

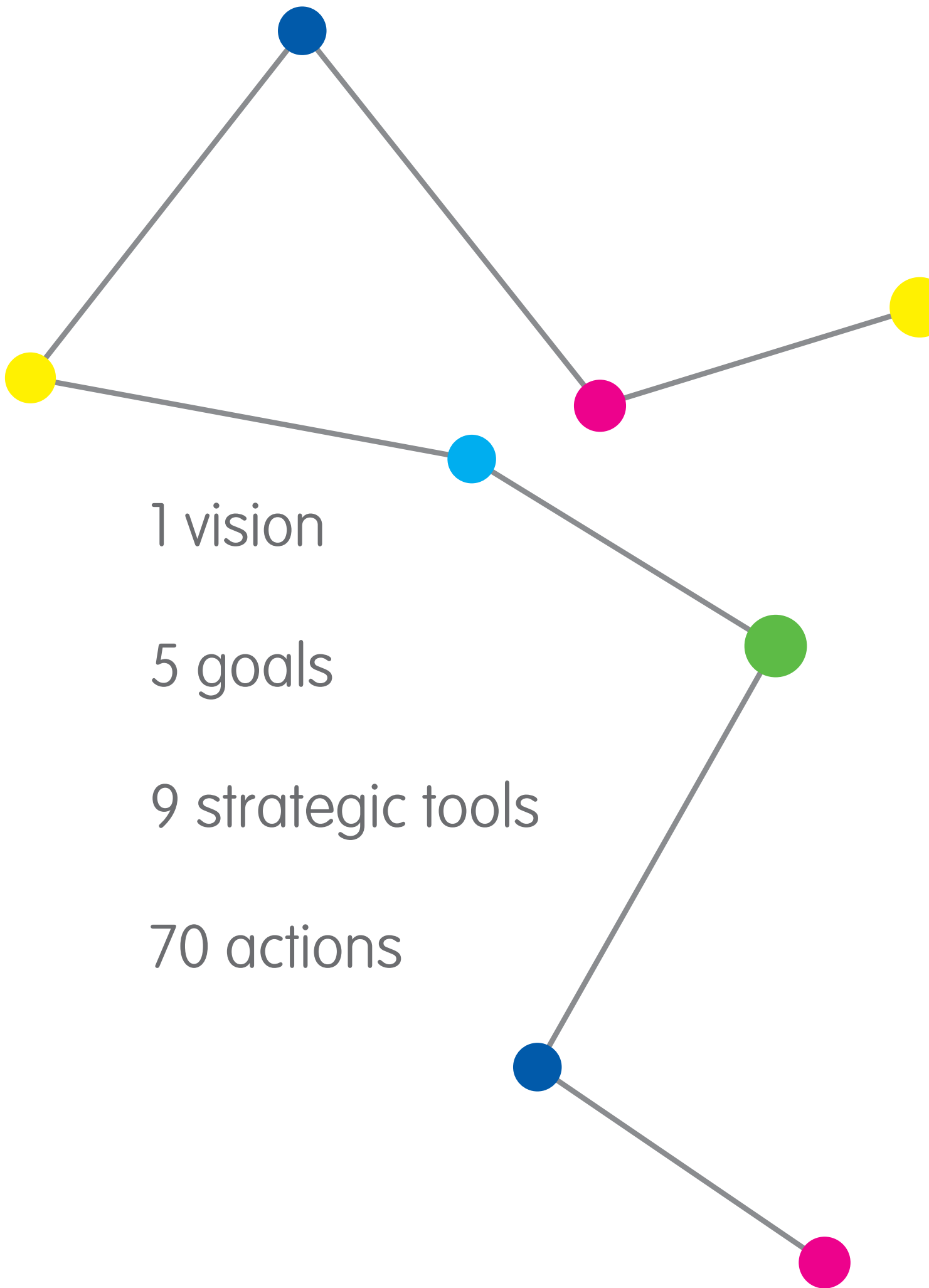
CREATE2020

STRATEGY

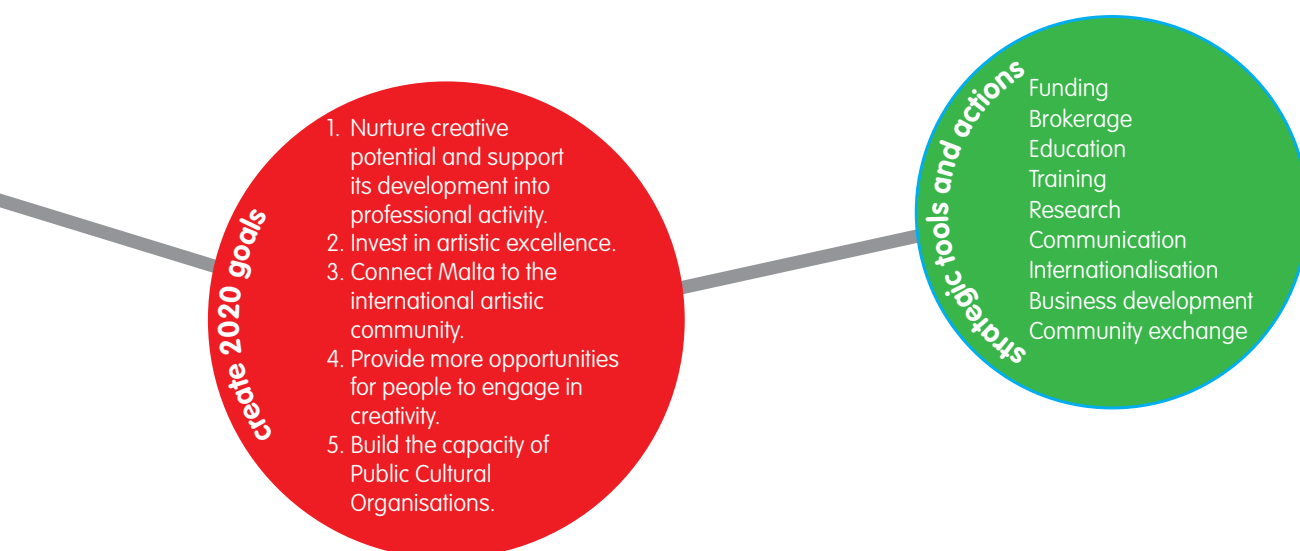
A network diagram consisting of several colored nodes (blue, yellow, pink, cyan, green, magenta) connected by thin grey lines. The nodes are positioned at various points across the letters of the word 'STRATEGY', creating a web-like structure that spans the width and height of the text.

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Our 2020 strategy sets five goals to be addressed by 70 actions, implemented through nine strategic tools with three identified groups. Each action is inspired by our mission and is attached to SMART objectives directed towards making our vision a success for Malta and its cultural and creative sectors.





## Our legal framework



On the 12<sup>th</sup> of May 2015, the Maltese Parliament approved a new legal structure for Arts Council Malta. This law, Act 15 of 2015, sets down that the Council should encourage and promote the culture and creative sectors within a wide perspective of socio-economic activity.

The Council's objectives, as set by law, are to:

- (a) advocate and be a strategic leader and catalyst for the cultural and creative sectors, through the implementation of strategies, with a particular focus on:
  - (i) knowledge-based cultural and creative development;
  - (ii) education and training;
  - (iii) intelligence and data building;
  - (iv) business development, funding and investment;
  - (v) diversity and communities; and
  - (vi) internationalisation.
- (b) promote innovation in the sectors and stimulate a creative ecosystem for the generation of contemporary creative content;
- (c) initiate, develop and promote strategies, programmes and initiatives necessary to enhance the performance of the sectors;
- (d) act as a broker for the cultural and creative sectors and as a bridge with other sectors;
- (e) promote intellectual property in the sector;
- (f) ensure the development of a sustainable creative economy;
- (g) facilitate and promote the sustainable development of creative individuals and organisations;
- (h) facilitate the participation in, and access to, cultural and creative activity;
- (i) foster active and participatory citizenship in culture and promote cultural inclusion, equality, diversity and the freedom of creative expression;
- (j) increase the understanding, appreciation, enjoyment and expression of culture; and
- (k) safeguard the dynamic development of those cultural characteristics, including intellectual, linguistic, traditional and folkloric, which identify the Maltese people.





## Our vision

Placing the arts and creativity at the heart of Malta's future.

