



Australian Government



Corporate Plan
2024–28

Creativity Connects Us



Creative Australia proudly acknowledges all First Nations peoples and their rich culture of the country we now call Australia. We pay respect to Elders past and present. We acknowledge First Nations peoples as Australia's First Peoples and as the Traditional Custodians of the lands and waters on which we live.

We recognise and value the ongoing contribution of First Nations peoples and communities to Australian life, and how this continuation of 75,000 years of unbroken storytelling enriches us. We embrace the spirit of reconciliation, working towards ensuring an equal voice and the equality of outcomes in all aspects of our society.



Cover image: Jannawi-Moogahlin, Yellamundie Festival 2023. Credit: Jamie James.

Aboriginal and Torres Strait Islander people are advised that this document may contain images of deceased persons.

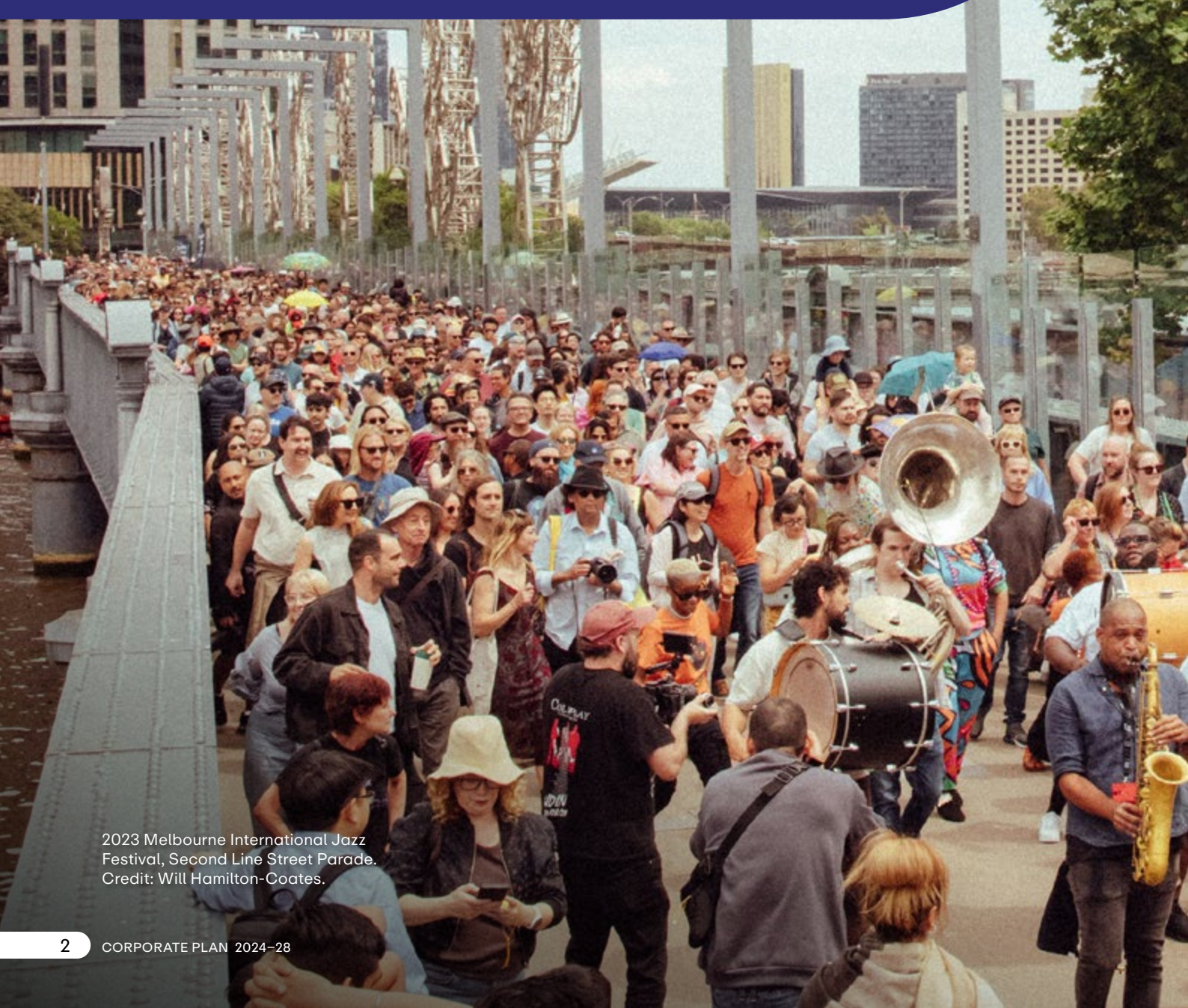
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Introduction

Creative Australia’s Corporate Plan (2024–28) covers the periods of 2024–28 and is prepared as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

This is the second corporate plan of Creative Australia, which was established on 24 August 2023 as a modernised Australia Council for the Arts. This corporate plan is informed by Creative Australia’s new strategic objectives, steered by the Australia Council Board of Creative Australia.

