

Corporate Overview

The Australia Council is the Federal Government's arts funding and advisory body. Its mission is to enrich our nation by supporting and promoting the practice and enjoyment of the arts.

Our vision is to:

- enable Australia's arts and its artists to pursue excellence
- preserve, maintain and develop the distinctive features of Australia's culture
- ensure all Australians have the opportunity to engage with the arts and to enjoy a rich cultural life
- shape a future Australia in which the arts play a meaningful and vital role in everyday life.

Australia is a culturally rich nation and the work of our artists is central to our sense of national identity and the way we are perceived by the world. The Australia Council performs a crucial role in supporting Australian artists and arts organisations to pursue artistic excellence, to create and present their work, to take advantage of opportunities to improve and develop their skills, and to tour and promote their work to wider audiences.

It directly supports young, emerging, developing and established artists through a range of grant programs offered across all artforms, and it encourages arts and non-arts organisations to support and present artists' work, thereby expanding employment opportunities for all artists. The Council also plays a vital role in developing new audiences for the arts both here and internationally, and in promoting appreciation of the value and role of the arts in the Australian community.

The Council's national focus reflects the culture and creativity of both regional and urban

communities, at the same time honouring its statutory obligation to ensure access to, and participation in, the arts by all Australians. The arts of Aboriginal people and Torres Strait Islanders are valued and supported and communities across Australia are enriched by opportunities to incorporate the arts in local cultural life. The Council also maintains and develops cooperative arrangements with state and territory arts funding authorities, local governments and key international agencies in all its activities.

The Australia Council was formed as an interim Council in 1973 and was given statutory authority by the *Australia Council Act 1975*—see inside back cover. It replaced an earlier, non-statutory body called the Australian Council for the Arts, which was established in 1968 as a division of the Prime Minister's Department. The Council subsumed other arts-related government functions, such as the Commonwealth Literary Fund, which had supported writers since 1908, and the Commonwealth Art Advisory Board, which was set up in 1912 to develop a national art collection and, from 1927, to advise on matters relating to the visual arts. The Australia Council was granted considerably expanded functions and greater independence from government in its policy-making and funding roles than were its predecessors.

The work of the Australia Council has always been guided by two fundamental principles.

The 'arm's length' principle, which is enshrined in the Australia Council Act, ensures that decisions about specific grants are made at a distance from political processes.

The second principle is 'peer assessment' whereby decisions on grants are made by artists, individuals closely associated with the arts and community representatives who are the peers of those being assessed. Grants are offered to artists and arts organisations whose proposals, in competition with those of other applicants, and within budgetary constraints, demonstrate the highest degree of artistic merit and innovation.

The Australia Council is committed to providing the best possible system of peer-assessed funding of creative work. It is also committed to ensuring that creativity and excellence in the arts flourish and that all Australians have access to the arts and to the stimulation and enjoyment the arts can bring.

In pursuing its vision, the Australia Council has committed to six goals, which will shape priorities during the life of its 2001–05 Corporate Plan:

- **Goal One:** Support the excellence, diversity and the distinctiveness of Australia's artists and its arts.
- **Goal Two:** Increase community engagement with the arts and to promote individual participation in them.
- **Goal Three:** Win recognition of the arts as a key element in Australia's cultural, social and economic development.
- **Goal Four:** Improve the vitality and viability of the arts.
- **Goal Five:** Foster a greater emphasis on artistic innovation, experimentation, and research and development within a rapidly changing world.
- **Goal Six:** Maximise the organisation's capability to achieve its corporate goals through sound people and resource management and corporate planning processes.

The Australia Council's online presence is at <www.ozco.gov.au>. The offices of the Australia Council are at 372 Elizabeth Street, Surry Hills, Sydney NSW 2010.

Corporate governance

The Australia Council is a statutory authority established under the *Australia Council Act 1975*—see inside back cover. The Council is subject to the terms of its own Act as well as to the *Commonwealth Authorities and Companies Act 1997*.

Senator the Hon. Richard Alston is the Minister for Communications, Information Technology and the Arts, and Senator the Hon. Rod Kemp is Minister for the Arts and Sport.

Governing body

The governing body of the Australia Council is responsible for the overall corporate governance of the organisation, including the determination of priorities and the policy and budgetary framework within which the Council and its boards and advisory bodies operate, and for monitoring its achievements.

In accordance with the terms of the Australia Council Act, the Council has between 10 and 14 members, not including the CEO who is a member of the Council (*ex officio*). The Chair is appointed by the Governor-General on the advice of the Minister for the Arts and Sport, and members are appointed by the Minister. Terms of appointment are generally three years and the maximum is six years. Members are appointed with a view to achieving a balance of relevant expertise in the arts, corporate governance and administration, along with regional, gender, ethnic and Indigenous community representation.