## Our mission

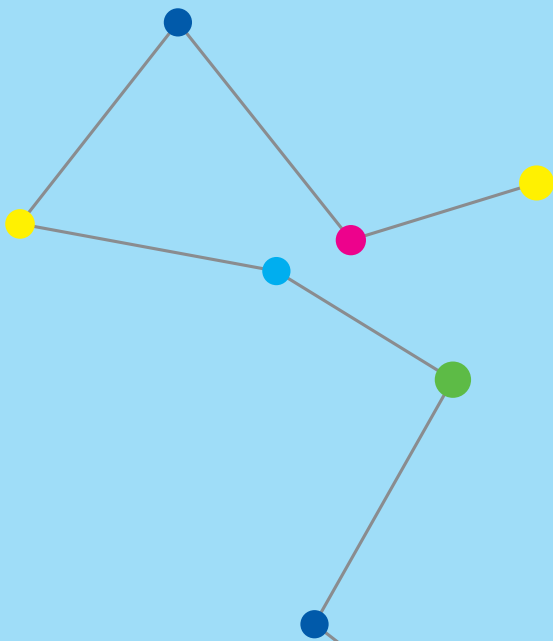
We invest in the cultural and creative sectors to achieve higher levels of excellence and develop Malta's creative ecology.

## Our guiding principles

Our plans and actions to deliver our vision and implement our mission are guided by 10 principles which aim to:

1. Champion the professionalisation of the sector and the vital role of the arts and creativity within society.
2. Value the diverse range of creative expression and invest in relevant, innovative and enjoyable creative experiences.
3. Embrace excellence as a principle that drives our work.
4. Support the development of knowledge, skills and competences that enable people to engage in creative life for their enhanced well-being.
5. Ensure that individuals transforming their talent into a profession can reach their full potential.
6. Support the sector through the creation of a single service point which also provides consultation and information services.
7. Foster synergies with other sectors and invest in the creative economy for better jobs and sustainable growth.
8. Develop Malta's international cultural profile through collaborations, partnerships and networks.
9. Inform our decisions and develop our strategies through research, evaluation and debate.
10. Cultivate a relationship with Public Cultural Organisations and other stakeholders that will guide our strategies, with the ultimate goal of building a stronger creative ecology.





## Our 2020 STRATEGY

We have identified five goals and established 70 actions to address with three groups in the next five years. This strategy is inspired by Malta's national cultural policy, government's electoral programme, our legal remit, as well as our vision and mission. With 2018 set as the fulcrum of our plan, we are building towards the Valletta European Capital of Culture and simultaneously working towards its legacy for post-2020 cultural development.

Immediately after the Arts Council Malta law came into force, we conducted a six-month research period and held consultation sessions through workshops, focus groups and interviews. We also invited artists to share their own vision for 2020 through social media and facilitated a debate by creative practitioners in Parliament. 330 people contributed towards shaping the 2020 strategy.

### ● 1. Nurture creative potential and support its development into professional activity

It is our goal to nurture creative potential and take it to the next level. Therefore we will invest in creative entrepreneurship and offer creative practitioners the necessary tools to excel not only as artists but also as creative entrepreneurs.

As micro-enterprises and freelance operators, the majority of creative practitioners will create their own jobs. Generating different types of employment in the cultural and creative sectors is challenging; however it is an important step to develop a dynamic creative community.

Innovation and creativity grow and develop in settings where creative professionals meet, exchange ideas and challenge one another, both nationally and internationally. It also evolves in a multi-layered city texture where dialogue and co-creations with communities are possible. To cultivate this environment we need to invest in spaces and places where co-creation, collaboration and experimentation are possible, both physically and intellectually.

At the same time we are also committed to addressing the wide spectrum of artistic work generated by creative professionals. This will be achieved through our strategic and development funding programmes. Together these efforts aim to position Malta in 2020 as a vibrant and diverse centre of creativity.

What would Malta's creative ecology achieve through this goal?

- An increase in the number of people with creative potential active in creative professions;
- An increase in the number of young people studying the arts who are equipped with skills to manage their own business;
- Increased clustering and networking;
- More temporary and permanent spaces for creation and co-creation;
- Investments in creative start-ups;
- Business development training and mentoring;
- Increased private investment;
- Alternative sources of funding;
- Increased collaborations between public cultural organisations and creative entrepreneurs;
- Increased international activity and market access;
- Closer collaborations between higher education institutions, public agencies and industry.

### **Statistical snapshot of performing arts economic indicators**

The private sector in the performing arts is estimated to be composed of 1,800 employees, most of whom are employed part-time. This is why the average wage stands at EUR 1,500 p.a. compared to EUR 15,000 p.a. for those employed full-time in the public sector. Impressively, Gross Value Added generated from the private sector made up 78 per cent of the total GVA of the performing arts sector. In 2012, this was equivalent to EUR 13.1 million.

*Source EPD*



## ● 2. Invest in artistic excellence

We aim to invest in creative experiences based on principles of excellence across all levels of cultural and artistic expression. We want to adopt a structural approach to improve the quality of our cultural and creative products and develop a richer and more exciting cultural landscape. This approach requires the building of mutual trust between audiences, funding bodies, artists and artistic programmers. To achieve quality, creating an artistic work involves a tightly linked chain of communication and exchange based on principles of excellence between the main stakeholders.

How do we assess quality? While acknowledging its subjectivity, we believe that quality and excellence can be assessed through sector-led criteria.

We want to enable artistic debate through workshops and seminars with various partners. Through our brokerage services we want to facilitate co-creation, collaboration and peer assessment across sectors. We want to invest in quality by setting up transparent and independent assessment procedures followed by monitoring and mentoring programmes for both applicants and beneficiaries of funded projects. We want to encourage an open, transparent and inspiring positive dialogue between creative practitioners, the media and the public so that, by 2020, we will have a diverse and relevant cultural landscape that can also be more active on an international level.

What will the successful delivery of this goal look like?

- Confidence in talking about quality and a better understanding of what it entails;
- Increased collaboration between funding bodies, Public Cultural Organisations (PCOs), cultural organisations and creative practitioners;
- More co-creation between artists on a local, national and international level;
- More attention to the identification and development of talent;
- National recognition of exceptional artistic talent;
- Increased levels of creative risk and experimentation;
- Stronger emphasis on quality projects for public funding programmes;
- Increased knowledge sharing, networking and brokerage;
- Increased number of peer-assessed projects;
- Better knowledge of the diversity of the cultural and creative sectors;
- The fostering of critical debate in the media which will feed back to create more quality work.

### **Statistical Snapshot of grants awarded in 2015**

At the time of publication, a total of 359 applications across six different funding programmes were received by Arts Council Malta in 2015. An average one out of every three applications was awarded, granting 134 beneficiaries a total of EUR 820,000.

*Source: Arts Council Malta*



### ● 3. Connect Malta to the international artistic community

Malta can increase its activity as a cultural hub that brings together European and Mediterranean cultures. Various festivals and cultural organisations have adapted their programming to build a significant international presence. In the years to come, we want to strengthen our connection as a creative nation with the international artistic community to allow for more networking and collaboration as well as the showcasing of Maltese artistic works.

With further investments in initiatives targeting internationalisation, we strongly believe that Maltese creative practitioners and their work can form part of a larger international creative network. Maltese creative practitioners will therefore be placed on a level playing field with international creatives. This is also linked to our goal of professionalising the sector by creating the right conditions to make the work sustainable and the industry more resilient. Through increased international market opportunities, collaborations and awareness of and accessibility to national and European funding programmes, we believe that Malta's cultural and creative sectors can sustain growth and development.

What influence would this goal have on Malta's cultural environment when achieved?

- An increase in Maltese artists gaining experiences in an international professional environment;
- Greater visibility of Maltese creative talent abroad;
- More Maltese cultural organisations active in international projects and funding programmes;
- Increased interest of international artists co-creating with Maltese communities through collaborative projects and residencies;
- Increased exchange of experience and expertise between Maltese and international creative practitioners and cultural experts;
- Sustainable creative projects are devised with an international outlook;
- Greater experimentation and innovation as more artists create and share their work on a global level.

### **Statistical snapshot of internationalisation**

In 2015, the top overall destination for artists receiving grants through the Cultural Export Fund and the Mobility Grant was London, followed by Berlin. Other destinations included major cities in Australia, the US and Indonesia.

*Source: Arts Council Malta*

## **● 4. Provide more opportunities for people to engage in creativity**

We need to lead a collective national effort to address current low participation in specific artistic activities. We acknowledge that building audiences is a long-term collaborative commitment and such improvements may only be registered beyond the term of this strategic plan. Our approach towards audience development must be bold and relevant.

