



Corporate Plan

2018-2022



Australian Government





Cover: Juk Yuang, participant Akolkol Dastan Gesa.
Image courtesy of Poppy van Oorde-Grainger
Credit: Matsu

CONTENTS

INTRODUCTION	3
FUNCTIONS OF THE AUSTRALIA COUNCIL	6
STRATEGIC GOALS	8
<i>Goal one:</i> Australian arts are without borders	8
<i>Goal two:</i> Australia is known for its great art and artists	10
<i>Goal three:</i> The arts enrich daily life for all	12
<i>Goal four:</i> Australians cherish Aboriginal and Torres Strait Islander arts and culture	14
CORPORATE PRIORITIES	16
WHY IT MATTERS	18
VALUES	18
CULTURAL ENGAGEMENT FRAMEWORK	19
OUR OPERATING ENVIRONMENT	20
FINANCIAL PROJECTIONS	22
REVIEW OF COUNCIL'S PERFORMANCE	23
KEY PERFORMANCE INDICATORS	24
RISK MANAGEMENT	25

Vision

a culturally
ambitious nation

Purpose

to champion and invest
in Australian arts



Gravity & Other Myths, Backbone.
Credit: Darcy Grant

INTRODUCTION

We are pleased to present our Corporate Plan 2018–2022 as required under Section 35(1)(b) of the Public Governance, *Performance and Accountability Act 2013* (the PGPA Act) and Section 45 of the *Australia Council Act 2013*. This Plan outlines the Australia Council's direction for the next four years, including detail about our priorities, significant activities and measures.

The Australia Council is the Australian Government's principal arts funding and advisory body. The Council invests in artistic excellence through support for all facets of the creative process; increases awareness about the value of the arts; and is committed to the benefits of arts and culture being more accessible to all Australians.

The Council has a unique leadership role in fostering an artistically vibrant arts sector and promoting the value of the arts to the lives of all Australians and to Australia's social, economic and cultural prosperity. This is achieved through: a peer assessed grants program which supports Australian artists and organisations to produce excellent art; management of the Major Performing Arts Framework and Visual Arts and Craft Strategy; research and analysis that demonstrates the value of investment and participation in the arts; leveraging opportunities for increased arts investment; and national and international strategic activity that develops sector capacity and increases markets and audiences for Australian work.

The Australia Council is committed to long-term support for First Nations arts as one of our four strategic goals for

a culturally ambitious nation and in keeping with the functions of our Act. The Council undertakes a broad range of activity to support First Nations arts and cultural expression, including investment through project grants and multi-year organisational funding; targeted investment through our Chosen and Signature Works programs; capacity building and strategic development nationally and internationally; the National Indigenous Arts Awards; and internationally renowned research that investigates the First Nations arts ecology and promotes greater access and participation in First Nations arts experiences by all Australians.

The Council is also charged with upholding and promoting freedom of expression in the arts, which is primarily delivered through arm's length functions such as our peer assessed grants program. Since introducing our revised peer assessment model in 2015, more than 700 peer assessors from across Australia have made funding decisions, distributing more than \$200 million in the process.

As we enter the final stages of our 2014–2019 strategic plan *A Culturally Ambitious Nation*, it is timely to reflect on our achievements and consider the evidence base we have built to inform our future strategic direction.

The Council invests in artistic excellence through support for all facets of the creative process; increases awareness about the value of the arts; and is committed to the benefits of arts and culture being more accessible to all Australians.



Bangarra Dance Theatre, *Bennelong*. Credit: Vishal Pandey

The transformational changes achieved through the implementation of *A Culturally Ambitious Nation* significantly impacted the outcomes delivered by the Australia Council. More than 14,500 applications requesting \$650 million have been processed with more than 18% of these being from successful first time applicants. Despite turning down more than 8 in 10 applications for funding, the results of our latest survey of more than 2,000 stakeholders show that 90% of respondents experienced a positive impact from Australia Council staff. The survey also revealed the priorities our stakeholders would like us to pursue, including advocating for sustainable careers for artists.