All new members attend a formal induction program where they receive a copy of the *Manual for Members*. If a Council member at any time believes that they require legal advice on a matter, the Chair advises the CEO to consult the Director, Corporate Affairs on the procedure for obtaining this advice.

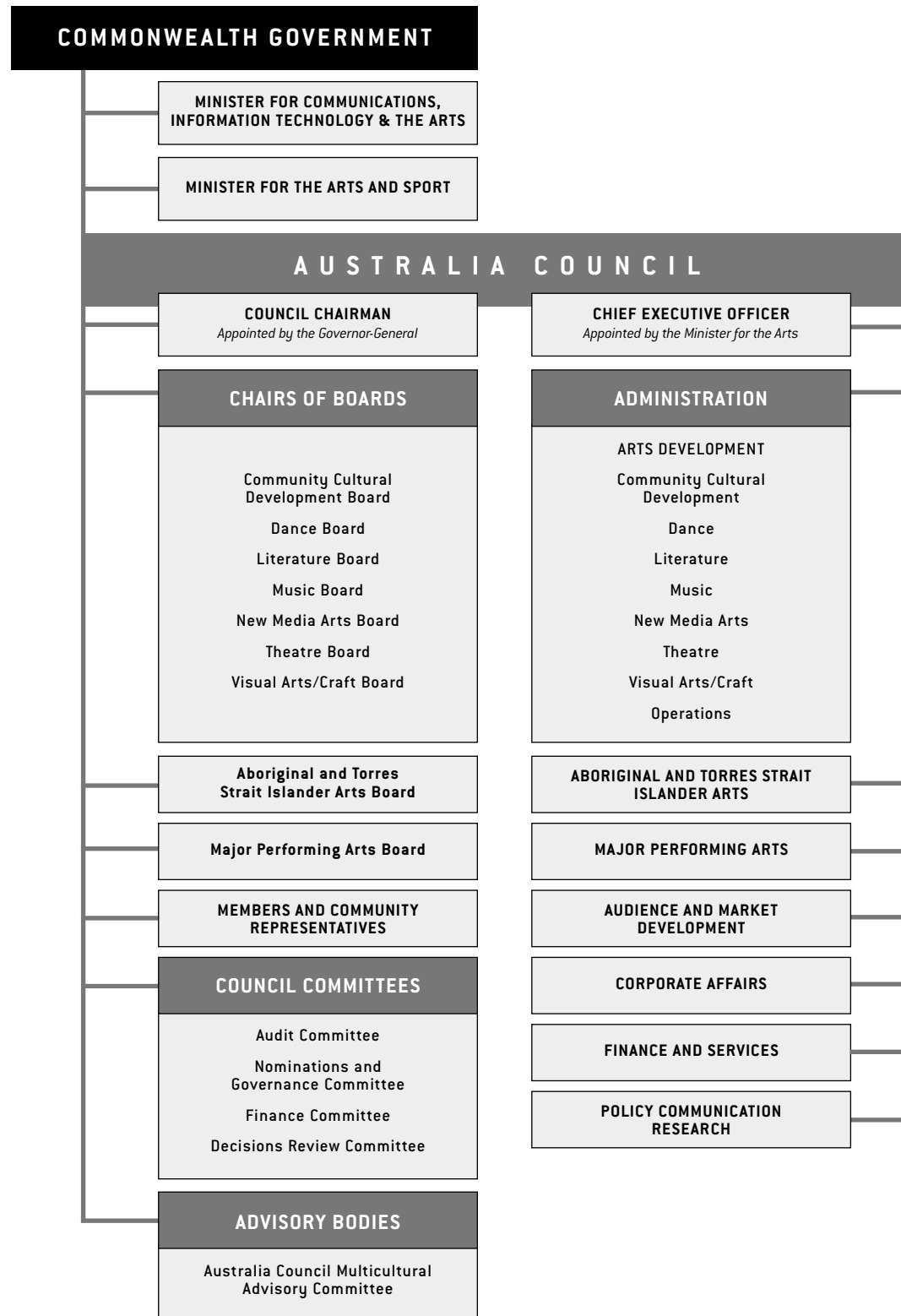
During 2002–03, the Council met six times: 9 August 2002 (Melbourne), 10 October 2002 (Albury–Wodonga), 29 November 2002 (Sydney), 13 February 2003 (Perth), 4 April 2003 (Launceston) and 5 June 2003 (Canberra).

Boards

The various boards administer the Council's arts funding role and are the Council's main source of advice on the development of arts policy and grant programs.

