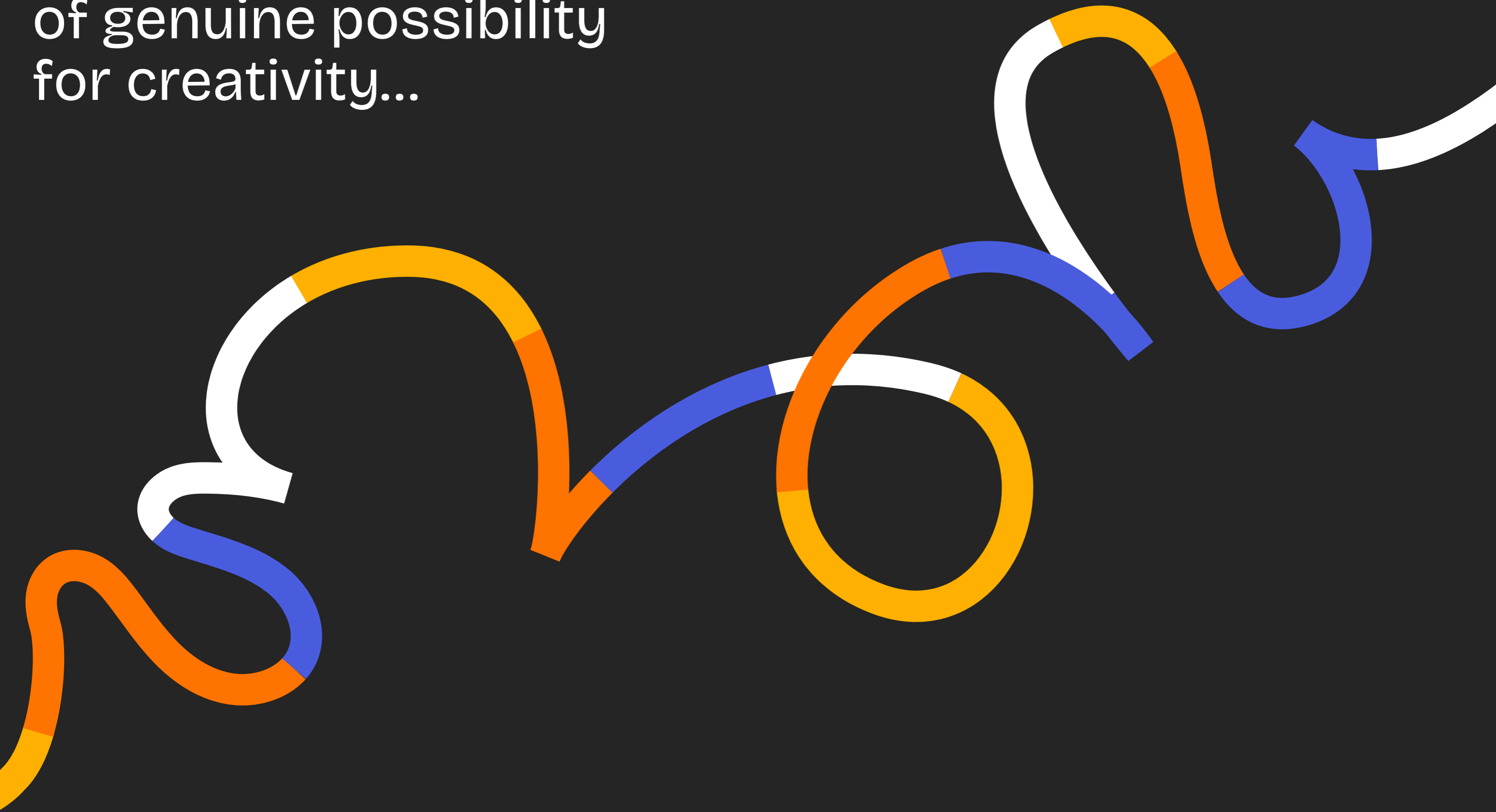
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We live in a moment
of genuine possibility
for creativity...



and for FORM.

INTRODUCTION

Shaping Our World

We are pleased to launch a new four-year strategic plan, *Shaping Our World: 2026-2030*, which represents a landmark moment for FORM. In achieving our 2022–2026 plan, we grew the scale and impact of our programs – not by accident, but because what we offer is increasingly essential. As social isolation deepens, political landscapes fragment, and new technology reshapes how we live and learn, people are searching more than ever for meaning, connection, and a unifying story. Creativity unlocks that story; reveals the personal and shared pathways through complex realities and challenges. *Shaping Our World: 2026-2030* is our response; written with new energy, new ambition, and an unshakeable commitment to our mission and purpose.

