

Accelerating action to become a cultural powerhouse

2025–26 Pre-Budget Submission

About A New Approach (ANA)

A New Approach (ANA) is Australia's national arts and culture think tank. We believe Australia can become a cultural powerhouse whose creativity is locally loved, nationally valued and globally influential.

Through credible and independent public leadership, ANA helps build an ambitious and innovative policy and investment environment for arts, culture and creativity. We work to ensure Australia can be a great place for creators and audiences, whoever they are and wherever they live.

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A New Approach (ANA)

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Accelerating action to become a cultural powerhouse

A New Approach (ANA) welcomes this opportunity to make a Pre-Budget Submission. Our recommendations are targeted at helping Australia secure our place as a cultural powerhouse and unlock the transformative contributions of cultural and creative engagement to Australian society, including to our prosperity, cohesion, security, health and sustainability.¹

Australia has once-in-a-generation opportunities for its jurisdictions work in concert. Collaboration can unlock the benefits of arts and culture for all Australians and focus our international cultural relations efforts. Now is an ideal time to pursue these opportunities, thanks to:

- **The Brisbane 2032 Olympic and Paralympic Games.**² The next Budget covers the preparation time for the world preview of Brisbane 2032 at the LA 2028 closing ceremony and the four-year Brisbane 2032 Cultural Olympiad. The Australian Government should collaborate now to achieve lasting impacts of arts, culture and creativity from the cultural and sporting event of a generation.³
- **A national focus on cultural policy.** Governments across Australia are actively implementing, evaluating and updating their cultural policies. New cultural policies were put in place by the Commonwealth and NSW in 2023, by the NT in 2024 and new policy development is underway in WA, SA and VIC. The QLD, ACT and TAS governments are well advanced in the implementation of cultural policies, and the Australian Local Government Association released their first national policy position on arts and culture.

ANA remains concerned that the 2024–25 Budget included a decrease in ‘arts and cultural heritage expenses’ in the forward estimates, notwithstanding increases in Arts portfolio funding.⁴ This decrease is concerning because our research shows arts and culture funding by the federal government has not kept pace with population growth, falling from \$144 per person in 2007–08 to \$114 in 2021–22.⁵ Our research shows government investment and philanthropic support play important enabling and stabilising roles in cultural and creative industries.⁶

We confirm that this submission can be made public. In our role as a philanthropically funded, independent think tank, ANA is ready to provide further information about the response in this submission and would welcome the opportunity to discuss.

Warm regards,



Kate Fielding, CEO, A New Approach (ANA)

Contact

Find

Summary of recommendations

Outline of recommendations

This submission makes the following recommendations:

1. Allocate \$0.8 million over 1 year to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) [for an intergovernmental plan for arts and culture, modelled on the new National Sport Strategy](#)
2. Allocate \$0.6 million and 1 ASL over 4 years to DITRDCA for [a secretariat for the Cultural Ministers to meet regularly](#)
3. Allocate \$1.0 million over 2 years to the Department of Foreign Affairs and Trade (DFAT) [to explore options for an international cultural relations institution](#)

See detailed recommendations in the following sections (linked above) to assist with any policy briefing and policy proposals.⁷

Rec.	Portfolio, Entity, Outcome	Budget 2025-26	Forward Estimates			All years
			2026-27	2027-28	2028-29	
1	Infrastructure, Transport, Regional Development, Communications and the Arts, DITRDCA, Outcome 6	-\$0.8m	-	-	-	-\$0.8m
2	Infrastructure, Transport, Regional Development, Communications and the Arts, DITRDCA, Outcome 6	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	-\$0.6m and 1 ASL
3	Foreign Affairs and Trade, DFAT, Outcome 1	-\$0.5m	-\$0.5m	-	-	-\$1.0m

ANA understands the Cultural Policy Strategy and Program Support Branch in DITRDCA would be responsible for recommendations 1 and 2. The Public Diplomacy and Influence Branch in DFAT would be responsible for recommendation 3, but the Cultural Policy Strategy and Program Support Branch in DITRDCA would also have a strong interest.

Recommendation 1: An intergovernmental plan for arts and culture

What is the status quo?