A large, diverse crowd of people is gathered on a city street for a parade. In the foreground, several musicians are visible, including one playing a large tuba and another playing a saxophone. The crowd is dense and extends far into the background. The setting appears to be an urban area with modern buildings and a bridge structure visible in the background.

2023 Melbourne International Jazz Festival, Second Line Street Parade.
Credit: Will Hamilton-Coates.



About Creative Australia

Our vision

Creativity
connects us

- to culture
- to new ideas
- to the world
- to each other



Our purpose

We champion
and invest in arts
and creativity
for a dynamic,
creative Australia.



La Descarga performs
at Howler. NEWPRINT
2023. MAV. Credit:
Cuerpo Negro.

Cairns Indigenous Art
Fair 2023 Fashion
Performance,
designer Delvene
Cockatoo-Collins.
Credit: Morgan
Roberts.



What we do

We commit

to First Nations self-determination to strengthen Australian cultural identity.

We invest

in creative talent, organisations, businesses, and their audiences and markets to strengthen communities and build a dynamic creative country.

We develop

skills and workforce capability, networks, and partnerships to build sustainable and equitable creative careers and workplaces.

We advocate

with and for the creative sector for the social, cultural and economic value of arts and culture, to influence policy and improve outcomes.

How we do it

Investment and development:

Stimulate creative practice, entrepreneurship, and discoverability through investment in artists and organisations.

Markets and audiences:

Champion and celebrate Australian artists and creativity nationally and internationally, developing opportunities to share and experience our stories and culture.

Partnerships and philanthropy:

Maximise the impact of our investments and development by building new partnerships that bring together philanthropic, commercial, and public funding.

Research, evaluation and advocacy:

Use research and insights to inform the public and government policy, promote the role and value of creative participation, and bring the creative sector together to advance shared priorities.

Participation and connection:

Empower communities to access, generate and share creative work and support opportunities to deepen and extend cultural engagement.

Safety and welfare:

Promote fair, safe and respectful workplaces for artists and creative workers.

Environment and cooperation

The Australian Government’s national cultural policy, *Revive: A place for every story, a story for every place*, announced in January 2023, provides a whole of government framework to harness the critical contributions of arts and culture to our society and economy.

As established under *Revive*, the expanded scope of Creative Australia aims to maximise the impact of investment in and development of Australian creativity. The First Nations-led Board within Creative Australia will be established in 2024 to strengthen self-determined approaches to First Nations arts and cultural investment and development. To better connect philanthropic, private and public funding in arts and culture, Creative Australia will continue to explore new and innovative investment models, partnerships and collaborations. Creative Workplaces will support artists as workers, and investment through Music Australia and Writing Australia (from 2025) will deepen engagement with commercialised aspects of these sectors. Broadening approaches to audience development, the Creative Futures Fund will support the sharing of Australian stories with new audiences in new ways.



Laniyuk, Marie Elena
Ellis and Tish Carter,
kwatye urwe,
Blak & Bright 2024.
Credit: James Henry.



The Australian String Quartet perform with Japanese shamisen virtuoso Noriko Tadano at UKARIA Cultural Centre, June 2023. Credit: Kane Moroney.

Revive highlights the need to challenge existing models and address barriers to cultural participation and creative practice so that Australia's cultural landscape is reflective of all backgrounds, experiences and identities. This shift is vital to build and maintain relevance to the world, particularly to our region, and to the audiences that make up contemporary Australia.

The broader environment in which we operate is constantly evolving as we become ever more connected and interdependent locally and globally. Digital innovation is inspiring artistic experimentation and challenging traditional business models and modes of engagement. This is also impacting the ways in which audiences can and want to engage with cultural content. However, the market dominance of some international digital platforms raises challenges for discoverability, and for creatives to control and protect their Intellectual Property (IP) to maintain sustainable careers.

Cost of living pressures are impacting audience behaviour, and cost increases in global supply chains are affecting the viability of creative business models, further adding to the precarity of creative work and labour supply. There is a need to develop the capacity of the sector to leverage digital technologies and to ensure sustainable creative career pathways. Support is also needed to develop new business models and market development strategies to safeguard live performance, touring and the discoverability of Australian creative work.

Severe weather events continue to present challenges to the creative sector – disrupting planned events and festivals and affecting the livelihood of creatives and creative organisations. In line with the Australian Government's commitments, we will continue to build towards Net Zero emissions by 2030.

Within this connected environment it has never been more important to work collaboratively across the sector and with all levels of government to achieve a dynamic creative Australia. Working productively with the Office for the Arts, joint governance arrangements and partnerships with states and territories on major investment frameworks, collaborations across government portfolios, departments and agencies, and innovative co-investment frameworks with philanthropic and private partners are critical to delivering the local and global benefits of a vibrant, thriving Australian arts and cultural ecosystem.

Over the coming year, Creative Australia will use its investments, insights, convening power and relationships to empower Australian creatives to realise their tremendous potential in this evolving environment.

Our performance framework

Portfolio Budget Statements (PBS)

Outcome 1

Local and global audiences enjoy the benefits of thriving, dynamic and sustainable cultural and creative industries supported through investment, development, partnerships, advice and recognition for Australian artists and arts organisations.



