



Australian Government

Australia
Council
for the Arts



Corporate Plan
2020-2024



Creativity
Connects
US

The Australia Council for the Arts proudly acknowledges all First Nations Peoples and their rich culture of the country we now call Australia. We pay respect to Elders past and present. We acknowledge First Nations Peoples as Australia's First Peoples and as the Traditional Owners and Custodians of the lands and waters on which we live.

We recognise and value the ongoing contribution of First Nations Peoples and communities to Australian life, and how this continuation of 75,000 years of unbroken storytelling enriches us. We embrace the spirit of reconciliation, working towards ensuring an equal voice and the equality of outcomes in all aspects of our society.

Polly Hilton, Darren Edwards, Claire Voss, Christian Luck, Catherine Young and Oliver Edwardson in *Milnjiya, Milky Way - River of Stars*, image courtesy of West Australian Ballet. Credit: Sergey Pevnev.



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Cover:
Ema Yuasa, Benjamin Hancock, Nobuyoshi Asai, Mui Cheuk-yin
and Nalina Wait in Sue Healey's *ON VIEW: PANORAMA*,
Yokohama 2020. Credit: Naoshi Hatori.

Introduction

2020 has been a devastating year for so many Australians. The cultural and creative industries were among the hardest hit by the pandemic. For some, this comes after a devastating bushfire season compounding the impact on local economies and mental health. Nonetheless, this challenging period presents an opportunity to capitalise on the potential of culture and creativity in Australia's economic and social recovery.

The latest National Arts Participation Survey results highlight the power of arts and creativity to build Australia's wellbeing and social cohesion, and to create a cultural landscape in which First Nations arts are central and all Australians feel connected. The results evidence Australians' strong and growing support for public investment in the arts, the importance of arts and creativity in child development and education, and the power of arts and creativity to fuel our talent pipeline and jobs growth. The research also provides vital insights on the connections of arts and creativity in health, tourism and education – areas that are vital as our nation recovers and looks to the future.

Australia's cultural and creative industries are substantial and drive many other significant industries. Before the pandemic, live attendance at arts events was thriving¹ and the arts were increasingly on the itinerary of both domestic and international tourists in Australia.² Arts and culture will be critical as we seek to bring life back into our cities and regions and reinvigorate our economy.

This corporate plan forms part of the roadmap for this journey.

Creativity Connects Us

In August 2019, the Australia Council (the Council) introduced our new five year strategy *Creativity Connects Us* (2020–2024) in our corporate plan. This is the second corporate plan under our *Creativity Connects Us* strategy and performance framework.

Our strategy continues our long term commitment to enabling artists and cultural organisations to reach audiences, while realising their creative potential and our commitment to First Nations arts and cultures. It includes emphases on access and equity, advocacy for the vital role of arts and culture, and investing in arts and creativity that reflects and connects the many communities that make up contemporary Australia.

¹ Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

² Australia Council 2020, *Domestic Arts Tourism: Connecting the country*. Australia Council 2018, *International Arts Tourism: Connecting cultures*.

Delay of the corporate plan and our response to COVID-19

Due to the significant impacts of COVID-19 on the cultural and creative industries and the Australia Council's operations, the publication of our 2020–2024 corporate plan was deferred.

The Council has been closely monitoring the impacts of COVID-19 on the arts and cultural sector as well as the audiences, community participants and communities it serves. A priority has been to support the creative workforce to emerge from this crisis stronger, more resilient and more relevant.

The Council's response to COVID-19 consists of a range of expanded activities that has required considerable reallocation of resources. This activity includes:

- development and delivery of new investment streams to support creatives and creative organisations and cross-industry collaborations
- specific support for First Nations artists and organisations
- analysis of and support for multi-year investment organisations
- developing protocols and resources for the cultural and creative industries to consider in preparation for moving into the next phase of Australia's response to COVID-19
- digital capacity building and new digital platforms to engage and connect with Australian artists and audiences
- research and analysis
- a significant national sector recovery consultation.

Our strategies and performance measures have been revised considering the impacts of COVID-19 on Australia's cultural and creative industries and workforce and the collective wellbeing of all Australians. This includes the long-term impacts of the temporary closure of arts and cultural organisations and the cancellation of events, programs and international engagements.

Statement of preparation

The Australia Council's Corporate Plan (2020–24) is prepared 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*.

Our purpose

To champion and invest in arts and creativity to benefit all Australians.

Our vision

Creativity
Connects
Us

Creativity is innate to humanity and is the wellspring of culture. We are all connected through arts and creativity. Our arts are vital expressions of human experience. They embody individual and collective stories, histories, identities and help us understand what it means to be human. They connect us to our past and imagine our future.

Our First Nations cultures connect us to over 75,000 years of living culture and knowledge and the country on which we live.³

The shared stories of millions of diverse peoples who now call Australia home promote mutual understanding and respect and connect us to a global community.

The technologies of the fourth industrial revolution are transforming and disrupting industries, economies, and how we interact with our world and each other. In this digital world, connectivity and creativity are more important than ever – to our wellbeing, our future growth and prosperity.

³ In this document, the terms 'Aboriginal and Torres Strait Islander', 'First Nations' and 'Indigenous' are used interchangeably to refer with respect to Aboriginal and Torres Strait Islander peoples and their arts and cultures. We understand that some Aboriginal and Torres Strait Islander people are not comfortable with some of these words. The Australia Council means only respect when we use these words.



**In a creatively
connected nation,
creative enterprise
is entrenched across
society, industry and
government as the
resource that powers
our social, cultural
and economic
success.**

Circa, *Leviathan* 2020.
Credit: Johannes Reinhart.

What we do

The Australia Council is the Australian Government's principal arts funding and advisory body.

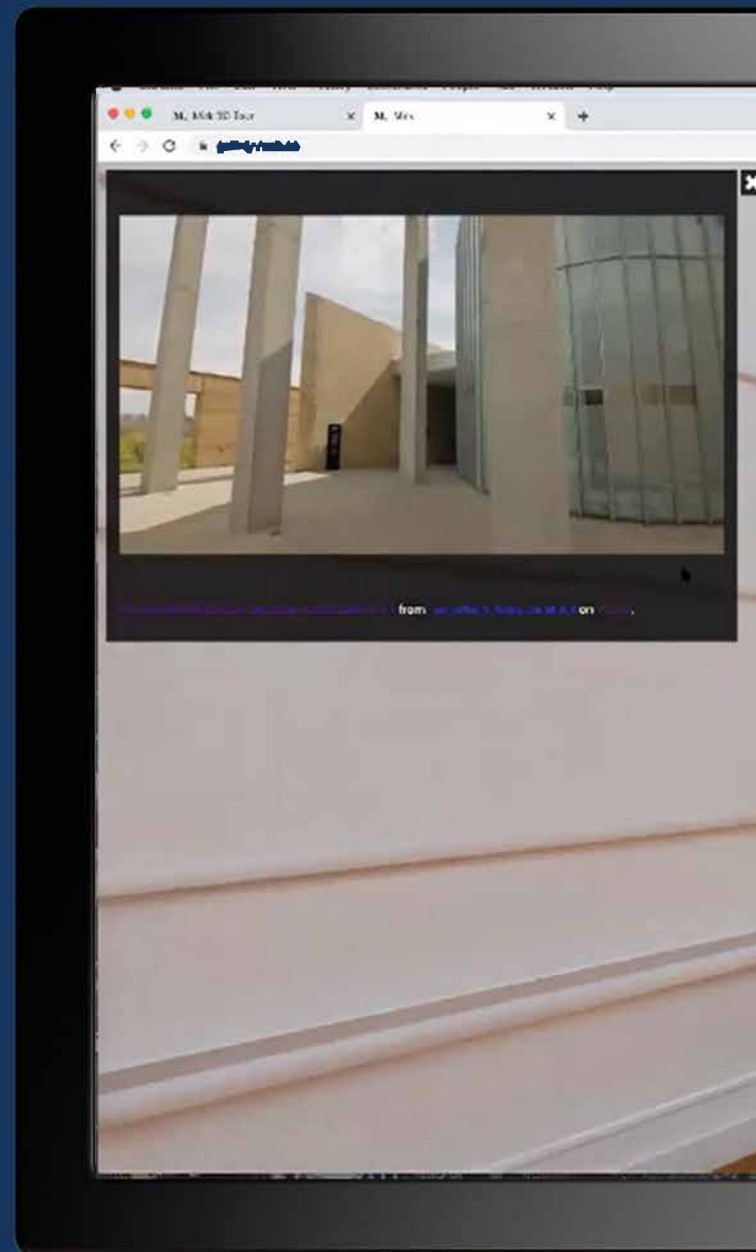
We champion and invest in arts and creativity to benefit all Australians through an integrated suite of activities.