The Minister establishes the boards under the Act. They function within the framework of the Council's Corporate Plan 2001–05 and related policies and budget allocations. Currently, most boards have seven members, including a chair. The Aboriginal and Torres Strait Islander Arts Board has nine members, including a chair, as

Organisational chart



well as a nine-member Grants Committee (four of whom are board members). The Major Performing Arts Board has eight members including a chair. Members may initially be appointed for four years but, in general, appointments are for three years (renewable for up to an additional three years). Board chairs, under the Act, are members of the Council.

As with the Council, the Act specifies that the boards must include people who practise or have practised the arts or are otherwise associated with the arts, as well as a number of community interest representatives, as the Minister thinks fit. The power to allocate grants has been delegated by the Council to the boards. In assessing grant applications, the boards are guided in their decisions by the expert advice of peers drawn from the Register of Peers. Peers are listed on the register for up to three years and may be invited once only by each board to assist at grant assessment meetings held at least twice yearly. Peers also provide 'in-the-field' assessments and general policy advice to the boards, as commissioned.

Under the Council's Conflict of Interest Code, board members and peers may not assess or advise on their own grant applications or on grant applications that would benefit them in any way through a third party.

In addition to their role in providing advice to the Council, the boards develop their own policies within the framework of policies and priorities determined by the Council.

In the current year, 50 peers provided external assessment of applications, support material or performances. A further six assisted at policy development meetings and 58 participated in grants assessment meetings. Their names are included in the 'Funding Analysis and Grants Lists' section of this report.

Ministerial directions

The Australia Council received two ministerial directions from Senator the Hon. Richard Alston, Minister for Communications, Information Technology and the Arts, under Section 28 of the *Commonwealth Authorities and Companies Act 1997*. The first advised of the Federal Government's new policy on foreign exchange risk management; the second advised that the government had adopted a new policy on cost recovery.

Insurance

The Council's insurance policy for 2002–03 included a directors' and officers' liability cover.

Fraud control

The Council developed a comprehensive Fraud Control Plan in 1995, which is reviewed every three years in line with the revised Commonwealth Fraud Control Guidelines, 2002. The Plan was last reviewed in May 2002.

Committees

Members of the following committees are drawn from the Council and include the CEO.

Nominations and Governance Committee

In October 2002, the Council agreed to establish a Nominations Committee and in April 2003 to extend the committee's role to include governance.

The committee acts in an advisory role and is not delegated to act on the Council's behalf. It facilitates and oversees a streamlined nominations process, through which the Council nominates members for the Council and its boards to the Minister, as required under the Act. The committee also advocates for the Council's nominations to the Minister and assists the Council on governance matters, advising as required.

The committee met four times during the current year, on 31 October 2002, 28 January 2003, 5 March 2003 and 14 May 2003. Issues discussed at these meetings are reported to the Council by the chair of the committee.

Members of the committee at 30 June 2003 were Deputy Chairman of the Council Terrey Arcus (Chair of committee; attended all meetings); Chairman of the Council David Gonski AO (attended all meetings) and CEO Jennifer Bott (attended all meetings). In addition, board chairs attended meetings as required to address membership issues regarding their boards.

Audit Committee

Established in May 1998, the Audit Committee's objective is to oversee and review the Council's corporate governance obligations, particularly in relation to external accountability; governance and financial reporting; internal controls on

accounting and integrity of financial information; risk management and legal compliance.

The committee acts in an advisory role and is not delegated to act on the Council's behalf. The committee is authorised to request information it requires from employees of the Council, including internal auditors, to discuss matters with external auditors and to seek independent professional advice as it considers necessary.

During the current year, the committee met four times, on 9 September 2002, 26 November 2002, 3 February 2003 and 12 May 2003. Minutes are included in Council papers and the Chair of the committee reports on relevant matters at Council meetings.

Membership comprises three 'non-executive' members of the Council, who are appointed by the Council, the CEO (*ex officio*) and an experienced external accounting adviser. One of the Council members chairs the committee.

Members of the committee at 30 June 2003 were Chair of committee Ian McRae (attended all meetings); member Adam Lewis (attended all meetings); CEO Jennifer Bott (attended all meetings); and external financial adviser David Hey-Cunningham (attended three meetings). Council member Nathan Waks attended two meetings, one as Chair, before his term ended on 30 November 2002.

Finance Committee

Formed in September 1998, the Finance Committee's main functions are to monitor the Council's overall financial position and budget preparation, and any other significant financial issues as they arise.

At its meetings the committee reviews the Council's financial situation and makes appropriate recommendations to the Council—it is not delegated to act on the Council's behalf. The Chair reports to the Council on the outcomes from each meeting.