We are fortunate to have developed trusted long-term relationships with communities, creatives, committed individuals, companies and governments, and the expertise in our team to pursue this ambitious plan.



Tim Shanahan
BJuris LLB PSM FAICD, Chairman



Tabitha McMullan
GLWA, CEO



IMAGE CREDIT
Santi Ikto by Thomas Dambo,
Giants of Mandurah, 2022.
Photo by Duncan Wright,
image courtesy of FORM.



Strategic Context

Globally, the evidence is clear: UNESCO asserts creative economies are among the most resilient, fastest-growing, and most human-centred drivers of economic and social prosperity. The World Economic Forum consistently identifies creativity, critical thinking, and systems thinking as the most in-demand capabilities of the workforce of the future. Leading nations are investing in their creative industries as economic and diplomatic priorities, building soft power, attracting talent, driving tourism, and diversifying away from resource dependency.

At a national level, Australia's cultural policy Revive places First Nations voices, diverse storytelling, and strong creative infrastructure at the heart of the country's vision. Launched in 2023, this landmark policy is currently being renewed, indicating continued commitment to evolving and growing creativity in Australia. It signals a maturing understanding that creativity is central, not peripheral, to national life.

At a state level, the conditions for bold creative transformation have never been more favourable. Our new strategic plan is strongly aligned to several government policy priority areas. Diversify WA identifies tourism, events, and

creative industries as strategic priorities, recognising WA's future prosperity depends on building a broader, more resilient economic base and that liveability is a key enabler for all sectors. Creative WA, the Government's 10-year vision, calls for a thriving creative ecosystem where every Western Australian can participate and benefit. One year ago, we welcomed the new Department of Creative Industries, Tourism and Sport, whose purpose – to be responsible for fostering a cohesive, prosperous, vibrant and healthy Western Australian community – is strongly aligned with our own. We are an enthusiastic participant in the Creative Industries Taskforce to guide the development

of a Creative Industries Action Plan for Western Australia. We are actively working to implement the Pathways to Post School Success report recommendations, which are becoming even more essential as artificial intelligence and digital transformation disrupts the workforces of the future. And finally, our unique approach to placemaking complements the focus on community resilience, economic growth, diversification, and reconciliation in state planning and development strategies.



INTRODUCTION

Positioning FORM

FORM sits at the heart of a creative ecosystem that crosses disciplines, sectors, and geographies. As an independent, not-for-profit organisation we are purpose-driven, entrepreneurial, and deeply collaborative. We are a thought leader, a catalyst, and a trusted long-term delivery partner for communities, change-makers, and governments.

We are here to amplify, not speak for. We have no members to represent and no agenda beyond our mission. We advocate for the strategic importance of creativity across WA and beyond and build the surprising connections that multiply value

across communities and the creative sector. We aim to show leadership by making the way for others to follow and joining in with other brave leaders who share our values.

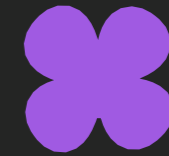
Our projects follow a long trail; taking many steps to reach fruition and creating a legacy that lasts long after. We know that creativity is an upstream solution to social and economic challenges and therefore strive to be a trusted connector and accelerator across the creative economy, community, and beyond.

Enablers

For over two decades, FORM has worked across the 2.6 million square kilometres of Western Australia and beyond – building the creative conditions for communities and places to thrive. Delivering this strategy well depends on the following enablers:



First Nations cultural protocols – Honouring Aboriginal and Islander peoples' knowledge, intellectual property rights, and self-determination in all we do.



Community co-design – working from the ground up, in genuine partnership with communities, at every stage of a project.



A systems approach – multidisciplinary delivery capacity for complex cultural, community, and creative projects involving diverse expertise.



Reliable, sustainable, and diversified income that both supports core operational costs and gives us the independence to deliver for communities.



Business development that extends our reach, builds new partnerships, and grows our contribution to the creative economy



Rigorous impact evaluation and research that grounds our work in evidence and builds our thought leadership.



A bold, fresh brand identity that expresses our purpose, creative personality, and sector positioning with confidence and clarity.

These enablers underpin our four strategic pillars: Cultural Tourism; Aboriginal and Islander Partnerships; Future Creators; and Creative Places and Spaces.

Our Vision

A Western Australia where creativity unites communities and transforms lives, livelihoods, and learning.

Our Mission

To be a leader in developing a vibrant creative economy for the benefit and wellbeing of all Western Australian communities.



Bold Creative Transformation

Wicked problems are all around us. FORM is the leader in fostering creativity in communities to help tackle tough challenges and shape bright aspirations.

