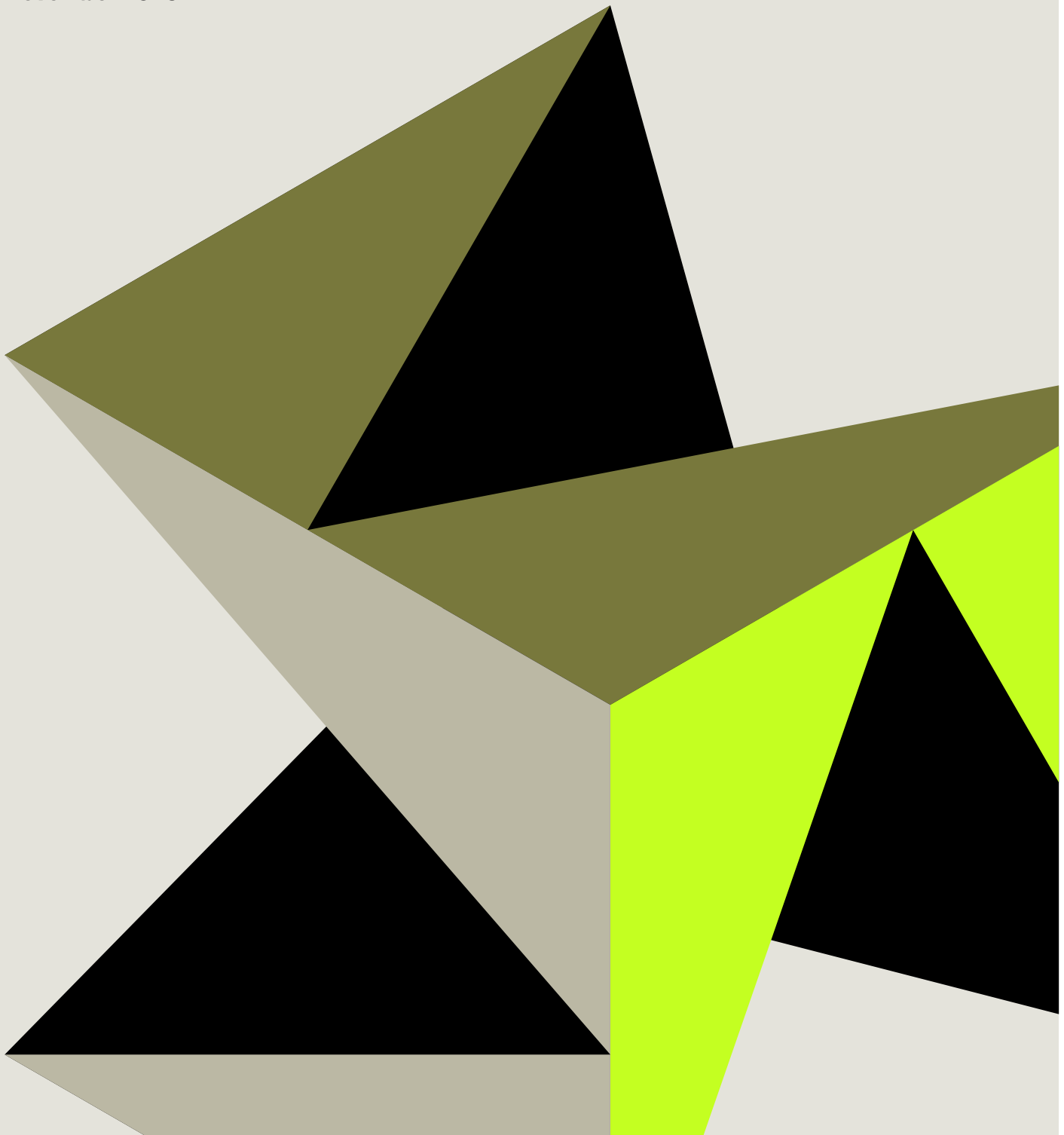


Opportunity to action: Enabling Australia's arts and culture system

November 2025



What should Australian governments be doing now to build an arts and culture system that delivers for all Australians?

The workings of Australia's arts, culture and creativity system,¹ and the critical role of governments beyond direct funding in making sure this system delivers for all Australians,² have been explored in A New Approach's (ANA) two most recent Insight Reports.

This Policy Action Brief turns these insights into roadmaps for action.