During the year the committee met six times, on 29 July 2002, 13 September 2002, 22 November 2002, 28 January 2003, 19 March 2003 and 14 May 2003.

The committee is chaired by a member of the Council and includes the Chair of the Council, the Deputy Chair, one other Council member and the

CEO. Members of the committee at 30 June 2003 were Chair of committee Mel Ward (attended four meetings); Chairman of the Council David Gonski (attended all meetings); Deputy Chairman of the Council Terry Arcus (attended five meetings); Council member Michael Snelling (attended four meetings by teleconference); and CEO Jennifer Bott (attended all meetings).

The former Chair of committee, Helen Nugent, attended one meeting prior to resigning on 12 September 2002.

Decisions Review Committee

The Decisions Review Committee was established on 30 December 1992. The role of this committee is to examine requests for review of decisions from grant applicants who have reason to believe that correct decision procedures have not been followed in relation to their applications. Delegated by the Council to exercise the Council's powers, the committee does not assess the artistic merit of applications; its purpose under its charter is to ensure that the boards have followed correct decision-making procedures.

The membership comprises at least three Council members, none of whom can be board chairs, and the CEO.

During the year the committee met on two occasions, on 1 November 2002 and 6 February 2003, and determined two requests for review of decisions.

Members of the committee at 30 June 2003 were Council member Christine Pulvirenti (attended both meetings); Council member Adam Lewis (attended both meetings); and CEO Jennifer Bott (attended both meetings).

Former Council member Christopher Pearson's term of appointment concluded on 13 May 2003. He did not participate in either meeting of the committee.

Council directions

The Australia Council Act provides that the text of all directions to its committees during the year must be included in the Annual Report. The delegations to the Decisions Review Committee and to the Aboriginal and Torres Strait Islander Arts Grants Assessment Committee are included on page 125-126, as the Conditions and Guidelines in parts 2 and 3 of each delegation are

directions to each committee. The Conditions and Guidelines to the Aboriginal and Torres Strait Islander Arts Grants Assessment Committee are in the same terms as those to most of the boards of the Council.

Advisory bodies

In addition to policy input from its boards, the Council relies from time-to-time on the expert advice of specialist committees and panels.

Australia Council Multicultural Advisory Committee (ACMAC)

ACMAC was established in 1989 to make recommendations to the Council on any issue that may affect the full expression of cultural diversity in the work of the Australia Council. It also develops and monitors the implementation of the Council's Arts in a Multicultural Australia policy.

This long-standing advisory committee is made up of members from each artform board as well as three members appointed by the Council who are external to the workings of the Council. The Chair of the committee is a Council member.

Members of the committee at 30 June 2003 were:

Christine Pulvirenti (Chair of Committee, Councillor)
Jennifer Martinello (Aboriginal and Torres Strait Islander Arts)
Rose Cantali (Community Cultural Development)
Setefano Tele (Dance)
John Emery (Literature)
Marie Siganto (Major Performing Arts)
Reuben Gosfield (Music)
Linda Cooper (New Media Arts)
Wojciech Pisarek (Theatre)
Felicia Wai Min Kan (Visual Arts/Craft)

During the year the following members completed their terms on the committee: Sandra Phillips, Bagryana Popov, Connie Gregory, Yoni Prior, Benjamin Genocchio (external member), Panos Couros (external member) and Lena Nahlous (external member).

The committee met once this year, on 9–10 December 2002.

Members of the Australia Council at 30 June 2003

David Gonski AO (NSW)
BComm LLB, FCPA SIA (Aff) FAICD
Chairman

David Gonski was appointed Chairman of the Australia Council on 2 May 2002 for a term of three years. David is a member of the Finance Committee and the Nominations and Governance Committee. Well known for his authorship of the *Gonski Report into the Australian Film Industry* and subsequently a member of the Federal Government's Inquiry into the Major Performing Arts Sector, he is President of the Art Gallery of New South Wales Trust and Chairman of National Institute of Dramatic Art (NIDA). He is also Chairman of the Taxation Working Group for the Prime Minister's Business Community Partnership. Admitted as a solicitor in New South Wales and to the High Court, David is Chairman of Investec Australia Limited and Coca-Cola Amatil Limited, and a Director of the ANZ Banking Group Limited, John Fairfax Holdings Limited and Westfield Holdings Limited.

David attended the six Council meetings for 2002–03.