FORM is creative infrastructure: the connective tissue between creativity, community, tourism, education, and place. What we offer cannot be bought or replicated quickly: decades of earned trust with regional and First Nations communities; the strategic perspective to work across multiple domains simultaneously; the drive and capability to build and change systems, not just deliver programs; and the capacity to translate creative ambition into measurable economic and social value; accessible and welcoming for all.



OUR VALUES



Brave

Our creativity has no comfort zone.

Creativity drives everything we do; it is the source of our curiosity, our courage, and our hunger for challenge, change, and to face the unknown. We are entrepreneurial, fast-moving, and unafraid to fail, because trying new things is how transformation happens.

Visionary

Long view. Clear path. Together.

We are focused and discerning, always led by our mission. We hold that vision not only for ourselves, but so those we work with can move forward with confidence and clarity. We act with bold intention, knowing that the distance between impossible and real is made up of patience and conviction.

Collaborative

Unexpected connections.
Extraordinary impact.

We seek out surprising, unlikely connections – across disciplines, sectors, geographies, communities, and our own team – because creativity and value multiply at those intersections. We are catalysts and bridge-builders who believe that together, we accomplish what none of us can alone.

Empowering

We listen for the heartbeat
of every community.

We listen before we act – present, attentive, and responsive to what is genuinely needed in the diverse communities we work with. We embed self-determination, cultural awareness, and deep respect as the foundation of everything we do, recognising that Aboriginal and Islander peoples are the Custodians of their Country, their culture and their communities. We are here to amplify, not speak for.

IMAGE CREDIT
Creative Learning Professional Learning Day, April 10, 2025. Perth, WA.
Photo by FORM.

1. Aboriginal and Islander Partnerships



WHY?

We are committed to this strategic pillar because we want to see an Australian society where Aboriginal and Islander peoples thrive, exercising self-determination in their cultural and economic lives; where their voices shape the creative experiences that define this place; and where creativity builds genuine connection and cultural respect between all Australians.

WHAT?

We will:

- 1.1 Grow Aboriginal and Islander artist career development programs and opportunities.
- 1.2 Work with Aboriginal Art Centres and art galleries to strengthen regional networks, working in collaboration with peak and regulatory bodies and other key community stakeholders.
- 1.3 Support Aboriginal and Islander people to achieve their community development aspirations, creating opportunities for learning, embedding cultural protocols, respect and exchange, across diverse communities.

IMPACT

- 1 Thriving, culturally grounded, professionally equipped and publicly celebrated Aboriginal and Islander creatives.
- 2 Collective resilience in a connected network of Aboriginal Art Centres.
- 3 Increased understanding, appreciation, and respect for the diversity of Aboriginal and Islander identity and culture.
- 4 Increased local pride, community connection and appreciation of place.

HOW?

Through genuine partnerships we will bring to life meaningful economic opportunities for Aboriginal and Islander creatives and communities, working together so that the diversity of Aboriginal and Islander culture is respected, stories are valued, and the right to self-determination comes first.

- 1.4 Partner with Aboriginal and Islander communities to achieve their destination development aspirations, building regenerative cultural tourism practice in the regions.
- 1.5 Drive creative industry development and diversification; strengthening market pathways and market share to Aboriginal and Islander peoples.
- 1.6 Commit to attaining an Innovate Reconciliation Action Plan (RAP) and investigate launching a Stretch (RAP)

- 5 Increased economic wellbeing for Aboriginal and Islander artists and communities.
- 6 Agency and voice are prioritised for our Aboriginal and Islander partners.
- 7 Our genuine partnerships and sphere of influence advance reconciliation through our Reconciliation Action Plan.

IMAGE CREDIT
Printmaking workshop, AACHWA Business Forum,
Spinifex Hill Studio, WA, 2025. Photo by FORM.

2. Cultural Tourism



WHY?

We are committed to this strategic pillar because world-class cultural tourism and genuine community benefit are inseparable. Today's visitors seek authentic, meaningful experiences rooted in real places and living cultures – and Western Australia's landscapes, Aboriginal and Islander living cultures, and diverse communities are among the most extraordinary on earth. As WA's visitor economy grows, creativity will unlock our state's potential as a premier destination. Creativity will build new audiences, local pride, and lasting renewal through genuine connection between people, place, and story.

WHAT?

We will:

- 2.1 Deliver bold, accessible, large-scale cultural tourism experiences that are Australian-firsts – embedding co-design, Aboriginal cultural engagement, local creatives and community storytelling at every stage.
- 2.2 Build a sustainable pipeline of cultural tourism projects, diversifying across a range of experiences, categories and regions, aligned to WA's unique strengths and tourism sector priorities.

