

## CORPORATE OVERVIEW

The Australia Council is a Commonwealth statutory authority created under the *Australia Council Act 1975*. Section 5 of the Act defines the functions of the Council as:

### FUNCTIONS

**(a) to formulate and carry out policies designed:**

- (i) to promote excellence in the arts;
- (ii) to provide, and encourage provision of, opportunities for persons to practise the arts;
- (iii) to promote the appreciation, understanding and enjoyment of the arts;
- (iv) to promote the general application of the arts in the community;
- (v) to foster the expression of a national identity by means of the arts;
- (vi) to uphold and promote the rights of persons to freedom in the practice of the arts;

- (vii) to promote the knowledge and appreciation of Australian arts by persons in other countries;
- (viii) to promote incentives for, and recognition of, achievement in the practice of the arts;
- (ix) to encourage the support of the arts by the States, local governing bodies and other persons and organisations;

- (b) to furnish advice to the Government of the Commonwealth either of its own motion or upon request made to it by the Minister, on matters connected with the promotion of the arts or otherwise related to the performance of its functions; and**
- (c) to do anything incidental or conducive to the performance of any of the foregoing functions.**

### PROFILE

The Australia Council is the Federal Government's arts funding and advisory body. Its vision is to enrich the life of the nation by supporting and promoting the arts.

Australia is a culturally rich nation and the work of our artists is central to contributing to our sense of national identity and the way we are perceived by the world. The Australia Council fulfils 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 overseas and promotes the greater appreciation of the value and role of the arts in the community.

The Council's national focus reflects the culture and creativity of both regional and urban communities, and it has a 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*. 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 its predecessors. As with similar bodies in Canada and New Zealand, the Australia Council's structure and functions were based on those of the Arts Council of Great Britain.

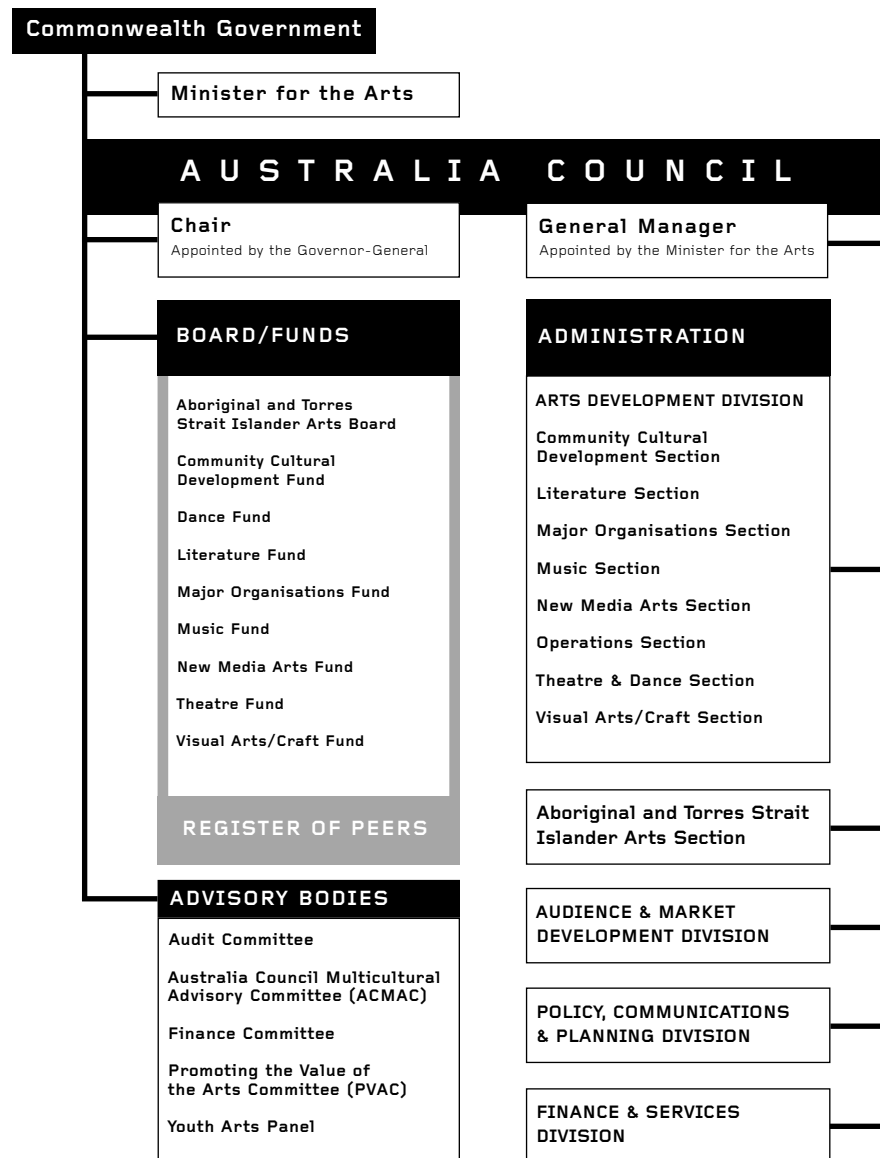
The work of the Australia Council has always been guided by two fundamental principles. The 'arm's length' principle, which is enshrined in the *Australia Council Act*, ensures that decisions about specific grants are made at a distance from political processes.