Terrey Arcus (NSW)
MBA (Harvard) BSc (Sydney) BE (Hons)(Sydney)
Deputy Chairman

Terrey Arcus was appointed to the Council as a community interest representative of the Council for three years from 22 June 2002 and as Deputy Chairman of the Council from 24 December 2002. Terrey is Chair of the Nominations and Governance Committee and a member of the Finance Committee. He is Co-founder and Chairman of strategic advisory practice Port Jackson Partners Limited and a former Director of McKinsey & Company. He was involved in the establishment of the Blood Cord Bank in Sydney and is currently a member of the National Gallery of Australia Foundation. Terrey is also a member of the Finance Committee of The University of Sydney Senate.

Terrey attended five of the six Council meetings for 2002–03.

Jennifer Bott (NSW)
BA DipEd

Jennifer Bott was appointed CEO and member (*ex officio*) of the Australia Council for five years on 8 February 1999. She is a member of the Council's Finance, Audit, Nominations and Governance, and Decisions Review Committees. Jennifer is also a



David Gonski



Terrey Arcus



Jennifer Bott



Shane Carroll



Peter Goldsworthy

member of the Australia International Cultural Council, the Commission for International Cultural Promotion and the Australian National Commission for United Nations Educational Scientific and Cultural Organisation (UNESCO). She is Chair of Australians for the Return of the Parthenon Marbles Committee, a trustee of Opera Australia Benevolent Fund, Australia's Cultural Commissioner for the 2004 Olympic Games, a life member of Musica Viva Australia, an executive board member of the Asia-Australia Institute and a member of Chief Executive Women. Jennifer was General Manager of Musica Viva Australia for seven years and also held senior positions with other cultural organisations, including Opera Australia, AFS International/Intercultural Programs and the Australian Bicentennial Authority. In 2002, she participated in the Benevolent Society Sydney Leadership Program.

Jennifer attended the six Council meetings for 2002–03.

Shane Carroll (NSW)

DipDance (Australian Ballet School)

Shane Carroll was appointed Chair of the Dance Board and a member of the Council on 21 May 2003 for a three-year term. Shane has worked as a professional dancer with the Nederlands Dans Theatre, the Sydney Dance Company and the Australian Ballet. Since retiring from performing in 1987, she has been a regular guest teacher for the Australian Ballet, Bangarra Dance Theatre and the Sydney Dance Company, as well as many schools, institutions and universities. Shane has also been a member of a number of committees involved with the funding of professional dance practice, including the New South Wales Ministry for the Arts Dance Committee, Ausdance New South Wales and International Theatre Institute. She was a member of the Australia Council's Dance Board from 1991 to 1992.

Shane attended her first meeting as Chair of the Dance Board in June 2003.

Peter Goldsworthy (SA)

MB BS (Adelaide)

Peter Goldsworthy was appointed Chair of the Literature Board and a member of the Council for a three-year term on 4 December 2001. Since graduating, Peter has divided his time equally between medicine and the writing of novels, short fiction, poetry and libretti for opera, including the Helpmann-award winning *Batavia*. His novels have been translated into most major European and Asian languages. Among his many literary awards are the 1982 Commonwealth Poetry Prize and the Australian Bicentennial Literary Prize for Poetry (1988). His first novel for seven years, *Three Dog Night*, will be published this October. Peter is also Chair of the Libraries Board of South Australia.

Peter attended the six Council meetings for 2002–03.

Graeme Koehne (SA)

BMus (Hons) MMus DMus

Graeme Koehne was appointed as Chair of the Music Board and as a councillor for three years from 19 December 2002. Graeme has been Senior Lecturer in Music at the University of Adelaide since 1993, and is Chairman of the Emerging Artists Fund of Arts SA. He was Research Affiliate and Harkness Fellow at Yale University from 1985 to 1987, and has served as a South Australian 'Arts Ambassador', the South Australian Government's Composer-in-Residence and Deputy Chair of the Adelaide Chamber Orchestra. Among his best known works are the chamber opera *Love Burns* (1992), the concerto for oboe and orchestra *Inflight Entertainment* (2000), and works for orchestra *Rain Forest* (1981), *Unchained Melody* (1990), *Powerhouse* (1993) and *Elevator Music* (1997). The success of his commissions for the Queensland Ballet, the Australian Ballet and the Sydney Dance Company (*Once Around the Sun*, *Nocturnes*, *1914*, *Tivoli*,



Graeme Koehne



Adam Lewis



Victoria Lynn



Ian McRae



Christine Pulvirenti

The Selfish Giant and *Nearly Beloved*) established his reputation as Australia's foremost composer for ballet.

Graeme attended two of the three Council meetings held since his appointment.

Adam Lewis (Vic.)