Corporate Plan (2024–28)

Purpose

To champion and invest in arts and creativity for a dynamic, creative Australia.

Objective 1:

First Nations creativity is central to Australian arts and culture, supported by self-determined decision-making

Objective 2:

A dynamic creative sector tells the many stories of contemporary Australia

Objective 3:

Our creative workforces have sustainable careers and control of their creative assets

Objective 4:

Arts and culture are valued and of value to all Australians

Objective 5:

Local and global audiences can engage in meaningful Australian creative experiences



Annual Performance Statements

Results and analysis

We report against our key performance measures from the PBS and Corporate Plan, with results mapped to the strategic objectives of our Corporate Plan (2024–28). Analysis is provided against our purpose; for individual performance measures; and against our strategic objectives, including key strategies and activities to achieve these objectives.

Featuring Jenni Large,
Conor Wild, Freyja Wild,
Isabel Partridge: Assembly
197, Mudlark, and
Tasmanian Championship
Wrestling's 2023 production
of *Big Heat*, presented at
Junction Arts Festival.
Credit: Nick Hanson.



Our objectives

Creative Australia's performance aligns to five objectives:

First Nations creativity is central to Australian arts and culture, supported by self-determined decision-making.

A dynamic creative sector tells the many stories of contemporary Australia.

Our creative workforces have sustainable careers and control of their creative assets.

Arts and culture are valued and of value to all Australians.

Local and global audiences can engage in meaningful Australian creative experiences.



First Nations creativity is central to Australian arts and culture, supported by self-determined decision-making

Environment

Revive commits to First Nations First – recognising and respecting the crucial place of First Nations stories at the centre of Australia’s arts and culture. Key to the growth of the sector are self-determined, First Nations-led approaches and focused attention on First Nations leadership and skills; building the capacity of small to medium organisations; promoting First Nations cultural protocols and best practice standards; and raising the profile of First Nations arts and culture locally and globally.

Consultations with the First Nations arts and cultural sector, the establishment of the First Nations-led Board within Creative Australia, learnings from Purrrumpa, and our First Nations Arts and Culture Strategy 2023–27 will guide this important work. Building on our 50-year legacy of advocating for and investing in First Nations arts and culture, our leadership within the organisation will be vital to facilitating the ongoing strategic prioritisation of First Nations arts and cultural engagement.

Kathryn Wintinna from Pukatja, SA with Bella the wombat, and wombat sculpture made during a Tjanpi skills development workshop. 2024. Credit: Photo by Ruby Henderson-Leconte.

Goals

Goals	Strategies
First Nations arts and cultural strategies and investment are self-determined.	<ul style="list-style-type: none"> • Establish a First Nations-led Board to identify and plan for strategic investment in First Nations arts and culture. • Review activities and processes to deliver the remit of First Nations First. • Expand First Nations peer and industry advisor panels.
First Nations artists and organisations are supported to grow, create and share their practice.	<ul style="list-style-type: none"> • Invest in First Nations artists and organisations. • Partner and invest to build the workforce capacity of First Nations small to medium organisations. • Invest in and partner with organisations that support First Nations artists and organisations with professional development and business support. • Undertake scoping work to develop a workforce strategy, including a strategy to build capacity within the First Nations creative workforce. • Work with First Nations partners in jurisdictions to more effectively coordinate and strategically deliver First Nations programs.
First Nations arts and culture are recognised and celebrated locally and globally.	<ul style="list-style-type: none"> • Recognise and celebrate the broad and varied contribution of First Nations artists across the creative sector. • Collaborate across government to deliver Australia's cultural priorities. • Deepen engagement and celebrate First Nations culture through international cultural exchange. • Support opportunities for First Nations arts and cultural practitioners to sustain and strengthen global markets. • Develop a First Nations communication strategy to promote the work of First Nations arts and culture.
First Nations creative communities are empowered by cultural and creative practice.	<ul style="list-style-type: none"> • Invest in and partner with organisations that provide support and advice to First Nations artists and organisations, including on Indigenous Cultural and Intellectual Property (ICIP).
First Nations cultural principles and value systems, including Indigenous Cultural and Intellectual Property, are embedded in Australia's creative sector.	<ul style="list-style-type: none"> • Promote engagement with and integration of First Nations protocols in creative organisations and practice. • Partner with government and the sector to develop strategies to build culturally safe work environments for First Nations artists.

Measures

Performance area	Target 2024–25	Target 2025–26 and beyond
First Nations leadership	First Nations Board is established and commencing operations.	Target for self-determined practice to be set.
Investment in First Nations creative practice	Total number First Nations artists and First Nations-led creative organisations supported (Target: 220) and total investment value (Target: \$20 million).*	First Nations artists and First Nations-led creative organisations supported and total investment value.
Investment in First Nations creative workforce	First Nations workforce total in multi-year investment organisations (Target: Stable or increasing). First Nations creative leadership roles total (including dual creative executive roles) in multi-year investment organisations (Target: Stable or increasing).	First Nations workforce totals. First Nations creative leadership roles.
Celebration of First Nations arts and creativity	Respondents to Creative Australia Brand Tracker (Target: 66%) either 'somewhat' or 'strongly associate Creative Australia with support for First Nations arts and culture.	Monitoring of Creative Australia telling stories of First Nations arts and culture.
Capability building for First Nations creatives and communities	Number of First Nations creative workers in industry development programs and total investment value (Target: Stable or increasing).	Measurement of development program participation and workforce development, including community participation.
Supporting sector practice for First Nations principles and value systems	Creative Australia programs to support sector use of First Nations cultural protocols are effective.	Monitoring of programs to support sector practice.

