

Corporate Overview

The Australia Council is the Australian 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.

The Australia Council performs a crucial role in supporting Australian artists and arts organisations 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 and Torres Strait Islander peoples are valued and supported. 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*. 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.

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 1:** Support the excellence, diversity and the distinctiveness of Australia's artists and its arts.
- **Goal 2:** Increase community engagement with the arts and to promote individual participation in them.
- **Goal 3:** Win recognition of the arts as a key element in Australia's cultural, social and economic development.
- **Goal 4:** Improve the vitality and viability of the arts.
- **Goal 5:** Foster a greater emphasis on artistic innovation, experimentation, and research and development within a rapidly changing world.
- **Goal 6:** 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.

Organisational structure

The Council 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 (see diagram over page).

Aboriginal and Torres Strait Islander Arts supports development and promotion of traditional arts

practices and 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 arts practice through a suite of grant categories, 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.

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

Corporate Affairs includes governance, human resources, and legal and compliance. It 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.

The work of the Council, its boards and advisory bodies, is supported by a full-time staff of 143 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.

Corporate governance

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

Organisational chart



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 *Australia Council 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 of Corporate Affairs on the procedure for obtaining this advice.

During 2003–04, the Council met four times: 2 September 2003 (Melbourne), 21 November 2003 (Sydney), 9 March 2004 (Adelaide) and 17 June 2004 (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. The Grants Assessment Committee was disbanded in 2004 following a review conducted by the Aboriginal and Torres Strait Islander Arts Board. 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 the current year, 41 peers provided external assessment of applications, support material or performances. A further seven assisted at policy development meetings and 45 participated in grants assessment meetings. Their names are included in the 'Funding Analysis and Grants Lists' section of this report.

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.

Ministerial directions

The Australia Council received a ministerial direction from the Hon. Daryl Williams, Minister for Communications, Information Technology and the Arts, under Section 28 of the *Commonwealth Authorities and Companies Act 1997*. The direction advised of the Australian Government's new policy on the National Code of Practice for the Construction Industry and the Commonwealth's Implementation Guidelines.

Insurance

The Council's insurance policy for 2003–04 included a directors' and officers' liability cover.

Fraud control

The Council has a comprehensive Fraud Control Plan which is reviewed every two years in accordance with the Commonwealth Fraud Control Guidelines 2002. A review of the plan and associated fraud risk assessments commenced in July 2004.

Fraud prevention, detection, investigation and reporting procedures are in place. The Council has collected and reported annual fraud data. There have been no instances of fraud detected in 2003–04 and the Council remains committed to minimising the impact of fraud on its operations.

Committees

Appeals Committee

During the year the Council delegated powers to the Council chair and CEO, in consultation with the chair of the board concerned, to rescind a decision previously made by a board of the Council to approve a grant. This delegation can only be exercised if the project outcomes contemplated in the grant application may not comply with all applicable laws, or could reasonably be deemed to be likely to have the effect of bringing the Council into disrepute. The Council also delegated powers to an Appeals Committee to consider and determine an appeal from a board of the Council regarding a decision to rescind a grant approval.

Members have not been appointed to the Appeals Committee as the delegation outlines the membership of the committee and the appeal process. No appeal from a decision to rescind was received during the year and the Appeals Committee did not meet. The delegation to the committee is included on page 133.

Audit Committee

Established in May 1998, the Audit Committee's objective is to oversee and review the Council's corporate governance obligations in relation to external accountability, financial reporting, internal controls, risk management, internal and external audit activities, and legal and financial 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. Minutes are included in Council papers and the chair of the committee reports on relevant matters at Council meetings.

Membership of the Audit Committee comprises three 'non-executive' members of the Council and the CEO (*ex officio*). One of the Council members chairs the committee. Members of the committee at 30 June 2004 were chair of committee Ian McRae, Adam Lewis, Christopher Tassell and CEO Jennifer Bott. David Hey-Cunningham's term as an external financial adviser ended in September 2003.

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 did not meet as no request for a review of decision was received. Members of the committee on 30 June 2004 were Council members Christine Pulvirenti, Nicola Downer and Adam Lewis, and CEO Jennifer Bott.

Finance Committee

Formed in September 1998, the Finance Committee's main functions are to monitor the Council's compliance with the terms and conditions of the Triennial Funding Agreement with the Australian Government, the Council's overall financial position, budget preparation and any other significant financial issues as they arise. The committee acts in an advisory role and is not delegated to act on the Council's behalf. The chair of the committee reports on relevant matters at Council meetings and the minutes of committee meetings are included in Council papers.