MBA (Hons) (Illinois) BElecEng (Hons)

Adam Lewis was appointed as a community interest representative to the Council for three years from 1 October 2001. Adam is also a member of the Audit Committee and the Decisions Review Committee. Currently Managing Partner of McKinsey and Company for Australia and New Zealand, he specialises in strategy and frontline performance improvements, and has applied these in the banking, telecommunications, biotechnology, manufacturing and logistics sectors. For the last four years Adam has been a member of the Melbourne International Film Festival Board, working closely with the board and festival directors on fundraising, business strategy and growth, which has resulted in the most successful period in the festival's history.

Adam attended the six Council meetings for 2002–03.

Victoria Lynn (Vic.)

MA (NSW)

Victoria Lynn was appointed as Chair of the Visual Arts/Craft Board and as a member of the Council for three years from 10 June 2001. She is Director of Creative Development at the Australian Centre for the Moving Image in Melbourne, and from 1991 to 2001 was Curator of contemporary art at the Art Gallery of New South Wales. Many of the exhibitions she curated there—*Perspecta*, *No Exit*, *Space Odysseys*, among them—received substantial critical acclaim. Victoria has written books on artists Marion Borgelt and Eugene Carchesio and has also authored many articles, catalogue essays and

edited collections. From 1998 to 2000 she was Chair of the Board of Directors of The Performance Space in Sydney.

Victoria attended the six Council meetings for 2002–03.

Ian McRae (Vic.)

CA

Ian McRae was appointed as Chair of the Theatre Board and as a councillor for three years from 24 July 2002. He is also Chair of the Audit Committee. Ian has had a distinguished career as a senior administrator in the arts, including General Manager of the Australian Ballet from 1991 to 2002 and Administration Manager at the Victorian Arts Centre. He is Deputy President of the Victorian College of the Arts and a Director of Bell Shakespeare Company. He was previously a chartered accountant with several business and accounting firms and has served on the boards of a number of arts industry bodies.

Ian attended the six Council meetings for 2002–03.

Christine Pulvirenti (Qld)

BA AMusA

Christine Pulvirenti was appointed as a member of the Council for three years from 24 July 2002 and was appointed Chair of the Australia Council Multicultural Advisory Committee by the Council in October 2002. She is also a member of the Decisions Review Committee. Christine is currently Vice-President of the Regional Development Fund, Hinchinbrook, President of Hinchinbrook Arts Council, Far Northern Regional Director and member of Queensland Arts Council, a member of State Board, a committee member of Art and Culture Regional Organisation of Councils (Northern Sector), a member of the Executive Committee of Ingham Arts Festival and Entertainment Coordinator of the Annual Australian Italian Festival in Ingham. She has also been a board member of the Australian Festival of



Michael Snelling



Christopher Tassell



Richard Walley



Mel Ward



Antonietta Morgillo

Chamber Music. Christine has been a professional music teacher for 33 years.

Christine attended the six Council meetings for 2002–03.

Michael Snelling (Qld)

Michael Snelling was appointed Chair of the New Media Arts Board and a member of the Council for three years from 20 September 2001. He is a member of the Finance Committee and advocate for the National Aboriginal and Torres Strait Islander Arts Policy on the Council. Director of the Institute of Modern Art in Brisbane, he is a respected artistic director, administrator, curator, publisher and teacher of photography. He has held teaching positions in tertiary institutions in South Australia and New South Wales. Michael was Chair of the Queensland Government Visual Arts, Crafts, Design and Museums Panel and a member of the Queensland Cultural Advisory Council until December 2002. He is currently Deputy Chair of Elision Contemporary Music Ensemble and a member of the ABC Arts Development Advisory Committee. He has served previously as executive officer and board member of a number of arts organisations.

Michael attended the six Council meetings for 2002–03.

Christopher Tassell (Tas.)

MSc (Melbourne) BSc (Hons) (ANU)

Christopher Tassell was appointed Chair of the Community Cultural Development Board and a member of the Council for three years from 25 June 2002. He is currently Director of the Queen Victoria Museum and Art Gallery in Launceston, President of the Museums Association of Australia (Tasmania Branch), Honorary Secretary of the Royal Society of Tasmania (Northern Branch) and a member of the Council of Australian Museum Directors. He has recently been Chairman of the Commonwealth Committee on Taxation Incentives for the Arts and a member

of the Cultural Ministers Council's Heritage Collections Committee. Chris also has experience as a member of the Community Development Board's Grants Committee.

Chris attended four of the six Council meetings for 2002–03. Alexandra Reid, Deputy Chair, CCDB attended one meeting.