*Indicates a Portfolio Budget Statement performance measure.

Zoe Ong signing AUSLAN
in her work 'TED: Silent
Movement', Shopfront
Arts Co-Op, 2023.
Credit: Clare Hawley.



A dynamic creative sector tells the many stories of contemporary Australia

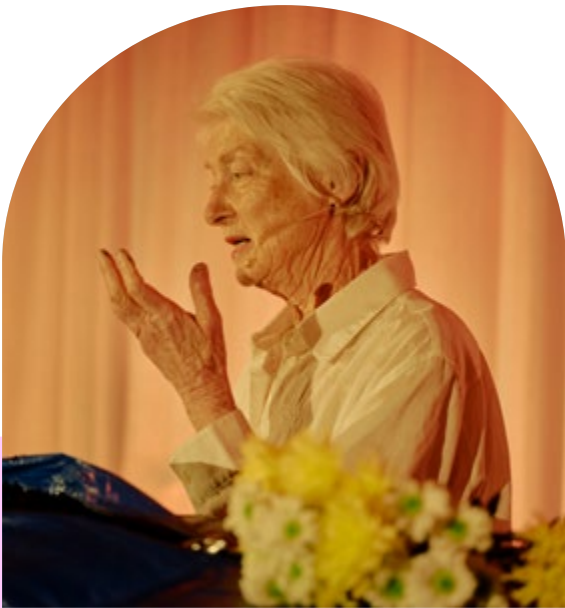
Environment

Our creativity and culture are expressions of our society and play a critical role in challenging and influencing our contemporary values and understanding of the world. But for our arts – our ideas, talent and connections – to be relevant, we need to ensure they are representative, and all Australian stories are visible in our culture.

Complex barriers to equitable cultural participation exist and hold us back from drawing on our full range of talent and experiences. There is a need to improve equitable access to creative careers by removing barriers and supporting skills development and career pathways for people from diverse backgrounds. There is also a need to maximise impact and explore innovative approaches to sharing work to ensure creative work is presented to audiences where they are and in the format that best suits them.

Goals

Goals	Strategies
The diverse stories and experiences of contemporary Australia are shared through Australian creative work.	<ul style="list-style-type: none">• Invest in projects and organisations led by creatives from communities of focus.**• Invest in partnerships and programs that work towards greater diversity and representation in the creative sector.• Increase participation in professional development programs from communities traditionally underrepresented in funded arts practice.• Ensure Creative Australia programs, processes and activities are accessible and equitable.
All Australians can access and engage with creative work.	<ul style="list-style-type: none">• Invest in and partner with organisations on initiatives that support access to and engagement with creative work.• Use Creative Australia research and sector insights to inform initiatives to increase engagement with creative work.• Partner with government to deliver investment and capacity building for artists and audiences with disability.
Artists and creative organisations are able to share their work with audiences in ways that deliver greater impact.	<ul style="list-style-type: none">• Deliver investment in Australian works to reach audiences in innovative and new ways.• Support innovation, experimentation and business capability in creative practice.• Develop new investment models and partnerships that leverage additional funding for creative practice.



The Rabble, WAKE, presented by The Substation, Melbourne Fringe and The Rabble, 2023. Credit: Photography by Sarah Walker, courtesy of the Substation.

Measures

Performance area	Target 2024–25	Target 2025–26 and beyond
Investment in communities of focus creative practice	Number of projects from each community of focus** funded primarily to create works and total investment value (Target: Stable or increasing).	Number of projects from each community of focus funded primarily to create works and total investment value.
Direct investment towards a diverse creative workforce	Workforce totals for communities of focus** in multi-year investment organisations (Target: Stable or increasing). Number of creative leadership roles (including dual creative executive roles) from each community of focus** in multi-year investment organisations (Target: Stable or increasing).	Monitoring of creative workforce diversity in programs.
Capability building for artists from communities of focus	Number of industry development program participants from communities of focus *** (Target: Stable or increasing).	Development program participation.
Investment in audience including audience diversity	Number of projects funded that include a community of focus**** as a primary audience (Target: Stable or increasing). Number of creative organisations supported through multi-year funding (Target: 200).	Measurement of support for audience diversification.
Funding innovation in creative practice and models	The Creative Futures Fund is operational and initial investments/grants have been made.	Measurement/targets to be set for measurement of innovation in creative sector models.

** The communities of focus for this measure are those who identify as d/Deaf and disabled, from culturally and linguistically diverse backgrounds, from regional and remote areas, and up to 25 years of age.

