



Strategy 2030

An Overview



ARTS
COUNCIL
MALTA

Forewords

Malta has chosen to place culture and the arts at the centre of its long-term national development. Strategy 2030 translates this direction into practical policy.

Without the stability offered by public trust, artists and organisations struggle to plan ahead or sustain their work. Conversely, long-term support gives talent time to mature, allowing organisations to grow and helping creative industries to compete on the international stage.

The new Strategy unfolds within the context that culture doesn't operate within a single framework. Creative thinking enriches classrooms and strengthens education. Artistic experimentation often feeds innovation. Environmental awareness and digital technology intersect regularly with cultural activity, as does community development. Reflecting the ethos of Vision 2050, Strategy 2030 encourages closer coordination across different parts of Government, so these links can be allowed to contribute to wider national ambitions.

This new strategy provides our direction for the years ahead. One of the challenges we face is how quickly cultural sectors evolve, mostly because technologies change and audiences

preferences shift rapidly. But public policy must remain steady, while leaving room for new ideas to emerge. Strategy 2030 identifies priorities for investment, governance and participation, yet still leaves space for experimentation and growth.

The future of this work rests with all those who sustain Malta's cultural life.

From artists to cultural managers, educators, volunteers, private partners and audiences, these all contribute to the strength of the sector. They are the ones who continue to shape Malta's cultural landscape, defining its character while building a sustainable creative future. Strategy 2030 builds on that foundation and looks ahead with confidence.



Dr Owen Bonnici
Minister for Culture, Lands
and Local Government

Strategy 2030 marks an important step in the continued evolution of Arts Council Malta and in the development of Malta's cultural and creative sectors. Building on the progress achieved through previous strategic cycles, this framework reflects years of strengthened governance, expanded support mechanisms and a growing commitment to the sustainable development of the sector.

Over the past years, Arts Council Malta has worked to strengthen its analytical capacity, deepen engagement with stakeholders and refine its funding and support frameworks. These efforts have enabled the Council to respond more effectively to the realities and needs of artists, cultural practitioners and organisations, while ensuring that public investment in culture remains transparent, responsible and impactful.

At the centre of this strategy lies a simple but essential understanding that artistic passion and professionalisation must work hand in hand.

Passion is the driving force behind creativity and artistic expression, while professional structures provide the conditions necessary for excellence, sustainability and growth.

Strategy 2030 recognises these two elements as complementary and mutually reinforcing, forming the foundation for a resilient and forward-looking cultural ecosystem.

The strategic framework is built around three key pillars: professional development, cultural rights and internationalisation. These pillars guide the Council's priorities and are translated into a series of concrete actions designed to strengthen the sector in practical and measurable ways.

The strategy then sets out 55 strategic actions that reflect both the needs identified through research and consultation and the opportunities that lie ahead for Malta's cultural and creative sectors.

This strategy also reflects the Council's continued development as a research-informed and consultative policy leader. Through dialogue with practitioners, organisations, educators and partners, Arts Council Malta remains committed to shaping policies that

are evidence-based, inclusive and responsive to the evolving realities of the cultural landscape.

A key element of this vision is the strengthening of Malta's international cultural presence. Through sustained international engagement, mobility opportunities and strategic partnerships, Strategy 2030 seeks to position Maltese artists and cultural organisations within wider global cultural networks, enabling them to connect, collaborate and grow beyond national borders.

At the same time, the strategy continues to prioritise fair and sustainable conditions for cultural practitioners. In this regard, recent fiscal developments, including the extension of eligible economic activities under updated NACE classifications linked to the reduced tax rate scheme for artistic activities, represent an important step in recognising the diversity of creative professions and supporting more sustainable professional pathways within the sector.

Strategy 2030 consolidates these foundations while positioning the Council to respond to emerging opportunities and challenges. It reinforces a culture of care, professionalism and ethical responsibility across the sector, while reaffirming the essential role that arts and culture play in shaping well-being, strengthening communities and contributing to Malta's identity and international cultural presence.

As we look towards the coming years, this strategy provides a clear direction for collective action. It invites artists, cultural organisations, policymakers and the wider community to work together in strengthening a resilient, inclusive and forward-looking cultural ecosystem for Malta.