Federal, state, territory and local governments all invest in arts and culture, but do not typically collaborate on long term, national outcomes. For example, cultural policies are often developed and implemented within jurisdictions. This misses opportunities to collaborate on agreed outcomes, and plan for interoperability in policy implementation to achieve priorities, including:

- the four-year cultural programme for the Brisbane 2032 Olympics and Paralympics, including the Los Angeles 2028 Closing Ceremony preview of Brisbane 2032⁸
- improving social cohesion and wellbeing through arts and culture activities⁹
- the broader social and economic impacts of creative and cultural engagement, recognised by Australia's federal wellbeing framework, Measuring What Matters¹⁰
- the arts, culture and creativity outcomes outlined in the Brisbane 2032 legacy strategy¹¹
- maximising value for money of infrastructure investments in sports,¹² arts and culture.¹³

What are the objectives, why is government intervention needed and how will success be measured?

The objective is to develop a plan, modelled on the new National Sport Strategy 2024–34 Sport Horizon, to pursue arts and culture priorities that require long term collaboration.¹⁴ Together with a Ministerial Council reporting annually to National Cabinet, this plan would set a collective vision and shared priorities for jurisdictions to pursue with cultural and creative industries. Successive national sports plans and strategies agreed and pursued by Australian jurisdictions shows that a plan is essential for progress towards major, long-term priorities. ANA has also called on National Cabinet to re-establish the Cultural Ministers Council as a Ministerial Council reporting annually to the National Cabinet.¹⁵

Government intervention is needed to pursue arts and culture priorities that need long term collaboration and to overcome fragmented investment arrangements. ANA's Insight Report The Big Picture 4 confirms billions of dollars of cultural funding by government are spread across 110 federal, state, territory and local government agencies.¹⁶ Successive National Sports Plans and Strategies confirm that long-term planning between jurisdictions with a strong focus on shared outcomes provides an effective foundation for policy collaboration.

The key success measure is delivery and implementation of a plan for long term collaboration. The plan should:

- be a formally negotiated mechanism between governments include a commitment to genuine collaboration and clear responsibilities for jurisdictions
- encompass a shared vision, and a set of agreed guiding principles and shared priorities that require joint, long-term action
- have a multi-decadal remit across access, workforce and infrastructure outcomes, as they relate to arts and culture.
- explicitly leverage Brisbane 2032 and its Legacy Strategy
- align explicitly to existing arts and culture policies
- include mechanisms for measuring progress

What are the options?

Option 1: Recommended (intergovernmental plan)

This option would allocate \$0.8 million to DITRDCA in 2025–26 to coordinate preparation, and support agreement, of an intergovernmental plan. This would implement the first recommendation of the Parliamentary Inquiry into Australia’s Creative and Cultural Industries and Institutions.¹⁷

The Office for the Arts would develop this plan, working in concert with state and territory agencies with portfolio responsibility for arts and culture policy, and local government representatives. See the section above for details of the plan.

ANA’s conversations with state and territory decision makers for cultural policy confirm there is appetite to work more closely with the Commonwealth.

The amount sought should not raise community expectations of arts and culture funding, representing less than 0.1% of Arts portfolio funding in 2024–25.¹⁸

Rec.	Portfolio, Entity, Outcome	Budget 2025-26	Forward Estimates			All years
			2026 - 27	2027 - 28	2028 - 29	
1	Infrastructure, Transport, Regional Development, Communications and the Arts, DITRDCA, Outcome 6	-\$0.8m	-	-	-	-\$0.8m

Option 2: Status quo

Multibillion-dollar investments by 110 agencies would lack sufficient collaboration across jurisdictions and portfolios.¹⁹ Generally, jurisdictions would develop and pursue their own arts and culture plans and collaborate on select projects. Australian jurisdictions would continue to miss opportunities to maximise the return from key arts and culture investments such as the Brisbane 2032 cultural program and cultural infrastructure investments.

Fragmented government policies and funding would continue to contribute to a volatile investment environment that hampers the industry’s investment in its own success. This would also unsettle other investors, include private and philanthropic sources.

Why is this the best option?

A multijurisdictional plan is more likely to support long-term priorities and maintain focus over time, despite periodic changes of governments. Together with a Ministerial Council, it would be a cost-effective way to coordinate multibillion-dollar investments in cultural funding across portfolios and levels of government.

Recommendation 2: A secretariat for Cultural Ministers to meet regularly

What is the status quo?

In recent years, Cultural Ministers have not consistently met the intended twice a year.²⁰ Lack of secretariat support has hindered regular meetings to collaborate across jurisdictions on priorities in arts and culture.