Richard Walley OAM (WA)

HonPhD (Murdoch)

Appointed Chair of the Aboriginal and Torres Strait Islander Arts Board and a member of the Council for two years from 31 May 2000, Richard Walley was reappointed for six months until 30 November 2002 and for a further 12 months until 30 November 2003. He served a previous term as Chair of the ATSIA Fund between 1992 and 1996. Director of Aboriginal Productions and Promotions, Richard is one of Australia's leading Aboriginal performers and writers, being involved variously as director, designer, writer, musician, dancer and actor on a range of stage and television productions. He has toured Australia, Japan, Europe and the United States with a number of productions, and as didjeridu performer and lecturer on Nyoongar culture.

Richard attended five of the six Council meetings for 2002–03.

Mel Ward AO (Vic.)

BE (Hons) MEngSc, FIE (Aust) FTS FAIM IVA

Mel Ward was appointed Chair of the Major Performing Arts Board and as a member of the Council for three years from 4 November 2002. He is also Chair of the Finance Committee. Mel is currently a Director of Coca-Cola Amatil Ltd, Transfield Services Ltd, Insurance Manufacturers of Australia Pty Ltd, Macquarie Communications Infrastructure Group and ProMedicus Ltd. He was formerly Managing Director of Telecom Australia and Chairman of Telecom Australia (International)

Ltd. In support of public interests, Mel is currently a Director of NIDA and was a Director and Chairman of the Australian Ballet between 1991 and 2002.

Mel attended three of the four Council meetings since his appointment.

Antonietta Morgillo, Program Officer, Theatre Board, was elected to represent staff as an observer on the Council for 2002–03.

The Department of Communications, Information Technology and the Arts also has observer status on the Council. During the year this position was filled by **Dr Alan Stretton**, Deputy Secretary, Arts and Sport.

Other changes to the membership of the Council during the year include:

- **Sally Chance**, Chair of the Dance Board, completed her three-year term on 2 December 2002.
- **Patrick Morgan**, member of the Australia Council, completed his three-year term on 23 July 2002.
- **Helen Nugent**, Deputy Chair of the Council and Chair of the Major Performing Arts Board, completed her two-year term on 30 October 2002.
- **Christopher Pearson**, community interest representative to the Council, completed his six-year term on 13 May 2003.
- **Nathan Waks**, Chair of the Music Board, completed his four-year term on 30 November 2002.
- **David Whitney**, Chair of the Theatre Board, completed his three-year term on 23 July 2002.

Organisational structure

The organisation comprises seven divisions, each of which is headed by a director or executive director. The divisions are Aboriginal and Torres Strait Islander Arts, Arts Development, Audience and Market Development, Corporate Affairs, Finance and Services, Major Performing Arts and Policy Communication Research.

Aboriginal and Torres Strait Islander Arts supports development and promotion of traditional arts practices, as well as the generation of new forms of artistic expression among Aboriginal and Torres Strait Islander people in urban and regional areas and in all artforms.

Major Performing Arts aims to ensure that Australia has an artistically vibrant, financially viable and broadly accessible major performing arts sector.

Arts Development comprises seven arts sections plus the operations section. The division supports excellence and diversity of practice through a suite of grant categories, plus strategic initiatives and multi-arts projects. Senior officers manage the grant assessment process and artform development for the boards: Community Cultural Development, Dance, Literature, Theatre, Music, New Media Arts and Visual Arts/Craft.

Audience and Market Development is responsible for the Council's work in the areas of national audience and market development, arts marketing skills development, and international marketing and promotions.

Corporate Affairs includes governance, human resources and legal and compliance. This division has a central role in the strategic management and development of the Council's corporate functions, with a strong emphasis on people practices.

Finance and Services provides administrative, information technology and operational support to the organisation.

Policy Communication Research provides strategic advice and direction through policy, research and communication activities.

In May 2002 a Queensland Adviser to the Council was appointed for a one-year pilot project, working from Arts Queensland's Brisbane office. This position concluded in June 2003 (see page 29).

The work of the Council, its boards and advisory bodies, is supported by a full-time staff of 125 located in Sydney. Staff are appointed under the Australia Council Act, on terms and conditions set out in the Council's Determination No 1 of 2000 and the Council's Certified Agreement.

Senior management

Karilyn Brown

Karilyn Brown was appointed Executive Director, Audience and Market Development, in January 2001. Her previous positions include Deputy Executive Officer for the Visual Arts/Craft Board and Cultural Program Manager for the Sydney

2000 Olympic Games where she was responsible for the management of four Olympic Arts Festivals and the Paralympics Arts Festival. Actively involved in the arts and cultural field for over 25 years, Karilyn has developed cultural policy and funding strategies for City of Sydney and is experienced in working with artists and in arts programming, policy development and arts events. She has served as a board member for Artbank, the Olympic Co-ordination Authority's Public Art Advisory Committee, Object: Australian Centre for Contemporary Craft and Design, and Stalker Theatre Company.