Dr Luke Dalli
Executive Chairman,
Arts Council Malta

Strategy 2030 is not simply another document for the archives. It sets a shared direction for shaping the future of Malta's arts and creative sectors at a pivotal moment in the country's cultural landscape.

In recent years, Maltese artists and organisations have increasingly presented their work internationally while continuing to nurture vibrant artistic activity at home. From independent initiatives to national platforms, renewed confidence is shaping contemporary expression and increasingly informing how we understand identity, well-being and our collective future.

As a small island nation with a rich heritage and dynamic creative ecosystem, Malta occupies a distinctive place within the Euro-Mediterranean landscape. Practitioners are engaging more actively with international audiences, networks and collaborations while remaining deeply rooted in the communities and traditions that frame our cultural fabric. This dialogue between local experience and global exchange continues to enrich the sector, expanding opportunities and market reach for creative work.

Against this backdrop, Strategy 2030 recognises the passion and commitment that communities across Malta and Gozo invest in artistic activity. Many initiatives begin at grassroots level, sustained by voluntary effort, curiosity and a strong sense of belonging. Passion and professionalism are not opposing forces. They often develop in parallel and, at their best, become closely intertwined. By strengthening policy foundations and encouraging sound practices, the strategy seeks to create conditions in which creative dedication can support viable professional pathways, fostering trust, excellence and enabling work of lasting impact.

In a period marked by evolving geopolitical realities, the arts also play a key role beyond creative production. For Malta, situated at the crossroads of the Euro-Mediterranean region, artistic exchange offers opportunities for dialogue, mutual understanding and cooperation. Culture and the arts can act as bridges between societies and catalysts for diplomatic engagement and positive change.

At the centre of Arts Council Malta's vision stand three pillars that guide the strategy's direction and ambition: professional development, cultural rights and internationalisation. These pillars recognise the need to support sustainable careers, affirm participation in the arts as a fundamental part of civic and social life, and strengthen Malta's presence within international networks. They also emphasise safeguarding human rights within artistic practice, including freedom of expression and the right to participate fully in cultural life.

Strategy 2030 is implemented through four strategic areas underpinning its priorities and actions. Fair practices promote transparency, equitable remuneration and stable working conditions. Communities and inclusion ensure participation reflects the diversity of Maltese society and remains accessible across regions and demographics. Well-being underscores the role of artistic engagement in strengthening social connection, creativity and quality of life. International exchange expands opportunities for mobility and collaboration while reinforcing Malta's engagement beyond its shores.

These priorities are supported by organisational enablers that strengthen Arts Council Malta's role through public investment, development and support, advocacy, research and collaboration. Through this approach, the strategy translates its vision into 55 action points, supported by clear roadmaps, monitoring mechanisms and regular public reporting to ensure progress, visibility and shared accountability.

Ultimately, policy alone cannot sustain artistic practice. At the heart of this vision are the lived experiences of artists, organisations and communities whose imagination and commitment bring creative work to life. Strategy 2030 acknowledges these realities and seeks to strengthen the conditions through which Malta's arts and creative sectors can shape the present while laying the foundations for the future.



Daniel Azzopardi

Director of Strategy,
Arts Council Malta

Our Vision

Valorising passion.
Strengthening profession.

Our Mission

We maximise Malta's cultural and creative sectors by nurturing creativity, supporting sustainable careers and championing the essential role of arts and culture in individual and collective well-being.

Rooted in Malta's cultural realities and shaped by an international outlook, we foster continuous skills development, meaningful exchanges, and a resilient and inclusive creative ecosystem that widens participation and ensures equitable access to arts and culture for all.

Executive Summary

Strategy 2030 sets out Arts Council Malta (ACM)'s long-term vision, building on previous strategies while responding to Malta's evolving cultural, social and economic landscape. It reinforces the role of the cultural and creative industries (CCIs) as key contributors to well-being, identity and economic development.

Central to this strategy is the principle that artistic passion and professional development are distinctly important, while being profoundly and reciprocally interconnected. It posits that the professionalisation of artistic practice is inherently infused with passion. That genuine passion, in turn, drives and shapes professional standards and outcomes.

The strategy-building methodology was participatory, actively engaging a wide range of stakeholders to ensure their voices were meaningfully included. It captured diverse perspectives, including a sociological understanding of key challenges, existing strengths, development needs, and necessary changes. Together, these insights provide a comprehensive view of the current cultural landscape and a deeper understanding of the experiences and needs of cultural practitioners.