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,

and will continue to ensure 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.



## CORPORATE GOVERNANCE

The Australia Council is a statutory authority established under the *Australia Council Act 1975*. The Council is subject to the terms of its own Act as well as to the *Commonwealth Authorities and Companies Act 1997*. The latter two pieces of legislation were the result, with the *Auditor-General's Act 1997*, of the first revamp of the Commonwealth's audit framework since the original legislation in 1902.

## COMPOSITION OF THE AUSTRALIA COUNCIL

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 Board, Funds and advisory bodies operate, and for monitoring its achievements.

In accordance with the terms of the *Australia Council Act 1975*, the Council has between 10 and 14 members, including the Chair. The Chair is appointed by the Governor-General on the advice of the Minister for the Arts. Members, with the exception of the General Manager who is a member of Council *ex officio*, are part-time statutory appointments made by the Minister. Terms of appointment are generally three years. Members are selected to ensure relevant expertise in the arts and regional, gender, ethnic and Indigenous community representation. During 1999–2000, the Council met six times.

The various Funds and the Aboriginal and Torres Strait Islander Arts Board administer the Council's arts funding role

and are the Council's main source of advice with regard to the development of arts policy and grant programs.

The Funds and Board are established by the Minister under the Act and function within the framework of Council's strategic plan, *Directions 1999–2001*, and related policies and budget allocations. Under the Act, the Funds/Board must consist of a Chair and not fewer than four, nor more than eight, other members. The Funds each have seven members, including a Chair, and the Aboriginal and Torres Strait Islander Arts Board has nine members, including a Chair, as well as a nine-member Grants Committee (four of whom are Board members). Members may be appointed for four years, but, in general, appointments are for no more than three years. Fund and Board Chairs, under the Act, are members of Council.

As with Council, the Act specifies that the Funds/Board must comprise such number of persons who practise or have practised the arts or are otherwise associated with the arts and such number of community interest representatives, as the Minister thinks fit. The power to allocate grants has been delegated by the Council to the Funds/Board, assisted by expert advice of peers drawn from the Register of Peers. Grant assessment meetings are held at least twice yearly.

In addition to their role in providing advice to the Council, the Funds and Board develop their own policies – within the framework of policies and priorities determined by the Council – to assist the assessment of grant programs in their artform areas.