In the next few years we aim to achieve a significant increase in cultural participation and ensure that more people are given opportunities to engage in creativity. We will encourage artists and cultural organisations to link with and work in different localities and with Malta's diverse communities. We will continue bringing artists and schools closer together and emphasise the importance of working with and for young audiences and the elderly. Through strategic funding programmes, we will ensure that those we fund and support will be in contact with a wider audience so that, by 2020, more Maltese people will participate and engage in the arts.

What would be the effect of this goal on Malta's communities when achieved?

- Increased cultural participation across Malta and Gozo;
- Better understanding between artists and communities;
- Closer collaboration between schools and artists;
- More time and space in schools for the arts;
- More diversity in cultural programming;
- More importance devoted to a culture that is much more representative of Maltese society in general.

### **Statistical Snapshot of Cultural Participation**

According to the 2013 Eurobarometer, attendance at cultural sites or events in Malta was close to the EU average. The least popular activities were attendance to a ballet/dance/opera (18 per cent) and theatre (24 per cent). This data is similar to the results recorded in the 2011 National Cultural Participation survey. *Lack of interest* was mostly cited as the main barrier for cultural participation followed by *lack of time*. Both barriers are also among the most cited at EU level. In terms of direct involvement in artistic activities in Malta, more than seven in 10 citizens (82 per cent) were not active in any artistic activity. The EU average stood at 62 per cent.

Source: Eurobarometer



## ● 5. Build the capacity of Public Cultural Organisations (PCOs)

Our legal remit entrusts us with the responsibility to strengthen the organisations listed as Public Cultural Organisations (PCOs). We are also required to assess and monitor the strategies, financial estimates and financial records of PCOs. This, together with continuous improvement in methods of data gathering, will contribute towards the building of a knowledge base that will assist and inform PCOs in their decision-making.

**Public Cultural Organisations share a common objective to invest public funding in culture and the arts to foster creativity, social well-being and economic activity.**

While acknowledging increased public investment in Public Cultural Organisations over a number of years, we need to invest public funding responsibly and effectively. Malta's flagship cultural entities require increased human and technical resources to address the demanding requirements of a fast-moving sector. We will be leading a network of all Public Cultural Organisations to increase inter-PCO collaboration and to share resources and expertise. We will also work with each PCO to develop a yearly plan and strategy that reflects the goals and targets set out in the 2020 strategy.

Through the development of a strategy-working group involving all PCOs, agreement was reached to collectively address:

**1. Programming requirements through:**

- Active commissioning, production and co-production with independent cultural operators in Malta and abroad and inter-PCO collaboration;
- Audience development initiatives with a particular focus on young audiences, hard-to-reach communities and new audiences;
- The lead-up and legacy of Valletta 2018;
- Digitisation and cultural access.

**2. Operational requirements through:**

- Internal administrative procedures that match the requirements of cultural production;
- Programmes that encourage volunteerism;
- Business partnerships and increased multiple revenue streams;
- Shared box office and data gathering.

We want to ensure that the investment in the European Capital of Culture programme and the resources in the Valletta 2018 Foundation are developed further after 2018. To do so, we plan to design a legacy programme whereby the current Festivals Directorate within the Arts Council Malta will become an autonomous structure with a remit to develop the current festivals portfolio and new programmes developed through Valletta 2018.

We will also be advising Government on the governance structures of new PCOs that may be created through new cultural projects to ensure sustainable and effective management.

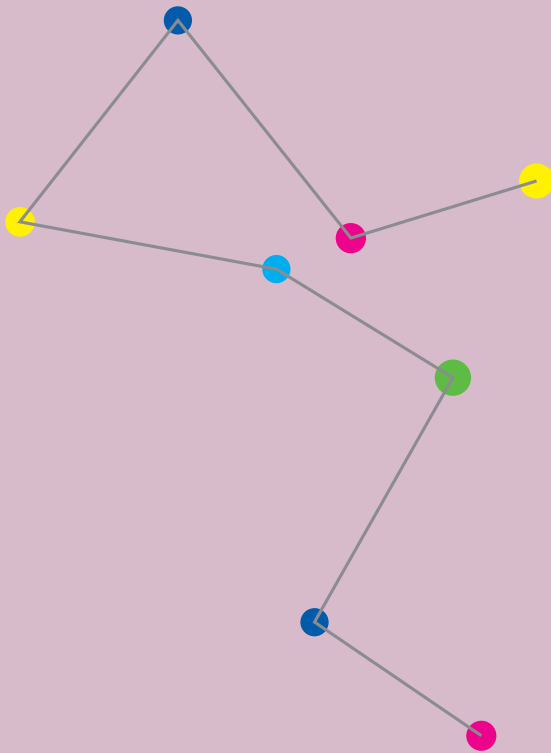
What would be the effect of this goal on Public Cultural Organisations when delivered?

- A more coherent programme of high quality artistic events resulting in a healthier artistic ecology;
- A better strategic approach built on research and analysis which addresses gaps in the sector;
- More accountability and better management of funds;
- Better interlinking and reinforcement of identified goals;
- Ensuring the continuation and sustainability of the legacy created through the European Capital of Culture platform.

### **Statistical Snapshot of the economic impact of PCOs**

In 2012 the multiplier effect of Public Cultural Organisations in the performing arts was calculated to be Eur 1.5, which means that for every Euro the government invests in these institutions, the economy generates Eur 1.5. In Budget 2016, total estimated expenditure on public cultural organisations falling under the legal remit of Arts Council Malta saw an increase of 37 per cent over the 2015 budget, with a total of almost Eur 11 million.

*Source: EPD*



## Our Stakeholders

Exciting, inspiring and excellent creative content emerges when different partners work together in an open, respectful, interactive and transparent dialogue. It requires a dynamic creative culture that involves communities, creative and artistic individuals and organisations.

We want to cultivate a process that enables a creative expression of excellence on all levels of cultural activity. We want to achieve this by empowering individuals and communities to participate in creative activities, enabling relationships between stakeholders and promoting knowledge-building as well as sharing through the dissemination of good practices.

Our strategy is built on trust between our stakeholders. We value trust in the creative individuals and organisations that are funded through our programmes, to implement their publicly supported projects in a professional way and to an exceptional level. We value trust in the communities and the public who, through their voice in this dialogue, challenge both the creatives and the cultural institutions and trust us with their investments through public funds. We value trust in our funders who, through strong political commitments and forward-looking cultural policies, continue with the unstinting public investment in the cultural and creative industries.

In implementing our strategy for the next five years, we will focus on building stronger partnerships with and between the three identified groups and we will take their concerns into account.



### **Creative Professionals**

Creative professionals include all artistic and creative individuals professionally active in the cultural and creative sectors. According to the Arts Council Malta Act, their activities are identified *as a set of culturally significant, knowledge-based activities, born of creativity and cultural capital, that encompass the cycles of creation, production, distribution and preservation of cultural and creative goods and services, and which have the potential to generate cultural and social development, economic growth and employment.*

### **Public Cultural Organisations**

The list of Public Cultural Organisations is identified in Schedule 2 of the Arts Council Malta Act. These organisations receive advances out of the Consolidated Fund and Arts Council Malta is entrusted by law to monitor and review their strategies, financial estimates and reports. In 2015, the following organisations were listed in the Act.

- a. Teatru Manoel
- b. The Mediterranean Conference Centre
- c. The Malta Philharmonic Orchestra
- d. Fondazzjoni Ċentru għall-Kreattività
- e. Pjazza Teatru Rjal
- f. Fondazzjoni Valletta 2018
- g. ŻfinMalta.



## Communities

We use communities as a term that embraces different groups engaging in the cultural and creative sectors. Various communities engage in the rich diversity of cultural expression across Malta and Gozo, both in terms of traditional and contemporary cultural activity.

It is through dialogue with these communities that we envision the development of Malta’s cultural ecology.