Making Art Work: An Economic Study of Professional Artists in Australia funded by the Australia Council and written by Professor David Throsby and Katya Petetskaya was published in November 2017. For the first time the Council produced a companion report to the longitudinal survey that placed

the findings alongside other literature and analysis to explore the wider context for Australian artists. This research highlights increasing challenges to maintaining a viable career as a professional artist in Australia. Average total annual incomes for professional artists in Australia are 21% below the Australian workforce average, and income from creative work has decreased by 19% since the last survey in 2009. This is at odds with the increasing value that Australians place on the arts.

While the digital environment presents new opportunities for artists and audiences, there are numerous challenges on the horizon. These include increased audience expectations for free content, potential for misappropriation and unauthorised exploitation. Understanding these challenges, and exploring solutions and opportunities to address them will be critical to improving artists' rights and livelihoods.



Fanny Lumsden 2018 Promo. Credit: Dan Stanley Freeman

With arts and creativity central to the future social, cultural and economic success of our nation, the Council believes it is vital that we recognise and support professional artists through structures, protections and remuneration that ensure we can make art work into the future.

2018/19 will see the wholesale replacement of Council's business systems, including a move to cloud based platforms that will increase productivity and our ability to support the arts sector. These reforms will provide Council with a solid operational platform for the future and enshrine technology as a key enabler of our work.

Following the commencement of our new Chair, Sam Walsh AO on 1 July 2018 there will also be a transition of leadership as Chief Executive Officer Tony Grybowski concludes his five year fixed term as CEO in October 2018.

Over the course of this Plan the Council will continue to recognise and celebrate the

contributions made by Australian artists, increase investment in the arts through our co-investment strategy and promote greater awareness and appreciation of the arts through our research, sector knowledge and engagement.

This Corporate Plan will be reviewed annually and extended on a rolling four-year basis. As such it is expected that the Plan will evolve over future years as the Council works towards its strategic goals, responds to emerging priorities and continues to implement change.

SAM WALSH AO
Chair

30 August 2018

TONY GRYBOWSKI
Chief Executive Officer

FUNCTIONS OF THE AUSTRALIA COUNCIL

The Australia Council has the following functions, as set out in the *Australia Council Act 2013*, s.9:

- (a) to support Australian arts practice that is recognised for excellence;
- (b) to foster excellence in Australian arts practice by supporting a diverse range of activities;
- (ba) to support Aboriginal and Torres Strait Islander arts practice;
- (bb) to support Australian arts practice that reflects the diversity of Australia;
- (bc) to uphold and promote freedom of expression in the arts;
- (bd) to promote community participation in the arts;
- (c) to recognise and reward significant contributions made by artists and other persons to the arts in Australia;
- (d) to promote the appreciation, knowledge and understanding of the arts;
- (e) to support and promote the development of markets and audiences for the arts;
- (f) to provide information and advice to the Commonwealth Government on matters connected with the arts or the performance of the Council's functions;
- (g) to conduct and commission research into, and publish information about, the arts;
- (h) to evaluate, and publish information about, the impact of the support the Council provides;
- (i) to undertake any other function conferred on it by this Act or any other law of the Commonwealth;
- (j) to do anything incidental or conducive to the performance of any of the above functions.



Anna Thorn and Tully McDonald as Cloud 8 and Cloud 9, Theatre Kimberley's Sandfly Circus production of *Come Fly With Us*, 2017 Broome. Credit: Julia Rau

STRATEGIC GOALS

These goals, actions and measures underpin the four goals of our Strategic Plan 2014-2019

GOAL ONE:

AUSTRALIAN ARTS ARE WITHOUT BORDERS

Australian artists and arts organisations continue to increase their cross border activity.

We provide a wide range of national and international support for artists and arts organisations to work across borders through our grant programs, strategic initiatives and through our support of the Major Performing Arts Companies.

Since March 2015 we have supported 798 projects that involved activity taking place in more than one state or territory, helping to ensure that the arts are not constrained by internal borders.

In 2017 we awarded more than \$5.9 million to projects that involved outbound international activity and supported more than 320 artists and organisations to work internationally.

Additional support for Australian artists and organisations working overseas is provided by our International Development Managers. Introduced in 2014, this team of internationally based staff respond to demand for market intelligence and facilitate networking and partnership development. In 2017-18, more than 2,000 inquiries have been fielded and a formal partnership agreed with the West Kowloon Cultural District Authority.