The strategy recognises the value of all forms of creative expression while prioritising fair and sustainable working conditions. In this regard, the strategic direction is anchored in three interconnected pillars of **professional development, cultural rights and internationalisation**, which guide both its vision and implementation.

Informed by sector growth and stakeholder feedback, the strategy adopts a thematic and cross-functional model that strengthens collaboration, reduces organisational silos and improves strategic coherence. This is supported by five cross-cutting functions, Public Investment, Development and Support, Advocacy, Research and Collaboration, which operate across four focus areas of fair practices, community and inclusion, well-being, and international exchange. Together, these are underpinned by 55 strategic actions that guide implementation. Organisational enablers further strengthen ACM's capacity to deliver effectively.

Aligned with national and European policy frameworks, the strategy promotes equitable conditions, continuous skills development and greater resilience across all career stages, with particular attention to emerging practitioners.

It also addresses the long-term impact of COVID-19 by supporting digital participation and innovation. Within this context, Artificial Intelligence (AI) is positioned as a key enabler, supporting efficiency, skills development and new forms of cultural engagement, while ensuring ethical governance and the protection of creative rights.

Overall, Strategy 2030 provides a coherent and forward-looking roadmap for a resilient, inclusive and internationally connected cultural ecosystem.

Guiding Principles

1

Advance the cultural and creative sectors through excellence in skills development, fairness in practice and sustainable career pathways.

2

Valorise artistic passion and nurture talent by creating the conditions in which creativity can flourish.

3

Shape a culture that is inclusive, equitable and centred on individual and collective well-being.

4

Foster dynamic collaborations across civil society, private enterprises and public institutions to strengthen shared responsibility for cultural growth.

5

Position Malta as an active and confident participant in global cultural dialogue through meaningful international engagement and exchange.

Strategy 2030

VALORISING PASSION. STRENGTHENING PROFESSION.





Functions

Public Investment

Fair and strategic funding

Development & Support

Skills and career trajectories

Research

Data-driven insights shaping
policy and technology use

Advocacy

Value of arts and culture,
grounded in ethical practices
within society

Collaboration

Partnerships and cooperations

Public Investment

“ACM seeks to empower creatives by fostering conditions that enable sustainable professional careers...”



Leanne Ellul
Author

- 1 Ensure **equitable, transparent and effective distribution of public investment** across the cultural and creative sectors.
- 2 Strengthen **decision-making, accountability and evaluation frameworks** to support fair access to opportunities and promote inclusion and diversity.
- 3 Empower creatives through **sustainable career pathways, artistic experimentation and professional development opportunities**.
- 4 Improve **communication, stakeholder dialogue and accessibility of systems** to deepen public engagement with the arts.
- 5 Enhance **participatory and responsive funding models**, while prioritising support for **emerging creative practitioners**.

Development & Support



“ Efforts will intensify to identify and develop educational pathways that foster greater professional success.

- 1 Strengthen collaboration with key stakeholders to **identify and address skills gaps** within the sector.
- 2 Advance and **actively promote the integration and recognition of arts and culture** within the educational landscape.
- 3 Develop and support initiatives that **enhance professional development and long-term career sustainability** for creative practitioners.
- 4 Enable the **development and expansion of market opportunities** for creative practitioners and cultural outputs.

Research

“ACM will prioritise the development of a robust research framework.”

1

Develop a **robust research framework** to guide policy, investment and sectoral growth.

2

Integrate **data insights from public and private stakeholders**, supported by digital technologies and responsible AI.

3

Strengthen **data collection, monitoring and evaluation systems** to ensure informed and targeted interventions.

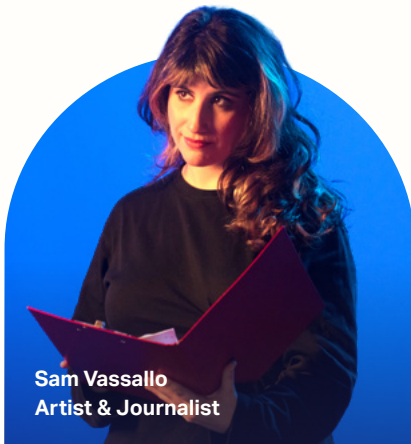
4

Support the **resilience, innovation and sustainability of the cultural ecosystem** through evidence-based approaches.