What are the objectives, why is government intervention needed and how will success be measured?

The objective is for the Cultural Ministers to meet twice a year to discuss and progress urgent priorities, including:

- unlocking outcomes of arts and culture from now to 2042 under the 20-year Legacy Strategy for the Brisbane 2032 Games.²¹
- updating cultural policies to account for artificial intelligence, which is a tool Australians already use to create, find, experience and share arts and culture.
- the exploration of options for (and potential formation of) an international cultural relations body (see also Recommendation 3).
- an intergovernmental plan for long term collaboration on arts and culture (see also Recommendation 1).

The Commonwealth already hosts one meeting each year, but secretariat support is needed to ensure state and territory jurisdictions host the other meeting. Currently meetings are held on an ad hoc basis and states and territories are not consistently hosting meetings. This hinders national decision making on urgent priorities, including those above. In parallel to this submission, ANA has called on National Cabinet to elevate the group of Cultural Ministers meeting on an ad hoc basis to be a Ministerial Council reporting annually to the National Cabinet.²² If this occurred, the meeting frequency would remain unchanged.²³

What are the options?

Option 1: Recommended (Support interjurisdictional collaboration by Cultural Ministers)²⁴

Fund a Commonwealth secretariat of 1 ASL per year on an ongoing basis. This would assist regular meetings of Cultural Ministers and progress urgent priorities outlined that require action from all levels of government.

Rec.	Portfolio, Entity, Outcome	Budget 2025-26	Forward Estimates			All years
			2026-27	2027-28	2028-29	
2	Infrastructure, Transport, Regional Development, Communications and the Arts, DITRDCA, Outcome 6	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	-\$0.15m and 1 ASL	- \$0.6m and 1 ASL

Option 2: Status quo

Meetings of cultural ministers would continue to be ad hoc. Arts and culture policy making would mainly continue to be pursued within jurisdictions, with insufficient regard for interjurisdictional opportunities and impacts.

Why is this the best option?

This is a modest investment to support jurisdictions to tackle urgent priorities in arts and culture.

Recommendation 3: Explore options for an international cultural relations institution

What is the status quo?

ANA's focus group research shows that everyday Australians care about the reputation and overseas perception of our arts and culture.²⁵ However, our cultural relations efforts are fragmented across many agencies. Unlike almost all other major world economies, Australia lacks an international cultural relations institution to focus these efforts.²⁶ Without one, Australia would squander the opportunity of Brisbane 2032 to deepen cultural ties with our valued overseas partners, bolster our cultural reputation and expand creative industry exports.

What are the objectives, why is government intervention needed and how will success be measured?

An exploration study would:

- Survey existing Australian cultural relations activities, including underlying objectives, which are spread out over many government agencies, as well as arts and culture organisations (including ones not funded by government).²⁷
- Conduct case studies of select overseas cultural relations institutions, to identify policy objectives and activities that are relevant to Australia. This is likely to involve some foreign-language research.
- Recommend two or more models for an international cultural relations institution that Australia could consider and implement in time for the Brisbane 2032 Games.

The Australian Government is uniquely placed to pursue this. It has the best view of cultural relations activities it leads and supports, including those that are not public or publicised.

What are the options?

Option 1: Recommended (study to explore options)

This option involves \$1.0 million over two years for the study described above, commissioned by DFAT. This study would consult, but be conducted independently from, agencies with cultural relations activities, including DFAT, DITRDCA (including Office for the Arts), Department of Home Affairs, Department of Defence, Creative Australia, Screen Australia and Austrade.

This study would inform future decisions to pursue cultural relations activities, including through an international cultural relations institution. A study does not commit the Australian Government to pursue establishing such an institution, and would identify opportunities to improve effectiveness of, and value for money for, existing cultural relations activities. The amount sought is modest, being significantly less than the \$5 million for an Arts and Disability Associated Plan set out in the National Cultural Policy.²⁸

			Forward Estimates			
Rec.	Portfolio, Entity, Outcome	Budget 2025-26	2026-27	2027-28	2028-29	All years
3	Foreign Affairs and Trade, DFAT, Outcome 1	- \$0.5m	- \$0.5m	-	-	- \$1.0m

Option 2: Alternative (study to explore options + conduct pilot)

In addition to the study in Option 1, Australia would trial establishment of an international cultural relations institution through a pilot. A pilot in one or two countries would lower the risks of implementation in further countries or of expansion of the range of activities within a country. Because a pilot would have higher costs in the forward estimate years, and because a study should inform the model to pursue, this submission does not recommend this option.