ANA's research showed that governments are best placed to turn opportunities into action where they can identify a clear point of leverage and the right tool or enabling action to create change. The places where governments should act now are:

1. Pulling the right levers

Government actions to deliver better cultural and creative engagement, taking advantage of the 2032 Olympic opportunity:

- **Action:** Create influential intergovernmental arrangements at a national level
- **Action:** Increase arts and culture data granularity to support decisions that drive access and innovation

2. Making it easier to do business with government

Government actions to make sure key stakeholders understand the roles, responsibilities and reach of government and how they can support the arts and culture system:

- **Action:** Be clear on the role of government and measure the outcomes
- **Action:** State and territory governments should implement a 'no wrong door' approach to service delivery in the arts and culture system

3. Improving cultural and creative engagement without significant expenditure

Government actions for rapid results and significant change in six priority areas that cut across all Australian jurisdictions:³

- **Priority 1:** Ensuring access to culture and creativity amid cost-of-living pressures
- **Priority 2:** Cross-portfolio collaboration on social cohesion
- **Priority 3:** Improving educational access
- **Priority 4:** Contributing to productivity growth
- **Priority 5:** International trade opportunities and cultural relations
- **Priority 6:** Ongoing cooperation in areas of rapid change, including artificial intelligence (AI), and in data collection and sharing.

On all these points, governments should evaluate their actions to continue to build and share the evidence base regarding what works to achieve impact.

Getting this right matters. Arts and culture positively impact Australians' creativity, enjoyment of life and sense of belonging, and benefit Australia's prosperity, cohesion, health, security and sustainability.⁴

Government action now can secure the legacy of an arts and culture system that delivers for all Australians.

1. Pulling the right levers – what governments should do to enable cultural and creative engagement

ANA has explored **12 levers** to support the development of an arts and culture system that delivers for all Australians. Governments can use these to tackle problems, design solutions and create the structures and processes of the future.⁵

Governments should prioritise **two levers** in particular:⁶

1. Develop a unifying goal.
2. Challenge mindsets about what culture and creativity are and what they can achieve.

Want more?

For a summary of the 12 leverage points see ANA's 2025 report, *The arts, culture and creativity system in Australia: How it ticks*.

Lever 1: Develop a unifying goal – and make clear who is accountable for achieving it

This lever is about realising a whole-of-government and systems approach to our arts, culture and creativity system. **Aligning work, resources and commitment around a shared goal amplifies effort and drives change.**

An example of a **shared goal or vision** that governments could work together to adopt is outlined in ANA's Position Paper, *Imagine 2035*:⁷

Creative, connected communities enriched by a robust arts and culture system that delivers for all Australians.

Action: Create influential intergovernmental arrangements at a national level

There are **two opportunities** that the **Australian Government should act on by 30 June 2026**:

Commit to developing a 10-year National Arts and Culture Strategy modelled on the National Sport Strategy.

The federal government, in partnership with state and territory governments, should develop and implement a 10-year National Arts and Culture Strategy. The strategy would establish an agreed national vision (goal) and framework and principles for long-term strategic collaboration, complementing (not replacing) policies at national, state, territory and local government levels.

Establish a Ministerial Council as part of the National Cabinet arrangements to drive the delivery of the 10-year National Arts and Culture Strategy.

The National Cabinet should elevate the existing meeting of Cultural Ministers to a formalised Ministerial Council to establish an enduring intergovernmental forum for coordination, decision-making and collaboration on structural reform.

To realise these opportunities, Australian governments should create influential and appropriately resourced intergovernmental arrangements.

Governance arrangements:

- The Australian Government **Office for the Arts** should establish an **intergovernmental steering group** including federal, state and territory and local government representatives.
- This group will support the creation, implementation and impact of a **National Arts and Culture Strategy** and serve as the **officer-level support for the proposed Ministerial Council focused on cultural access and the cultural and creative industries**.

Authorising environment:

- Departmental officers across all Australian governments should **brief key decision-makers** (ministers, secretaries, and senior executives) to build support and momentum for **cross-jurisdictional governance** that champions a unifying goal for Australia's arts and culture system.

Lever 2: Challenge mindsets about culture and creativity – with data

Pulling this lever is about making sure governments are flexible and adaptable in their mindset about what culture and creativity are and what they can achieve. To do this, governments need data to make confident decisions, so Australians do not miss out on new and transformative opportunities to build connected, healthy and prosperous communities.