In addition to policy input from peers on the Funds and Board, peers are involved

in Council's decision-making processes through the Register of Peers. The Funds and Board select peers from the Register to assist them in assessing grant applications and making artform policy. Peers are listed on the Register for up to three years and may be invited once by each Fund to assist in grant assessment meetings. There is no limit to the number of times they may be invited to provide 'in-the-field' assessments and general policy advice.

There are now over 1,641 peers on the Register. Over the year, 24 peers have provided external assessment on applications, support material or performances. A further 17 peers have participated in grants assessment meetings and two peers have assisted at policy development meetings.

The Council's Conflict of Interest Code states that no applications are eligible for assessment where a member of the peer body making that grant decision is also the applicant, or is the sole or major beneficiary through a third party.

## COUNCIL COMMITTEES

In addition to policy input from the Funds and Board, the Council relies on the expert advice of peers in several specialist committees or forums established by it to examine particular issues which may affect more than one artform. The Council establishes committees from time to time according to perceived needs.

To assist in the execution of its responsibilities, the Council is supported by an Audit Committee, a Finance Committee, the Australia Council Multicultural Advisory Committee, a Youth Panel, a Promoting the Value of the Arts Committee and the Aboriginal and Torres Strait Islander Arts Grants Assessment Committee, as well as working parties convened to deal with particular issues such as the development of strategic directions, research, specific priorities in promoting the value of the arts, youth and the arts, and taxation reform.

### THE AUDIT COMMITTEE

The purpose of the Committee is to assist the Council and its members to comply with their corporate governance obligations, in particular in relation to the *Commonwealth Authorities and Companies Act 1997*. The Committee was established in February 1998 and comprises three non-executive members of Council one of whom was appointed as Chair, the General Manager *ex-officio* and an experienced financial adviser external to Council.

Persons invited to attend the meetings included the Director Finance and Services, and other Directors as deemed necessary, and the Council internal auditors KPMG. The Australian National Audit Office as Council's external auditors is also invited to attend periodically.

The Audit Committee's objectives are:

- to improve credibility and objectivity of the Australia Council's accountability process and financial reporting;
- to assist the Council and Council Members to comply with their corporate governance obligations, in particular in relation to
  - the *Commonwealth Authorities and Companies Act 1997*
  - accounting policies and financial reporting
  - external accountability requirements
  - internal control structure
  - risk management
  - other legislative and ethical obligations.

The Audit Committee reviews and makes appropriate recommendations to Council on external accountability/financial reporting, Council's internal control structure, its risk management system and audit issues. Meetings are normally held before every Council meeting and the Chair reports to Council on relevant issues. Over the year, the Committee met on four occasions: August 1999, November 1999, March 2000, and May 2000.

Members of the Audit Committee as at 30 June 2000 were:

John Rimmer (Chair)  
Deborah Klika  
Nathan Waks  
Jennifer Bott  
David Hey-Cunningham, Accountant (external)

### THE FINANCE COMMITTEE

The Finance Committee is charged with a broad oversight of the Council's budget preparation and financial management and reports to Council on budget matters on a quarterly basis.

Members of the Finance Committee as at 30 June 2000 were:

Helen Nugent (Chair)  
Margaret Seares  
David Whitney  
Jennifer Bott

### AUSTRALIA COUNCIL MULTICULTURAL ADVISORY COMMITTEE (ACMAC)

The Australia Council Multicultural Advisory Committee's function is to advise Council on matters relating to the Arts for a Multicultural Australia policy. It meets and reports to Council as required.

The committee was established in November 1999 and is comprised of members from each Fund and the Aboriginal and Torres Strait Islander Arts Grants Assessment Committee. This year the committee met three times.

Members of ACMAC as at 30 June 2000 were:

Deborah Klika (Chair)  
Janis Balodis  
Alessio Cavallaro  
Li Cunxin  
Connie Gregory  
Lindy Lee  
Bagryana Popov  
Karin Puels  
Helen Rusak  
Tarcisio Teatini-Climaco

**YOUTH PANEL**

The role of the Youth Panel is to articulate the needs of young people and to advocate for them. The Panel was established in November 1999 and aims to improve access for young people by bringing their informed ideas to Council.