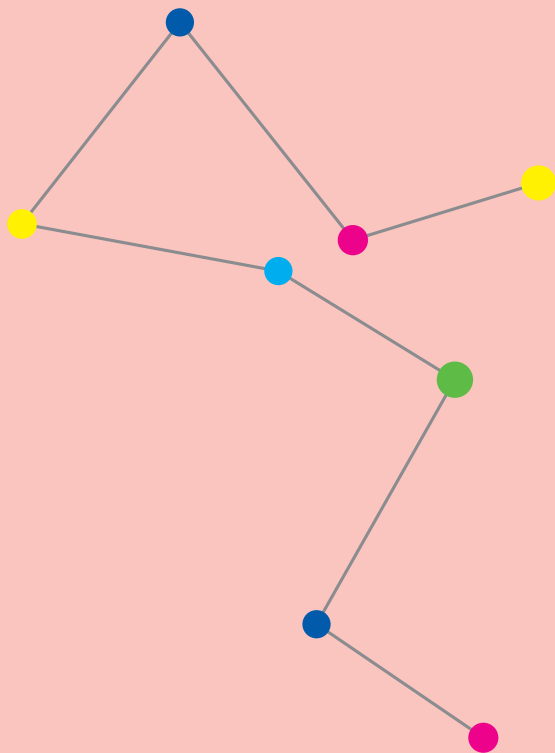
Our strategy identifies the following communities:

- Children
- Youth
- The elderly
- ‘Hard-to-reach’ groups
- People with different abilities
- People from different ethnic backgrounds
- Local organisations active in the traditional culture celebrated in villages.

### What are the main concerns of our stakeholders?

Creative professionals	Public Cultural Organisations	Communities
Investment	Investment	Inclusion
Experimentation & Research	Infrastructure	Accessibility
Markets	Capacity building	Participation
Entrepreneurship	Cultural leadership	Wellbeing
Spaces & Infrastructure	Production and commissioning capacity	Learning
Collaboration & Networking	Audience engagement	
Training and CPD	International cooperation and networking	
Internationalisation		
Access to finance		





## Our nine strategic tools

Towards 2020, nine strategic tools will underpin these targets: investing in the cultural and creative sectors through funding and brokerage; encouraging stronger programmes in arts education and provide training opportunities; celebrating diversities and giving value to communities; working on business development; providing data and reflection through research; linking the sectors internationally and communicating effectively with our stakeholders.

Our strategic tools do not stand in isolation but are interlinked with one another through specific actions designed by Arts Council Malta associates with a specialisation in each of the identified strategic tools. The strategy team brings together sector-specific expertise across various arts forms. Our strategic approach will ensure that specificities of art forms are not isolated but integrated within a wider perspective of a more dynamic and interdisciplinary creative environment.



# 1. FUNDING

Our funding portfolio will address a variety of projects in the arts, media and other creative industries. We will position creative practitioners and their development at the core of a portfolio designed to invest in processes that matter most to those shaping our creative future. From project funding for an experimental artwork to seed capital for a creative start-up, we want to continue building a diverse funding portfolio that matches the specificities of creating culture. When funding an initiative or an organisation, we are committing ourselves to trusting the beneficiary with public funds to achieve the goals set out in the application and demanding the delivery of quality that our funders have trusted us to invest in.

Quality is understood as discipline, relevance of the work, development and growth, willingness to risk and professionalism as a general attitude enveloping the work.

**Over the next five years we plan to invest Eur 10 million directly into creative work by creative professionals and arts organisations through partnership agreements, strategic funding and development funding for creative professionals and arts organisations.**

Through the Cultural Partnership Agreements, which will replace previous organisation support models, we will enter into three-year partnerships with the sector in order to deliver and implement the priorities outlined in this strategy.

Strategic funding programmes are our main tool to implement our goals as set by the primary pillars of the strategy. Through these programmes we will address specific challenges and opportunities, such as international collaboration and export, creative start-ups, arts in the community and creative education which are not otherwise addressed by other funding programmes.

Development funding programmes provide the opportunity for us to invest in the development of quality-driven creative work which pushes the artists' and the sector's boundaries for more engaging creative experiences. These programmes will essentially focus on what matters most to artists – funds that support them in taking creative risks to develop new work through research, experimentation and collaboration.

We believe that our funding programmes need to work for a dynamic creative sector. We will revisit the programmes on a yearly basis, thus approaching our funding schemes with a degree of flexibility and openness to address the changing and developing needs of the sector. A yearly funding guide will also be published to provide information about upcoming deadlines, updates in funding programmes and best practices from previous sessions.

Besides direct investment, we are committed to looking for models of sustainability which aim at maximising public investment and finding alternative ways of funding and match funding. Collaboration with various stakeholders and with the sector is key to achieving this aim.

Throughout the implementation of the strategy, we will be creating a structure for conversations with the various stakeholders in the field, including private financing institutions, public institutions and Government entities.

### **Our funding policy**

Our funding programmes operate on the principles of transparency, openness and competitiveness. We are committed to providing all relevant information about the different funding programmes through our web portal, social media pages and brokerage services in general. All guidelines and application forms are published online. Application forms, most of which may be completely processed online, include clear steps and outline our expectations for each and

every part of the application with all deadlines for the different funding programmes published in advance as part of a yearly calendar. Pitching sessions will also be introduced for certain funding programmes as part of our plan to increase qualitative measures in the evaluation process.

At Arts Council Malta we ensure that the decision-making process is carried out in the most effective

and meticulous way. That is the reason we engage different independent evaluators to assess funding applications. As of 2016, we will be issuing regular calls for expression of interest from individuals to be part of our pool of evaluators and collaborators. Through this call, we want to identify a number of experts who are able to contribute to the funding process in different ways. Besides ensuring transparency and direct collaboration with experts from different fields, the call for evaluators would lead to the implementation of our holistic plan for the assessment, review, monitoring and evaluation of the quality and impact of the funded initiatives.

Investment requires proper follow-up and a commitment towards a sense of 'complicity' both from our end and from the beneficiary's end. This is why we will establish a feedback mechanism to follow beneficiaries closely and provide tailor-made coaching, where necessary, to ensure quality throughout the funding process as well as create a transparent record of the impact of the funding programmes on the sector and communities at large.

Our funding assessments will also include reviews of the strategies and financial estimates of Public Cultural Organisations. This task will be delivered through peer assessment and set parameters based on the targets established in this strategy.



## OUR 2020 FUNDING ACTIONS

1. Invest €10 million in creative professionals, cultural organisations and organisations engaged in cultural initiatives, through a number of strategic and development funding programmes targeting 750 projects and beneficiaries (*Specific funding programmes and initiatives are outlined in a number of strategic actions below*).
2. Invest €1.3 million in Malta Arts Fund research, development and multi-annual project grants.
3. Develop a regular funding programme for partner organisations to implement this strategy.
4. Establish a new funding programme for emerging artists as part of the National Fund for Excellence.
5. Set up a new funding programme for training and continuous professional development also as part of the National Fund for Excellence.
6. Increase co-funding mechanisms for our portfolio through public and private financing and crowd funding mechanisms.
7. Establish standard operating procedures for fund management to ensure transparency, reduce bureaucracy and simplify the application process.
8. Increase the use of online funding applications for a greener and more efficient funding process.
9. Assess and monitor the strategies, financial estimates and financial records of Public Cultural Organisations.
10. Set up Teatru Malta as a professional structure for the development of theatre through productions and co-productions with Maltese and international artists and companies.
11. Establish Festivals Malta, including the Malta Carnival Experience, as part of the Valletta 2018 legacy programme.



## 2. BROKERAGE

One of our guiding principles focuses on our support to the sector through the creation of a single service point which also provides consultation and information services. Our brokerage services will serve as our first point of contact through which artists, representatives of organisations and the general public is able to send queries, address difficulties, receive and give feedback, develop ideas, make contact with entities or other stakeholders. Additionally, our brokerage services will take a more proactive approach in implementing Arts Council Malta's role as an active broker in the field by organising regular sessions and workshops to share information and good practices, debate cultural matters and facilitate networking between peers and other stakeholders. Our creative brokerage team will also ensure that our services are accessible to different groups.

In direct collaboration with the sector and with relevant stakeholders and authorities, we will be creating and updating a resource toolkit which will support creative professionals and organisations in their work. The resource toolkit will be an online platform with free-to-use information on issues such as taxation, mobility, intellectual property rights, social security measures and other important matters that are relevant to the professionalisation and regularisation of a sector.

We strongly believe that artistic achievements in Malta need to be celebrated further. The establishment of national arts awards will give recognition to individuals and organisations who have excelled in their contribution to the advancement of Malta's cultural and creative sectors.

Stronger collaborations between Public Cultural Organisations will be also be brokered by Arts Council Malta through regular sessions and networking opportunities. We will also continue advising Government on the implementation of the cultural infrastructure programme and support the governance structures that will emerge from such projects.