We invest

in artists and organisations through peer assessed grants, fellowships and awards that enable art to be created and experienced.

We deliver

strategic sector development initiatives that build industry capacity, networks and digital mobility and increase markets and audiences for Australian creative work.



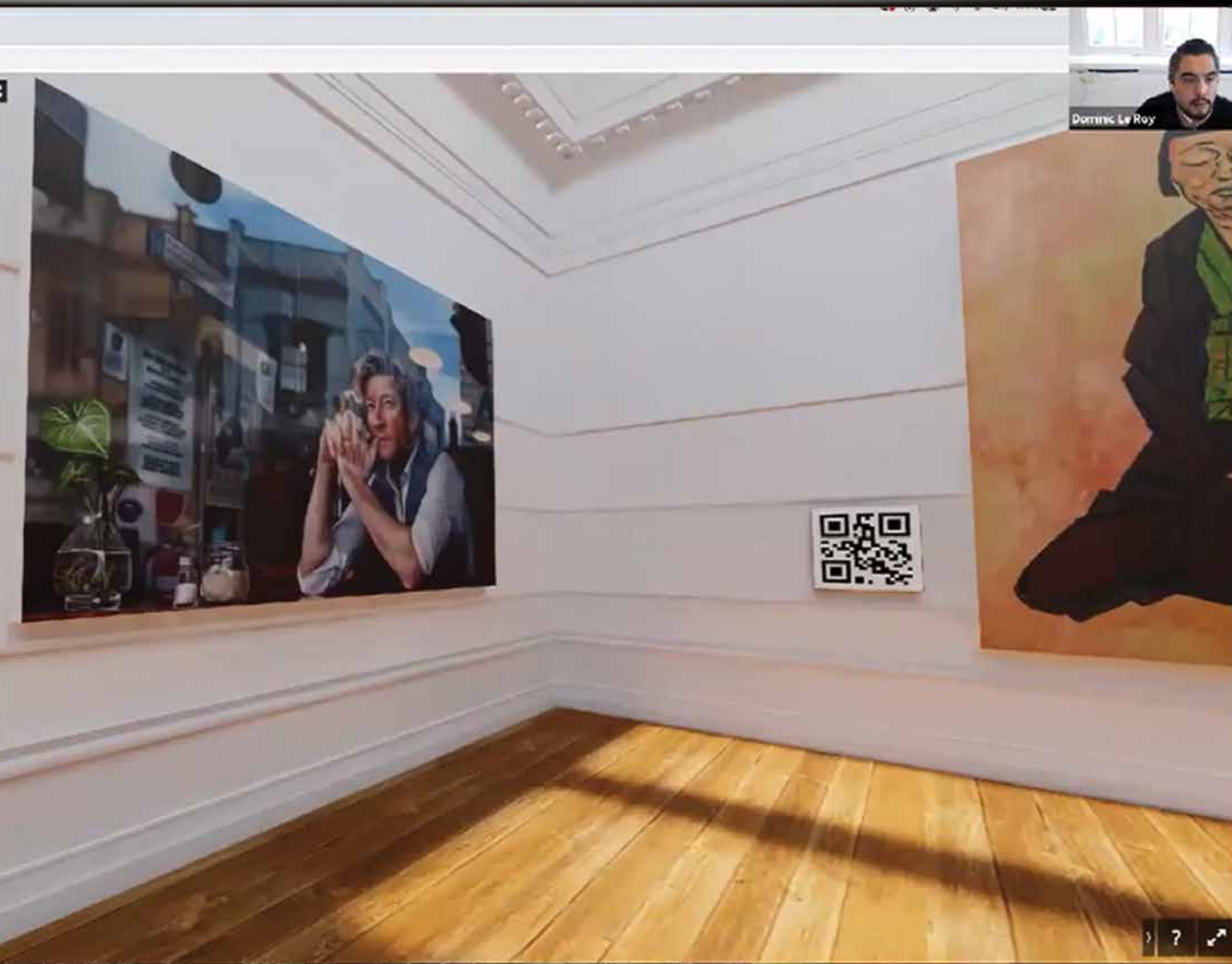
We advocate

for the social, cultural and economic value of the arts and creativity.

We provide

advice to government on matters connected with the arts.

Virtual galleries, online experiences and new technology, episode 4 of Think Inside The Square – an Australia Council web series.



We manage

Government-directed initiatives and frameworks in support of the arts.

We conduct

research and analysis that deepens understanding of the role and value of arts and creativity.

We collaborate

with state, territory and local governments.

We partner

with others to increase investment in and support for creativity.

Our functions

As set out in the *Australia Council Act 2013* Section 9, our functions are to:

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

MADE Ensemble, Ballet Barre class.
Credit: Sandi Sissell.





Environment

Arts and culture are created, distributed and experienced in a dynamic environment. Artists, creatives and their work are part of an exchange between audiences, participants and the national and international community that evolves constantly. Even before the disruption of COVID-19 it was no longer possible to rely on traditional business models, modes of operation or engagement.

Impacts of COVID-19

Necessary measures to protect Australians, including restrictions on public gatherings and travel, have caused unprecedented disruption to our social and economic life. In response to the pandemic, the Australian Government has provided support measures and the cultural and creative industries have been resilient and creative in continuing to connect Australians.

There are encouraging signs that audiences are increasingly ready to re-engage with live performance. However, ongoing physical distancing, reduced consumer purchasing power and uncertainty around domestic and international travel will all have long lasting impacts.

The Council undertook significant national sector recovery consultation in 2020. In response, our new sector recovery initiatives will invest in future-focused strategic projects, collaborations and resources to share new ways of working.

Leveraging culture and creativity for recovery

The cultural and creative industries can help rebuild our resilience, our communities, our global connections and our economy. Now, more than ever, our creative workforce has a significant role in helping Australians navigate rapid economic, social and cultural change and in building the health of our civil society.