Research shows that ordinary Australians see access to arts and culture as fundamental to thriving communities and essential to being human.⁸ They believe it positively impacts their ability to **connect, stay healthy, understand others, learn new skills and have new ideas**.⁹

These sentiments are backed up by substantial international and Australian evidence.¹⁰

Governments do not always take advantage of this evidence, however, **nor have appropriate data** to show how arts and culture can contribute to key public policy areas.

Action: Increase arts and culture data granularity to support decisions that drive access and innovation

To foster a government mindset that recognises the diverse impacts of arts and culture, the granularity of cultural data must increase.

More granular data will enable **confident government decisions** that leverage arts and culture to address Australia's challenges, including declining social cohesion, productivity stagnation and the unpredictable risks posed by new technologies like generative AI.

Data for decision-making:

- Government arts and culture budget and expenditure data from across portfolios should be **collected and published**. This will better inform mindsets about the potential of culture and creativity. It could be **mandated by legislation**.¹¹
- Government administrative data that supports new approaches to cross-portfolio ways of working should be captured and analysed. This could include:
 - providing **jurisdiction, remoteness area and location-specific** arts and culture data to inform local planning, health, education and other government decision-making
 - sharing local data on **health, education and safety** to identify communities that would benefit most from **innovative, collaborative cultural and creative engagement**.

Governance arrangements:

- Measures to increase data granularity should:
 - be **led by arts portfolio** teams in federal, state and territory governments
 - be **championed by treasury and/or finance departments**
 - be supported by **cross-portfolio governance** arrangements
 - **leverage** research and arts and culture sector **experience and expertise**.
- Governments should explore the experiences of **New Zealand¹² and France¹³** to understand the potential and power of cross-portfolio data reporting.

2. Making it easier to do business with government

Our research highlights that the arts and culture system is growing in complexity and connectivity with other systems, requiring the role of government to be understood in a systems context.¹⁴

With this in mind, governments should take actions that help key stakeholders understand the **roles, responsibilities and reach** of governments and how they support an arts and culture system that benefits all Australians.

Action: Be clear on the role of government and measure the outcomes

Currently, most Australian cultural policies lack a clear and concise statement of government's role in the arts and culture system. This makes it difficult for stakeholders to understand **when, how, where and why governments will (or will not) act**. It also makes meaningful **outcome measurement** difficult.

Recognising and explaining the role of government in the arts and culture system ensures cultural policies are better informed, demonstrating both to system stakeholders and governments themselves how they **drive and enable tangible actions**.

A National Arts and Culture Strategy and jurisdictional cultural policies should highlight the ways in which governments:

- are **risk-sharers and market-makers**¹⁵
- **pursue multiple outcomes**, which they will measure
- utilise (often unique forms of) **hard and soft power** to enable cultural and creative engagement
- have **conceptual and institutional reach**, operating across the whole of the arts and culture system at all levels
- can **efficiently and effectively enable** cultural and creative engagement
- are **not passive grant-makers or risk-bearers**
- **do not** want to duplicate effort, distort or dilute investment and commitment, or dominate the market or sector.

The role of governments should be made explicit in strategy and policy documents, as well as in reporting on outcomes.

Action: State and territory governments should implement a 'no wrong door' approach to service delivery in the arts and culture system

The complexity of the arts and culture system makes it hard for individuals and organisations to identify which department or organisation to approach for support, or even which level of government to engage with.

A 'no wrong door' policy (such as the 'Cultural Front Door' policy in NSW) ensures that when arts and culture stakeholders contact governments, they receive a **clear explanation of who can assist them and how**.

Implementation first steps:

- Identify a frontline service team to **pilot** the 'no wrong door' policy.
- Establish an **iterative approach** to the pilot design and delivery. Ensure data is collected on the value and use of the service to inform continued **testing, learning and adaptation**.
- **Leverage cross-portfolio and intergovernmental arrangements** in the design and implementation of the pilot, and in proactively sharing lessons learned.
- Determine how to **scale out the approach** once it is proven to benefit stakeholders across the system.

3. Acting now to improve cultural and creative engagement without significant expenditure

Governments have opportunities to realise **rapid results** and create **significant change** in the arts and culture system.

A **broad range of enabling actions**, in addition to direct funding, are available to governments to strengthen cultural access and foster robust cultural industries.