**OUR 2020 BROKERAGE ACTIONS** .....

12. Create and update a cultural resource toolkit.
13. Organise regular information sessions and workshops on funding programmes.
14. Facilitate regular networking sessions between the identified stakeholders in the strategy and other sectors.
15. Design thematic and project development seminars.
16. Organise Information sessions on intellectual property rights and other legal matters.
17. Manage an ongoing one-to-one brokerage service through multiple communication platforms which will also be available during set 'after office' hours.
18. Design brokerage services that are accessible to communities identified in the strategy by increasing networking possibilities and fund application submissions by targeted groups.
19. Celebrate the achievements of the cultural and creative sectors through the establishment of yearly Arts Council Malta Awards.
20. Lead a network of all Public Cultural Organisations to address programming and operational requirements, increase inter-PCO collaboration and share resources and expertise.
21. Advise Government on cultural infrastructure projects and on the governance structures that will be created through new cultural projects to ensure sustainable and effective management.



### 3. EDUCATION

We believe that creative and cultural development should be a core component of education. Through our Memorandum of Understanding with the Ministry responsible for Education we are committed to advocating the inclusion of a broader spectrum of arts education across all schools in Malta and Gozo. Increased cultural participation in the next decade depends on increased levels of interest to participate in the arts from the early years of childhood. We also want to increase cultural participation amongst young audiences because we firmly believe that artistic experiences enhance knowledge and develop stronger values in tolerance and empathy.

Addressing this challenge requires authorities, schools, parents and educators to collectively commit to a stronger educational culture that considers the arts as an integral component of upbringing and development. In addition, the inclusion of the arts and culture in an educational system supports the development of an inclusive and active multicultural society. It also improves the quality of life and access to knowledge through formal, non-formal and informal learning. This will ultimately contribute directly to sustainable development targets, relevant to Malta, including: knowledge transfer in traditional crafts and skills, understanding of tangible and intangible heritage, engagement in diversity of expressions, valourisation of sustainable cities and active participation in intercultural dialogue.

**Over the next five years we plan to invest one million euro in education programmes that bring together creative professionals and young people to ensure that every young person in Malta and Gozo will be able to experience creative projects. We wish to promote self-expression, learning and reflection from a very young age.**

Our objectives are:

- to strongly advocate for a better provision of arts education in schools;
- to assist schools in integrating different forms of cultural expression with their own efforts to attain learning outcomes;
- to facilitate students' access to a wide range of artistic expressions and develop an understanding of culture in all its forms;
- to enhance the value attached to arts education and assert the responsibility of more relevant funded projects which have at their core an educational intrinsic value, thus providing a range of learning experiences;
- to raise the profile of the contemporary arts, as a context for learning;
- to encourage better collaborations between creative practitioners and higher education institutions and various departments at the University of Malta so that good practices are celebrated and promoted;
- to focus on the vast field of knowledge and experiences in Arts Education that is neither researched nor systematized. Our aim is to take research into account when making funding and programme decisions and articulate new norms of assessment for the impact of Arts Education;
- to support artists in creating works of excellence, enabling children and young people to experience the arts holistically.

#### OUR 2020 EDUCATION ACTIONS

22. Invest a minimum of €400,000 in the *Kreattiv* programme; we will also measure the programme's impact on creativity in schools.
23. Collaborate with education entities and advocate for the inclusion of a broader spectrum of Arts Education across all schools in Malta and Gozo;
24. Invest a minimum of €500,000 in the cultural participation programme to ensure that every secondary school student will experience a minimum of one artistic production a year produced by creative professionals and presented through a curated programme. We will evaluate this programme and assess its extension to primary schools;
25. Work with all Public Cultural Organisations to develop a yearly comprehensive learning programme addressing the objectives of the strategy;
26. Develop the culture mentors network that brings together educators who serve as cultural ambassadors in schools;
27. Collaborate with education entities and industry professionals to establish a national register for accredited arts educators and arts education institutions.



## 4. TRAINING

Our training strategy for the next five years focuses on partnerships with a number of national and international organisations with the aim of supporting training initiatives that focus on identified needs in artistic practice and cultural entrepreneurship. We also believe that the professionalisation of the sector requires specialised training in cultural management and cultural leadership. We plan to deliver this through investment in regular training programmes and through the establishment of a funding programme that will provide opportunities to artists and arts educators alike in continuous professional development.

We will also organise training sessions for creative practitioners to build skills related to mobility and international development, business and financial planning and marketing. Part of this process includes the development of an apprenticeship scheme that will expose young artists to the work of creative professionals.



### OUR 2020 TRAINING ACTIONS

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28. Create skills development programmes targeting sectoral gaps and needs for the improvement of artistic practice. Priority will be given to scriptwriting for theatre and film, as well as technical and production skills, and critical reviewing;
29. Develop skills training programmes related to business development, financial planning and marketing;
30. Provide training and information on artist mobility, international collaboration and export;
31. Develop an apprenticeship programme to expose young artists to the work of creative professionals;
32. Develop specialised programmes that support the professional development of the sector. Priority will be given to cultural management and cultural leadership.



## 5. COMMUNITY CULTURAL EXCHANGE

Culture is an excellent platform for exchange and well-being. It overrides all obstacles – geographic, ethnic, religious, political, social, economic. Our aim is for everyone in the country to have the opportunity to develop a rich and varied artistic and creative life. We therefore want to provide opportunities for this cultural exchange to flourish.

We are also guided by the principle established in the European Commission's Work Plan for Culture (2015-2018), where – as a Member State – Malta is to take into account the intrinsic value of culture and the arts to enhance cultural diversity. In this context, we will prioritise accessible and inclusive culture and the promotion of cultural diversity. In doing so, we will promote better contribution of culture to the overall goals of the Europe 2020 strategy, given the sector's role in achieving smart, sustainable and inclusive growth, and considering its positive effects on areas such as employment, social inclusion, education and training, tourism, research and innovation, and regional development.

We will invest in:

- A wider spectrum of quality work that inspires community cultural exchange and reaches a broader range of people – engaging them as both audience and participants.
- Artists and arts organisations that promote cultural diversity and address cultural inclusion and accessibility.
- Championing cultural rights.

To achieve this, we will:

- Work with Public Cultural Organisations, arts organisations, and civil society at large to develop delivery agreements that show how their programmes are reaching different sections of society with improved access to the arts, through structured programmes in partnership with the community.

Over the next five years, we will focus on inclusion and the participation of children, youth, older people, hard-to-reach groups, people with different abilities as well as those from different ethnic backgrounds. We also want to open up more conversations with local organisations who contribute to the rich traditional culture in the villages and cities of the Maltese islands.

We will therefore invest in projects that bring communities and the arts together to provide a more confident, diverse and innovative arts sector, which is valued by - and in tune with - the communities it serves.



#### **OUR 2020 COMMUNITY CULTURAL EXCHANGE ACTIONS**

33. Invest a minimum of €900,000 in funding programmes targeting community exchange cultural projects;
34. Create possibilities for local cultural spaces to serve as places of exchange with other cultural practitioners;
35. Ensure that PCO programming and festivals engage with the various communities identified in this strategy;
36. Create a multidisciplinary talent campus with partners for hard-to-reach youth with creative potential;
37. Develop a programme that engages the elderly and promotes intergenerational activity;
38. Facilitate the accreditation of professional creative therapists working with vulnerable groups;
39. Include NGOs active in cultural work with the identified groups in this strategy as one of our priority areas for our partnership agreements;
40. Facilitate intercultural dialogue through the establishment of an intercultural network that brings together cultural mediators and the respective ethnic communities.

## 6. BUSINESS DEVELOPMENT

We recognise the need to facilitate the economic growth of Malta's creative and cultural industries in order to nurture and promote the development of a sustainable creative economy. To achieve this, we will work towards creating the right environment to:

- empower cultural entrepreneurs to act as agents of change and resourceful visionaries organising cultural, financial, social and human capital, and generating revenue from cultural activities;
- support creative practitioners to turn their artistic ideas and disciplines into sustainable economic activities.

**Over the next five years we will invest €500,000 to nurture further growth of an indigenous games sector and another €700,000 in creative start-ups and creative entrepreneurship. These investments are focused on competitive programmes with the aim of creating active communities in games development and creative start-ups.**

At the level of business development, we will work towards creating an environment that generates new opportunities for businesses, organisations, and individuals working in the cultural and creative sectors - such as improving access to technical assistance, provision of specialised services, expertise, mentorship, and training for companies within the creative industries by making available resources more accessible, as well as facilitating the creation of new ones. We will also provide regular support sessions on the legal and technical requirements to set-up a business.