Arts and culture support health and social objectives. Australians increasingly agree that arts and creativity enable us to connect; impact our wellbeing and happiness; and help us deal with stress, anxiety or depression.⁴

Arts and cultural experiences boost tourism and hospitality; both domestic and international arts tourism were growing prior to COVID-19.⁵ Shared experiences of gigs, performances and public events will draw Australians back into our urban and regional centres and their restaurants, shops, bars and cafes. Australians increasingly recognise the impacts of arts and culture on bringing customers to local businesses and live attendance at cultural events and festivals was booming prior to COVID-19.⁶

Our cultural and creative products play a vital role in building our global reputation and relationships, contributing to soft power and supporting trade and investment.

The OECD policy response has highlighted that cities and regions can take advantage of the creative potential of culture in the post-COVID recovery and that crossovers between culture and the education and health sectors can drive future innovation.⁷ Arts and creativity are an engine for economic growth, innovation and jobs – locally and nationally.

4 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

5 Australia Council 2020, *Domestic Arts Tourism: Connecting the country*. Australia Council 2018, *International Arts Tourism: Connecting cultures*.

6 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

7 OECD 2020, *Culture shock: COVID-19 and the cultural and creative sectors*, 7 September 2020.

New evidence about the vital role of arts and creativity in education

Australians increasingly recognise the importance of arts and creativity for children and young people and almost three quarters see arts as a crucial part of education.⁸ New Australia Council research highlights what teaching creativity can do for students, including increasing their confidence, resilience and job prospects, and enhancing learning across a range of academic subjects.⁹

Importantly, the research also demonstrates the value of arts and creative activities for adapting to challenge and change. It demonstrates how arts and creativity can equip both students and the teaching community with the skills and capabilities required to meet difference, difficulty and the previously unimaginable with confidence.¹⁰ This has exciting ramifications for artists, identifying new areas of professional and creative engagement for their work. It also points to new and vital areas of activity for cultural organisations, and the role of creativity in future educational and community contexts.

Creativity in the future of work

Creative skills that cannot be automated are key to the future of work and our economic success.¹¹ Australian and international studies have identified increasing need for creative thinking and skills in the workforces of the future.¹² Half of all professional Australian artists now apply their creative skills outside the arts (51%), up from around a third in 2009 (36%).¹³

Creative skills have been integral to the fast-growing industries in Australia over the past decade¹⁴ and prior to COVID-19, creative employment was growing at a rate nearly twice that of the Australian workforce.¹⁵ One in two Australians now believe the arts build the creative skills that will be necessary for jobs of the future.¹⁶ As well as fuelling our talent pipeline and job growth, investment in arts and creativity can cultivate new ideas, technologies and cutting edge innovation.

8 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

9 Australia Council 2020, *Cultivating Creativity: A study of the Sydney Opera House's Creative Leadership in Learning program in schools*.

10 Australia Council 2020, *Cultivating Creativity: A study of the Sydney Opera House's Creative Leadership in Learning program in schools*.

11 NESTA 2018, *Creativity and the Future of Skills*. Australia Council 2017, *Making Art Work: A Summary and Response by the Australia Council for the Arts*.

12 For example: World Economic Forum 2016, *The future of jobs: Employment, skills and workforce strategy for the fourth industrial revolution*, World Economic Forum, Switzerland; Bakshi H, Downing J, Osborne M and Scheider P 2017, *The Future of Skills: Employment in 2030*, Pearson and Nesta, UK; Pratchett L, Hu R, Walsh M and Tuli S 2017, *The Knowledge City Index: A tale of 25 cities in Australia*, University of Canberra, Faculty of Business, Government and Law; Foundation for Young Australians 2017, *The new work smarts: Thriving in the new work order*, Foundation for Young Australians, Melbourne.

13 Australia Council 2017, *Making Art Work: A summary and response by the Australia Council for the Arts*.

14 Including Professional, Scientific and Technical services. Australian Bureau of Communications and Arts Research (BCAR) 2019, *Creative skills for the Future Economy*.

15 Cunningham and McCutcheon 2018, *The Creative Economy in Australia Factsheet 1*.

16 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

Building both online and physical engagement and income streams

While necessary distancing measures kept us away from theatres, galleries and venues, many Australians increased their online engagement with creative content.¹⁷

Even before the pandemic, more Australians were engaging with arts and culture online than in person. This is additional engagement: technology is creating greater access and attracting new audiences rather than replacing existing ones.¹⁸ This presents a considerable opportunity for the arts and cultural sector.

Audience research indicates there will be ongoing demand for online content, but equitable payment models have not yet been established. Cultural businesses are building the strong digital capabilities and compelling digital offerings that will be necessary to thrive in the future; however, there is a significant need for greater digital capacity building to take full advantage of online opportunities.

Digital strategies, digital capacity building and the development of new business models can support income generation. Business models must ensure the industry is financially sustainable into the future and its economic contribution is maintained. This will benefit the cultural and creative industries, the public they serve, and the national economy.

A new framework to support the performing arts

In October 2019, landmark change to government investment in performing arts in Australia was ushered in when the Australian and state and territory governments agreed to replace the Major Performing Arts Framework with a new National Performing Arts Partnership Framework. This marked a pivotal point of evolution, significantly updating the investment model of the past 20 years and promising more flexibility, transparency and accountability in Australia's arts investment landscape.

The Council administers investment in 30 National Partnership Organisations on behalf of the Australian Government and state governments, at mutually agreed levels. The Council also plays an important leadership role in the management of the Partnership Framework, providing specialist analysis, strategic advice and support, and working closely with the state arts agencies. This overview and strategic understanding are critical to the health of each area of performing arts practice in Australia.

Addressing systemic inequality and racism and building social cohesion

The global mobilisation of social movements is prompting deep reflection and recognition of injustice, systemic inequality and racism, as well as the need for systemic change in both our society and our industry. Elevating diverse voices and the centrality of First Nations arts in Australia's culture, and understanding and promoting diverse arts engagement is crucial. The Council is committed to promoting equity through arts and creativity and highlighting the importance of arts to social cohesion.

¹⁷ Australia Council 2020, *Arts Engagement During the COVID-19 Pandemic*, based on Lonergan Research's Omnibus Survey, April 2020. Patternmakers 2020, *Audience Outlook Monitor: Australia Snapshot Report*, May 2020.

¹⁸ Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.



A new national agreement recognising culture in Closing the Gap

In August 2020 a significant new National Agreement on Closing the Gap¹⁹ was released that recognises strong cultures and languages as a priority outcome and target. For decades, First Nations peoples have advocated for the critical role of culture as a necessary part of the solution to Indigenous disadvantage, and for the healing and strengthening of individuals and communities. There are opportunities to leverage the Council's long-term investment in First Nations arts and culture to build First Nations-led culturally-based solutions for Closing the Gap.²⁰

Driving social, cultural and economic success in an evolving landscape

To ensure the cultural and creative industries thrive in this evolving landscape, the Council must support the sector to continually adapt to change, to realise the potential of diversity, and to actively cultivate creativity and innovation. In practice, this means ensuring we support our sector to adjust and thrive in new contexts, enabling the broadest possible arts and cultural opportunities that are relevant to our communities, and continuing to provide essential support for high quality creative work and emerging ideas of artistic expression.

This broad and dynamic operating environment is reflected in our vision and strategic objectives. The Council will seek to foster opportunities to work with partners across all areas of government, industry and society to drive social, cultural and economic success.

Sue Healey's *ON VIEW: PANORAMA*, Yokohama 2020. Credit: Naoshi Hatori.

¹⁹ The National Agreement on Closing the Gap (August 2020) is a formal agreement between Commonwealth, state and territory governments, the National Coalition of Aboriginal and Torres Strait Islander Peak Organisations, and the Australian Local Government Association.