*** The communities of focus for this measure are those who identify as d/Deaf and disabled, from culturally and linguistically diverse backgrounds, and from regional and remote areas.

**** The communities of focus for this measures are those who identify as d/Deaf and disabled, from culturally and linguistically diverse backgrounds, from regional and remote areas, and children and young people.



Our creative workforces have sustainable careers and control of their creative assets

Environment

For Australians to engage with a thriving and vibrant creative culture, creative work must be seen as a viable form of employment and enterprise. COVID-19 exacerbated many preexisting vulnerabilities of creative work – low pay, insecure working patterns – and many people left the creative sector. Coupled with the impacts from the cost of living crisis in more recent years, the sector is now challenged by a severe skill and labour shortage and by retention issues. While digital innovation and adaptation offer transformative opportunities for creation and consumption of cultural products, they raise challenges for creative businesses to develop viable revenue models for in-person engagement and for artists to control the distribution of their work and protect their Intellectual Property (IP).

Sara Mansour performing at the Creative Australia launch, August 2023.

Goals

Goals	Strategies
The creative workforce has the skills needed to maintain thriving careers and businesses.	<ul style="list-style-type: none">• Deliver professional development programs that build leadership skills.• Deliver programs that build digital skills, financial literacy and governance skills within creative organisations.• Work with government and the sector to identify and address skills and training needs.• Invest in and partner with organisations to support industry led capacity building and skill development.
Viable lifelong careers in creative fields attract and retain a broad creative workforce.	<ul style="list-style-type: none">• Partner with all levels of government to maintain a strong creative ecosystem.• Invest and collaborate to support more young people to enter creative careers.
Creative jobs and workplaces are safe, fair and respectful environments.	<ul style="list-style-type: none">• Develop resources and collaborate with state jurisdictions to build understanding of rights and responsibilities and improve workplace culture within creative industries.• Provide pathways and referrals for creative workers experiencing unsafe work environments to connect with services and access support.• Work with industry on coordinated approaches and policies to support fair, safe and respectful work environments.
Creative careers and business models are financially sustainable.	<ul style="list-style-type: none">• Facilitate private investment in the arts and cultural sector and promote the value of private giving to the arts.• Deliver programs and partner with jurisdictions to build the fundraising capability of artists and organisations.• Invest and partner to support artists to protect their creative IP.• Partner with government across all levels to ensure arts and culture is considered in broader workforce policy.

Rashida Murphy in conversation with Ange Seen Yang and Tiffany Ko, celebrating the end of Writing Change, Writing Inclusion project 2024, Centre for Stories. Credit: Mei Yan.



Measures

Performance area	Target 2024–25	Target 2025–26 and beyond
Direct investment in workforce capability development	<p>Number of arts workers and creative organisations (Target: 500) supported primarily to develop capability and practice, and total investment value (Target: \$10 million).*</p> <p>Number of creative workers participating in industry development programs (Target: Stable or increasing).</p>	<p>Number of arts workers and creative organisations supported primarily to develop capability and practice, and total investment value.</p> <p>Participation in industry development programs.</p>
Investment in creative career pathways	A majority (Target: 60%) of multi-year investment organisations provide creative education programs.	Measurement of creative career pathways.
New infrastructure and resources to support safe, fair and respectful work environments	Creative Workplaces is set up and commencing operations.	Operational measures/target to be set.
Support and facilitation of private investment in creative practice	<p>Private investment (Target: \$11 million) directly facilitated through Creative Australia platforms and incentives.*</p> <p>Number of creative workers and organisations participating in fundraising capability development programs (Target: Stable or increasing).</p>	<p>Value of private investment directly facilitated through Creative Australia platforms and incentives.</p> <p>Participation in fundraising capability development programs.</p>

*Indicates a Portfolio Budget Statement performance measure.



Darwin Symphony Orchestra, Greyson Butler, Rhythm of the 90s. Credit: Tim Nichol Photography.



Arts and culture are valued and of value to all Australians

Environment

Australian arts and creativity are among our most powerful assets, playing essential roles in our health, wellbeing, education, innovation, identity, advancement, economy and international reputation. There is growing recognition of the contribution of arts and creativity to a healthy society and much potential to continue to broaden and extend these positive benefits. Whole of government, cross-portfolio, and innovative investment approaches are needed to further embed arts and culture in policy and decision-making and to maximise the benefits of creativity.

Artistic Director Brendan Joyce with students of Queen's Beach State School in Bowen, s part of Camerata – Queensland's Chamber Orchestra's regional tour, 2023. Credit: Morgan Roberts.