Members of the Youth Panel as at 30 June 2000 were:

Deborah Klika (Chair)  
Diana Ah Naid  
Paschal Berry  
Karen Bryant  
Samantha Chalmers  
Sally Chance  
Lana Gishkariany  
Tony Grybowski  
Daniel Palmer  
Glyn Parry  
Jennifer Spinks  
Alick Tipoti  
Marcus Westbury

**ABORIGINAL AND TORRES STRAIT ISLANDER ARTS GRANTS ASSESSMENT COMMITTEE**

The Aboriginal and Torres Strait Islander Arts Grants Assessment Committee is responsible for the assessment of grants applications solely, with the Aboriginal and Torres Strait Islander Arts Board then responsible for the analysis, development, coordination, implementation, monitoring, evaluation and advocacy issues arising out of grants rounds.

Members of the Aboriginal and Torres Strait Islander Arts Grants Assessment Committee are listed in the Grants Lists on page 96.

**PROMOTING THE VALUE OF THE ARTS COMMITTEE**

The Promoting the Value of the Arts Committee was established in January 2000 to identify opportunities for partnership both within the cultural sector and more broadly in promoting the value of the arts to all Australians; and to play a lead role both individually and collectively in advancing specific actions on Council's behalf.

Members of the Promoting the Value of the Arts Committee as at 30 June 2000 were:

Jennifer Bott (Chair)  
Peter Allen  
Zita Antonios  
Stephen Armstrong  
Jane Flemming  
Peter Harvie  
Derek Hynd  
Chris Knoblanche  
Elizabeth Ann Macgregor  
Julie McCrossin  
Ian McNamara  
Sandra McPhee  
Helen Nugent  
Kerry O'Brien  
Tim O'Loughlin  
Rob Palfreyman  
Christopher Pearson  
Greig Pickhaver  
Margaret Seares  
Barry Spurr  
Margaret Throsby  
Richard Tognetti  
David Whitney



Margaret Seares



Helen Nugent



Jennifer Bott



Sally Chance

**MEMBERS OF THE AUSTRALIA COUNCIL AT 30 JUNE 2000**

**Margaret Seares** (WA) currently Pro Vice Chancellor (Community & Development) at the University of Western Australia, was appointed Chair of the Australia Council for three years from 7 July 1997. Her term has recently been extended for a further year. From 1991 to 1995 she was Dean of the School of Music, and Deputy Chair of the Academic Board at UWA and from 1995 to 1997 the CEO of the Department for the Arts in WA. Her background and training is as a musicologist. Dr Seares is also currently a member of the Foreign Minister's Australia International Cultural Council and a Director of the Australian Business Arts Foundation, (formerly the Australia Foundation for Culture and the Humanities). She was formerly a board member of the Western Australian Museum, Perth Theatre Trust, Art Gallery of Western Australia, the Australian Opera (now Opera Australia), and the West Australian Symphony Orchestra.

**Helen Nugent** (NSW) was appointed Chair of the Major Organisations Fund and a member of the Australia Council for a three-year term from 1 July 1997, and has recently been reappointed for a further two-year term to 30 June 2002. She was appointed Deputy Chair of Council from 14 August 1998. Dr Nugent returned to

duty on Council from 1 February 2000 after serving as Chair of the Federal Government's *Inquiry into the Major Performing Arts Sector* which ran from December 1998 to December 1999. She is currently also a Non-Executive Director of Macquarie Bank, TAB Queensland and United Energy Victoria. Dr Nugent's former positions have included Director of Strategy, Westpac Banking Corporation, Director of the Bank of New South Wales, Director of Mercantile Mutual, Professor of Management and Director of the MBA Program at the Australian Graduate School of Management, a partner with McKinsey & Company, as well as a member of the Commonwealth Government's Administrative Review Council. Dr Nugent has also served as Deputy Chairman of Opera Australia and as Director of Playbox Theatre.