²⁰ See: Australia Council 2018, *Australia Council submission to the Closing the Gap Refresh*. Available at: <https://www.australiacouncil.gov.au/research/closing-the-gap-submission/>.

The creative landscape

A complex suite of people, organisations and structures facilitate cultural creation.

The Council operates within this dynamic environment of support, infrastructure and critical foundations which includes:

- individual creative practitioners who operate as social enterprises, sole traders or small businesses
- cultural organisations
- programs and initiatives delivered by all spheres of government - national, state, territory and local
- private funding and investment, including commercial and philanthropic
- arts-related policies and legislation
- codes of practice and protocols
- peak bodies
- agents and other artist representatives
- service organisations
- arts education and training
- space for making art
- professional and peer networks
- collaborators and partners across sectors, including community and commercial.

Further, distribution and access points power a broad and constantly evolving variety of creative experiences. They span venues, public spaces, digital platforms, festivals, publishers, sellers and dealers. They incorporate the activities of curators, presenters, critics, commentators, scholars and the media. They include community programs, showcases, anthologies and collections.

Access and distribution can range from school programs that employ artists, support creative learning and expose the next generation of audiences and seed future creative workforces to large-scale international performances that drive economic activity and Australia's global reputation.

The Council has many touch points across this vast landscape of creation and distribution. We work alongside public, private and not-for-profit partners to champion and support Australian artists and arts organisations, deliver strategic initiatives and broker new opportunities. Through our research and advisory roles, we advocate for the value of arts and culture and the integral role of creativity in our daily lives. We provide resources and evidence to support the activities and priorities of stakeholders across the cultural and creative industries.

We will continue to lead discussion and work with partners and stakeholders within and beyond the arts and cultural sector to identify and address evolving and emerging challenges and opportunities including: the impacts of COVID-19 and the role of arts and creativity in recovery, education and the future of work; building both online and physical arts and cultural experiences (in accordance with health regulations) and income streams; people with disability; addressing systemic inequality and racism; Closing the Gap; and administering the new National Performing Arts Partnership Framework.





JUTE Theatre Company - *Bukal* Dare to Dream Remote Tour and Residency Program. Image by: Raw Lens Media Co (from video). Filmed during Cape York Girl Academy residency.

Our performance framework

**Portfolio
budget
statements
(PBS)**

Outcome 1

Supporting Australian artists and arts organisations to create and present excellent art that is accessed by audiences across Australia and abroad.

Program 1.1

To champion and invest in Australian arts through grants and initiatives that foster and develop Australia’s arts sector and raise the profile of Australian arts nationally and internationally.

**Corporate
plan
(2020–24)**

Purpose

To champion and invest in arts and creativity to benefit all Australians.

Strategic objective 1:	Strategic objective 2:	Strategic objective 3:	Strategic objective 4:	Strategic objective 5:
Australians are transformed by arts and creativity	Our arts reflect us	First Nations arts and culture are cherished	Arts and creativity are thriving	Arts and creativity are valued

**Annual
performance
statements**

Results and analysis

Our report against our key performance measures from the PBS and corporate plan, with results mapped to the strategic objectives of our corporate plan (2020–2024).

Analysis is provided against our purpose; for individual performance measures; and against our strategic objectives, including key strategies and activities to achieve these objectives.

Liam Gerner and Fru Skagerrak take a bow at the Rowella Hall on the Festival of Small Halls Summer Tour 2019. Credit: Damaris Rey Photography.




Strategic objectives

The Council's performance aligns to five strategic objectives:



The activities and measures outlined on pages 20–39 set the 2020–2024 performance framework, with performance reviewed annually.



Arts and
creativity
are thriving

First Nations
arts and
culture are
cherished

Arts and
creativity
are valued

Australians are transformed by arts and creativity

Australian public | Audiences | Experiences | Access

We will enable more opportunities for Australians to be captivated by, and inspired through, experiencing arts and culture.

Arts and culture are a public good and Australians increasingly recognise their positive impacts in our lives and communities.²¹ All Australians, regardless of social, physical, geographic or personal circumstances, should feel invited to connect and immerse themselves in exceptional cultural experiences.²²

The arts are vital human expressions that connect us with one another, and with our past and present, and help us to imagine our future. Experiencing arts and culture connects us with ideas, emotions and stories, and sparks pleasure, meaning, imagination and empathy. In so doing, it builds social cohesion.

Experiencing arts and culture is not a pastime of the elite: 98% of Australians already are engaging in many ways.²³ However, a narrow view of the arts is an international concern. Some still see arts and culture as a luxury, or an indulgence for better times, rather than as key to building a more resilient and well-resourced society and economy.

This may be because many have tended to think of cultural investment only as 'support for artists', rather than as a vital investment in the wellbeing and prosperity of our whole community. There remains work to be done to shift public perception about the breadth of arts and culture so that the benefits of a well-supported cultural sector flow freely to our communities.

Our research also tells us that inequalities remain in the ways Australians attend cultural events, including in relation to income and disability.²⁴ Cultural inclusion is vital to the health, wellbeing and prosperity of Australian communities and for generations to come.



21 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.

22 Article 27 of the Universal Declaration of Human Rights states that 'everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.' Cultural rights are, therefore, inseparable from human rights, as recognised in Article 5 of the 2001 UNESCO Declaration on Cultural Diversity and can be defined as the right of access to, participation in and enjoyment of culture. This includes the right of individuals and communities to know, understand, visit, make use of, maintain, exchange and develop cultural heritage and cultural expressions, as well as to benefit from the cultural heritage and cultural expressions of others. Other human rights, such as the rights to freedom of expression, the right to information and the right to education, are key to the realisation of cultural rights. There are also cultural rights for specific groups enshrined in a range of international conventions, including in relation to racial discrimination, children, discrimination against women, persons with disabilities, and the rights of Indigenous Peoples.

23 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*. The 98% includes those who listen to recorded music, read creative writing, attend the arts in person, engage online or creatively participate.

24 Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.



Tarnanthi 2019 launch, Art Gallery of South Australia, Adelaide.
Credit: John Montesi.

Everyone derives value from experiencing art, whether through our own creative expression or through experiencing the creative work of others. The emotional, mental and social benefits of arts experience are countless and well documented: from increased understanding of each other, stronger critical thinking skills, mental wellbeing and decreased stress levels; to significant public benefits such as social connection, expression of self and community identity, healthy childhood development and healthy ageing.

Operationally

Our direct investment activity includes:

- investment in the public's engagement with arts and creativity through our grants programs
- our multi-year investment in cultural organisations that achieve an array of artistic, social, cultural and economic outcomes to national acclaim
- management of government initiatives such as the national regional touring programs which provide greater access to enriching arts experiences for all Australians.

In 2019–20 our investment enabled 21.1 million live experiences of arts and creativity nationally prior to COVID-19.

Our advocacy and development activity includes:

- support for the arts and cultural sector to develop new practices and business models to increase audience access to transformative experiences
- support and capacity building for the digital and physical mobility of Australian arts and creativity
- research that provides a comprehensive picture of Australians' evolving relationship with the arts in their daily lives, and the economic, social and cultural value of arts and creativity
- leveraging our investment and expertise through strategic partnerships
- brokering new opportunities for audiences to experience Australian arts.

In 2019–20, the Council delivered a range of digital support activities including creating a digital community, quickly moving our capacity building work online and presenting four webinar series that achieved almost 39,600 touchpoints.