ANA has found eight types of enabling actions to facilitate financial inflows, facilitate operations and increase engagement opportunities across the arts and culture system – many of which are no- or low-cost:¹⁶

1. Fit-for-purpose and streamlining measures	2. Legislation, regulations and standards	3. Measures to develop skills, career pathways and knowledge sharing	4. Measures that facilitate co-investment and collaboration
• 'One-stop shops' to improve access and reduce red tape delays • Preapproved plans for events • Procurement guidelines and principles • Permits to access specific government sites/facilities for cultural purposes	• Copyright and IP legislation and protections • Tax system legislation • Night-time economy legislation and regulation • Local content quotas and rules • Signatory to international conventions (e.g. UNESCO) • Industry codes of practice and standards	• Training and advisory services (including capability building, skills development, job pathways and networking opportunities) • Collecting and publishing data on arts, culture and creative sector outcomes and widening access to research and data infrastructure • Updates of training packages or fee structures that incentivise creative learning • Inclusion of Australian texts in the curriculum	• Partnerships, intermediation and harmonisation (including intergovernmental, intragovernmental, public-to-private and cross-sector) • Facilitated access to finance (e.g. blended finance, such as impact investing, and access to public loans) • Creative industries expertise to shape relevant government policies (e.g. participation on advisory groups and co-design approaches)
5. Non-commercial rates	6. Indirect industry assistance	7. Information, promotion and marketing	8. Special consideration for eligibility and exemptions
• Free or reduced cost to use/access infrastructure, assets or facilities (e.g. free parking, property rentals, community venue access and entry fees) • Access to specialist equipment • Co-working hubs	• Tax concessions, including deductions, exemptions and offsets • Operating the authorising and administrative mechanisms for donations • Administering copyright and rights compensation mechanisms • Co-production agreements	• Streamlined information about arts and culture events and activities • Localised promotion and marketing campaigns • National promotion initiatives (e.g. Arts Week and National Giving Day to the Arts) • Awards programs • Convening, consensus-building and community engagement	• Exemptions to efficiency dividends • Ensuring arts and cultural activities and institutions are eligible within existing voucher/subsidy programs where appropriate • Improving digital and telecommunications connectivity as platforms for cultural participation and access

In making use of these enabling actions, **governments should:**

- prioritise opportunities and actions where they are **uniquely equipped to act** and where they will have the greatest beneficial impact¹⁷
- use **systems thinking** to look beyond their most-used levers (legislation, funding, tax) and **utilise the full suite of powers and enabling actions** available to them¹⁸
- use **everyday settings like schools, the home and online** as entry points for generating cultural and creative skills across Australia's population.¹⁹

To demonstrate this, ANA has prepared examples of **enabling actions** governments can take now across the **six key cross-cutting priority areas** identified in our Position Paper, *Imagine 2035*.²⁰ (See following table and **Appendix A** for more details.)

All Australian governments should **review these examples** and decide where to act based on their jurisdiction and responsibilities. Novel programs should be **trialled and evaluated** to inform effective rollout and **replication at scale**.

Summary of enabling actions across six priority areas

Priority area – <i>Imagine 2035</i>	Enabling action – rapid result	Enabling action – significant change
1. Ensuring access to culture and creativity amid cost-of-living pressures	Making existing government activity vouchers for children and young people 'activity-agnostic'	Using data-driven funding models to drive an increase in cultural access and participation
2. Cross-portfolio collaboration on social cohesion	Utilising existing, trusted cultural institutions to build partnerships and provide local points of connection and support	Creating minimum planning and service standards for cultural infrastructure and services to support liveable, thriving communities
3. Improving educational access	Adding cultural institutions to those included in the Parliament and Civics Education Rebate (PACER) program	Implementing the National Curriculum with a focus on ensuring improved and more equitable access to arts and cultural education for students
4. Contributing to productivity growth	Actively supporting specific innovation-diffusion channels within and originating from the cultural and creative industries, including peak bodies, industry groups and regulatory organisations	Using the Skills and Workforce Ministerial Council and the Council on Federal Financial Relations under the National Cabinet as forums to build collaboratively an adaptable workforce by maximising Australia's strength in creative thinking
5. International trade opportunities and cultural relations	Expanding existing industry start-up programs to ensure small-to-medium-sized businesses focused on arts, culture and creativity are eligible	Establishing an international cultural relations institution and cultural and creative industries trade strategy for Australia
6. Ongoing cooperation in areas of rapid change, including AI, and in data collection and sharing	Major galleries, libraries, archives and museums proactively sharing knowledge and emerging practice on the ethical use of AI with smaller institutions to support increased access to, and use of, the unique collections and related datasets that they host	Implementing whole-of-system government data reporting to provide a holistic and detailed view of government investment in arts and culture, and the outcomes associated with the investment

Further details on each of these enabling actions are provided in **Appendix A**.