**Jennifer Bott** (NSW) was appointed General Manager of the Australia Council for a five-year term from 8 February 1999. Ms Bott is a member of the Foreign Minister's Australia International Cultural Council and the Commission for International Cultural Promotion. She is also a member of the Australian National Commission for UNESCO and is Chair of the Cultural Commission. Ms Bott is a Trustee of the Opera Australia Benevolent Fund, a Life Member of Musica Viva Australia and is a former board member of



Nicholas Hasluck



Beth Jackson



Deborah Klika



Li Cunxin

Opera Australia and the Australian Institute of Arts Management and was formerly Deputy Chair of AFS International Programs (in New York). She is an English and history teacher by training. Ms Bott's most recent position was General Manager of Musica Viva Australia, and she has previously held senior positions with the international educational organisation AFS International Exchanges, Opera Australia, the Australian Bicentennial Authority, and with the Arts Council of Australia.

**Sally Chance** (SA) was appointed as Chair of the Dance Fund and a member of Council for a three-year term from 3 December 1999. She is co-founder and Artistic Director of Adelaide's Restless Dance Company, a youth dance ensemble, which from its first performance at the Adelaide Fringe in 1992 has developed an Australia-wide profile for explorations into cultures of disability through workshops and performance. She has had wide experience as a Dance Worker in the United Kingdom, South-East Asia and in Australia, and as a Director and Choreographer/Performer. More recently, Ms Chance was the Asialink Artist-in-Residence based at the Darpana Academy of Performing Arts in India.

**Nicholas Hasluck** AM (WA), a writer, was appointed as a Judge of the Supreme Court

of Western Australia in May this year; he was previously a Barrister and part-time president of the Equal Opportunity Tribunal. He was appointed as Chair of the Literature Fund and a member of Council for a three-year term from 4 December 1998. Justice Hasluck won *The Age* Book of the Year Award in 1984, and the Premier's Literary Prize (WA) in 1991. His works of fiction and essays include *Quarantine*, *The Light that Time has Made*, *The Chance of Politics* and most recently *Our Man K*. He has been Deputy Chair of the WA Academy of Performing Arts, a member of the Copyright Law Review Committee Experts Group and the WA Arts Council and has previously served on the Australia Council as Deputy Chair from 1978 to 1982.

**Beth Jackson** (Qld) has been appointed as a community interest representative on Council for a three-year term from 24 February 2000. Ms Jackson's current position is Director, Griffith Artworks, Griffith University, and she is responsible for overseeing the University's internationally recognised collections of Australian art, including the country's largest collection of video art. She is also a freelance curator and writer, and her recent exhibitions include a virtual online exhibition which formed part of the official Sydney Olympic Games Arts Program. In 1999 she served as Chair of the Multimedia Art Asia Pacific Festival.



Patrick Morgan



Christopher Pearson



Ron Radford



John Rimmer

**Deborah Klika** (NSW) is a film and television producer, and script editor, who operates her own consulting firm Comedy Script Services and is co-founder of The Comedy Workshop. She was appointed as a member of the Australia Council for a three-year term from 27 March 1997, subsequently appointed Chair of the Community Cultural Development Fund from 13 August 1998, and has recently been reappointed for a further two-year term to 11 April 2002. Ms Klika previously sat on the NSW Government Women's Consultative Committee and currently sits on the NSW Government's Legal Services Tribunal, and has recently been appointed Convenor of the ABC National Advisory Council.