	STRATEGIES
Support engaging arts experiences	<ol style="list-style-type: none"> 1. Support arts and cultural organisations to provide rewarding experiences that expand and connect with their audiences. 2. Deliver targeted investment to best support presentation of creative works in regional areas through government initiatives and frameworks.²⁵ 3. Invest in diverse, high quality creative activities that provide a point of focus of creative celebration for communities.
Expand access to arts experiences	<ol style="list-style-type: none"> 1. Invest in activities exploring emerging mediums and technology to engage new audiences. 2. Build the audience development capacity of regularly funded organisations. 3. Continue to build the evidence base on Australian arts engagement, audience access and audience development.
Support the digital mobility of Australian arts and creativity	<ol style="list-style-type: none"> 1. Build the knowledge and evidence base of new developments in creating, distributing and experiencing art. 2. Enable risk taking and experimentation with digital and emerging technologies. 3. Foster mobility and audience development to increase discoverability and access to Australian arts and culture that is delivered through digital mediums. 4. Activate partnerships across government and industries to maximise the benefits that digital offers the arts and cultural sector.
Promote arts experiences in everyday life	<ol style="list-style-type: none"> 1. Promote and support the inclusion of creative experiences in virtual and unexpected spaces, events and communities. 2. Support activities that provide an opportunity for the public to celebrate creative experience. 3. Build the evidence base and resources on non-traditional audiences and non-traditional venues and those who do not see themselves as regularly engaging in arts experiences.

²⁵ Includes national regional touring programs, Visual Arts and Craft Strategy and the National Performing Arts Partnership Framework.

Key performance measures

PERFORMANCE MEASURE	TARGET 2020-2021	2021-22 AND BEYOND
Live attendances at Australia Council supported activities each year*	9 million	15 million
Digital engagement with Australia Council supported activities each year	Developing reporting framework	Commence reporting
New Australian artistic works with a public outcome (performed, exhibited, published or recorded) supported each year*	4,500	4,500
The proportion of Australians agreeing 'the arts are not really for people like me' as captured in the National Arts Participation Survey (29% in 2019)	No reporting	<29% by 2023-24

* indicates a Portfolio Budget Statement metric.

Our arts reflect us

Diversity | Equity | Accountability | Connection

We will support equity of opportunity and access in our creative expression, workforce, leaders and audiences.



Australia is rich in artistic, cultural and creative resources. The source of this wealth is the tapestry of our people. One in three Australians were born overseas, more than 300 languages are spoken in Australian homes and almost one in five Australians live with disability.²⁶ Yet Australia's diversity is not yet fully reflected in our arts.

Artists with disability and artists of non-English speaking background continue to be underrepresented compared to the Australian population, despite growing audience appetite for work from diverse perspectives, and an increasing willingness to program diverse work. There is a continuing need to actively foster equity in the arts – including in leadership and arts practice – to ensure our arts truly reflect, and benefit from, the breadth of our people and culture.

Some of our modern societal challenges include how we live together, how we express our diversity, how we want to work together and what type of future we want to create. Opportunities to expand our wealth of talent, leaders, collaborators, partners, investors, audiences, and markets are only amplified with justice and equity measures.

Multiple perspectives fuel experimentation, creativity, artistry and connection. Seeing, feeling, hearing one's own experience expressed and reflected in creative expression is inherently powerful. Equally, there is power in seeing, hearing and feeling this experience reflected and valued in our cultural landscape. It creates empathy so that we are all more able to walk in the shoes of others.

Cultural participation is a human right and the arts have a unique capacity to connect all of us irrespective of our life circumstances and experiences. It is through our stories that we can see our world represented in all its complexity and gain insights into the lives and world of others. Australians increasingly believe the arts help us get different perspectives, express our identity and understand the people and cultures of this country.²⁷ We recognise there is work to be done to unleash this potential to connect us all through creativity.

²⁶ Australian Bureau of Statistics 2017, *Census of Population and Housing: Reflecting Australia, Stories from the Census 2016* (cat. no. 2071.0).

²⁷ Australia Council 2020, *Creating Our Future: Results of the National Arts Participation Survey*.



Counting and Cracking
Belvoir St Theatre
and Co-Curious
co-production 2019.
Credit: Brett Boardman.

Operationally

The Australia Council's commitment to equity is embedded in all aspects of our work and guided by our Cultural Engagement Framework. Current priority areas are First Nations Peoples, children and young people, cultural diversity, older people, people with disability and regional and remote Australia, recognising the intersections between these groups.

Identities are not singular and that there is ongoing debate about how to measure and discuss cultural diversity. We are currently undertaking research and consultation to inform future data collection, research, discussion and action to ensure our arts better reflect us. This includes a review of our Cultural Engagement Framework and development of a new diversity framework.

Our direct investment activity includes:

- investing in diverse artists, creators and organisations to tell their stories and present this work to broad audiences through grants, fellowships and multi-year investment
- investing in awards that celebrate diverse contributions to arts and culture
- ensuring inclusive decision-making and diverse peer assessment panels for our grants and other direct investment.

In 2019–20 we provided \$24.1 million to support 960 culturally diverse projects, events and multi-year investment organisations,²⁸ fuelling diversity and vibrancy in Australian arts.

Our advocacy and development activity includes:

- stakeholder engagement, partnerships and consultation guided by the principle of 'nothing about us without us'
- strategic initiatives that encourage diverse representation, including capacity building programs and international development activity
- improved reporting and building the evidence base.

In 2019–20 we continued to improve the accessibility of our programs and increased diversity of representation among artists and organisations supported through our strategic international development and capacity building programs.

²⁸ This includes applications from First Nations and culturally and linguistically diverse (CALD) artists, groups and organisations; and projects with First Nations or CALD artistic control, or which are targeted to First Nations or CALD audiences or participants. The Australia Council recognises First Nations Australians' unique position and will distinguish First Nations from the broad category of CALD in future reporting. We also recognise that the term CALD is contested. We use the term with respect and recognise its limitations. We are undertaking research and consultation to inform future data collection.

	STRATEGIES
Enable activity that connects communities	<ol style="list-style-type: none"> 1. Continue to support projects and activities that enhance and strengthen social connections. 2. Advocate and highlight how increased diversity across cultural and creative industries strengthens social cohesion. 3. Celebrate the achievements of artists and arts activities that reflect Australia's diversity.
Support creative work that reflects contemporary Australia	<ol style="list-style-type: none"> 1. Continue to support culturally and linguistically diverse work. 2. Support artists and creative workers with disability to extend arts practice, networks and skills. 3. Continue to address barriers that arise to accessing Council programs and resources. 4. Strengthen capacity of artists and creative workers from diverse communities to engage internationally.
Support increased diversity in our creative workforce	<ol style="list-style-type: none"> 1. Increase intake of diverse leadership in capacity building programs. 2. Promote the intrinsic and public value of diversity in Australian arts. 3. Collaborate with other jurisdictions on the coordination of diversity metrics and reporting.
Promote diversity across all Australia Council activities	<ol style="list-style-type: none"> 1. Ensure our vision, priorities and processes recognise and reflect diversity. 2. Celebrate diverse cultures in our workplace. 3. Publicly demonstrate the Council's commitment to diversity.