Appendix A: Turning opportunities into action – getting into the details

Priority 1: Ensuring access to culture and creativity amid cost-of-living pressures

Immediate opportunity: Rebuilding broad-based cultural access and participation

	Rapid result	Significant change
Action	Making existing government activity vouchers for children and young people ‘activity-agnostic’	Using data-driven funding models to drive an increase in cultural access and participation
What would it mean?	All states and the Northern Territory have programs that provide support for children and young people to participate in sport, active recreation and some forms of creative activity (for example, dance, circus and music lessons in some jurisdictions). These programs could become truly activity-agnostic in all jurisdictions and allow children and young people to participate in any form of arts and culture activity – including theatre, arts and crafts, music and other forms of creative expression.	With the aim of returning to Australia’s long-term average (82% of adults attending cultural events and venues each year, from the COVID-19 low of 64%),²¹ governments should create evidence-based models to determine the impact of different funding frameworks on arts and cultural participation. The frameworks that most increase participation should be implemented.
Where would it happen?	Activities supported by the program would be available through local providers who meet eligibility requirements – including delivering activities at community halls and other accessible locations.	Cultural access and participation happen in many everyday settings – at home, online, in schools and community locations.
What would it cost?	Budget-neutral: Governments could expand their voucher scheme in a budget-neutral way, with a child or young person remaining eligible for the same number of vouchers as currently, under the same criteria (noting different jurisdictions have different criteria).	Budget-neutral: This would require the reallocation of existing resources to model frameworks and then the redirection of existing funding to the identified frameworks.
Enabler type²²	Special consideration for eligibility and exemptions	Fit-for-purpose and streamlining measures
Enabler function²³	Increasing engagement opportunities	Increasing engagement opportunities
System lever²⁴	Lever 4: Giving space to self-organisation and innovation while protecting culture	Lever 12: Adjusting funding to cultivate an operating environment that fosters resilience and autonomy

Priority 2: Cross-portfolio collaboration on social cohesion

Immediate opportunity: Strengthening social cohesion

	Rapid result	Significant change
Action	Utilising existing, trusted cultural institutions to build partnerships and provide local points of connection and support	Creating minimum planning and service standards for cultural infrastructure and services to support liveable, thriving communities
What would it mean?	Government agencies would engage local cultural institutions – like libraries, museums and galleries – as trusted community partners to deliver accessible, welcoming services that build social cohesion.	Governments should establish planning and service standards (in policies like the National Urban Policy or local regulations) to ensure all neighbourhoods have a minimum level of access to cultural infrastructure and services (like libraries, community halls and public art).
Where would it happen?	Local community-based cultural institutions that are trusted and accessible – including local libraries, local museums and local art galleries.	The standards would apply to residential neighbourhoods to ensure that Australians can experience arts and culture in their own communities.
What would it cost?	Investment in program and service costs: Governments would need to cover program and service costs. The use of existing community-based cultural institutions would be budget-neutral.	Budget-neutral, with ongoing service delivery costs: For new developments, cultural infrastructure requirements could be included in applications, with developers covering costs. Ongoing service delivery costs would fall to the relevant body responsible for the infrastructure (likely state or local government).
Enabler type²⁵	Measures that facilitate co-investment and collaboration	Legislation, regulations and standards
Enabler function²⁶	Increase engagement opportunities	Increase engagement opportunities
System lever²⁷	Lever 10: Scaling up benefits via existing institutional structures, settings and pathways	Lever 1: Challenging mindsets about what culture and creativity are and can achieve