Following an open call to all Australian artists and curators, the artistic team of Angelica Mesiti and Juliana Engberg were selected as the artist and curator for Australia's representation at the 58th International

Art Exhibition, Venice Biennale 2019. The artistic team was selected by an independent Venice Selection Panel, made up of national and international members with expertise across the visual arts.

In 2017, multi-year funded major and small to medium arts organisations staged more than 2,000 performances in regional Australia and reached more than 5 million people across the country. The companies also staged 1,000 international performances, helping to bring Australian work to more than 350,000 global audiences members.

During the life of this Plan, Council will:

EXPLORATION:

Enable artists to discover and develop across borders

- Support artists and arts organisations working internationally through our grants programs and strategic initiatives
- Through our International Development Managers in Europe, North America and Asia, build intelligence, share insight and support the sector to work internationally
- Lead outbound delegations of Australian artists and arts workers at key international events and markets
- Deliver an international residencies program

RECIPROCITY:

Strengthen collaboration and partnerships nationally and internationally

- Support artists and art organisations to collaborate nationally and internationally through our grant programs and strategic initiatives
- Deliver the Tri-Nations Exchange program that brings together First Nations artists and arts workers from New Zealand, Canada and Australia
- Convene All Jurisdictions Meetings that bring together state and territory funding agencies
- Share data and information generated through our funding programs
- Collaborate with the Department of Communications and the Arts, the Department of Foreign Affairs and Trade, Austrade, and other partners

STIMULATION:

Captivate global audiences with diverse Australian work

- Support projects that involve international presentation outcomes
- Assist Major Performing Arts Companies to present work internationally
- Manage the Australian exhibition and associated program of events in Venice, Italy, for the 58th and 59th Art Biennale in 2019 and 2021
- Support key market events held in Australia, including the Australian Performing Arts Market
- Offer tailored support for First Nations artists at key market events

EXPANSION:

Grow the profile of Australian Art

- Deliver the annual Australia Council Awards
- Deliver inbound delegations of international curators, programmers, publishers and buyers to Australian platforms
- Work with international partners to develop opportunities to showcase leading Australian work in local and international spaces
- Optimise exposure and advocacy for Australian artists and arts overseas through the International Development Managers

WE WILL MEASURE OUR PERFORMANCE BY:

- The number of funded artists and arts organisations working across borders nationally
- The number of Australia Council supported arts activities outside of Australia
- The number of funded Australian artists and arts organisations working internationally
- The international audience numbers for Australia Council supported arts activities

STRATEGIC GOALS

GOAL TWO:

AUSTRALIA IS KNOWN FOR ITS GREAT ART AND ARTISTS

Australia is increasingly known for great art made by a diverse range of artists experimenting and pushing boundaries in an environment that supports freedom of expression. Seven in 10 Australians agree that artists should have total freedom of expression¹.

In line with our Cultural Engagement Framework, ensuring artists and organisations from all backgrounds and geographic locations have access to grants and other support is critical to ensuring that our artistic voices reflect the diversity of Australia. More Australians now agree that the arts reflect Australia's cultural diversity (75%, up from 64% in 2013)².

Since March 2015, more than 24% of the funding allocated through our grant programs has gone to culturally and linguistically diverse groups. In total, 2017 saw more than \$5.5m awarded to artists and arts organisations identifying as belonging to culturally and linguistically diverse groups.

As part of our Capacity Building activities delivered in 2017 and 2018, more than 95 arts workers have developed networks, and skills in leadership, advocacy, change management and tackling cultural issues. For the first time in 2018, the programs included international arts workers funded in partnership with the Department of Foreign Affairs and Trade. 2019 will see further expansion in a pilot First Nations Leadership Program.

Through the *Australia Council Act 2013* we are charged with upholding and promoting freedom of expression in the arts, and do so through our peer assessment process, operating at arm's length from Government.

In 2016-17 we refreshed the pool of peers that we use to assess applications. Since that refresh, we have used more than 285 experts in creative practice, arts management and audience engagement drawn from across Australia. 29% of the expert peers used were based in regional and remote areas, while 23% identified as being culturally and linguistically diverse. This diversity helps to ensure that our decisions are informed by a wide range of expertise and knowledge, enabling us to support a broad variety of great art.