Key performance measures

PERFORMANCE MEASURE	TARGET 2020-2021	2021-22 AND BEYOND
Number of applications for culturally diverse projects and events supported and total amount invested each year ²⁹	200 applications supported with \$8 million	200 applications supported with \$8 million
Collecting and reporting diversity data of multi-year investment organisations	Public reporting	Public reporting each year
Monitoring and reporting on Australia Council's staff diversity	Public reporting	Public reporting each year
Conducting and publishing research on the diversity of audiences, creative work and the creative workforce	Relevant and impactful ³⁰ research is conducted or published	Relevant and impactful research is conducted or published each year
Monitoring and reporting on the Australia Council's diversity performance, including diversity of recipients of support from grants and strategic programs	Public reporting	Public reporting each year

²⁹ In recognition of First Nations Peoples' unique position, from 2020-21 this measure does not include applications from First Nations applicants unless they identify as culturally and linguistically diverse. A specific performance measure for First Nations applications and investment is included under strategic objective 3: First Nations arts and culture are cherished. The Australia Council recognises that Australian identities are not singular and that there is ongoing debate about how to measure and discuss cultural diversity. We are undertaking research and consultation to inform future data collection and strategy. This will include a review of our Cultural Engagement Framework and this performance measure.

³⁰ Relevance and impact will be assessed through a range of factors including industry and media response and web page views.

First Nations arts and culture are cherished

Self-determination | Artistic and cultural strength and expression | Audiences

We will build on our long term commitment to First Nations arts and culture, recognising the importance of First Nations peoples' self-determination, cultural authority and leadership to our collective prosperity.

Our First Nations arts are diverse expressions of the world's oldest continuing living culture. They are a source of great pride to Aboriginal and Torres Strait Islander peoples and a reflection of cultural strength, resilience, innovation and artistic excellence.

More than ever, Australians are engaging with First Nations arts for their beauty, strength and power, and to understand who we are as a nation. Understanding and respecting First Nations cultures is essential to Australia's social wellbeing and benefits both Indigenous and non-Indigenous Australians. First Nations knowledge is increasingly recognised as providing valuable insights and perspectives to traditional western modes of thinking.

Outside of Australia, First Nations arts and culture are already recognised for their uniquely Australian creativity. Our First Nations artists enjoy significant international acclaim and were in high demand with international audiences prior to COVID-19. Similarly, visitors to Australia were increasingly seeking First Nations arts and culture experiences as an expression of Australian identity.³¹

With decades of investment, we have seen a flourishing of First Nations artists and organisations across all areas of practice. New organisations are coming into being, existing ones are going from strength to strength. First Nations leaders are increasingly helping organisations and excelling in their practice which is being recognised in awards and critical acclaim.



³¹ Australia Council 2018, *International Arts Tourism: Connecting cultures*.

Operationally

Our investment in First Nations arts is underpinned by First Nations decision-making. Our First Nations Arts Strategy Panel comprising senior arts leaders provides expert advice and our dedicated funding to First Nations people, groups and organisations through our grants program is assessed wholly by Aboriginal and Torres Strait Islander peer assessors.

Our direct investment activity includes:

- dedicated funding to First Nations people, groups and organisations through our grants program
- the Cherish fund in response to the COVID-19 pandemic
- First Nations Arts Awards, including the Red Ochre, Dreaming Award and First Nations Emerging Career Development Award
- investment in First Nations arts and cultural expression through our competitive grants across all areas of practice
- multi-year investment in First Nations-led organisations.

In 2019-20 the Council supported First Nations artists and companies to present 36 projects overseas and reach audiences of 2.6 million globally.

Our advocacy and development activity includes:

- the Signature Works program which supports artists to develop concepts from production to distribution
- the Chosen program which supports intergenerational artistic and cultural transmission through community-led cultural apprenticeships and residencies
- the Audience and Market Development program to grow the capacity and capability of the First Nations participation and engagement in the cultural and creative industries
- the Custodianship program which supports First Nations leadership
- the new First Nations Contemporary Music Program which develops opportunities for First Nations musicians and bands
- providing interim secretariat support for the development of a National Indigenous Arts and Cultural Authority, including the facilitation of a national consultation process that will culminate in a national summit in October 2021.

In the wake of COVID-19 the Council produced 16 First Nations Roundtables that brought together hundreds of First Nations artists and creatives each week with a total of 3,959 touchpoints. We also invested approximately \$1.4 million through the Cherish fund, providing specific support for First Nations artists.



Broken Glass photo, Lily Shearer, Liza-Mare Syron and Katie Leslie.
Credit: Joshua Morris.

STRATEGIES

Strengthen and embed First Nations arts and culture

1. Continue investment in First Nations arts and celebrate First Nations artistic and cultural leadership.
2. Build new and strengthen existing relationships with state and national arts and cultural organisations that engage First Nations cultural communities.
3. Continue to support the First Nations arts and culture sector to protect, promote and increase First Nations participation in the cultural and creative industries.
4. Advocate on matters relating to First Nations arts and culture.

Grow experiences of First Nations arts and culture

1. Continue to support opportunities for First Nations arts and cultural practitioners to sustain and strengthen global networks.
2. Continue to support First Nations artists, groups and arts organisations to create and present work.
3. Promote greater access and participation in First Nations arts experiences, including through digital mediums.
4. Continue to build an evidence base to support the First Nations arts sector to grow audiences and markets.

Support First Nations young people's artistic and cultural expression

1. Continue to support artistic and cultural mentoring to facilitate intergenerational cultural knowledge transfer.
2. Continue to support young First Nations artists and cultural practitioners to create major bodies of work.
3. Continue to advocate for greater cross-portfolio investment in initiatives that engage First Nations young people in the arts and support intergenerational cultural transmission.³²
4. Increase artistic opportunities for First Nations young people.

Uphold First Nations arts and cultural practitioners' cultural rights

1. Continue to engage senior First Nations arts leaders to provide expert advice on arts, creativity and cultural matters.
2. Continue to ensure First Nations artists and cultural practitioners are engaged in our decision-making.
3. Continue to support First Nations people, groups and organisations to create, produce and distribute artistic and creative works and increase their participation in the cultural and creative industries.
4. Continue to advocate for greater recognition of Indigenous cultural and intellectual property.

³² See: Australia Council 2017, *Living Culture: First Nations arts participation and wellbeing*; Australia Council 2018, *Australia Council Submission to the Closing the Gap Refresh*.

Key performance measures

PERFORMANCE MEASURE	TARGET 2020-2021	2021-22 AND BEYOND
Number of applications for First Nations projects and events supported and total amount invested each year	180 applications supported with \$13 million investment	180 applications supported with \$13 million investment
Supporting new works created by First Nations artists and organisations each year	500	500
Live attendances at works by Australia Council supported First Nations artists and organisations in Australia each year	200,000	800,000
Live attendances at works by Australia Council supported First Nations artists and organisations overseas each year	No target or reporting in 2020-21 due to COVID-19	Deliver reporting
Digital engagement with activities delivered by Australia Council supported First Nations artists and organisations each year	Develop reporting framework	Deliver reporting
Evaluation of the Australia Council's Reconciliation Action Plan (and associated metrics) and developing and enacting the plan for 2021-24	Evaluation is complete and the new plan is being developed	Enacting and monitoring of Reconciliation Action Plan (and associated metrics)