**Li Cunxin** (Vic) is Manager of the Asian Desk of Johnson Taylor Stockbrokers, and was appointed as a member of the Australia Council for a three-year term from 22 June 1999. He recently retired from The Australian Ballet where he was Principal Artist from 1995 to 1999. Li Cunxin was accepted for the Beijing Dance Academy at the age of 11. He was soloist, and then principal dancer, with the Houston Ballet from 1979 to 1995, and has danced leading roles in the major classical and contemporary ballets. He has received numerous awards at international competitions held in the USA, Japan and the former USSR.

**Patrick Morgan** (Vic) is a writer and was appointed for a three-year term on Council from 24 July 1999; he has also been appointed as Chair of Council's newly established Regional Arts Panel. Formerly Senior Lecturer at the Gippsland Campus of Monash University, Mr Morgan previously served a three-year term on the Literature Fund of the Australia Council. He won the Inaugural Community and Local History Award in 1998 for *The Settling of Gippsland*, and is co-editor of the Australian Academy Edition of *Henry Kingsley: The Recollections of Geoffrey Hamlyn*, the first in a series of scholarly editions of classic Australian texts. He is Chair of the Literature Residencies Advisory Committee, Asialink, University of Melbourne, and is also a member of the National Archives of Australia Advisory Council and of the Council of the Royal Historical Society of Victoria.

**Christopher Pearson** (SA) is an essayist, reviewer and journalist and was appointed as a community interest representative member of the Australia Council for a three-year term from 27 March 1997; he has recently been reappointed for a further two-year term to 11 April 2002. He is the editor of *The Adelaide Review*, a columnist for *The Australian Financial Review*, and the winner of a National Trust Award. He also serves on the Council for the National Museum of Australia. Mr

Pearson was a founding editor of *The Sydney Review*, and has been publisher of Wakefield Press.

**Ron Radford** (SA), Director of the Art Gallery of South Australia since 1991, has been appointed Chair of the Visual Arts/Craft Fund and a member of the Australia Council for three years to 9 June 2000; his term has recently been extended to 9 June 2001. Mr Radford has worked in the art museum profession in Victoria and South Australia for 25 years and has been responsible for the acquisition of over 4,000 works of heritage and contemporary art and curated over 80 exhibitions. Previously, he was Senior Curator at the Art Gallery of South Australia, and before that Director of the Ballarat Fine Art Gallery. He is currently a member of the inaugural National Portrait Gallery Board. Ron Radford has served on a great number of arts committees, most recently as Chairman of the Council of Australian Art Museum Directors and as a member of the Commonwealth Heritage Collections Committee, and also formerly sat on the Board of the Centre for British Studies, University of Adelaide.

**John Rimmer** (Vic) was appointed as a member of the Australia Council from 27 March 1997, and was subsequently appointed as Chair of the New Media Arts Fund from 1 July 1998, thus extending his term on Council to 30 June 2000. He has recently been reappointed to 30 June 2002. He served as Deputy Chair of Council for 12 months until 31 January 2001 (in Dr Nugent's absence on the MPAI). Mr Rimmer is a Principal of Acuity Consulting Pty Ltd. His Board appointments include positions as Chairman of Electronic Trading Concepts Pty Ltd, Chairman of Joint Technology Parks Pty Ltd, Deputy President of the

Library Board of Victoria, member of the Australian Broadcasting Authority and member of the National Health Information Management Advisory Council. Prior to 1997 he was a senior executive in the Victorian Government, most recently as Executive Director of Multimedia Victoria and before that Head of the Cabinet Office. He is a former recording pianist for the ABC.

**Richard Walley OAM** (WA) has been appointed as Chair of the Aboriginal and Torres Strait Islander Arts Board and a member of the Australia Council for a two-year term from 31 May 2000. He is Director of Aboriginal Productions and Promotions, and is one of Australia's leading Aboriginal performers and writers. Mr Walley has been involved as director, designer, writer, musician, dancer and actor with a range of stage and television productions including *The Dreamers* (1982), *A Fortunate Life* (1984), *Bullies House* (1985), *Coordah* (1985), *Australian Mosaic* (1988), *Jackaroo* (1990), *Munjong* (1990), *Balaan Ballaan Gwdtha* (1992) and *Close to the Bone* (1993). He has toured Australia, Japan, Europe, and the USA with a number of these productions, and as a didjeridu performer and a lecturer on Nyoongar culture. Richard Walley has served a previous term as ATSI Chair from 1992 to 1996.