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 Mel Ward (chair of the committee), chairman of the Council David Gonski AO, Terry Arcus, Michael Snelling and CEO Jennifer Bott.

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 1 August 2003, 20 October 2003, 28 January 2004 and 11 May 2004. Issues discussed at these meetings are reported to the Council by the chair of the committee.

Members of the committee at 30 June 2004 were deputy chairman of the Council Terrey Arcus (chair of the committee), chairman of the Council David Gonski AO and CEO Jennifer Bott. In addition, board chairs attended meetings as required to address membership issues regarding their boards.

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 Appeals Committee and the Decisions Review Committee, the generic artform board delegation and the Major Performing Arts Board delegation are included from page 133, as the conditions and guidelines in each delegation are directions to each committee.

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 issues that may affect the full expression of cultural diversity in the work of the Australia Council. The

committee develops strategies for and monitors the implementation of the Council's Arts in a Multicultural Australia policy. The committee is made up of members from each artform board, and the chair of the committee is a Council member.

Members of the committee at 30 June 2004 were Christine Pulvirenti (chair), Anita Maynard (Aboriginal and Torres Strait Islander Arts), Rose Cantali (Community Cultural Development), Glyn Parry (Literature), Reuben Gosfield (Music), Wojciech Pisarek (Theatre) and Felicia Wai Min Kan (Visual Arts/Craft). There are vacancies on the committee to represent Dance and New Media Arts.

During the year the following members completed their terms: Jennifer Martinello (Aboriginal and Torres Strait Islander Arts), Alicia Talbot (New Media Arts) and Setefano Tele (Dance).

The committee met three times this year: 18 July 2003, 13–14 November 2003 and 2 April 2004.

Members of the Australia Council at 30 June 2004

David Gonski AO (NSW)

BComm LLB, FCPA SIA (Aff) FAICD
Chairman

David was appointed chairman of the Australia Council on 2 May 2002 for 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 Australian Government's Inquiry into the Major Performing Arts Sector, he is president of the Art Gallery of New South Wales Trust and chairman of the 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 NSW and to the High Court, David is chairman of Investec Bank (Australia) Limited and Coca-Cola Amatil Limited, and a director of the ANZ Banking Group Limited, ING Australia Group Limited, John Fairfax Holdings Limited and Westfield Holdings Limited.



David Gonski



Terrey Arcus



Jennifer Bott



Shane Carroll

Terrey Arcus (NSW)

MBA *Harvard* BSc *Sydney* BE (Hons) *Sydney*
Deputy Chairman

Terrey was appointed to the Council as a community interest representative 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.

Jennifer Bott (NSW)

BA DipEd

Jennifer was appointed CEO and member (*ex officio*) of the Australia Council for five years on 8 February 1999 and reappointed for an additional three years on 8 February 2004. She is a member of the Council's Finance, Audit, Nominations and Governance, and Decisions Review Committees. Jennifer is also a 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.

Shane Carroll (NSW)

DipDance *Australian Ballet School*

Shane was appointed chair of the Dance Board and a member of the Council for three years from 21 May 2003. She has worked as a professional dancer with the Nederlands Dans Theater and the Sydney Dance Company. Since retiring from performing in 1987, Shane 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. She has also served on committees involved with the funding of professional dance practice, including the NSW Ministry for the Arts Dance Committee, Ausdance NSW and International Theatre Institute. Shane was a member of the Australia Council's Dance Board from 1991–92.

Nicola Downer

BA (Hons)

Nicola was appointed to the Council as a community interest representative for three years from 18 December 2003. She is a member of the Helpmann Academy Foundation Board and of the Adelaide Cabaret Festival Advisory Board. She was chair of Country Arts South Australia from 1999–2004 and president of Regional Arts South Australia until June 2004. Nicola has previously been a member of the Australia Council's Promoting the Value of the Arts Steering Committee, and a member of the South Australian Maritime Museum Advisory Board, the South Australia Tourism Commission Board, and the Adelaide Festival of Arts Board.

Peter Goldsworthy (SA)

MB BS *Adelaide*

Peter was appointed chair of the Literature Board and a member of the Council for three years from 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



Nicola Downer



Peter Goldsworthy

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. His first novel for seven years, *Three Dog Night*, won the 2003 FAW Christina Stead award, and has been short-listed for several other awards. His *Collected Short Stories* was published in 2004. Peter is also chair of the Libraries Board of South Australia.