Arts and creativity are thriving

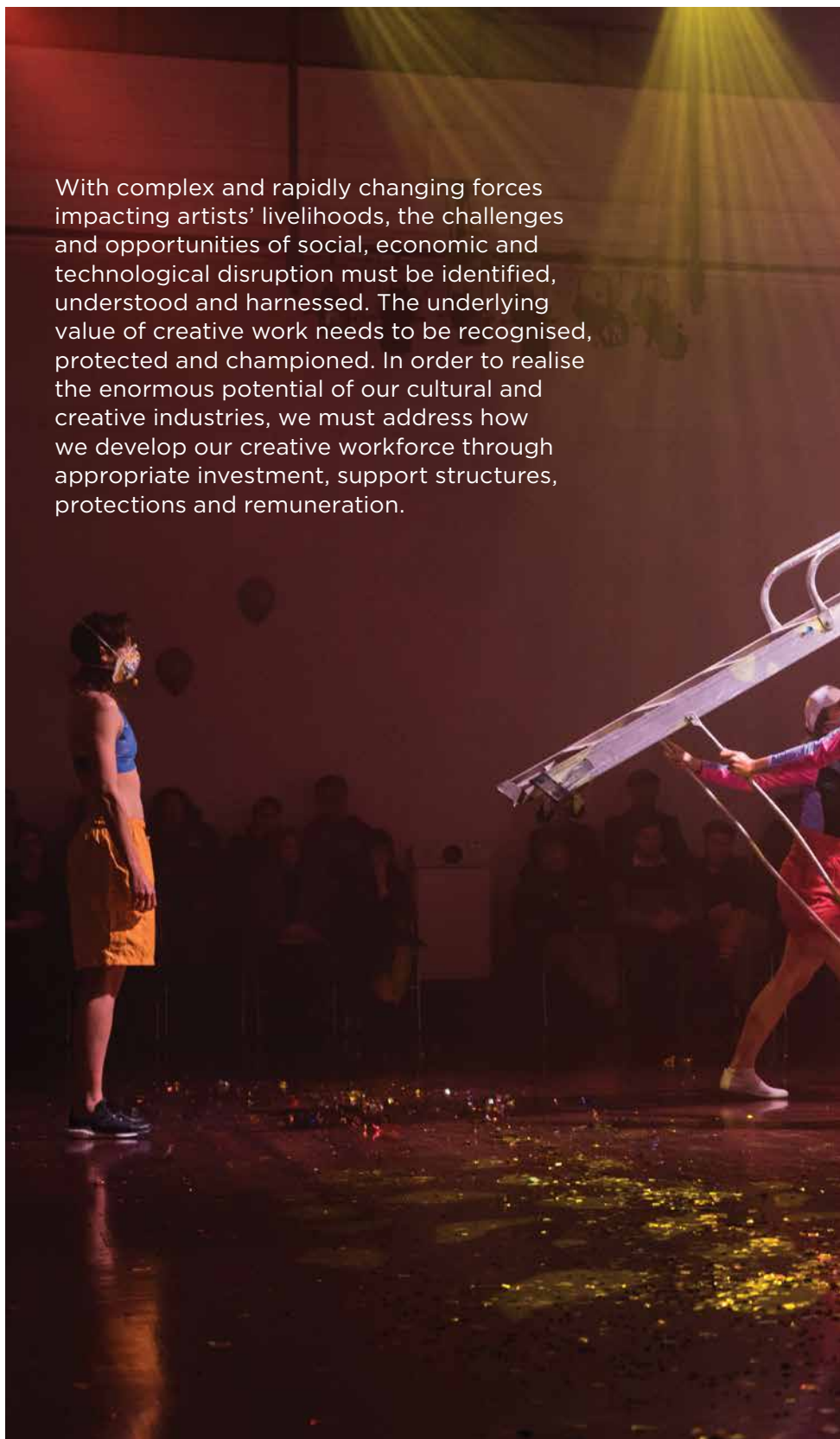
Creation | Viability | Capabilities | Reach

We will support the best circumstances for a thriving arts sector.

Our research shows the increasing personal value Australians place on arts and creativity, and their significant social, cultural and economic impacts. The dynamic growth and massive economic contribution of the cultural and creative industries is inextricably linked with the deep talent pool of the publicly funded arts.

Yet it is increasingly difficult for artists to make a living from their creative work. Even before COVID-19, rapid social and technological changes were putting pressure on traditional business structures, and affecting the making, experiencing and distribution of arts and culture. Unsupportive environments place artists and the creative workforce at increased risk of mental health issues, and many suffer from financial instability.

With complex and rapidly changing forces impacting artists' livelihoods, the challenges and opportunities of social, economic and technological disruption must be identified, understood and harnessed. The underlying value of creative work needs to be recognised, protected and championed. In order to realise the enormous potential of our cultural and creative industries, we must address how we develop our creative workforce through appropriate investment, support structures, protections and remuneration.



Howl by Aphids presented by Perth Institute of Contemporary Arts, 2018. Photo by Aaron Claringbold. Image courtesy of the artists.

Operationally

The Australia Council has a leadership role in fostering a vibrant arts sector and promoting artistic freedom of expression.

Our direct investment activity includes:

- support for Australian artists at various stages of their careers through our grants programs, fellowships and awards
- multi-year investment in organisations through Four Year Funding and the National Performing Arts Partnership Framework
- delivering government initiatives such as the Visual Arts and Craft Strategy and national regional touring programs
- delivering co-investment that leverages our investment and expertise to support Australian arts and culture.

In 2019–20 the Council invested in 10,980 new Australian artworks and 4.3 million international attendances in 57 countries (prior to COVID-19).

Our advocacy and development activity includes:

- sector development work underpinned by a significant national sector recovery consultation in 2020–21
- capacity building programs that develop people, grow networks and broker opportunities for Australian arts and artists, contributing to the long term resilience of the Australian arts community
- our Digital Culture Strategy 2020–2024 that sets out our approach to support a digitally enabled and thriving arts and cultural sector
- strategic partnerships that create new opportunities
- pursuing new sources of co-investment to grow the funds available for the arts
- international opportunities that nurture meaningful and effective international engagement for the Australian arts and cultural sector.

In 2019–20 our capacity building programs reached more people than ever with 9,816 interactions in 2019–20 due to the new online delivery method introduced during COVID-19.

	STRATEGIES
Support viable creative careers and business models	<ol style="list-style-type: none"> 1. Ensure supported projects and organisations have sustainable approaches, including through financial analysis of multi-year investment organisations to mitigate risks impacting viability. 2. Support sustainable careers and dynamic business models, including those enabled by digital opportunities and platforms. 3. Support the sector to explore and communicate new models and ways of working in response to COVID-19. 4. Support international market development and engagement initiatives for Australian artists and organisations. 5. Increase digital literacy to embed transformation within the arts and cultural sector.
Enable risk taking and experimentation in the realisation of new works	<ol style="list-style-type: none"> 1. Support creation, experimentation and freedom of expression. 2. Champion the development of, and access to, a diverse range of new arts practices. 3. Support multi-year investment organisations to collaborate across sectors, community groups and industries.
Develop partnerships to strengthen our cultural and creative industries	<ol style="list-style-type: none"> 1. Cultivate cross-portfolio connections at local, state and national levels. 2. Connect the publicly funded arts and commercial sector. 3. Promote global connections between Australian and international influencers and leaders.
Promote wellbeing and a safe environment for people working in the arts	<ol style="list-style-type: none"> 1. Advocate for viable artists' careers. 2. Promote safe work environments within the arts and cultural sector. 3. Advocate for the wellbeing of artists and people working in the arts and cultural sector.