Ruben Zahra
Composer

Advocacy



“ACM intends to more explicitly position the arts as a strategic diplomatic instrument...”

1

Position culture as a **driver of democratic life, environmental responsibility and collective well-being**.

2

Promote **fair practices, rights-based approaches to creative work and improved working conditions** across the sector.

3

Address emerging challenges related to **AI, data governance and cybersecurity**.

4

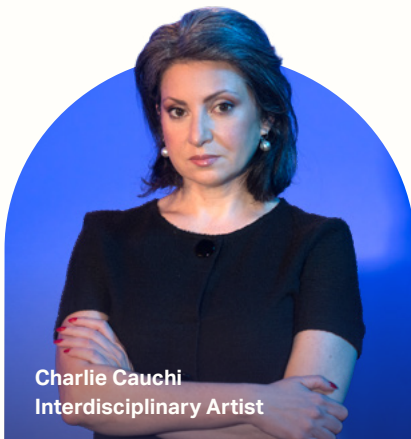
Expand **access, participation and inclusion**, reinforcing the role of the arts in mental health and social well-being.

5

Strengthen the role of the arts as a **strategic tool for cultural diplomacy**, fostering dialogue and international exchange.

Collaboration

“ACM will prioritise strategic partnerships, capacity-building and advocacy to embed talent development and creative enterprise across the sector.



1

Foster **strategic partnerships across public institutions, education, industry and private investment.**

2

Support **talent development, creative enterprise and professional pathways** within the sector.

3

Encourage **co-creation, innovation and investment opportunities** that strengthen the cultural economy.

4

Increase the **visibility and international positioning of Maltese arts**, reinforcing their cultural, social and economic impact.

The background is a dark blue color. It features several abstract geometric shapes: a large orange circle in the top left, a green circle overlapping its bottom left, a blue circle in the top right, a pink circle overlapping a red circle in the center, a teal circle in the bottom left, and a blue circle in the bottom right. Some shapes are partially cut off by the edges of the frame. The text 'Strategic Areas' is centered in white, bold font.

Strategic Areas

Fair Practices

Sustainable and equitable working conditions

Community & Inclusion

Wider access and participation

Well-being

Culture as a driver of quality of life

International Exchange

Global engagement and visibility

Fair Practices

1

Place **fair practices at the core of the strategy**, strengthening the link between artistic practice and sustainable livelihoods, in line with the principles of the **Charter for the Status of the Artist**.

2

Build on progress in **skills development, support structures and policy frameworks**.

3

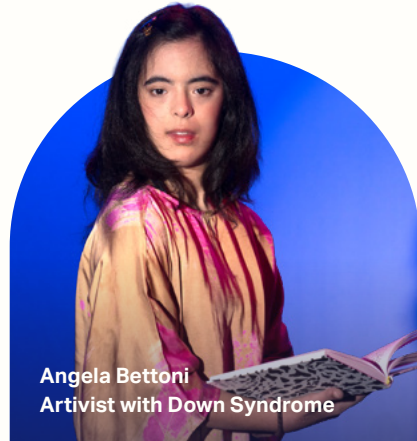
Address gaps in **ecosystem design, governance and measurement** identified during the previous strategy cycles.

4

Promote **entrepreneurial, resilient and collaborative creative communities**.

5

Foster **inclusive and equitable pathways for creation and production**, supporting cultural innovation and democratic resilience.



Angela Bettoni
Artist with Down Syndrome

“ This strategy emphasises the process not merely as an end-product, but as a reflective undertaking...”

Community & Inclusion

1

Strengthen the implementation of **cultural rights, inclusion and community participation** across the sector.

2

Build on existing initiatives, including the **Right to Culture resource pack** and thematic calls that support **social engagement and participation**.

3

Support projects tackling **barriers to participation, promote social justice, and encourage intergenerational dialogue and environmental responsibility**.

4

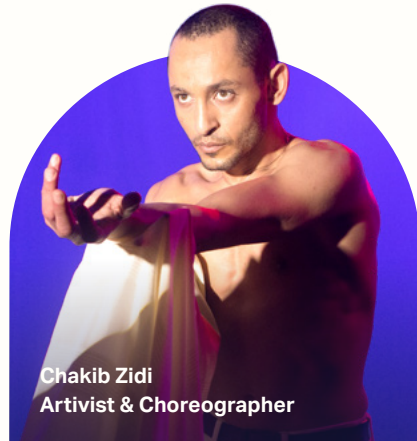
Continue national awareness and engagement initiatives that promote **cultural rights and public involvement**.