In order to create more visibility for creative businesses we will increase awareness of the value and quality of the industry in Malta and abroad. We will achieve this through international representations and develop

opportunities to connect Maltese cultural and creative industries with international partners.

We will develop a cluster policy to maximise existing working space resources and provide more opportunities to support the development of additional space.

Networking and collaborations are integral components for growth in the cultural and creative industries. We will therefore facilitate connections between cultural entrepreneurs, potential creative professionals and businesses already operating in the creative industries for various sectors to access and attract entry level, middle, and upper level quality talent.

We will increase access to direct financial support for businesses in the cultural and creative sectors through crowd funding and manage a tax deduction programme to increase private investment in the arts. Existing funds and measures will be continually reviewed and updated to match the sector's requirements. Various incentives administered by Malta Enterprise will be extended to the cultural and creative industries and new incentives targeting the growing needs of the sector will be developed as required.



#### OUR 2020 BUSINESS DEVELOPMENT ACTIONS .....

41. Invest €700,000 in creative entrepreneurship;
42. Invest €500,000 in games development;
43. Create a comprehensive cluster policy programme;
44. Manage a tax deductions programme for arts sponsorships;
45. Foster connections between the creative industries and businesses;
46. Collaborate with Malta Enterprise on bridging the gaps in areas of access to finance, skills and incentives;
47. Collaborate with the respective entities to address legislation and regulations impacting the production of cultural events;
48. Collaborate with the respective entities to address the legal status of the creative professional.



## 7. INTERNATIONALISATION

Internationalisation brings about different cultural experiences, new audiences and increased cultural co-operation. It also sustains the growth of cultural and creative entrepreneurs. In addition, there are also spill-over effects in other sectors, including nation branding, development, tourism and trade.

We are committed towards facilitating the international development of the cultural and creative sectors to sustain both the sectors' growth as well as their contribution to Malta's international relations. We will also contribute to the European Commission's Work Plan for Culture (2015-2018) whereby Member States are invited to collaborate on priorities, including the promotion of cultural diversity, culture in EU external relations and mobility.

As a national agency, we also form part of a wider international community and contribute to conversations with a view to develop globally reaching actions. In the coming years, many cultural policy makers, cultural leaders and artists will convene in Malta to debate culture, inspire change and lead actions. The World Summit on Arts and Culture in 2016, the culture agenda of the Maltese Presidency of the European Council in 2017 and conferences held on the occasion of Valletta as a European Capital of Culture in 2018 share a common thread. Our geo-political space can present the international cultural community with a unique context for conversations on the future of culture. We plan to continue with this work as part of the 2018-legacy programme together with the public cultural organisations, higher education institutions and civil society.

In the next five years we will intervene through cultural actions that facilitate cooperation, encourage dialogue, celebrate diversity and promote exchange. Given the constant evolution of the cultural and creative sectors, we also understand that there is the need to develop the skills of creative professionals to engage internationally.

With priority to be given to our own region, we would like to witness increased activity by artists from Malta in Euro-Mediterranean cultural cooperation and exchange. We would also like to position Malta's international cultural profile on global platforms that extend beyond Europe.

Multicultural living and intercultural understanding have become key policy challenges and also day-to-day issues for the Maltese citizen. We strongly believe that festivals and artist residencies programmes are important platforms for this dialogue. As part of our responsibility to ensure strategic-led deliverables inspired by cultural policy objectives we will support public cultural organisations and publicly funded festivals to actively contribute to a vision that aspires to develop a nation of festivals in conversation with the world.

In a fast-changing international environment, we plan to:

- Contribute to more effective cultural relations by investing in long-term transnational cultural cooperation and networks;
- Export Maltese excellence in the arts across the globe to access wider audiences and markets;
- Encourage action on contemporary global issues through artistic expression, interdisciplinary collaborations and cultural exchanges;
- Create and foster bridges focused on building international connections, alliances and partnerships in the cultural and creative sectors.



## OUR 2020 INTERNATIONALISATION ACTIONS .....

49. Invest €500,000 through the Cultural Export Fund in travel, touring and translation grants for creative practitioners seeking to attract wider audiences and markets;
50. Organise delegations, in collaboration with other entities, to international arts platforms including markets, fairs and festivals;
51. Develop the Malta Showcase as an online resource and networking platform for international promotion and showcasing opportunities;
52. Commission the Malta pavilion at the Venice Art Biennale in 2017 and 2019;
53. Collaborate with the Ministry for Foreign Affairs on cultural diplomacy and external cultural relations through the co-management of the cultural diplomacy fund;
54. Co-manage the international cultural programme of the Maltese Presidency of the Council of the European Union in 2017;
55. Support the development of incoming and outgoing artist residency programmes for 50 artists, implemented in collaboration with public cultural organisations and festivals focusing on research, realisation of collaborative projects and exchange;
56. Support the Ministry for Foreign Affairs on the implementation of bilateral and multilateral agreements and advise on cultural programming;
57. Facilitate international conferences and networking sessions including the 7<sup>th</sup> World Summit on Arts and Culture in 2016 and the yearly European Network Coordinators Meeting;
58. Participate actively as members of international networks such as the International Federation of Arts Councils and Cultural Agencies (IFACCA), the European Union National Institutes of Culture (EUNIC), IETM (International Network for Contemporary Performing Arts) and the European Festivals Association (EFA).



## 8. RESEARCH

We will build the necessary capacity and expertise to ensure that our decisions are informed by ongoing research and evaluation. Evidence-based strategic development for the cultural and creative sectors requires a joint research plan which brings together expertise from other research centres and authorities. In so doing, we will be creating a knowledge base that assists us in reviewing our work and the performance of the sectors. Our research programme is also designed to generate more debate on cultural matters in the public domain.

We will share our research through publications aimed to serve as sources of information to the wider creative and cultural sector. This will be delivered through yearly research projects that will focus on a specific cultural policy area which will include an evaluation of a thematically linked funding programme and ongoing studies for policy recommendations. In addition to this, a yearly overview of the performance of our funding programmes will be compiled in order to demonstrate their impact and outcomes to applicants, artists, Government and the public at large.

This aims to achieve:

1. Knowledge transfer with various stakeholders;
2. Recommendations for the development of the National Culture Policy framework;
3. A stronger knowledge base and contributions to the advancement of cultural research on a national and international level;
4. Research methodologies that provide us with tools to evaluate and benchmark our work.

Our research plan for the next five years is built on five research areas.

### **Audience Development**

Past research on cultural participation in Malta, both on a national and EU level, has continuously pointed towards the need for cultural organisations to expand audience development measures. In view of this and of the dynamic nature of Malta's cultural and creative sector, there is the need for an updated account addressing the qualitative and quantitative aspects of cultural participation.

This research will also be combined with studies on cultural tourism in line with Valletta 2018's research objectives, thus providing a more complete picture of cultural participation, given the tourism sector's undeniably significant effect on it. Furthermore, given the ever-growing role of digital technology in the way people participate in culture as part of the live experience, research on this aspect of this theme will be conducted in collaboration with experts in the field. This is especially of significance in the light of the EU's Work Plan for Culture 2015-2018, which considers the impact of the 'digital shift' as an underlying element throughout its priority areas.

### **Social Impact**

This research area will focus on the social impact of cultural activities to address the cultural sector's contribution towards community development, accessibility and inclusion, well-being and quality of life which also underlie national cultural policy. Although such studies have been conducted in other geographical contexts for policy making, there has been a dearth of such in-depth focus on this area of cultural participation in Malta. This will involve coordinating research with entities and individuals with expertise in socio-economic policy that could lead to a more long-term collaboration across fields. Part of this process will also entail evaluating the performance and effectiveness of related funding programmes. We also want to examine possible barriers to cultural access and recommend ways of overcoming them.

### **Artistic Excellence**

Although 'excellence' may be problematic to define and measure, we believe that through a collaborative effort with the sector, a rigorous conceptual framework and sector-led quality metrics can be developed. It is envisioned that this would fill the absence of fora for critical debate in terms of discussions on the quality and content of cultural products. We also understand that excellence in the arts cannot be assessed as an aggregate, due to the range of disciplines and genres. This will be reflected in commissioned sector-specific reviews allowing for a more specialised approach. In producing these reviews, the council will work

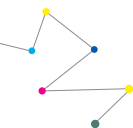
in tandem with practitioners, academics, cultural operators and other individuals with expertise in the sectors. To this extent, assessing the 'creative capacity' of PCOs in producing and presenting excellent programming would further complement this research. Therefore the ways in which ACM's funding contributes towards developing excellent work would become clear and recommendations could be derived for further improvement.