**Nathan Waks** (NSW) is Principal Cellist with the Sydney Symphony Orchestra, and a Board Member of the Australian National Academy of Music, and was formerly Managing Director of Symphony Australia. Mr Waks was appointed Chair of the Music Fund and a member of Council from 4 December 1998 to 30 September 2001. Formerly a Director of Music at the ABC, founding Director and Artistic Adviser of the Australian



Richard Walley



Nathan Waks



David Whitney



Vyvian Palma

Chamber Orchestra and founding Director of the Australian Music Centre, Mr Waks has also performed with a number of prestigious orchestras, including the BBC Symphony Orchestra. He studied at the Paris Conservatoire, and has won the ABC Instrumental Competition; his compositions include scores for the films *Kangaroo*, *For Love Alone* and *My Brilliant Career*.

**David Whitney** (ACT) is Director of the Canberra Theatre Centre and was appointed Chair of the Theatre Fund and a member of the Australia Council for a three-year term from 24 July 1999. He was previously Director of the Araluen Centre for Arts and Entertainment in Alice Springs, Executive Member of the Australian Performing Arts Centres Association, and General Manager of the Riverland Cultural Trust in Berri, South Australia, and has held several positions with the Adelaide Festival Centre Trust.

**Vyvian Palma**, the Administrator within the Audience and Market Development Division, was elected staff representative on Council for 1999–2000.

In other changes to the membership of Council during the year under review, **John Moriarty**, Chair of the Aboriginal and Torres Strait Islander Arts Board, completed his three-year term on 26

March 2000, **Mark Bin Bakar** served as Acting Chair of the Aboriginal and Torres Strait Islander Arts Board (and Councillor) from 3 May to 30 April 2000; **Geoffrey Street**, Chair of the Theatre Fund, completed his three-year term on 23 July 1999; and **Susan Street**, Chair of the Dance Fund, resigned as from 11 September 1999 to take up an overseas academic appointment. In addition, **Joseph Skrzynski**, who served as Acting Chair of the Major Organisations Fund in the absence of Dr Helen Nugent who chaired the *Inquiry into the Major Performing Arts Sector*; retired on 31 January 2000.

## STAFF STRUCTURE

Supporting the work of the Council, its Board, Funds and advisory bodies, is a full-time staff of 118 located in Sydney. Staff are appointed under the *Australia Council Act 1975*, on terms and conditions similar to those of the Australian Public Service.

In September 1999, the Australia Council's administration was realigned in order to better address the priorities of Council's strategic plan *Directions 1999–2001*. The Corporate Services Division was renamed Finance and Services; and the Human Resources and Information Technology sections were moved to Policy, Communications and Planning Division, formerly Strategy and Policy. The Audience Development Division was renamed Audience and Market Development; and Arts Funding Division was renamed Arts Development Division. Each of these four Divisions continues to be headed by a Director. As part of this realignment, the Executive was formed. The Executive comprises: the General Manager's Office; the Director, Strategic Initiatives; and the Secretariat, formerly part of Strategy and Policy Division.

The Arts Development Division comprises nine sections, including the Operations Section, which is responsible for the processing and registration of grant applications and other routine aspects of the administration of Council's funding responsibilities. The Aboriginal and Torres Strait Islander Arts Section is headed by a Director and the nine sections within Arts Development are headed by a Manager. These senior officers manage the grant assessment process and artform development for the Aboriginal and Torres Strait Islander Arts Board and each

of the Funds: Community Cultural Development, Literature, Major Organisations, Dance, Theatre, Music, New Media Arts and Visual Arts/Craft.