Goals

Goals	Strategies
Creative Australia evidence, insights and industry knowledge are widely known and support arts and culture to be integrated into policies and initiatives across government.	<ul style="list-style-type: none"> • Create opportunities for the sector to convene and formulate and advance key priorities. • Use Creative Australia's sector insights and expertise to influence national conversations and government agendas. • Participate in jurisdictional and cross-portfolio meetings and advisory groups to advance the priorities of the sector. • Deliver research that is high quality, timely and relevant to the sector and government.
The stories and contributions of Australian artists and creative workers are widely shared and celebrated.	<ul style="list-style-type: none"> • Recognise and publicly celebrate the achievements of the creative sector. • Develop targeted media and content partnerships and capitalise on existing relationships to increase awareness of Australian artists and creative activity.
Creative work and businesses are utilised, trusted, and enjoyed.	<ul style="list-style-type: none"> • Deliver research and evaluation that builds the evidence base around the value of arts and culture. • Use evidence and insights to inform actions that build audiences for Australian creative work. • Deliver programs to support creative organisations to adopt best practice across their operations.
The creative sector contributes positively to Australian society – economically, socially and environmentally.	<ul style="list-style-type: none"> • Invest and partner to support creative workers and businesses to reduce their environmental impact. • Ensure Creative Australia models best practice through internal processes and activity. • Creative Australia demonstrates active progress towards its Reconciliation Action Plan (RAP), Disability Action Plan (DAP), equity and inclusion and accessibility commitments.

Measures

Performance area	Target 2024–25	Target 2025–26 and beyond
Effective influence across government and society	Creative Australia is represented across a range of government policymaking forums (Target: Number and qualitative assessment). Number of public mentions of published research reports (Target: 500).	Measurement of Creative Australia influence and representation.
Communicating creative activity and value	Awareness that Creative Australia tells Australian stories (Target: at least 30% awareness, Creative Australia Brand Tracker).	Measurement of external communication of creative activity and value by Creative Australia.
Impactful Research and Evaluation	Number of public mentions of published research reports (Target: 500).	Measurement of Creative Australia research and evaluation impact.
Strong internal settings for an equitable and inclusive creative system	Creative Australia retains its Inclusive Employer Accreditation from Diversity Council of Australia (DCA). Reconciliation Action Plan (RAP) and Disability Action Plan (DAP) commitments finalised, with agreed actions to be tracked from 2024 to 2027.	Measurement of Creative Australia characteristics and commitments.

eaters, pvi collective.
Credit: Daniel Grant.



The Journey Down performers. A Tura project and presented in partnership with the WA Museum. Credit: Photo by Edify Media.



Local and global audiences can engage in meaningful Australian creative experiences

Environment

Our cultural diversity is an asset that enables us to converse and collaborate across borders. However, it is becoming increasingly challenging to reach audiences both online and in-person – regionally and internationally. While digital innovation and adaptation provide new avenues to reach audiences, dominant large digital services and platforms driven by algorithmic feeds present challenges to discoverability. Conducting business, particularly to present and tour in-person creative work, is increasingly challenging with rising costs for materials, suppliers, freight, travel, rent and insurance, as well as increasing risks associated with navigating variable audience behaviours and changing weather patterns.



Goals

Goals	Strategies
Australian arts and culture is locally celebrated and experienced.	<ul style="list-style-type: none"> • Invest in organisations to tour and present creative work regionally and nationally. • Build the evidence base on audience engagement with Australian creative work. • Partner and invest to build sector capacity to grow local markets and audiences.
Australian communities can generate and share their work and engage with a diverse range of creative experiences.	<ul style="list-style-type: none"> • Invest in Australian artists and creative organisations to develop and present engaging arts experiences within their local community and region. • Develop data and insights to understand barriers to experiencing and distributing creative work in regional Australia.
Australian arts and culture is internationally recognised and connected with other cultures.	<ul style="list-style-type: none"> • Partner across government to champion Australian creativity internationally. • Participate in international events and forums to showcase Australian culture and build engagement and connection with other cultures. • Partner and invest to build reciprocal relationships, deepen engagement and share knowledge with artists and creative leaders internationally.
Australian artists and creative businesses can connect with international audiences and markets.	<ul style="list-style-type: none"> • Invest in international performance and touring opportunities and international professional development opportunities for Australian artists and organisations. • Invest in international audience and market development opportunities.

Measures

Performance area	Target 2024–25	Target 2025–26 and beyond
Enabling engagement with creative works	<p>Number of attendances at Creative Australia funded activities in Australia per year (Target: 14 million).*</p> <p>Number of artists and organisations funded primarily to create works (Target: 300) and total investment (Target: \$12 million).*</p> <p>Number of new Australian works created each year across multi-year funded organisations. (Target: Stable or increasing).</p>	<p>At least 14 million attendances at Creative Australia-funded activities in Australia per year.*</p> <p>Supporting 300 artists and organisations.</p> <p>Measurement of new works created by multi-year organisations.</p>
Investing in regional and remote creative practice and audience	<p>Number of projects from regional and remote communities funded primarily to create works and total investment value (Target: Stable or increasing).</p> <p>Number of projects funded to develop work that includes a regional and remote primary audience (Target: Stable or increasing).</p>	<p>Number of projects from regional and remote communities funded primarily to create works and total investment value (Target: Stable or increasing).</p> <p>Number of projects funded to develop work that includes a regional and remote primary audience (Target: Stable or increasing).</p>
Investment in global Australian art	Number of artists and creative organisations supported to present work or collaborate internationally per year (Target: 200).*	International collaborations (Target: 200) supported to present work or collaborate internationally per year.
Strengthened international connections	International events and forums attended (Target: qualitative measure).	Measurement of international forums attended.