During the life of this Plan, Council will:

EXCELLENCE:

Support arts organisations to lead in innovation, collaboration and development of original work

- Manage the Major Performing Arts Framework and Visual Arts and Crafts Strategy in partnership with the State and Territory Governments
- Through our Arts Practice Directors, manage relationships with organisations in receipt of Four Year Funding
- Provide ongoing guidance and sector development through pre-application advice and post-application feedback
- Deliver the Governance for Arts Organisations capacity building program

DIVERSITY:

Fuel diverse practice from artists of many different backgrounds

- Build on the 14% of funding allocated through our grant programs to projects by people from culturally and linguistically diverse groups
- Embed the Cultural Engagement Framework in all elements of our work

ADVENTURE:

Foster experimentation, risk-taking and freedom of expression in all art forms

- Develop a strong body of research exploring the impact of new innovations and technology on the future of creating and experiencing art
- Ensure the experience, knowledge and diversity of our peer assessment panels is suitable to assess experimentation and risk taking
- Champion the development of, and access to, a diverse range of new art forms and closely monitor developments in innovative artistic practice
- Continue to provide dedicated funding for experimental organisations and projects assessed by the Emerging and Experimental Arts peer panel

STRENGTH:

Build the capacity of artists to make excellent work

- Deliver the annual Australia Council Fellowships
- Continue to award more than 70% of funding through our grant programs to projects that involve the creation of new work
- Conduct and publish the sixth economic study of professional artists in Australia, the *Individual Artists Survey*
- Promote use of the Artistic Vibrancy Framework by Major Performing Arts Companies and small to medium arts organisations
- Deliver the Future Leaders Program, the Arts Leaders Program, the First Nations Leadership Program pilot other capacity building programs

WE WILL MEASURE OUR PERFORMANCE BY:

- The number of new Australian works produced
- The number of applications supported that involve experimental practice
- The audience numbers for culturally diverse work
- The proportion of project funding awarded to culturally diverse artists and organisations

¹ Australia Council for the Arts, Connecting through the Arts: Results of the 2016 National Arts Participation Survey, June 2017, p. 13

² Australia Council for the Arts, Connecting through the Arts: Results of the 2016 National Arts Participation Survey, June 2017, p. 36

STRATEGIC GOALS

GOAL THREE:

THE ARTS ENRICH DAILY LIFE FOR ALL

The arts play a central role in Australian life. In 2016, 98% of Australians engaged with the arts³. We are dedicated to giving a more diverse range of people the opportunity to engage with the arts.

Since launching in 2015, more than 30% of artists and organisations funded through our grant programs nominated access and participation or audience engagement as the primary outcome of their project. In 2017, more than 192 projects were supported that involve activity in regional Australia, with 89 of the 128 companies supported through our Four Year Funding program also engaging regionally.

In July 2018, we released a new online interactive dashboard that looks at arts attendance at Federal Electorate level across Australia. The dashboard is a valuable tool for people to track arts attendance in their electorate.

In order to reach a wide range of potential applicants, since July 2017 our Artists Services team have held grant information sessions for over 700 artists and arts workers in every capital city and 16 regional areas.

The high value that Australians place on the arts is reflected in the time and money that Australians give to support artists, arts organisations and arts projects – one in four Australians gave their time or money to the arts in 2016⁴. Working in partnership with the private sector, we have developed new opportunities and funding partners to promote the inclusion of arts in daily life. In 2017-18 we worked in partnership to deliver the Mordant Family Affiliated Fellowship, the Marten bequest and administer grants from the Phonographic Performance Company of Australia.

Through Playing Australia, the Contemporary Music Touring Program and the Contemporary Touring Initiative we support national mobility across regional Australia.

During the life of this Plan, Council will:

ABUNDANCE:

Infuse everyday life with arts and culture

- Convene targeted grants information sessions in multiple regional and metropolitan centres in collaboration with local, state and territory governments
- Support the presentation of 4,500 works each year as a result of Australia Council funding
- Continue attendance at National Local Government Cultural Forum meetings to advocate for artistic and cultural opportunities
- Encourage Four Year Funded organisations to develop new audiences and engage with diverse communities

INCLUSION:

Ensure more Australians have access to and engage with the arts

- Deliver three rounds of the Regional Touring Programs each year
- Reach more than 13 million audience members each year through funded organisations and individual artists
- Deliver the national Arts Marketing, Communications and Ticketing Summit
- Measure public attitudes and participation in the arts by conducting and publishing the longitudinal *Participation in the Arts* survey
- Assist Major Performing Arts Companies to deliver community engagement programs consistent with the Major Performing Arts Framework

A NEW GENERATION:

Strengthen artistic experiences by, with and for children and young people

- Continue to award more than 30% of funding allocated through our grant programs to projects with, by and for young people
- Assist Major Performing Arts Companies to deliver programs for young people
- Include young people and those with youth arts experience in our pool of peer assessors

LEVERAGE:

Increase public and private investment in the arts

- Deliver a co-investment plan
- Run a pilot microloans program offering alternative funding sources for artists and arts organisations
- Collaborate with Creative Partnerships Australia, Philanthropy Australia, and other partners to build the capacity of arts organisations to raise additional funds from non-government sources
- Issue peer endorsement letters to high quality projects that we are unable to support due to lack of funds

WE WILL MEASURE OUR PERFORMANCE BY:

- The average audience numbers for Australia Council funded projects
- Participation and funding in the arts increasingly reflects Australia's diversity
- The number of artistic experiences by, with, and for children and young people
- The level of funding for the arts from private sources administered by the Australia Council

³ Australia Council for the Arts, *Connecting through the Arts: Results of the 2016 National Arts Participation Survey*, June 2017, p. 9

⁴ Australia Council for the Arts, *Connecting through the Arts: Results of the 2016 National Arts Participation Survey*, June 2017, p. 40

STRATEGIC GOALS

GOAL FOUR:

AUSTRALIANS CHERISH ABORIGINAL AND TORRES STRAIT ISLANDER ARTS AND CULTURE

Australia is home to the most enduring art and culture makers on earth: Aboriginal and Torres Strait Islander people. We aim to make cultural expressions of our First Nations people a source of pride for all Australians. In 2016, seven million Australians, or 35% of the population, attended First Nations arts – a record level of attendance and double that of 2009⁵.

While more people are attending First Nations arts across all art forms, there are challenges and opportunities for First Nations artists, presenters and audiences as highlighted in the Council's 2015's *Building Audiences: Aboriginal and Torres Strait Islander Arts* and 2016's *Showcasing Creativity: Indigenous Performing Arts Programming*. We will continue to develop the knowledge base around First Nations art with a third study, *Creating Art*, exploring challenges and opportunities to do with the creation of First Nations artistic works.

Since 2015, we have invested more than \$7 million in 196 projects delivered by First Nations people and organisations. In 2017, we supported 66 projects delivered by First Nations people and organisations, with 80% involving the creation of new work by First Nations artists.

Since 1993, we have been recognising and celebrating the achievement of First Nations artists through the Red Ochre Award, now a focal point for the annual National Indigenous Arts Awards delivered by the Australia Council. In 2017, for the first time, we recognised male and female artists with an expanded Red Ochre award funded by our co-investment program. We will continue to offer two Red Ochre Awards to recognise male and female artists.

Our Aboriginal and Torres Strait Islander Arts peer assessment panel ensures that First Nations people are making decisions on funding allocations to First Nations artists and arts organisations.

During the life of this Plan, Council will:

ENRICHMENT:

Empower Aboriginal and Torres Strait Islander artists and cultural practitioners to be at the centre of Australian arts

- Continue First Nations led decision making via the Aboriginal and Torres Strait Islander Arts peer assessment panel
- Continue the high representation of peer assessors (16%) identifying as First Nations peoples
- Deliver the annual National Indigenous Arts Awards, including The Red Ochre Award recognising a male and female artist and The Dreaming Award
- Create the new position of Arts Practice Director, First Nations Arts and Culture from existing resources and headcount

BRILLIANCE:

Invest in artistically excellent signature works of scale

- Broker partnerships to increase First Nations artistic collaborations
- Deliver Building on Story: Innovation Lab, a program to help First Nations artists realise works of scale
- Explore investment opportunities to ensure new works are created

BELONGING:

Increase Australians' experience of Aboriginal and Torres Strait Islander arts and cultures

- Continue to award more than 50% of funding allocated through the Aboriginal and Torres Strait Islander Arts panel to projects that include the presentation of work
- Build market and audience development capacity for First Nations arts in both First Nations organisations and amongst other organisations and presenters
- Deliver reciprocal programs for First Nations artists and arts mediators