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

The Policy, Communications and Planning Division comprises Public Affairs, Policy and Planning, Human Resources, Information Technology, and the Library, each headed by a Manager.

The Finance and Services Division includes Finance and Services, each headed by a Manager.



Sarah Gardner



Ben Strout



Fay Nelson



Philip Rolfe

## SENIOR MANAGEMENT

The Australia Council's senior management team is headed by the General Manager and includes the Directors of the four Divisions (Arts Development, Audience and Market Development, Policy, Communications and Planning, and Finance and Services), the Director of Strategic Initiatives, and the Director of the Aboriginal and Torres Strait Islander Arts Section.

**Sarah Gardner** was appointed Director of Strategic Initiatives in September 1999 having been formerly the Director of the Strategy and Policy Division since February 1996 and the Acting Director since May 1995. Ms Gardner has been with the Australia Council since 1990, first as Public Affairs Manager and then as Operations and Communications Manager with the Performing Arts Unit. Prior to joining the Council, she had been a senior consultant with Issues Australia and National Media Coordinator for the Australian Bicentennial Authority.

**Ben Strout** became the acting Director of Arts Development in August 1999. He joined Council as the Senior Program Officer in Theatre for the Performing Arts Board in 1988 and since then also has been Senior Program Officer in Dance, policy officer in the 1994–95 review of peer assessment, Operations and

Communications Manager for Performing Arts, and Manager of both Theatre and Dance. In 1990 he spent a year away from Council and was the Executive Director of the Australian Centre of the International Theatre Institute. Mr Strout has a BA *cum laude* in History of Ideas from Williams College, Massachusetts, training as a performer and director at the Eugene O'Neill Theatre Center and the Hartman Theater Conservatory (USA). He worked with a number of theatres in the USA and for PBS television before joining Australia's Theatre of the Deaf in 1982 as Artistic Director.

**Fay Nelson** was appointed Director of the Aboriginal and Torres Strait Islander Arts Board in March 1998. Mrs Nelson joined the Australia Council in 1996 as Program Manager Policy and Communications. Mrs Nelson was formerly the Information Officer with the Aboriginal and Torres Strait Islander Commission. She is widely recognised for her in-depth knowledge of Aboriginal art and cultures.

**Philip Rolfe** joined the Australia Council's Theatre Board in 1989 after a diverse arts career in Australia and overseas. He was Deputy Director, Arts and Entertainment for the Australian Bicentennial Authority for four years until 1988, has administered theatre companies and projects in Britain and Australia and

toured performing arts throughout Europe and Japan. For the Australia Council, he was instrumental in developing 'hybrid arts' (now New Media Arts) and various international programs, including the successful Australian Performing Arts Markets. He was Acting Executive Officer, Performing Arts from 1996 to 1997 and was Acting Director, Audience Development from June 1997 and appointed Director in July 1998.

**Don Baxter** commenced as Director, Policy, Communications and Planning Division in October 1999; and was formerly the Director, Arts Funding Division from 1 July 1997. A librarian by training, Mr Baxter had spent the previous thirteen years leading the community response to HIV/AIDS at a national and State level, the last six years as Executive Director of the AIDS Council of New South Wales, Australia's largest HIV/AIDS organisation. He is a member of the board of the South Eastern Sydney Area Health Service and a range of community organisations.

**John Wicks**, Director, Finance and Services, has been with the Council since October 1989, first as Accountant, Finance Division and then as Senior Finance Officer, Arts Funding Division. Mr Wicks has been in his current position since March 1999. Prior to joining the Council, Mr Wicks spent eleven 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. He has a Bachelor of Business degree, with a major in accounting and a Diploma in Business Accounting. Mr Wicks is an associate member of the Australian Society of Certified Practising Accountants.



Don Baxter



John Wicks

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