Priority 3: Improving educational access

Immediate opportunity: Protect and improve education access

	Rapid result	Significant change
Action	Adding cultural institutions to the list of institutions in the Parliament and Civics Education Rebate (PACER) program	Implementing the National Curriculum with a focus on ensuring improved and more equitable access to arts and cultural education for students
What would it mean?	Currently, national cultural institutions (including the National Museum of Australia and the National Gallery of Australia) are only eligible for PACER if the mandatory institutions (Parliament House, the Museum of Australian Democracy, National Electoral Education Centre and the Australian War Memorial) are fully booked and cannot accommodate a visiting school group.²⁸ The Australian Government should expand PACER eligibility to allow for greater flexibility in location choice, increasing student access to arts and culture education in the context of civics education.	Although the Australian National Curriculum requires study of the arts from the start of schooling until the end of Year 8,²⁹ access to arts education varies depending on many factors, including geographic location and socio-economic status. State and territory governments should use available school and administrative data to ensure that students have access to high-quality arts and cultural education regardless of location. This could include using data to model and test ways to improve access and building lasting partnerships between local arts organisations and schools.
Where would it happen?	The expanded PACER program would be delivered through national cultural institutions, alongside schools and the existing mandatory PACER institutions.	Implementation would occur through schools.
What would it cost?	Budget-neutral: Schools would remain eligible for the same rebate currently provided by the Australian Government.	Budget-neutral: Governments would utilise existing data to better achieve the goal of universal arts and cultural education for Australian students.
Enabler type³⁰	Special consideration for eligibility and exemptions	Measures to develop skills, career pathways and knowledge sharing
Enabler function³¹	Increase engagement opportunities	Increase engagement opportunities
System lever³²	Lever 4: Giving space to self-organisation and innovation while protecting culture	Lever 10: Scaling up benefits via existing institutional structures and pathways

Priority 4: Contributing to productivity growth

Immediate opportunity: Leverage Australia's fourth-in-the-world strength in creative thinking for economy-wide productivity gains

	Rapid result	Significant change
Action	Actively supporting specific innovation diffusion channels within and originating from the cultural and creative industries, including peak bodies, industry groups and regulatory organisations	Using the Skills and Workforce Ministerial Council and the Council on Federal Financial Relations under the National Cabinet as forums to build collaboratively an adaptable workforce by maximising Australia's strength in creative thinking ³³
What would it mean?	Governments can support accelerated diffusion of innovation throughout the economy from and within the cultural and creative industries by supporting and amplifying the work of existing organisations and networks.	National Cabinet forums should be used by all levels of government to incentivise and grow creative thinking as a foundational skill for workforce adaptability. ³⁴ This could include creating individual-, organisation- and sector-focused incentives designed to actively nurture, recognise and reward creative-thinking skills.
Where would it happen?	Virtual and face-to-face networks, social media and other online platforms, awards programs and other events.	Schools, tertiary and vocational education institutions, workplaces.
What would it cost?	Budget-neutral: Governments should use existing resources and connections to identify and leverage the best available networks and organisations to support Australia's creative-thinking advantage.	Budget-neutral: Incentives could include reallocating existing government resources, building partnerships and networks, providing workplace incentive frameworks, and amending government policies to leverage creative thinking for productivity gains.
Enabler type³⁵	Measures that facilitate co-investment and collaboration	Measures that facilitate co-investment and collaboration
Enabler function³⁶	Increase engagement opportunities	Increase engagement opportunities
System lever³⁷	Lever 10: Scaling up benefits via existing institutional structures and pathways	Lever 10: Scaling up benefits via existing institutional structures and pathways

Priority 5: International trade opportunities and cultural relations

Immediate opportunity: Getting ready for the Brisbane 2032 opening ceremonies and national cultural programme

	Rapid result	Significant change
Action	Expanding existing industry start-up programs to ensure small-to-medium-sized businesses focused on arts, culture and creativity are eligible	Establishing an international cultural relations institution and cultural and creative industries trade strategy for Australia
What would it mean?	Reviewing current government-supported international trade programs to ensure that small-to-medium arts, culture and creativity-focused business are eligible for government support through the programs.	Creating an international cultural relations institution and a cultural and creative industries trade strategy in time for Brisbane 2032 would elevate Australia's culture in a coordinated and economically valuable way. These efforts would highlight Australia's unique culture and translate international attention into ongoing social and economic wellbeing benefits.
Where would it happen?	Federal, state and territory and local governments	The Australian Government, working in concert with state and territory governments, as well as local government representatives.
What would it cost?	Budget-neutral: Expansion of eligibility for existing programs, utilising existing infrastructure and resources.	Significant investment – cultural relations institution: The level of Australian Government investment required would depend on the institution model. Budget-neutral – cultural and creative industries trade strategy: The strategy would provide a clear approach to celebrating and promoting Australia's cultural and creative industries worldwide, to translate into trade opportunities.
Enabler type³⁸	Special consideration for eligibility and exemptions	Fit-for-purpose and streamlining measures Measures that facilitate co-investment and collaboration, information, promotion and marketing
Enabler function³⁹	Facilitates financial inflows Facilitates operations	Facilitates financial inflows Facilitates operations Increases engagement opportunities
System lever⁴⁰	Lever 4: Giving space to self-organisation and innovation while protecting culture	Lever 1: Challenging mindsets about what culture and creativity are and can achieve