JOURNEY:

Support intergenerational transfer of artistic and cultural knowledge for Aboriginal and Torres Strait Islander communities to practise and experience their culture

- Develop the business model for the National Indigenous Arts and Culture Authority
- In partnership with stakeholders, deliver a First Nations arts and culture summit
- Extend the successful CHOSEN program to facilitate intergenerational transfer of artistic and cultural knowledge
- Deliver the annual Dreaming Award recognising an inspirational young artist and providing them with a mentor

WE WILL MEASURE OUR PERFORMANCE BY:

- The level of participation of First Nations people in the arts
- The number of new works created by First Nations artists and arts organisations
- Audience numbers for works by First Nations artists
- The proportion of funding from sources other than the Australia Council in support of First Nations arts

⁵ Australia Council for the Arts, Connecting through the Arts: Results of the 2016 National Arts Participation Survey, June 2017, p. 14

CORPORATE PRIORITIES

Key priorities for the Australia Council Board, Executive and staff are:

Operational efficiency and effectiveness

Following the introduction of our new funding model in 2015, and finalising the subsequent iteration of the model in 2016, we continue to seek improvements in our operational efficiency while maintaining our effectiveness across a range of programs and activities.

Organisational reforms to support the new funding model saw a number of functions centralised in Corporate Resources, Artists Services, Peer Services and Research and Knowledge Management. With these functions now bedded in, we have carried out a whole of organisation business needs analysis to inform future investments in our business systems and technology infrastructure.

In the first year of our Business Systems Transformation Program we will roll out wholesale changes including replacement, upgrades and improvements to our business systems. This program is expected to deliver a number of benefits in productivity, security and compliance. The work is consistent with Government policy of moving to Cloud-based systems and infrastructure.

To better understand our operational performance, and identify areas for improvement, we have engaged with international arts funding agencies to benchmark our operations globally.

Knowledge and advocacy

The Council has a unique leadership role in building an artistically vibrant arts sector and promoting the role of the arts in the lives of Australians. Strategic research and analysis informs our work, strengthens our grant making and builds the evidence base for public value, investment and participation in the arts.

We are committed to analysing and sharing our data in an increasingly interactive and accessible format. We will continue to conduct and commission a wide range of original research responding to the evolving needs of the sector. This includes understanding the future of the arts in the face of technological disruption, new business models, artists' careers, diversity, First Nations arts and culture and public value.

Advocacy is implicit in the Council's legislative functions and is embedded in the goals of this Plan. We will identify ways to:

- support the development of Commonwealth arts policy, including through using our research, arts sector networks and expertise to address policy challenges
- increase awareness and appreciation for the arts
- increase investment in the arts
- promote artistic freedom and diversity of expression and participation

Service delivery

We strive to continually improve the efficiency and effectiveness of service delivery to our clients, including applicants, peer assessors, grantees and other stakeholders. We have improved communication with clients via our website, social media and live streaming information sessions, and will continue to optimise the use of digital channels.

Having introduced a centralised Artists Services division, we continue to review our pre-application and post-application feedback processes to identify opportunities to improve this crucial service. We have successfully reduced paperwork for grantees and peer assessors through the introduction of Recipient Created Tax Invoices. Further service delivery improvements will be realised through the implementation of a new Cloud-based grants management system and other critical software. This will include an online data hub for use by major, medium and small arts organisations. These improvements will increase our ability to share data and provide other value add services to our stakeholders.

We continue ongoing surveys of our peer assessors to identify potential improvements in our peer assessment process.

Sector engagement

The realisation of our Strategic Plan relies on the expertise of our staff and a deep understanding of the arts through continual engagement and consultation with peer assessors, artists, arts organisations and other key stakeholders. While we work closely with funded organisations and artists we are committed to engaging across the broader arts community in support of a vibrant national arts sector.

Ongoing, sustained engagement and consultation is key to understanding the arts communities and audiences we serve. It underpins our commitment to high quality service delivery. The introduction of an integrated, Cloud-based client relationship management system in 2018 will allow us to better co-ordinate our engagement and consultation activities.

While we work closely with funded organisations and artists we are committed to engaging across the broader arts community in support of a vibrant national arts sector.