* Indicates a Portfolio Budget Statement performance measure.

A group of international publishers gathered at Gleebooks in Sydney as part of the Visiting International Publishers 2024 Program, designed to expand opportunities for Australian authors. Credit: Image by Joseph Mayer.





Financial projections

Comprehensive income statement (showing net cost of services) for the period

ended 30 June 2024 as reported in the March 2024 Portfolio Budget Statements.

	2023–24 Estimated actual \$'000	2024–25 Budget \$'000	2025–26 Forward estimate \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000
EXPENSES					
Employee benefits	19,868	21,438	23,370	24,571	25,308
Suppliers	18,181	20,393	23,626	25,617	26,799
Grants	229,017	250,508	267,798	279,229	284,420
Depreciation and amortisation	2,613	2,657	2,478	2,791	2,547
Finance costs	110	92	71	50	28
Total expenses	269,789	295,088	317,343	332,258	339,102
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	965	100	700	100	700
Interest	4,500	300	300	300	300
Other	6,350	5,039	5,050	5,062	5,074
Total own-source revenue	11,815	5,439	6,050	5,462	6,074
Net (cost of)/contribution by services	(257,974)	(289,649)	(311,293)	(326,796)	(333,028)
Revenue from Government	257,974	289,649	311,293	326,796	333,028
Surplus/(deficit) attributable to the Australian Government	-	-	-	-	-
Average staffing level	143	149	157	161	161

Sydney Chamber Opera,
Asko|Schönberg perform
Mary Finsterer's *Antarctica*,
Sydney Festival 2023.
Credit: Wendell Teodoro.

Our capabilities

Creative Australia’s capability to deliver on our strategic objectives is dependent on our people and culture, and ongoing sustainability and efficiency, including technology and communication.

People and culture

Our culture statement, *Why it Matters*, provides a roadmap for how our unified contributions make a difference. Developed collaboratively by staff, *Why it Matters* details what we will do to support our pillars effectively, expands on how our foundations relate to our success, and importantly outlines how we work together through our values.

Our cause:		Enriching lives
Our commitment:		Communicate with clarity
Our cultural pillars:	Our foundations:	Our values:
<ul style="list-style-type: none">• People: growth through value and inspiration• Relevance: Social, cultural and public• Community: Inclusive and engaged• The Arts: Supporting impact, vibrancy and sustainability	<ul style="list-style-type: none">• Equity, Diversity, and Inclusion• Freedom of expression• Care and commitment• First Nations focus	<ul style="list-style-type: none">• Collaboration: cooperation with common purpose• Resilience: flexible, adaptable and responsive• Integrity: ethical and accountable• Service: professional and engaged• Diversity: embracing difference• Leadership: advocate and empower

‘Somewhere I’ve Been’ exhibition (curated by Niamh Armstrong) opening, artwork by Gemma Brown, Canberra Contemporary Art Space Manuka, February 2024. Credit: Photo by Hilary Wardhaugh, courtesy CCAS.

Our success is built on equity, access and inclusion, empowerment, care and support, and respect for First Nations culture. These foundations will always be a part of us.

With the transformation from Australia Council to Creative Australia alongside a new strategic plan and purpose, our culture will be reviewed in 2024 to ensure it is fit for purpose. Alongside the need for appropriate resourcing for our ongoing and new functions, this recognises the transformation and evolution of the organisation. Both workforce capacity and capability are key areas of work in 2023–26.

We empower and develop our people to make a difference for arts and creativity in Australia. As we transform, we are committed to optimising our shared knowledge through various working groups, where we value different perspectives and cooperate as one organisation. We invest holistically in our staff by providing access to continuous skills development and focussing on whole of organisational development strategies for cultural capability, engaging audiences with clear communication and understanding our role in ensuring a safe and inclusive workplace. We will encourage our workforce to be agile and flexible and our organisational systems to support efficient administrative processes.



Operational efficiency and effectiveness

Creative Australia continues to seek improvements in our operational efficiency while maintaining effectiveness across our programs and activities.

ICT capability

Creative Australia continues to improve its technology capability through investment in cloud-based platforms and applications, leveraging value through key whole of government agreements including for Microsoft services. A strategic focus area is developing a robust cyber security framework aligned with government policies. Key drivers include managing risk associated with cyber supply chains and emerging technologies such as Open AI, while supporting evolving business requirements.

Creative Australia continues to make improvements in our information systems to ensure business functions and activities are efficiently, effectively and compliantly met and supported. A dedicated project focussing on investment and development program delivery processes is ongoing. This work provides continuous improvement capabilities, reporting and analytics, enhanced productivity, better security and IT resilience.

Improved engagement with external stakeholders over the medium and longer term will be made possible by sharing valuable information in an increasingly agile and accessible format through our Application Management System and Data

Hubs platform. Creative Australia's Data Strategy 2021–24 sets our strategic vision for how we will continue to grow our capabilities and data usage to maximise the value of our data, so we are better able to champion and invest in the arts and deliver our strategic objectives.