Option 3: Status quo

Australia will likely continue to miss opportunities, including Brisbane 2032, to bolster our cultural reputation, expand creative industry exports, help secure our region and deepen cultural ties with our valued overseas partners.

Why is this the best option?

Option 1 is a meaningful first step to improve the impact of Australian cultural relations activities, requiring only a modest investment. It will identify opportunities in trade, arts and culture and foreign relations, both from existing activities across the Commonwealth and from potential future activities. It will clarify policy objectives, which will support future decision making and policy evaluation.²⁹

Appendix

Major economies with an international cultural relations institution³⁰

GDP rank	Economy	GDP USD	Cultural relations institution
1	United States	\$27.4 trillion	Bureau of Educational and Cultural Affairs
2	China	\$17.8 trillion	Confucius Institute
3	Germany	\$4.5 trillion	Goethe-Institut
4	Japan	\$4.2 trillion	The Japan Foundation
5	India	\$3.5 trillion	Indian Council for Cultural Relations
6	United Kingdom	\$3.3 trillion	British Council
7	France	\$3.0 trillion	Institut Française
8	Italy	\$2.3 trillion	Istituto Italiano di Cultura
9	Brazil	\$2.2 trillion	Instituto Guimarães Rosa
10	Canada	\$2.1 trillion	(none, but developing a cultural diplomacy strategy)³¹
11	Russian Federation	\$2.0 trillion	Rossotrudnichestvo
12	Mexico	\$1.8 trillion	Mexican Cultural Centers
13	Australia	\$1.7 trillion	(none)
14	Republic of Korea	\$1.7 trillion	King Sejong Institute Korean Culture and Information Service Korean Creative Content Agency Korean Foundation for International Cultural Exchange
15	Spain	\$1.6 trillion	Instituto Cervantes

Endnotes

- 1 Angela Vivian, Kate Fielding, and Sari Rossi, "Transformative Edge 2024: How arts, culture and creativity impact our prosperity, cohesion, security, health and sustainability", Insight Report no. 2024-03 (Canberra: A New Approach, 2024) <https://newapproach.org.au/wp-content/uploads/2024/10/Insight-Report-%E2%80%93-Transformative-Edge.pdf>
- 2 Our recent Analysis Paper shows how the Brisbane 2032 Games can help Australia secure its place as a cultural powerhouse, including by learning from other host nations. Alan Hui and Kate Fielding, "Pathways to Becoming a Cultural Powerhouse: Perspectives for Impact in Arts, Culture and Creativity" (Canberra, Australia: A New Approach (ANA), July 2024), <https://newapproach.org.au/wp-content/uploads/2024/07/A-New-Approach-Pathways-to-becoming-a-cultural-powerhouse.pdf>.
- 3 'Fostering arts, culture and creativity' is a focus area of the Brisbane 2032 legacy strategy. The Commonwealth, Queensland and select local governments are developing an implementation plan, focussing on early impacts to 2029. State of Queensland (Department of Tourism, Innovation and Sport), "Elevate 2042 - Brisbane 2032 Olympic and Paralympic Games Legacy Strategy," November 2023, 51, 55, https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy_FULL%20LENGTH.pdf.
- 4 'Arts and cultural heritage' falls from \$2,140 million in 2024-25 (\$1,992 million in 2023-24) to \$1,851 million in 2027-28. See Budget Paper No. 1, Budget 2024-25, 216, https://budget.gov.au/content/bp1/download/bp1_2024-25.pdf
- 5 Angela Vivian et al., "The Big Picture 4: Expenditure on Artistic, Cultural and Creative Activity by Governments in Australia in 2007-08 to 2021-22" (A New Approach (ANA), May 2024), 4, https://thebigpicture.newapproach.org.au/pdf/ANA_THE_BIG_PICTURE_4_REPORT_MAY_2024.pdf.
- 6 Our research shows goods and service sales form the lion's share of revenue in both the broad cultural and creative industries and for not-for-profits with a cultural purpose. Kate Fielding, Angela Vivian, and Sari Rossi, "To Scale: Mapping Financial Inflows in Australian Arts, Culture and Creativity," Insight Report (Canberra: A New Approach, 2023), 39, https://newapproach.org.au/wp-content/uploads/2023/08/ANA-64088-To-Scale-Report-Combined_AW.pdf.
- 7 These sections cover questions 1, 2, 3 and 6 of the Australian Government Guide to Policy Impact Analysis.
- 8 See Hui and Fielding, "Pathways to Becoming a Cultural Powerhouse: Perspectives for Impact in Arts, Culture and Creativity."
- 9 The Australian Government recognises 'creative and cultural engagement' contributes to being 'cohesive' and, ultimately, wellbeing. Commonwealth of Australia, "Measuring What Matters: Australia's First Wellbeing Framework," 2023, https://treasury.gov.au/sites/default/files/2023-07/measuring-what-matters-statement020230721_0.pdf. ANA's Middle Australia research has found that everyday Australians believe arts and culture has a direct positive impact on their ability to understand others, accept differences and connect with community. Kate Fielding, Aakanksha Sidhu, and Angela Vivian, "Intergenerational Arts and Culture: Lessons across Middle Australia" (A New Approach, October 2023), <https://newapproach.org.au/analysis-papers/intergenerational-arts-and-culture-lessons-across-middle-australia/>. Creative Australia's research has also found links between arts and culture engagement, wellbeing and attitudes towards healthcare. Creative Australia, "Creative Wellbeing: Attitudes and Engagement with Arts, Culture and Health," 2023, <https://creative.gov.au/advocacy-and-research/creating-wellbeing-attitudes-and-engagement-with-arts-culture-and-health/>.
- 10 Commonwealth of Australia, "Measuring What Matters: Australia's First Wellbeing Framework," 2023, https://treasury.gov.au/sites/default/files/2023-07/measuring-what-matters-statement020230721_0.pdf. ANA's recent insight report Accelerate found cultural and creative engagement can help solve the productivity problem. It also found arts, culture and creativity can drive innovation and develop the skills needed to accelerate productivity growth. Kate Fielding, Angela Vivian, and Sari Rossi, "Accelerate: Reframing Culture's Role in Productivity" (A New Approach (ANA), November 29, 2023), https://newapproach.org.au/wp-content/uploads/2023/11/ANA-Accelerate_-Productivity-Insight-Report-2023.pdf