Graeme Koehne (SA)

BMus (Hons) MMus DMus *Adelaide*

Graeme was appointed chair of the Music Board and a member of the Council for three years from 19 December 2002. He has been senior lecturer in music at the University of Adelaide since 1993. Graeme was research affiliate and Harkness Fellow at Yale University from 1985–87, and has served as a South Australian 'Arts Ambassador', the South Australian Government's Composer-in-Residence, chair of the Emerging Artists Panel of ArtSA and deputy chair of the Adelaide Chamber Orchestra. Among his best known works are the chamber opera *Love Burns*, the concerto for oboe and orchestra *Inflight Entertainment*, *High Art* for trumpet and orchestra, and the orchestral works *Rain Forest*, *Unchained Melody*, *Powerhouse* and *Elevator Music*. The success of Graeme's commissions for the Queensland Ballet, the Australian Ballet and the Sydney Dance Company established his reputation as Australia's foremost composer for ballet.

Adam Lewis (Vic.)

MBA (Hons) *Illinois* BElecEng (Hons)

Adam was appointed as a community interest representative to the Council for three years from 1 October 2001. He is also a member of the Audit Committee and the Decisions Review Committee. Currently managing partner of McKinsey & Company for Australia and New Zealand, he specialises in strategy and frontline performance improvements, and has applied these in the banking, telecommunications, biotechnology,



Graeme Koehne



Adam Lewis

manufacturing and logistics sectors. Adam was previously a member of the Melbourne International Film Festival Board.

Ian McRae (Vic.)

CA

Ian was appointed as chair of the Theatre Board and a member of the Council 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 1991–2002 and administration manager at the Victorian Arts Centre. He is deputy president of the Victorian College of the Arts, a member of the Tasmanian Arts Advisory Board 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.

Christine Pulvirenti (Qld)

BA *Deakin* AMusA AMEB

Christine was appointed as a member of the Council for three years from 24 July 2002 and was appointed chair of ACMAC 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; entertainment coordinator of the Annual Australian Italian Festival in Ingham; and president of the Townsville and District Music Teachers Association. She has also been a board member of the Australian Festival of Chamber Music. Christine has been a professional music teacher for 35 years.



Victoria Lynn



Ian McRae



Christine Pulvirenti



Michael Snelling

Michael Snelling (Qld)

Michael 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 NATSIAP 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.

Christopher Tassell (Tas.)

MSc Melbourne BSc (Hons) ANU

Christopher 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 and holds a number of positions in cultural heritage organisations both in Tasmania and nationally. Christopher has recently been chair of the Commonwealth Committee on Taxation Incentives for the Arts and a member of the Cultural Ministers Council's Heritage Collections Committee. He also has experience as a member of the Community Development Board's Grants Committee.

Richard Walley DAM (WA)

HonPhD Murdoch

Appointed chair of the Aboriginal and Torres Strait Islander Arts Board and a member of the Council for two years from 1 June 2000, Richard was reappointed for six months until 30 November

2002; for a further 12 months until 30 November 2003; and for a further 12 months until November 2004. He served previously as chair of the ATSI Fund between 1992–96. 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 US with a number of productions, and as a didjeridu performer and lecturer on Nyoongar culture.

Mel Ward AO (Vic.)

BE (Hons) MEngSc Qld, FTS IVA

Mel 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 a director of Coca-Cola Amatil Ltd, Transfield Services Ltd, Insurance Manufacturers of Australia Pty Ltd, Macquarie Communications Infrastructure Group, Western Australian Newspapers and ProMedicus Ltd. He was formerly managing director of Telecom Australia and chairman of Telecom Australia (International) Ltd. Mel is currently a director of NIDA and was a director and chairman of the Australian Ballet between 1991–2002.

Ellie Prodromou, public relations officer for the Arts Development Division, was appointed to represent staff as an observer on the Council for 2003–04.

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 of Arts and Sport.

Victoria Lynn, chair of the Visual Arts/Craft Board, completed her term on the Council on 9 June 2004.



Christopher Tassell



Richard Walley



Mel Ward



Ellie Prodromou

Senior management

Karilyn Brown

Karilyn was appointed executive director of 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 managed four Olympic Arts Festivals and the Paralympics Arts Festival. 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 Qld BSc (Hons) Sydney BA (Hons) Qld

Catherine was appointed director of the Major

Performing Arts Board in December 2000. She was manager of the Council's Major Organisations Fund from its establishment in 1995. In 1999, Catherine was seconded from the Council to act as executive officer for the Government's Major Performing Arts Inquiry. 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. Prior to this she managed the establishment of the Council's New Media Arts Board. One of the major outcomes of her work with the board was Synapse, the Australia Council Art and Science Strategy. Lisa's 23-year arts career began in