WHY IT MATTERS

OUR CAUSE

Enriching lives

OUR VISION

A culturally ambitious nation

OUR COMMITMENT

Communicate with clarity

OUR CULTURAL PILLARS

People

Growth through value and inspiration

Relevance

Social, cultural and public

Community

Inclusive and engaged

The Arts

Supporting impact, vibrancy and sustainability

OUR FOUNDATIONS



Cultural Engagement Framework



Freedom of Expression



Care and Commitment



First Nations Focus

OUR VALUES



Collaboration
Cooperation with common purpose



Resilience
Flexible, adaptable and responsive



Integrity
Ethical and accountable



Service
Professional and engaged



Diversity
Embracing difference



Leadership
Advocate and empower

CULTURAL ENGAGEMENT FRAMEWORK

The Cultural Engagement Framework (CEF) is a framework for change, and a mechanism to ensure that our vision, processes and outcomes recognise and reflect diversity.

The Australia Council understands that diversity includes intersecting dimensions of variety in geography, religious and spiritual belief, political experience, marital status, income, work background, parental status, age, socio-economic class, gender identity, race or ethnicity and sexual orientation. Our diversity priority areas can change in response to changing circumstances in society and culture.

CEF PRIORITY AREAS:

- First Nations peoples
- Children and young people
- Cultural diversity
- Older people
- People with disability
- Regional and remote Australia

In May 2018 we published our 2018–21 Reconciliation Action Plan. We are midway through our 2017–19 Disability Action Plan. We continue to scope further work with regional and remote Australia as our current priority.

The CEF delivers outcomes across the following key areas:

Inclusion

People from diverse backgrounds are considered and included in the development of our policies and programs on an ongoing basis

Empowerment

Artists and cultural producers from diverse backgrounds and diversity-led arts organisations are fittingly supported to access our funding, programs, initiatives and services

Access and Equity

Our programs and processes are designed for accessibility and best use by a diverse demographic

Artistic Excellence

Our programs recognise diversity as a vital element of artistic excellence and pursue the cultural understanding and rigour to recognise this excellence

Leadership

Artists and cultural producers from diverse backgrounds and diversity-led arts organisations are supported as cultural leaders to create, and empower others to create, great art and audience experiences

OUR OPERATING ENVIRONMENT

In order to realise our vision and mission and to continue to perform our statutory functions, the Australia Council will address key existing and emerging issues in the dynamic current and future operating environments. The drivers that will impact our planning and the realisation of our goals over the coming four years include:

CHANGES TO RESOURCING:

In March 2017 the Minister for the Arts announced a transfer of funding to the Australia Council, commencing in the 2017-18 budget. The Australia Council welcomed this return of funding with the uncommitted funds being directed towards the Australia Council's existing grants program.

The integration of additional investment back into the Council's programs will take a number of years to flow through to the sector, with the majority benefit of the returned funds expected to be felt from the 2019-20 financial year.

We will continue to advocate for the arts and ensure that our arm's length processes are efficient, transparent and responsive to the changing demands of the arts sector.

CHANGES IN POLICY:

Based on current forecasts, the Australia Council's sector-driven funding model will receive increased support over the next four years. This will provide greater clarity around the architecture of arts investment at the Commonwealth level.

Existing recipients of Catalyst grants and clients of the Major Festivals Initiatives continue to have their funding contracts administered by the Australia Council.

Our evaluation and monitoring work will help to build an evidence base to inform future policy decisions and inform our own operating models and sector engagement.

We will continue to advocate for the arts and ensure that our arm's length processes are efficient, transparent and responsive to the changing demands of the arts sector.



Side Pony Productions audioplay *The Turners*
premiered at 2018 Sydney Writers Festival.
Credit: David Collins

FINANCIAL PROJECTIONS

The table below is from the Australian Government's Portfolio Budget Statement 2018-19 released in May 2018.