5

Expand existing and invest in new **community-focused initiatives**.

6

Embed **care, accessibility and participation** as core principles guiding cultural policy and practice.



Chakib Zidi
Artist & Choreographer

“ACM introduced a range of instruments that translate its principles into concrete and accessible opportunities.”

Well-being

1

Recognise arts and culture as **essential contributors to quality of life and societal resilience**.

2

Prioritise the **well-being of creatives**, encouraging sustainable and stable practice models.

3

Support the transition towards more **resilient and sustainable creative enterprises**.

4

Promote the role of artistic practice in **mental, emotional and social well-being** within communities.

5

Strengthen links between **arts, health and community care approaches**.



Jason Zerafa
Writer & Director

“ACM was instrumental in advancing conversation around arts and well-being through convening sector-wide discussions.”

International Exchange

- 1 Strengthen Malta's **cultural presence internationally**, with a focus on the **Euro-Mediterranean region and beyond**.
- 2 Advance cultural diplomacy through **strategic partnerships and collaborative creation**.
- 3 Support **professional upskilling, knowledge exchange and sustainable cultural practices**.
- 4 Expand **international networking opportunities** for cultural and creative sectors.
- 5 Strengthen the **global visibility, industry penetration, and market positioning** of Maltese artists and cultural initiatives.



Nikolai Azzopardi
Theatre Producer

“ Output evidence is robust: increased funding, tours, residencies exchanges, national pavilions...”



Strategic Actions

Fair Practices

Action No. Strategic Area	Action	Supporting activities
01 Collaboration	Work closely with sector stakeholders to develop and coordinate partnerships, collaborations and joint initiatives that facilitate the strategy implementation and achievement of objectives.	Organise sessions for cooperation and collaboration with various stakeholders within the cultural and creative sectors.
02 Advocacy	Integrate and disseminate the Charter of the Status of the Artist principles with partners and stakeholders.	Advise the central Government, by communicating through the Ministry for Culture, Lands and Local Government, to enshrine principles of the Charter of the Status of the Artist.
03 Collaboration	Establish partnerships with technology-focused entities to strengthen institutional capacity, support administrative optimisation and facilitate upskilling in digital and data competencies, under clear ethical governance frameworks.	Establish partnerships with MITA and MDIA, while aligning with Malta National AI Strategy to develop a programme that strengthens institutional capacity, incentivises responsible adoption and supports practitioners and organisations in maximising the strategic and ethical use of digital technologies.
04 Collaboration	Work with key stakeholders in education and enterprise on professional development, particularly in the areas of upskilling and business development. Not only through targeted investment but also through the strategic mapping and organisation of training and networking opportunities.	Develop and coordinate a structured programme of targeted funding, co-designed training and facilitated networking initiatives aligned with identified upskilling and business development needs.

Action No. Strategic Area	Action	Supporting activities
05 Advocacy	Improve fiscal arrangements for creatives to enhance professional sustainability.	Aim to inform and advocate for improved terms of fiscal measures for cultural operators, namely the VAT exemption threshold of €35,000, the 150% tax deduction on donations to culture by private businesses, the reduced 7.5% tax rate on the first €50,000 of net profit and retirement and pension schemes.
06 Research	Research AI's impact on the cultural sector to maximise opportunities, mitigate risks and promote transparent policies and training for cultural operators.	Collaborate with national and international partners to establish ethical standards for AI use in the cultural sector, including in the ethical and legal safeguards to protect intellectual property and authorship.
07 Research	Conduct research into the development of a defined green policy framework for the arts and culture sectors, aimed at enhancing knowledge, building capacity and supporting effective implementation.	Research, develop and implement a green policy standard, aligned with EU environmental policy and cultural sustainability strategies to improve awareness and good practices.
08 Public Investment	Streamline and simplify funding processes to make them more accessible and less resource intensive.	Continuously monitor and evaluate the effectiveness of all investment programmes and strategic initiatives.
09 Advocacy	Raise awareness of alternative investment models that support sustainable growth, including enhanced incentives for private businesses willing to invest in the sector, as well as increased engagement and participation from the wider public.	Increase advocacy for philanthropic and wider private investment in the creative and cultural sectors, drawing on lessons learnt from previous initiatives. Incentivise private investment and recognise strong public-private partnerships, while continuing to advocate for higher engagement from the wider public.
10 Advocacy	Aligned with the Charter for the Status of the Artist in ACM processes, advocate on wider legal reforms on artists' working conditions in collaboration with sectors' representatives.	Work with sector stakeholders and local Government to explore the alignment of practices with the Status of the Artist Charter.