Schedule and attendance of Council and committee meetings 2003–04

	Council		Finance Committee		Audit Committee		Nominations and Governance Committee	
	Meetings held while member	Meetings attended	Meetings held while member	Meetings attended	Meetings held while member	Meetings attended	Meetings held while member	Meetings attended
David Gonski	4	4	5	5	n/a	n/a	4	4
Terrey Arcus	4	3	5	5	n/a	n/a	4	4
Jennifer Bott	4	4	5	5	4	4	4	4
Shane Carroll	4	4	n/a	n/a	n/a	n/a	n/a	n/a
Nicola Downer	2	2	n/a	n/a	n/a	n/a	n/a	n/a
Peter Goldsworthy	4	4	n/a	n/a	n/a	n/a	n/a	n/a
Graeme Koehne	4	4	n/a	n/a	n/a	n/a	n/a	n/a
Adam Lewis	4	3	n/a	n/a	4	4	n/a	n/a
Victoria Lynn	3	2	n/a	n/a	n/a	n/a	n/a	n/a
Ian McRae	4	4	n/a	n/a	4	4	n/a	n/a
Christine Pulvirenti	4	4	n/a	n/a	n/a	n/a	n/a	n/a
Michael Snelling	4	4	5	5	n/a	n/a	n/a	n/a
Christopher Tassell	4	4	n/a	n/a	2	2	n/a	n/a
Richard Walley	4	2	n/a	n/a	n/a	n/a	n/a	n/a
Mel Ward	4	4	5	5	n/a	n/a	n/a	n/a
Ellie Prodromou	3	3	n/a	n/a	n/a	n/a	n/a	n/a

Adelaide in community broadcasting; she then worked at the Adelaide Festival Centre on community programs, festivals and events. Her work since then has included cultural planning with local and state governments, running community-based arts organisations and as a member of State Arts advisory panels.

Megan Coombs

BFinAdmin *UNE CPA*

Megan was appointed executive director of Finance and Services in May 2003. She was most recently the chief financial officer of Employment National Ltd. Prior to that she held a variety of positions with the Commonwealth Department of Finance and Administration, largely associated with the financial and governance oversight of government businesses. Megan has served as a director of the Maritime Industry Finance Corporation and the ACT Hockey Centre.

Ray Kelly

Ray was appointed as director of the Aboriginal and Torres Strait Islander Arts division in March 2004, after serving on the ATSI Board and Grants Assessment Committee. He has had a prominent career both as an artist and arts advocate. A member of the Djungutti/Gumbaingirri nation, Ray directs the Indigenous program of Life Without Barriers, a community organisation based in Newcastle, NSW. He is former CEO of Awabakal Aboriginal Cooperative in Newcastle. Ray is also former chair of the Indigenous Arts Advisory Group of the NSW Ministry for the Arts and a former member of the Aboriginal National Theatre Trust.

Ben Strout

BA (cum laude) *Massachusetts*

Ben became the executive director of Arts Development in December 2000. He trained as a performer and director at the Eugene O'Neill Theatre Center's National Theatre Institute and at the Hartman Theatre Conservatory (USA). He worked as a performer and musician with a number of theatres and for several PBS television productions before coming to Sydney in 1982. Here he was artistic director of Australia's Theatre of the Deaf, directing and sometimes writing productions for young audiences. Ben formally joined the Australia Council as a senior program officer in the Performing Arts Board in 1988 and has held a range of 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 was appointed director of Corporate Affairs in April 2002 to establish the Corporate Affairs Division. She joined the Council from the energy sector where she headed major corporate-wide projects 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 strategic and line management roles.

Staff profile

The Council's staff reflect the diversity, flexibility and skills required to meet the changing needs of a dynamic arts sector. The Council's actual head count at 30 June 2004 was 148, compared to 149 employees at the same time last year. This equates to 143.02 full-time equivalents (including 16 people funded through program budgets).

Employee numbers by division as at 30 June 2004

Division	2003-04	2002-03
Arts Development	64	64
Aboriginal and Torres Strait Islander Arts	8	11
Audience and Market Development	18	18
Corporate Affairs, Office of the CEO and Artsupport	12	10
Finance and Services	16	16
Major Performing Arts	6	7
Policy Communication Research	24	23

The Council employees broadly represent staff from EEO targeted groups across all levels. The challenge is to maintain our targets for Aboriginal and Torres Strait Islander peoples, and people with a disability.

EEO Target Group data from staff that volunteered the information

	Representation	
	2003-04 (%)	2002-03 (%)
Female	75.7	75
Non-English speaking background	21.5	21.5
Aboriginal or Torres Strait Islander	1.4	4.4
With a disability	2	3.4