COMPREHENSIVE INCOME STATEMENT (SHOWING NET COST OF SERVICES) FOR THE PERIOD ENDED 30 JUNE

	2017-18 Estimated actual	2018-19 Budget	2019-20 Forward estimate	2020-21 Forward estimate	2021-22 Forward estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
EXPENSES					
Employee benefits	12,943	13,067	13,195	13,311	13,850
Suppliers	10,003	10,237	8,860	9,460	9,300
Grants	188,592	187,092	190,824	193,919	195,957
Depreciation and amortisation	830	830	830	830	830
Write-down and impairment of assets	900	-	-	-	-
Total expenses	213,268	211,226	213,709	217,520	219,937
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Interest	1,300	1,300	1,300	1,300	1,300
Rental income	725	740	180	-	-
Other	950	1,000	400	1,000	400
Total own-source income	2,975	3,040	1,880	2,300	1,700
Net (cost of)/ contribution by services	(210,293)	(208,186)	(211,829)	(215,220)	(218,237)
Revenue from Government	209,393	208,186	211,829	215,220	218,237
Surplus/(deficit) attributable to the Australian Government	(900)	-	-	-	-
CAPITAL EXPENDITURE					
PURCHASE OF NON-FINANCIAL ASSETS					
Funded internally from departmental resources	1,150	770	770	770	770
Average staffing level	109	108	108	108	108

REVIEW OF COUNCIL'S PERFORMANCE

As required under paragraph 45(3)(g) of the *Australia Council Act 2013*, the table below reviews Council's performance since the start of the year previous (2017-2018) to the year in which this Plan has been prepared.

PERFORMANCE INFORMATION

<i>Year</i>	<i>Performance criteria</i>	<i>Targets</i>
2017-18	<i>Engage, educate and inspire:</i> continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways.	<i>Expected to meet criterion:</i> <ul style="list-style-type: none"> - 11 million attendances at Australia Council supported arts activities - 150 culturally diverse projects/ events funded, with total funding of \$10 million provided
	<i>Lead and collaborate:</i> continue being leaders in the sector and fostering long-term relationships through partnerships and collaborations with key stakeholders and similar organisations/institutions nationally and internationally.	<i>Expected to meet criterion:</i> <ul style="list-style-type: none"> - 5,700 new Australian artwork projects supported with total funding of \$7.5 million provided - 4,500 artistic works exhibited, performed or published - 30 initiatives that strengthen ties with other countries - 50 countries presented in

KEY PERFORMANCE INDICATORS

We continue to collect baseline data related to the measures set out under the four strategic goals covered in this Corporate Plan. This data is currently being interrogated to test its effectiveness, with some measures amended since the 2017-2021 Plan was published.

Taken together, we believe these measures will provide staff, the Board, the Minister and stakeholders with a clear overview of our performance in the coming years. The figures relating to these measures will be included in our Annual Performance Statement.

These measures complement those identified in the Portfolio Budget Statement:

PERFORMANCE INFORMATION

Year	Performance criteria	Targets
2018-19	<i>Engage, educate and inspire:</i> continue to increase engagement with national and international visitors through innovative exhibitions and programs that are accessed in a variety of ways.	<ul style="list-style-type: none"> - 13 million attendances at Australia Council supported arts activities - 150 culturally diverse projects/ events funded with total funding of \$10 million
	<i>Lead and collaborate:</i> continue being leaders in the sector and fostering long-term relationships through partnerships and collaborations with key stakeholders and similar organisations/institutions nationally and internationally.	<ul style="list-style-type: none"> - 5,700 number of new Australian artwork projects supported - \$7.5 million provided in support of projects creating new Australian art work - 4,500 artistic works with a public outcome (performed, exhibited, published or recorded) - 30 initiatives that strengthen ties with other countries. - 50 countries where Australia Council supported arts activities were delivered
2019-20 and beyond	As per 2018-19	As per 2018-19

RISK MANAGEMENT

Risk management is integral to achieving our goals. The Australia Council is committed to a strategic, consistent and structured enterprise-wide approach to risk management in order to achieve an appropriate balance between realising opportunities for gains and minimising losses.

The Risk Management Policy and Framework reflects the key principles for managing risk as outlined under the *PGPA Act* and the *Commonwealth Risk Management Framework*.

Our risk management functions are realised through a range of structures and procedures including, but not limited to: the Audit and Finance Committee of the Board; the Nominations and Appointments Committee of the Board; the Risk Management Policy and Framework, Objectives profile; an annual Risk Management Plan, Risk Register and Business Continuity Plan; and Fraud Control Policy and Plans.

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



Anne Dixon painting, Ikuntji Artists. Credit: Christian Koch