- 11 Fostering arts, culture and creativity' is a focus area of the Elevate 2042 Strategy for the Brisbane 2032 Games. State of Queensland (Department of Tourism, Innovation and Sport), 51.
- 12 Melbourne Cricket Club says record-breaking Taylor Swift concerts helped pay \$37 million of debt from the Melbourne Cricket Ground Northern Stand redevelopment. Taylor Swift, not any sport, was on the cover of their annual report. Melbourne Cricket Club, "2023/24 Annual Report," June 25, 2024, https://www.mcg.org.au/_/media/mcc-annual-report-2023-24-final.pdf.
- 13 This includes coordination of investments and sharing of best practice between jurisdictions for cultural precincts, night-time economy and multi-purpose venues that serve performing arts and other purposes.
- 14 "Sport Horizon - National Sport Strategy 2024-2034" (Australian Government Department of Health and Aged Care, October 16, 2024), <https://www.health.gov.au/resources/publications/national-sport-strategy-2024-2034?language=en>.
- 15 See the November 2023 National Press Club Address by the Chair of ANA Rupert Myer AO: <https://newapproach.org.au/wp-content/uploads/2023/11/Rupert-Myer-AO-National-Press-Club-Address-2023.pdf>.
- 16 Vivian et al., "The Big Picture 4," 4.
- 17 The Committee recommends that... the Commonwealth Government develop a national cultural plan to assess the medium and long term needs of the sector.' See https://www.aph.gov.au/Parliamentary_Business/Committees/House/Communications/Arts/Report/section?id=committees%2freportrep%2f024535%2f76813
- 18 ANA benchmarked the amount against the \$0.8 million in 2023-24 Budget to develop a new National Sport Plan and review the Australian Sports Commission Act 1989. Only part of this 2023-24 money was for the Act review, but ANA understands Plan development continued in 2024-25 with associated costs. See <https://structure.gov.au/measure/investment-sport>.
- 19 See ANA's forthcoming analysis of cultural funding by governments, to be published later in 2024. For details, see note 9.
- 20 At a meeting in October 2022, Ministers agreed to meet approximately twice a year. Cultural Ministers met twice in 2024, in March and July. See <https://www.arts.gov.au/what-we-do/national-cultural-policy/progress-under-revive-place-every-story-story-every-place>. ANA understands Cultural Ministers did not meet twice in 2023.
- 21 This work would be separate from that of the Brisbane 2032 Coordination Office, which is focussed on the delivery of the Brisbane 2032 Games by the Commonwealth, Queensland and select local governments in Queensland. It is not focussed on the lasting impacts beyond the Brisbane 2032 Games, and does not involve other state, territory or local governments.
- 22 See the National Press Club Address by Rupert Myer AO, Chair of ANA, from November 2023: <https://newapproach.org.au/wp-content/uploads/2023/11/Rupert-Myer-AO-National-Press-Club-Address-2023.pdf>.
- 23 Ministerial Councils reporting annually to National Cabinet meet twice a year, on average.
- 24 ANA estimated Average Staffing Level costs, noting the Department of Finance determines such costs for policy proposals.
- 25 This was a nationwide study exploring attitudes towards arts, culture and creativity. In rooms and Zooms around the country, ANA brought together people from low to middle income households, living in outer suburban and regional areas, in every state and territory. Jodie-Lee Trembath and Kate Fielding, "The next Generation of Voters: Young Middle Australians Talk Arts, Culture and Creativity," Insight Series (Canberra: A New Approach, August 2021), 15, <https://newapproach.org.au/wp-content/uploads/2021/08/ANA-InsightReportSix-Fullreport-6.pdf>; Kate Fielding and Jodie-Lee Trembath, "A View from Middle Australia: Perceptions of Arts, Culture and Creativity," Insight Series (Canberra: A New Approach and the Australian Academy of the Humanities, May 2020), 33, <https://newapproach.org.au/wp-content/uploads/2021/07/3-ANA-InsightReportThree-FullReport.pdf>; Angela Vivian and Kate Fielding, "Lifelong: Perceptions of Arts and Culture among Baby Boomer Middle Australians." Insight Report No. 2022-02" (Canberra: A New Approach (ANA)), 30, accessed January 19, 2023, https://newapproach.org.au/wp-content/uploads/2022/09/Lifelong_-_Perceptions-of-Arts-and-Culture-among-Baby-Boomer-Middle-Australians-1.pdf.
- 26 Of the 15 largest world economies, Australia and Canada are the only without an international cultural relations