Action No. Strategic Area	Action	Supporting activities
11 Development and Support	Contribute actively to the STEAM Task Force to support the integration of the arts as a core educational pillar.	Build on what has been done in this regard to contribute to STEAM Task Force and promote cross-ministerial collaboration.
12 Research	Continue to support research on Cultural Participation and Creative Practice. Maintain research into international trends and patterns related to cultural policy, in collaboration with the Compendium for Cultural Policies and Trends.	Continue research on audience development, as well as further research in the Compendium for Cultural Policies and Trends.
13 Research	Obtain continuous feedback from artists to maintain an open line of communication and ensure clarity on sector trends and areas in need of improvement.	Gather constant feedback from artists on perceived fairness and support within the sector, using surveys and consultations with key stakeholders, including initiatives such as the Sectoral Working Group.
14 Research	Review and explore new collaborative opportunities with educational bodies to define new synergies, shared targets and fill gaps in educational pathways.	Continue supporting activities in schools and educational institutions.
15 Research	Create a longitudinal research stream to map the 'hard' and 'soft' infrastructure and evaluate the economic impact of CCIs on Malta and Gozo.	Track key economic indicators, such as employment, GDP contribution and investment flows, alongside cultural production and participation metrics.
16 Research	Conduct a comprehensive skills gap analysis across the filmmaking value chain and establish and maintain an official national film database documenting Malta's past and future film productions, co-productions and industry companies.	Focus on domestic film production to create a database of film production in Malta, and increase fair practices by conducting a skills gap analysis across the filmmaking value chain.

Action No. Strategic Area	Action	Supporting activities
17 Research	Conduct research on the skills, education and training gaps.	Support training and educational initiatives on topics identified through the research. Conduct focused studies on topics including digital transformation, arts education, international mobility and career sustainability, to address gaps in local data related to professional development within CCI. The aim is to support long-term sectoral resilience and capacity-building. This also includes further research on the feasibility of having a Visual and Performing Arts Academy.
18 Development and Support	Develop a talent and enterprise register to strengthen professional visibility and networking.	Work on the development of a registry and informed database.
19 Research	Conduct regular research and compile data collation on sectoral trends, audience development and economic impact to support strategic planning.	Strengthen existing research approaches and develop new ones to expand knowledge of the creative and cultural sectors, with particular focus on new practices, audience engagement and economic outcomes.
20 Research	Conduct research into fair practices for practitioners and the use of space for artistic performances.	Conduct a comprehensive review of Malta's cultural infrastructure, including facilities, administrative frameworks, legislative context and institutional support systems. Identify barriers and bottlenecks limiting access to existing local and regional infrastructure for creative practitioners.

Community & Inclusion

Action No. Strategic Area	Action	Supporting activities
21 Research	Conduct research to identify barriers and promote evidence-based, sector-wide inclusive and accessibility practices.	Following a profiling research exercise, create an action plan to inform sector-wide accessibility practices.
22 Collaboration	Engage with regional community leaders to identify collaborative opportunities that support effective and sustainable implementation of regional cultural strategies, with particular attention to the planning and preparation for ECoC Victoria 2031.	Based on the published Regional Cultural Strategies, foster collaboration with communities through local and regional councils. In the process, review and update the strategies to reflect emerging region-specific needs and funding priorities and host consultations to support local artistic initiatives within a diverse and inclusive community environment.
23 Collaboration	Engage with creative professionals and community volunteers.	Engage with creative professionals and community volunteers, to strengthen the strategy's mission of bridging passion and profession through knowledge-sharing and collaborative initiatives.
24 Research	Promote research and investment in intangible cultural heritage.	Together with key stakeholders, identify, from the available data on intangible cultural heritage, the areas that require the most attention in terms of inclusive practices. Work with key players to address these gaps through new research initiatives and programmes that raise awareness and safeguard these practices.
25 Development and Support	Ensure ACM online interfaces are available and accessible in the Maltese language.	Develop and strengthen ACM online interfaces to support and promote the Maltese language.