### **Professionalisation**

Like quality, the drive towards professionalisation is needed to generate value added and job opportunities in the sector. This is brought about through an increase in private and public investment in the sector, contributing towards its sustainability. Research on the economic value and impact of the arts and culture would serve as tools for further advocacy and investment. This research aims to further promote an entrepreneurial culture among creative professionals by providing data that can strengthen the knowledge base of business plans and strategies for both national and international performance.

### **Education**

Given that Malta's future cultural life has its roots in today's formal and informal education system, it is then appropriate that the research strategy should examine the role of creativity in education. Such insight will be able to question assumptions made on the matter by actors within and outside the cultural sector. The intention is to promote discussion among policy-makers and educators on the impacts and improvements that could be made on arts-related educational programmes.



## OUR 2020 RESEARCH ACTIONS

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59. Conduct a yearly evaluation on the implementation of targets in this strategy;
60. Implement an extensive research plan that examines audience development, social impact, artistic excellence, professionalisation and education;
61. Publish regular reports and studies as resources for academic research and policy making;
62. Compile a yearly statistical report and review on all funding programmes and the status of the creative economy;
63. Participate in European research programmes on culture statistics and policy;
64. Create a methodological research framework for public cultural organisations and cultural operators to collect and share data;
65. Map cultural spaces and resources within communities.



## 9. COMMUNICATION

To make the strategy work we require an open dialogue with our stakeholders in the sector and beyond. Our communication plan includes a dialogue with:

- Our stakeholders and other actors in the cultural and creative sector through our new website, social media, one-to-one brokerage sessions and regular networking;
- The general public through the media, online communication tools and through our printed publications;
- Non-cultural public institutions, ministries and departments through advocacy and participation in the development of policies outside the cultural realm, which may impact directly or indirectly the cultural/artistic and creative sector;
- The business community through collaboration on the promotion of the arts as part of Corporate Social Responsibility (CSR) - policies that encourage direct investment in creative projects as well as through direct participation in business fora to continue flagging up the importance of the creative economy as part of economic and overall development;
- The media, through stronger links with national and European media organisations to ensure stronger inclusion of cultural content. We also want to encourage the debate on cultural development through regular TV programmes and collaborate with the public broadcaster on the inclusion of the sectors on regular national and international programmes;
- With the international community through platforms provided as a result of our affiliation with international organisations.



**OUR 2020 COMMUNICATION ACTIONS** .....

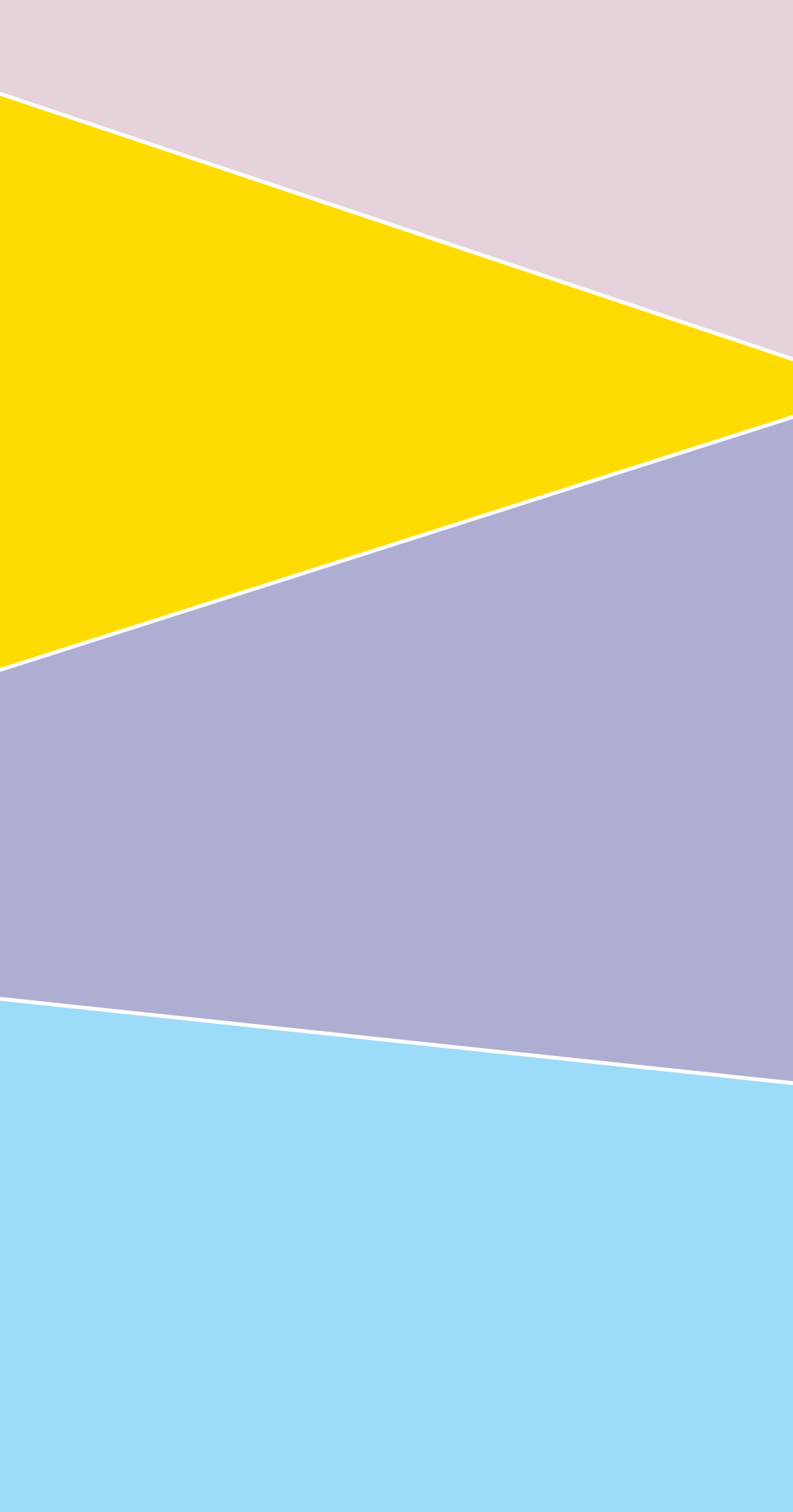
66. Develop a new website that will serve as a virtual platform for information, resources and communication with Arts Council Malta;
67. Provide regular updates on ACM funding programmes and brokerage services through social media and a monthly newsletter;
68. Publish a yearly calendar of funding deadlines and guidelines and the ACM report;
69. Commission media productions that promote the sector on national and international networks;
70. Facilitate networking between cultural journalists, editors and practitioners in the cultural and creative sectors.

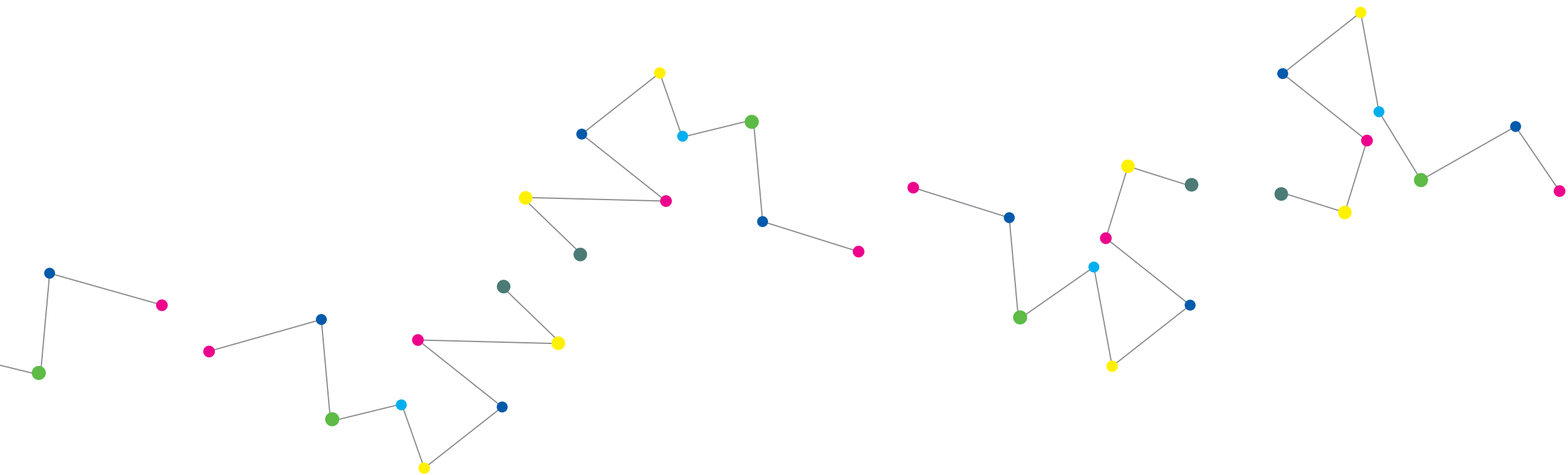
## STRATEGY 2016-2020

1. Nurture creative potential and support its development into professional activity.
2. Invest in artistic excellence.
3. Connect Malta to the international artistic community.
4. Provide more opportunities for people to engage in creativity.
5. Build the capacity of Public Cultural Organisations.