Catherine Brown-Watt PSM

PhD (Queensland) BSc (Hons) (Sydney) BA (Hons) (Queensland)

Director of the Major Performing Arts Board since December 2000, Catherine Brown-Watt was Manager of the Council's Major Organisations Fund from its establishment in 1995. In 1999, she was seconded from the Council to act as Executive Officer for the Federal Government's Major Performing Arts Inquiry—a ministerial inquiry into this sector. Trained in music and dance, since 1985 she has held a range of positions including Deputy Controller, Programming for the Queensland Performing Arts Centre, Registrar at NIDA, Special Projects and Policy Manager for ABC Concerts, and General Manager of the Australian Music Centre. Dr Brown-Watt also spent 10 years on the academic staff of the University of Queensland.

Lisa Colley

Lisa Colley was appointed Executive Director of the Policy Communication Research division in April 2002. Lisa's 23-year arts career began in Adelaide, ranging across local, state and federal governments, community broadcasting, and major festivals and events. In 1996 Lisa managed the establishment of the Council's New Media Arts Board, continuing in this role until taking up her current position. One of the major outcomes of her work with the board was Synapse, the Australia Council Art and Science Strategy.

Cathy Craigie

Formerly a member of the Arts Advisory Council of the NSW Ministry for the Arts and Chair of its Indigenous Arts Reference Group, Cathy Craigie was appointed Director of the Aboriginal and Torres Strait Islander Arts Board in December 2000. Of the Anaiwon/Gamilaroi Nations, Cathy was General Manager of Gadigal Information Service for six years, also holding a number of key

positions in Aboriginal arts, health and housing organisations. She has consulted on issues as diverse as Indigenous women's legal services, homelessness and Aboriginal management models. An accomplished playwright, Cathy Craigie's plays include *The Other Side* and *Murri Love*.

Ben Strout

BA (cum laude) (Massachusetts)

Ben Strout was appointed Executive Director of Arts Development in December 2000. Educated at Williams College, Massachusetts, he trained as a performer and director at the Eugene O'Neill Theatre Center's National Theatre Institute and at the Hartman Theater Conservatory (USA). He worked with a number of theatres in the USA and for several PBS television productions before coming to Sydney in 1982 as Artistic Director of Australia's Theatre of the Deaf. Ben formally joined the Australia Council as a Senior Program Officer in the Performing Arts Board in 1988 and has held five other senior positions at the Council since then. During 1990 he was the Executive Director of the Australian Centre of the International Theatre Institute.

Karen Twitchett

Karen Twitchett was appointed Director, Corporate Affairs in April 2002 to establish the Corporate Affairs Division of the Council. Karen joined the Council from the energy sector where she headed major corporate-wide projects and managed integrated cross-functional teams to deliver 'people capability' to meet organisational objectives. Karen's experience includes project management of community volunteering programs and implementation of an enterprise-wide IT system. She brings to the Council extensive experience in organisation development, human resource management, change management and community relations gained from employment in the energy sector and previous positions in banking and finance, the ABC and the Australian Bureau of Statistics. Karen is a member of the Australian Human Resources Institute.

John Wicks

BBus (Acc) (Sydney) DipBusAcc

Executive Director, Finance and Services since February 2000, John Wicks has been with the Council since 1989, first as Accountant, Finance Division, and then as Senior Finance Officer, Arts Development Division. Prior to joining the Council, he spent 11 years in the banking and finance sector in Australia and overseas. His last

appointment was with Lloyd's Bank in Sydney as Assistant Management Accountant. John is an associate member of the Australian Society of Certified Practising Accountants.

Staff profile

The Council's staff profile reflects the diversity and flexibility required to meet the changing needs of a dynamic sector such as the arts.

Employment statistics show that, at 30 June, there were 143.84 full-time equivalents (including nine employees funded through program budgets) at the Council. Around 70 per cent of staff have between one to four years of employment at the Council.

In 2002–03 the Council had a strong representation of staff from Equal Employment Opportunity (EEO) targeted groups across all levels. Data drawn from staff who volunteered the information shows that 75 per cent of all employees are female; 21.5 per cent have a non-English speaking background; 4.4 per cent identify as Aboriginal or Torres Strait Islanders; and 3.4 per cent are people with a disability.

Division	Male	Female
Arts Development	15	49
ATSIA	2	9
AMD	2	16
Corporate Affairs	4	6
Finance and Services	10	6
Major Performing Arts	0	7
PCR	5	18
Number of people	38	111