Priority 6: Ongoing cooperation in areas of rapid change, data collection and sharing

Immediate opportunities: Grappling with the challenge and opportunity of AI Publishing more granular data

	Rapid result	Significant change
Action	Major galleries, libraries, archives and museums pro-actively sharing knowledge and emerging practice on the ethical use of AI with smaller institutions to support increased access to and use of the unique collections and related datasets that they host	Implementing whole-of-system government data reporting to provide a holistic and detailed view of government investment in arts and culture, and the outcomes associated with the investment
What would it mean?	Trusted cultural institutions are advancing their ethical use of AI to improve access to rich cultural collections and resources. These institutions are well positioned to share this knowledge with smaller, less-resourced arts and culture institutions, boosting productivity growth and sector adaptability.⁴¹ This knowledge exchange will help all cultural institutions to better understand the opportunities and challenges of rapid technological changes, and how they can responsibly make their unique collections and datasets more widely available and accessible.	Governments at all levels would expand the current Cultural Funding by Government (CFG) data collection and reporting framework to include detailed, granular data on investment and how it leads to associated social, economic and wellbeing outcomes. The data would be reported by each level of government and in aggregate across all of Australia. The data would be provided at the most granular level available so as to better inform decision-making, policy design and evaluation of arts and culture investment by government. This would maximise value obtained from the existing CFG infrastructure and allow for its useful expansion.
Where would it happen?	Cultural institutions at national, state and territory and local levels, utilising existing cross-institution networks and peak bodies.	Australian, state and territory and local governments
What would it cost?	Budget-neutral: Government support through existing resources and networks to support information exchange, knowledge development and innovation.	Investment in expansion: Investment required to support increased and new data collection, analysis and outputs.
Enabler type⁴²	Measures that facilitate co-investment and collaboration	Measures to develop skills, career pathways and knowledge sharing
Enabler function⁴³	Facilitates operations	Facilitates operations
System lever⁴⁴	Lever 10: Scaling up benefits via existing institutional structures and pathways	Lever 6: Addressing gaps and deficits in information between arts and cultural sectors

About ANA

ANA is Australia's national arts and culture think tank. Through independent public leadership, ANA helps build an ambitious and innovative policy, legislative, regulatory and investment environment for Australia's arts, culture and creativity. We do this because the evidence shows that culture and creativity have a direct, transformative impact on people and communities. We believe that Australia can secure its place as a cultural powerhouse whose creativity is locally loved, nationally valued and globally influential.

ANA is currently supported by a unique collaboration of 14 Philanthropic Partners from across Australia: The Myer Foundation; Sidney Myer Fund; Tim Fairfax Family Foundation; Minderoo Foundation; Colonial Foundation; Wright Burt Foundation; Lansdowne Foundation; Dennis Osbourne Clarke Charitable Trust; Besen Family Foundation; Aranday Foundation; The Yulgilbar Foundation; Bowness Family Foundation; Wesfarmers Arts; and Spinifex Trust.

Explore our previous work at
www.newapproach.org.au.

Contact us about this work via
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Endnotes