HOW?

Through a regenerative approach, we will work from the ground up, in genuine partnership with communities, to create bold, large-scale cultural experiences that lead the cultural tourism economy and set the standard for what is possible. Made in WA, we will connect global creative talent with local creatives, knowledge holders, and communities to deliver experiences that captivate, build new audiences, and leave something enduring behind. In everything we do, Aboriginal and Islander cultural authority comes first.

- 2.3 Maximise economic benefit through local procurement.
- 2.4 Devise a sustainable business model for Cultural Tourism that reduces risk associated with project cycles and builds on strategic partnerships.
- 2.5 Design experiences to drive regional development that cuts across sectors and addresses local social and economic challenges.

IMPACT

- 1 Increased visitation to, and dispersal across, Western Australian destinations.
- 2 Increased reach and engagement with new and non-traditional audiences.
- 3 Increased local pride, community connection and appreciation of place.
- 4 Increased diversity and economic impact of the cultural tourism economy.
- 5 Increased community resilience and cultural vitality.

IMAGE CREDIT
Lighting the Sound, Kari Kola, Albany, WA 2026.
Photo by Astrid Volzke, courtesy of FORM.

3. Future Creators



WHY?

We are committed to this strategic pillar because we want to see a Western Australia where every young person – no matter where they live or learn – develops the creativity and critical thinking skills to shape their own future. Where education equips children not just for the jobs of today, but for the challenges and opportunities of a rapidly changing world. Where WA's long-term economic resilience is built not only on its natural resources, but on the ingenuity, adaptability, creativity, and confidence of its people.

WHAT?

We will:

- 3.1 Establish a Future Creators Research Consortium, bringing together schools, universities, industry, and/or creative organisations around education innovation to evolve and strengthen FORM's teacher training pedagogy.
- 3.2 Scale and accelerate teacher training, including establishing pre-service teacher training in Future Creators approach, and school leader Future Creators networks.

IMPACT

- 1 Evidence-based research, generated, translated and embedded, to future-proof teaching pedagogy in Western Australia.
- 2 A future-focused teaching workforce prepared to deliver future-ready learning in Western Australian classrooms.
- 3 Increased and equitable access to future-ready learning, with measurable reach into schools and communities that demonstrate the most need.
- 4 Increase in educator and student wellbeing, including improved mental health and/or positive sense of self.

HOW?

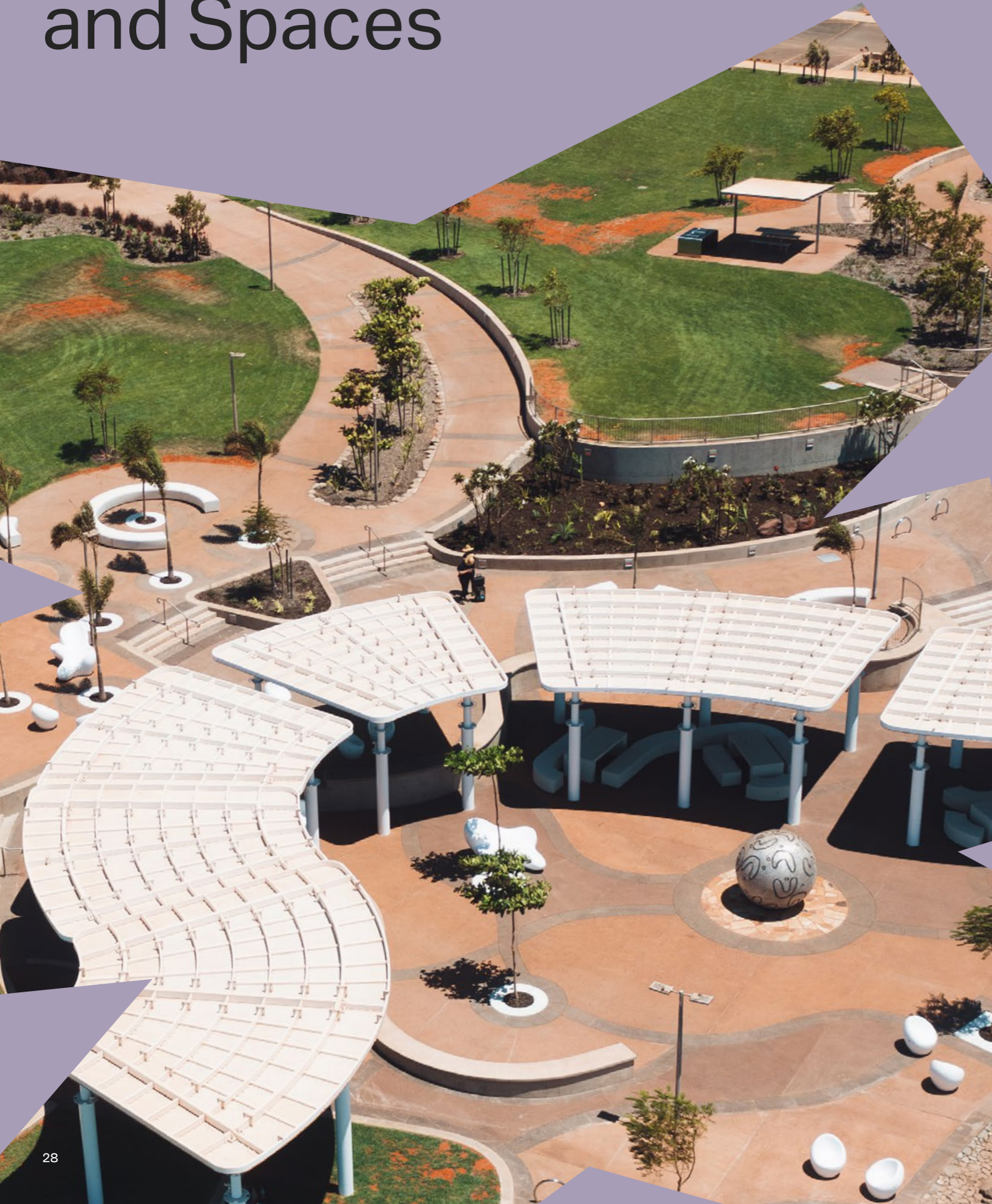
By re-energising our well-established creative learning partnerships with schools, industry, and the creative sector, we will demonstrate and advocate for an innovative approach to education. Working alongside educators and communities, we will build the evidence and frameworks to drive systemic change towards creativity at all levels of Western Australian education.