institution (see Appendix for details). Unlike Australia, Canada already recognises the need to act. In the 'first comprehensive study of the role of arts and culture in Canadian foreign policy' since 1994, the Canadian Senate foreign relations committee recommended actions to fill this gap, including a new cultural diplomacy strategy Canadian Heritage and Global Affairs Canada are preparing. Senate of Canada, "Cultural Diplomacy at the Front Stage of Canada's Foreign Policy," Senate of Canada, June 11, 2019, <https://sencanada.ca/en/info-page/parl-42-1/aefa-cultural-diplomacy/>. Government of Canada, "Questions and Responses/Themes - Cultural Diplomacy," September 5, 2023, <https://www.canada.ca/en/canadian-heritage/corporate/transparency/open-government/standing-committee/mondou-appearance-aefa/cultural-diplomacy.html>.

- 27 For example, Commonwealth-level international engagement in arts and culture is spread out across several agencies, including Office for the Arts, Creative Australia, Screen Australia, the Department of Foreign Affairs and Trade and Austrade.
- 28 See Government of Canada, "Questions and Responses/Themes - Cultural Diplomacy," September 5, 2023, <https://www.canada.ca/en/canadian-heritage/corporate/transparency/open-government/standing-committee/mondou-appearance-aefa/cultural-diplomacy.html>.
- 29 The Australian Government Guide to Policy Impact Analysis explicitly requires evaluation of policies based on the policy objectives and success measures of each policy.
- 30 World Bank Group, "World Bank Open Data," World Bank Open Data, 2024, <https://data.worldbank.org>.
- 31 Global Affairs Canada, "Deputy Minister of Foreign Affairs Appearance before the Senate Committee on Foreign Affairs and International Trade (AEFA) on Cultural Diplomacy," Government of Canada, October 24, 2023, <https://www.international.gc.ca/transparency-transparence/briefing-documents-information/parliamentary-committee-comite-parlementaire/2023-05-10-aefa.aspx?lang=eng>.