- 1 Angela Vivian and Kate Fielding, *The arts, culture and creativity system in Australia: How it ticks*. Insight Report no. 2025-02 (Canberra, Australia: ANA, 2025).
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- 3 A New Approach (ANA), *Imagine 2035: Towards an arts and culture system that delivers for all Australians*. Position Paper (Canberra, Australia: ANA, 2025), 15.
- 4 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, Australia: ANA, 2024).
- 5 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 10 (Opportunity 1).
- 6 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 10 (Opportunity 1).
- 7 A New Approach (ANA), *Imagine 2035*, 10.
- 8 Kate Fielding, Aakanksha Sidhu, and Angela Vivian, *Intergenerational arts and culture: Lessons across middle Australia*. Analysis Paper no. 2023-03 (Canberra, Australia: ANA, 2023).
- 9 Fielding, Sidhu, and Vivian, *Intergenerational arts and culture*.
- 10 Kate Fielding, Iva Glisic, and Jodie-Lee Trembath, *Transformative: Impacts of culture and creativity* (Canberra, Australia: ANA/Australian Academy of the Humanities, 2019); Angela Vivian, Fielding, and Rossi, *Transformative Edge 2024*.
- 11 For example, the *Creative Statement to Parliament Act 2025* (NSW) requires the Minister to prepare and table a statement to Parliament every three years about the creative industries in NSW. The statement must include, among other things, a summary of the economic impact of the creative industries in NSW, and may include a summary of the available opportunities, both real and potential, to support the state's creative industries (see sections 5 and 6).
- 12 See, for example, the following paper by the New Zealand Parliamentary Commissioner for the Environment: Te Kaitiaki Taiao a Te Whare Pāremata, *Estimate of environmental expenditure 2024/25: Method and results* (Wellington, Aotearoa New Zealand: Parliamentary Commissioner for the Environment, 2025), 8 (Table 1) and 9 (Figure 1). In this example, environmental expenditure by the New Zealand Government is both disaggregated by outcome and linked to agencies responsible for administering funding. This provides 'an indication of the magnitude of spending across various agencies and the outcome this spending is being directed towards' (page 8).
- 13 France's Ministry of Culture provides regular budget reporting on arts and culture funding by portfolio. This enhances transparency across the government, providing crucial information for national decision-makers and others interested in government spending. Further discussion on this can be found in Alan Hui and Kate Fielding, *Pathways to becoming a cultural powerhouse: Perspectives for impact in arts, culture and creativity*. Analysis Paper no. 2024-05 (Canberra, Australia: ANA, 2024), 18–19.
- 14 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 10 (Opportunity 3).
- 15 Governments are **risk-sharers** as they use their authority and financial capacity to share and distribute risks that may be large, widespread or systemic. Governments are **market-makers** as they create the legal, institutional and infrastructure frameworks that allow markets to operate. In both instances, governments do not work in isolation. Rather, they work with individuals, organisations and communities to ensure the necessary infrastructure and incentives for a thriving arts and culture system.
- 16 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 7.
- 17 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 9 (Opportunity 1).
- 18 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 9 (Finding 2).
- 19 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 9 (Finding 3).
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- 21 See Cultural and creative activities (Table 1) – Proportion of people who attended at least one cultural venue or event: Australian Bureau of Statistics, "Creative and cultural engagement," accessed 7 October 2025, <https://www.abs.gov.au/statistics/measuring-what-matters/measuring-what-matters-themes-and-indicators/cohesive/creative-and-cultural-engagement>.
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- 31 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 15.
- 32 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 16 (Table 1).
- 33 In the 2022 OECD Programme for International Student Assessment (PISA), only three countries scored higher than Australia in creative thinking, as noted in Australian Council for Educational Research, "Australian Teenagers Strong Creative Thinkers," accessed 7 October 2025, <https://www.acer.org/au/discover/article/australian-teenagers-strong-creative-thinkers>.
- 34 As highlighted in The Treasury, *Working future: The Australian Government's White Paper on jobs and opportunities* (Canberra, Australia: The Treasury, 2023), 88. <https://treasury.gov.au/employment-whitepaper/final-report>.
- 35 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 7 (Exhibit 1).
- 36 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 15.
- 37 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 16 (Table 1).
- 38 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 7 (Exhibit 1).
- 39 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 15.
- 40 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 16 (Table 1).
- 41 Publicly funded arts organisations have been recognised as 'catalysts for digital transformation in the wider creative sector', whose innovation 'drives revenue generation, productivity and adaptability of the broader arts and culture sector in a digital economy'. See Centre for Economics and Business Research, *Spillover impacts in the publicly funded arts and culture sector: A report for Arts Council England* (London, UK: Cebr, 2025), 9.
- 42 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 7 (Exhibit 1).
- 43 Rossi, Vivian, and Fielding, *Government, culture and creativity*, 15.
- 44 Vivian and Fielding, *The arts, culture and creativity system in Australia*, 16 (Table 1).

A New Approach (ANA)