- 3.3 Develop a capacity building program for the creative sector to accredit Western Australian creatives in the Future Creators approach across the state.
- 3.4 Deliver public-facing Future Creators programming across Western Australia, connecting young people (and their parents) with creativity, creative industry pathways, and sparking the hunger for creativity and critical thinking skills to shape their own future.

- 5 Increase in student acquisition of the skills needed to thrive as future-ready citizens and life-long learners.
- 6 Increased community of practice and career pathways within the Creative Industries.
- 7 More young people empowered with a love of learning, storytelling, creativity, and the skills to thrive in tomorrow's Western Australian creative and innovation economy.

IMAGE CREDIT
Opening of FORM's Creative Schools NOW / OWN celebration, 2024.
Photograph by Dan Macbride, courtesy of FORM.

4. Creative Places and Spaces



WHY?

We are committed to this strategic pillar because creative placemaking does more than beautify spaces – it builds identity, fosters belonging, and tells the stories that make a community distinct. Western Australia is growing rapidly, creating a once-in-a-generation opportunity to embed creativity into the fabric of our built environment. We want every Western Australian community to have access to bold, beautiful creative experiences that let them feel seen, connected, and proud of where they live.

WHAT?

We will:

- 2.1 Advocate for and grow Land.Mark.Art opportunities; mentoring, developing and delivering high-quality Aboriginal and Islander public art outcomes.
- 2.2 Grow and maintain FORM's premier thought-leadership and values-led position in the public art professional services sector.
- 2.3 Influence creative cities planning as a supplier of choice for relevant strategy, policy, and research.

IMPACT

- 1 Creative practitioners gained new knowledge, insight, ideas and/or skills.
- 2 Connection with natural heritage and the environment increased.

HOW?

We will turn spaces into stories and ideas into experiences that captivate, connect, and endure. We will deliver bold ideas and high-impact outcomes in public art, cultural planning, placemaking, Aboriginal and Islander engagement, and creative activation. In short, we will make places unforgettable.

- 2.4 Develop and grow new media and digital experiences in the public realm, leveraging the experience economy.
- 2.5 Investigate the feasibility of providing events and temporary activations services in the Perth Metro area.

- 3 Positive sense of place in the local built environment experienced.
- 4 Contribution made to neighbourhood character and regeneration.

IMAGE CREDIT
Spoilbank Marina, Port Hedland, WA, 2025.
Photo by AB Videography, courtesy of FORM.

FORM Strategic Plan



IMAGE CREDIT:
Jyttes Hytte by Thomas Dambo, Giants of Mandurah, 2022.
Photo by Duncan Wright, courtesy of FORM.



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& Café



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