Goals		ACTIONS 2016 - 2020			
Stakeholders		Creative Professionals	Communities	Public Cultural Organisations	
Tools	Action nr				
Funding	1	Develop a five year strategic funding portfolio to invest €10 million in creative professionals, practitioners, cultural organisations, and organisations engaged in cultural initiatives, through strategic and development funding programmes targeting 750 projects and beneficiaries. <i>(Specific funding programmes and initiatives are outlined in a number of strategic actions below)</i>			
	2	Invest €1.3 million in Malta Arts Fund research, development and multi-annual project grants.			
	3	Develop a regular funding programme for partner organisations to implement this strategy.			
	4	Establish a new funding programme for emerging artists as part of the National Fund for Excellence.			
	5	Establish a new funding programme for training and continuous professional development as part of the National Fund for Excellence.			
	6	Increase co-funding mechanisms for our portfolio through public private financing and crowd funding.			
	7	Establish standard operating procedures for fund management to ensure transparency, reduce bureaucracy and simplify the application process.			
	8	Increase the use of online funding applications for a greener and more efficient funding process.			
	9	Assess and monitor the strategies, financial estimates and financial records of Public Cultural Organisations.			
	10	Set up Teatru Malta as a professional structure for the development of theatre through productions and co-productions with Maltese and international artists and companies.			
	11	Establish Festivals Malta, including the Carnival Village Experience, as part of the Valletta 2018 legacy programme.			
Brokerage	12	Create and update a cultural resource toolkit.			
	13	Organise regular information sessions and workshops on funding programmes.			
	14	Facilitate regular networking sessions between the identified stakeholders in the strategy and other sectors.			
	15	Design thematic and project development seminars.			
	16	Organise Information sessions on intellectual property rights and other legal matters.			
	17	Manage an ongoing one-to-one brokerage service through multiple communication platforms which will also be available during set after office' hours.			
	18	Design brokerage services that are accessible to communities identified in the strategy by increasing networking possibilities and fund application submissions by targeted groups.			
	19	Celebrate the achievements of the cultural and creative sectors through the establishment of yearly Arts Council Malta Awards.			
	20	Lead a network of all Public Cultural Organisations to address programming and operational requirements, increase inter-PCO collaboration and share resources and expertise.			
	21	Advise Government on cultural infrastructure projects and on the governance structures that may be created through new cultural projects to ensure sustainable and effective management.			

Education	22	Invest a minimum of €400,000 in the Kreattiv programme. We will also measure the programme's impact on creativity in schools.			
	23	Collaborate with education entities and advocate for the inclusion of a broader spectrum of Arts Education across all schools in Malta and Gozo.			
	24	Invest a minimum of €500,000 in the cultural participation programme to ensure that every secondary school student will experience a minimum of one artistic production a year produced by creative professionals and presented through a curated programme. We will evaluate this programme and assess its extension to primary schools.			
Training	25	Work with all Public Cultural Organisations to develop a yearly comprehensive learning programme addressing the objectives of the strategy.			
	26	Develop the culture mentors network that brings together educators who serve as cultural ambassadors in schools.			
	27	Collaborate with education entities and industry professionals to establish a national register for accredited arts educators and arts education institutions.			
	28	Create skills development programmes targeting sectoral gaps and needs for the improvement of artistic practice. Priority will be given to scriptwriting for theatre and film, as well as technical and production skills, and critical reviewing.			
	29	Develop skills training programmes related to business development, financial planning and marketing.			
	30	Provide training and information on artist mobility, international collaboration and export.			
	31	Develop an apprenticeship programme to expose young artists to the work of creative professionals.			
	32	Develop specialised programmes that support the professional development of the sector. Priority will be given to cultural management and cultural leadership.			
	33	Invest a minimum of €900,000 in funding programmes targeting community exchange cultural projects.			
	34	Create possibilities for local cultural spaces to serve as places of exchange with other cultural practitioners.			
Community exchange	35	Ensure that PCO programming and festivals engage with the various communities identified in this strategy.			
	36	Create a multidisciplinary talent campus with partners for hard-to-reach youth with creative potential.			
	37	Develop a programme that engages the elderly and promotes intergenerational activity.			
	38	Facilitate the accreditation of professional creative therapists working with vulnerable groups.			
	39	Include NGOs active in cultural work with the identified groups in this strategy as one of our priority areas for our partnership agreements.			
	40	Facilitate intercultural dialogue through the establishment of an intercultural network that brings together cultural mediators and the respective ethnic communities.			
	41	Invest €700,000 in a creative start-up programme.			
	42	Invest €500,000 in games development.			
	43	Create a comprehensive cluster policy programme.			
	44	Manage a tax deductions programme for arts sponsorships.			
Business	45	Foster connections between the creative industries and other business sectors.			
	46	Collaborate with Malta Enterprise on bridging the gaps in areas of access to finance, skills and incentives.			
	47	Collaborate with the respective entities to address legislation and regulations impacting the production of cultural events.			
	48	Collaborate with the respective entities to address the legal status of the creative professional.			
	49	Invest €500,000 through the Cultural Export Fund in travel, touring and translation grants for creative practitioners seeking to attract wider audiences and markets.			
	50	Organise delegations, in collaboration with other entities, to international arts platforms including markets, fairs and festivals.			
	51	Develop the Malta Showcase as an online resource and networking platform for international promotion and showcasing opportunities.			
	52	Commission the Malta Pavilion at the Venice Art Biennale in 2017 and 2019.			
Internationalisation	53	Collaborate with the Ministry for Foreign Affairs on cultural diplomacy and external cultural relations through the co-management of the Cultural Diplomacy Fund.			
	54	Co-manage the international cultural programme of the Maltese Presidency of the Council of the European Union in 2017.			
	55	Support the development of incoming and outgoing artist residency programmes for 50 artists, implemented in collaboration with Public Cultural Organisations and festivals focusing on research, realisation of collaborative projects and exchange.			
	56	Support the Ministry for Foreign Affairs on the implementation of bilateral and multilateral agreements and advice on cultural programming.			
	57	Facilitate international conferences and networking sessions including the 7th World Summit on Arts and Culture in 2016 and the yearly European Network Coordinators Meeting.			
	58	Participate actively as members of international networks such as the International Federation of Arts Councils and Cultural Agencies, the European Union National Institutes of Culture, IETM and the European Festivals Association.			
	59	Conduct a yearly evaluation on the implementation of targets in this strategy.			
	60	Implement an extensive research plan on audience development, social impact, artistic excellence, professionalisation and education.			
	61	Publish regular reports and studies based on the research plan as resources for academic research and policy making.			
	62	Compile a yearly statistical report and review on all funding programmes and the status of the creative economy.			
Research	63	Participate in European research programmes on culture statistics and policy.			
	64	Create a methodological research framework for public cultural organisations and cultural operators to collect and share data.			
	65	Map cultural spaces and resources within communities.			
	66	Develop a new website that will serve as a virtual platform for information, resources and communication with Arts Council Malta.			
Communication	67	Provide regular updates on ACM funding programmes and brokerage services through social media and a monthly newsletter.			
	68	Publish a yearly calendar of funding deadlines and guidelines and the ACM report.			
	69	Commission media productions that promote the sector on national and international networks.			
	70	Facilitate networking between cultural journalists, editors and practitioners in the cultural and creative sectors.			





CREATE2020

STRATEGY



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