Action No. Strategic Area	Action	Supporting activities
26 Development and Support	Address cultural rights, diversity and territorial cohesion by launching a PGIS project.	Launch and maintain the PGIS project and digital platform to map and preserve Malta's cultural assets, while empowering marginalised groups to gain recognition within the regional cultural ecology.
27 Development and Support	Support community-led initiatives, including parish events, festivals, feasts and local artistic practices, integrating them into the national arts ecosystem. Empower creative practices that reflect the cultural diversity of communities across different localities to receive adequate recognition, attention and integration.	Develop and implement initiatives to boost investment in identifying, supporting and nurturing talent within local communities, ensuring that creative potential is recognised, valued and integrated into broader cultural programmes, while reflecting the synergy between traditional and contemporary cultural experiences and highlighting the diversity present in localities today.
28 Public Investment	Invest in community-led cultural initiatives that safeguard local traditions while supporting emerging and diverse cultural expressions, strengthening participation and representation at grassroots level.	Continue developing initiatives that safeguard and empower local community projects, supporting both traditional practices and emerging, diverse, cultural and ethnic realities, to strengthen social cohesion and cultural continuity.
29 Public Investment	Develop targeted funding pathways for underrepresented groups, reducing structural barriers to access and fostering inclusive cultural engagement across different communities and social realities.	Simplify funding support mechanisms by improving access to existing schemes and introducing clearer, more proportionate application and reporting processes to reduce administrative burden and enhance accessibility.
30 Development and Support	Develop strategies and pilot initiatives to provide adequate access to spaces for arts practice, performance, training and audience engagement.	Explore initiatives to support increased investment in and access to spaces for performances.
31 Development and Support	Develop an incubator for creative enterprise.	Explore, through research and pilot projects, new sector-support mechanisms, including a cultural incubation programme, innovative financing models and the establishment of the ACM Film Hub.

Well-being

Action No. Strategic Area	Action	Supporting activities
32 Collaboration	Establish a dedicated cross-sectoral task force composed of representatives from the healthcare, culture, academic and public policy sectors, as well as practitioners working at the intersection between arts and health to ensure sustained coordination, strategic alignment and long-term collaboration.	Organise strategic cross-sectoral initiatives to enable a culture and health approach to well-being. Further develop the ongoing groundwork done in this field. Collaborate with health institutions, NGOs and practitioners to design and support arts-based well-being programmes and cultural literacy initiatives.
33 Research	Promote the development of a Prescribe Arts programme through collaboration with arts and non-arts organisations.	Conduct further research, both locally and internationally, to explore best practices on the application of arts on prescription programmes.
34 Collaboration	Collaborate with global platforms on culture and health to advance strategy targets and support implementation.	Build further collaboration by actively participating in European and global platforms, exchanges and partnerships. Continue aligning with European-level strategies, while expanding networks, sharing knowledge and contributing to EU-wide initiatives.
35 Advocacy	Negotiate new agreements within the sector and beyond, which promote integrated culture and health outcomes.	Work with public and private sectors to advocate for the importance of synergies between culture and health and their positive impact on social well-being within and beyond the creative arts sector.
36 Public Investment	Ensure the provision of stable and sustainable funding streams dedicated to the implementation of culture and health initiatives, to support the development and implementation of arts and health projects and initiatives.	Leverage alternative funding sources for the implementation of culture and health projects promoting a culture of care.

Action No. Strategic Area	Action	Supporting activities
37 Research	Documented impact assessments measuring improvements in well-being, social inclusion and clients' experience through arts interventions.	Develop research on impact assessments of arts interventions and publish regular reports and/or case studies highlighting best practices and outcomes from culture and health collaborations.
38 Advocacy	Integrate findings into long-term planning for sustainable investment in soft and hard cultural infrastructure.	Build on recommended research into cultural infrastructure, focusing on the use of space and fair practices, to advocate for the social value of suitable facilities.