Reducing our impact on the environment

Creative Australia will continue to undertake a range of activity to minimise the impact of our operations on the environment. We use 100% green power in our Sydney and Melbourne offices and have achieved a 6 star national Australian built environment rating system (NABERS) energy tenancy rating for our Sydney office. An office established in Melbourne CBD with a two-year lease provides the ability to support our rapid growth from 2023-2026 alongside licenced arrangements for jurisdictional roles in Adelaide, Perth and Brisbane.

Creative Australia is committed to annually measuring and reporting greenhouse gas emissions. This data is informing our actions and initiatives as we work towards net zero emissions by 2030. Creative Australia is developing an Environmental Action Plan to identify our priorities for reducing our environmental impact and contribute to a more sustainable creative sector.



International Day of People with Disability 2022, Dancenorth Australia, Townsville (Gurambilbarra), Queensland. Credit: Image by Aaron Ashley.

Risk management and oversight

We are committed to a strategic, consistent and structured organisational-wide approach to risk management to promote a well-informed decision-making process which achieves an appropriate balance between realising opportunities for gains and minimising losses.

The Risk Management Policy and Framework embodies the key principles for managing risk as outlined under the *PGPA Act* and the Commonwealth Risk Management Framework. It defines the organisation's risk appetite and sets out key processes and responsibilities. These documents are reviewed and approved by the Audit and Risk Committee on an annual basis.

Specifically, these risk management and oversight functions review, manage and respond to a range of risks, including:

- financial and governance risk (including risks associated with investment and financing programs)
- reputational
- people and workforce
- IT and operations
- business planning and decision-making
- development of new policies and programs
- contract and project management

Management regularly reviews Creative Australia's risk profiles and risk register to identify the key risks facing the organisation and the actions required to ensure that risks are managed to an acceptable level over time. The risk profiles and risk register are reviewed and endorsed by the Audit and Risk Committee on a six-monthly basis and then presented to the full Board for its consideration.



Creative Australia has identified a range of key risks that may impact the implementation of the organisation's strategy, *Creativity Connect Us*, and individual projects and activity outlined in the corporate plan. A summary of these risks is provided below.

Implementation of Revive:

Implementation of Creative Australia's new functions and expanded remit does not achieve an optimal, coherent and efficient portfolio of investments across new and existing investment programs.

Stakeholder value and relevance:

Creative Australia's actions are perceived as not serving our many and diverse external stakeholders.

People and workforce:

Sustained strain on staff and workload during the intensive implementation period of Creative Australia's new activities and programs impact service delivery and support for the arts and cultural sector.

Business planning and decision-making:

Decisions and actions of Creative Australia impact the achievement of the organisation's purpose, strategic and financial objectives, and reputation.

Compliance with legislated functions:

Achievement of Creative Australia's functions and legislated objectives are impacted due to increasing demand, in both quantum and diversity, and limited resources.

IT and operations:

Creative Australia's IT infrastructure is compromised through unauthorised access to data and information assets.

Risk mitigation and management

Management of these risks is achieved through regular review of Creative Australia's risk profiles and risk register and enactment of mitigation actions. This process is managed through Creative Australia's risk management system, Lighthouse, business continuity planning, fraud control policy and associated action plans. Creative Australia continues to develop its risk maturity level through these actions and processes, which are overseen by the Executive, the Board, and the Audit and Risk Committee.

Independent internal audits of key business functions are performed throughout the year and the findings reported to the Audit and Risk Committee of the Board.

Installation view: 18th Adelaide Biennial of Australian Art: Inner Sanctum 2024 featuring works by Seth Birchall, Art Gallery of South Australia, Adelaide; photo: Saul Steed.

Appendix A:

Our functions

As set out in the *Creative Australia Act 2023* Section 11, our functions are:

- to support Australian arts practice that is recognised for excellence
- to foster excellence in Australian arts practice by supporting a diverse range of activities
- to support Aboriginal and Torres Strait Islander arts practice
- to support Australian arts practice that reflects the diversity of Australia
- to uphold and promote freedom of expression in the arts
- to promote community participation in the arts
- to recognise and reward significant contributions made by artists and other persons to the arts in Australia
- to promote the appreciation, knowledge and understanding of the arts
- to support and promote the development of markets and audiences for the arts
- to encourage, facilitate and recognise public sector, private sector, philanthropic and commercial support for, and investment in, the arts to promote fair, safe and respectful workplaces for:
 - Australian artists
 - persons who are employed, or otherwise engaged, by organisations that engage in, or support, Australian arts practice
 - persons otherwise involved in Australian arts practice.
- to provide information, advice, training and mentoring on matters connected with the arts or the performance of Creative Australia's functions
- to provide information and advice to the Commonwealth Government on matters connected with the arts or the performance of Creative Australia's functions
- to conduct and commission research into, and publish information about, the arts, and support for, and investment in, the arts
- to evaluate, and publish information about, the impact of the support Creative Australia provides
- to undertake any other function conferred on it by this Act or any other law of the Commonwealth
- to do anything incidental or conducive to the performance of any of the above functions.



Totems, a Polyglot Theatre
Kids Collaboration,
in Kempsey, NSW 2023.
Credit: Alicia Fox.





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