International Exchange

Action No. Strategic Area	Action	Supporting activities
39 Advocacy	Establish strategic cultural representatives within Europe and beyond to promote cultural diplomacy, global access and visibility.	Appoint International Cultural Representatives in key regions, starting with the UK and the US, to promote global access, visibility and strategic cultural diplomacy. Each mission will align with ACM's strategy and report annually on impact, positioning Malta as an active contributor to policy discussions in Europe and beyond.
40 Development and Support	Provide support to present works at key continental festivals.	Provide targeted support for Maltese creatives to engage in major international festivals, including training, capacity-building, networking and showcasing opportunities.
41 Public Investment	Further develop public investment into international participation.	Enhance support for internationalisation by expanding existing funding schemes, while exploring new modes of investment for international platforms and opportunities.
42 Collaboration	Showcase and promote Maltese artistic excellence.	Curate national talent showcases for key international expos, highlighting Malta's artistic and cultural excellence, promoting sustainable practices, professional networking and public engagement abroad.

Action No. Strategic Area	Action	Supporting activities
43 Collaboration	Promote further collaboration in global networks. Expand Malta's presence in global and regional cultural networks, increase mobility opportunities for creatives and showcase Maltese work abroad.	Continue participation in global networks and establish new memberships. Develop reciprocal partnerships and residencies with arts and cultural centres in Europe and other strategic regions.
44 Collaboration	Foster cross-sector collaboration with tourism agents and operators.	Leverage strategic cross-sectoral partnerships to promote Malta as a hub of cultural and artistic excellence within the Euro-Mediterranean region.
45 Development and Support	Provide continuous support of mobility programmes for artists.	Provide streamlined mobility support and funding for Maltese creatives to participate in international opportunities, ensuring fair and accessible processes.

Operational Enablers

Action No. Strategic Area	Action	Supporting activities
46 Public Investment	Conduct ongoing assessment on the effectiveness of all funding programmes and strategic initiatives, including future consideration of new modes of investment that incorporate an arts emergency fund in times of crisis.	Conduct evaluation studies to focus on added value outcomes, sectoral relevance, and alignment with ACM's principles of cultural rights and equity in different scenarios.
47 Development and Support	Streamline internal procedures and digital infrastructure.	Prioritise organisational development by streamlining procedures, enhancing data collection, digital assets and aligning staffing and budgets with strategic priorities.
48 Development and Support	Work on the development of the ACM AI and Cybersecurity Policy.	Develop and implement the ACM AI and Cybersecurity Policy to ensure ethical, transparent and innovative use of AI across the cultural and creative sectors and within ACM's internal processes.
49 Development and Support	Support the development and implementation of strategic objectives.	Invest in a broader pool of external experts, not limited solely to the creative sector, to support the development and implementation of strategic objectives.
50 Development and Support	Develop communication to ensure streamlined information.	Further invest in a framework that ensures the effective relay of information and more streamlined, accessible channels for stakeholders to get in touch and stay informed about all initiatives.

Action No. Strategic Area	Action	Supporting activities
51 Advocacy	Aligned with the Premju għall-Arti, launch an ACM Quality Mark Programme that recognises and certifies cultural operators demonstrating excellence in social, economic, artistic, innovative and research-driven practices.	Building on the work carried out through the Premju għall-Arti in celebrating good practice and excellence, undertake research and an impact assessment on the implementation of the ACM Quality Mark Programme, focusing on its role in empowering and recognising exceptional work. This should be followed by advocacy for the programme among relevant stakeholders.
52 Development and Support	Address skills and capacity gaps within ACM staff, while also promoting their overall well-being.	Provide targeted developmental support services informed by sector data and research. This support includes training, mentorship and resources that address identified skills and capacity gaps for ACM staff, enhancing their expertise, professional development opportunities and general well-being.
53 Public Investment	Leverage funding to research and implement AI solutions that streamline and improve funding processes.	Allocate funding to advance AI-driven streamlining of investment processes, integrating AI systems, including an AI assistant, to simplify applications, automate compliance checks and enhance overall user experience.
54 Development and Support	Strengthen the governance and administration of established and newly considered funding schemes.	Offer support for the production, distribution and peer-review of projects financed through all schemes.
55 Development and Support	Implement the latest digital tools to improve access to available content and resources.	Implement modern digital tools and CRM systems to streamline processes, enhance data management and improve overall service efficiency. This includes the digitisation of ACM's historical records to establish a searchable online archive that preserves institutional memory and cultural heritage.

Commissioned by
Arts Council Malta

Authored by
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