Key performance measures

PERFORMANCE MEASURE	TARGET 2020-2021	2021-22 AND BEYOND
New Australian artworks supported each year*	5,700	5,700
Total amount invested in projects creating new Australian artwork each year*	\$7.5 million	\$7.5 million
Number of initiatives delivered each year that strengthen ties with other countries*	10	15
Number of countries where Australia Council supported arts activities are delivered each year*	20	25
Number of international attendances at Australia Council supported activity each year	No target or reporting in 2020-21 due to COVID-19	Review target and reporting

* indicates a Portfolio Budget Statement metric

Arts and creativity are valued

Evidence | Advocacy | Public value | Leadership

We will increase awareness of the value of public investment in arts and creativity.

As well as enabling important intrinsic value, public investment in Australia's arts and creativity unlocks social, reputational and economic value throughout the cultural and creative industries and beyond. The Council has a crucial role to play in informing the policies that impact arts and creativity, raising broader awareness of the value of arts investment, and highlighting the ways arts and creativity enrich the lives of all Australians. Through evidence, analysis and advice, we advocate for the public value of arts and culture.

Australian arts and creativity are among our most powerful assets, playing essential roles in our health, wellbeing, education, innovation, identity, advancement, economy and international reputation. Investment in arts and creativity has cultivated new ideas, technologies, and cutting edge innovation; fuelled our talent pipeline and job growth; and has great potential to leverage private and inward investment to significant economic benefit.

Arts and creativity offer great value and unlock potential across many government portfolios. There is a need for greater recognition and understanding of the public value of the arts, to ensure a well-supported creative sector which in turn delivers social, cultural and economic returns. Our research and advocacy agenda will focus on developing the evidence base to increase investment in the growing creative economy and to support greater cross-portfolio investment in creativity.

Elevating the value and broader relevance of arts and creativity in Australian public life and policy-making is critical to a creatively connected nation. With creativity essential to the health and prosperity of our nation, the Council has an increasingly urgent role to raise awareness of the value of arts investment across industry, the public and government.



Operationally

Our advocacy and development activity includes:

- research and analysis that provides a strong evidence base for the public value of arts and creativity, including across portfolios
- advocacy on key issues through public discussion and forums, advice and submissions to government and appearances at parliamentary inquiry hearings
- strategic public and sector engagement to engage with issues and debates relevant to the sector
- advocacy tools, resources and capacity building for the cultural sector
- maintaining strong relationships with other Australian Government bodies and across all jurisdictions to promote the value of arts and creativity.

In 2019–20 we published 14 research reports, which received 36,659 website page views and substantial attention from industry and mainstream media. Our research was featured in at least 330 media reports across print, online and broadcast media.

The Council amplifies our advocacy messages through a consistent, clear and reasoned voice.

STRATEGIES	
Advocate for the public value of arts and creativity	<ol style="list-style-type: none"> 1. Draw together research and evidence to advance a compelling case which demonstrates the artistic, cultural, social and economic impact of arts and creativity. 2. Convene and participate in advocacy forums to explore and share research, insights and best practices. 3. Collaborate with national and international strategic partners to advance a public value agenda and make more visible the wide-reaching impact of the arts. 4. Develop a network of strategic partners to advocate for investment in Australian arts and cultural sector.
Advise on arts matters to inform government policy development	<ol style="list-style-type: none"> 1. Provide advice to government on arts related matters. 2. Leverage robust, relevant research and analysis on key issues. 3. Increase public investment through building greater government understanding of the value of cultural and creative industries to achieving their portfolio outcomes.
Lead public discussion about matters relating to arts and creativity	<ol style="list-style-type: none"> 1. Lead a series of public discussions that advocate for the public value of arts and creativity. 2. Lead discussion on issues related to the cultural and creative industries through media and other public channels. 3. Empower the arts and cultural sector to advocate on its own behalf.
Develop evidence that increases understanding of the cultural and creative industries	<ol style="list-style-type: none"> 1. Monitor and report on trends in public attitudes to and participation in the arts. 2. Contribute to the evidence base on the creative workforce and its impact on the creative economy. 3. Develop a strong body of research exploring the impact of new innovations and technology on the future of creating and experiencing art. 4. Provide an evidence-based understanding of how arts and creativity can address social, cultural and economic development issues.

Key performance measures

PERFORMANCE MEASURE	TARGET 2020-2021	2021-22 AND BEYOND
Analysing stakeholder perceptions of how the Australia Council is working alongside them to deliver value	Planning next stakeholder survey ³³	Develop and deliver stakeholder survey
Convening or leading relevant and impactful forums or public events each year	Relevant and impactful ³⁴ forums or public events are convened or led	Relevant and impactful forums or public events are convened or led each year
Delivering impactful and relevant research projects each year	Relevant and impactful ³⁵ research is conducted or published	Relevant and impactful research is conducted or published each year

³³ Following the significant national sector recovery consultation, the Council is undertaking in 2020-21.

³⁴ Relevance and impact will be assessed through a range of quantitative and qualitative factors each year, including the range and nature of the events and public engagement.

³⁵ Relevance and impact will be assessed through a range of factors including industry and media response and web page views.

Management and accountability

Review of performance 2019–20

Within a changing environment and in a year of unprecedented challenge and disruption nationally and globally, the Council championed and invested in Australian arts and creativity to ensure Creativity Connects Us.

Summary of results against performance measures³⁶

	PERFORMANCE MEASURE	RESULT
Strategic objective 1	Supporting at least 15 million attendances at Australia Council arts activities in Australia per year*	Achieved 21.1 million
	Supporting at least 4,500 new Australian artistic works with a public outcome (performed, exhibited, published or recorded) per year*	Achieved 7,855
	Moving the perception of the arts over a five year period ('arts are not for me') as captured in the National Arts Participation Survey	Too early to report
Strategic objective 2	Supporting at least 200 culturally diverse applications with total funding of \$13 million provided per year*	Achieved 960, \$24.1m
	Collecting and reporting on diversity data of multi-year funded organisations	On track
	Monitoring and reporting on the Australia Council's staff and leadership diversity per year	Delayed
	Conducting and publishing research on the diversity of audiences, creative work and the creative workforce	Achieved
	Monitoring and reporting publicly on the Australia Council's diversity performance, including diversity of recipients of support from grants and strategic programs	On track

* indicates a Portfolio Budget Statement metric" at the bottom on pages 40 and 41.

³⁶ As required under paragraph 45(1)(d) of the *Australia Council Act 2013*, the summary of results presents the Council's performance for the period 2019–20 as set out in our Corporate Plan 2019–23. A complete review of the Council's performance is presented in the Australia Council Annual Report 2019–20.



	PERFORMANCE MEASURE	RESULT
Strategic objective 3	Supporting new works created per year by First Nations artists and organisations	Achieved 796
	Attendances for works by First Nations artists supported per year by the Australia Council both domestically and internationally	Achieved 2.6 million
	First Nations artists, arts organisations and projects supported to present overseas per year	Achieved 29 artists and orgs, 36 projects
	Evaluating the Australia Council's Reconciliation Action Plan (and associated metrics) and developing/enacting the plan for 2021-24	On track
Strategic objective 4	Supporting at least 5,700 new Australian artworks per year*	Achieved 10,980
	Providing at least \$7.5 million in support of projects creating new Australian artwork per year*	Achieved \$12.2 million
	Supporting at least 3 million international attendances at Australia Council supported activity per year	Achieved 4.3 million
	30 initiatives that strengthen ties with other countries*	Achieved 40
	50 countries where Australia Council supported arts activities were delivered*	Achieved 57
Strategic objective 5	Analysing stakeholder perceptions of how the Australia Council is working alongside them to deliver value	Too early to report
	Convening forums/public events led/produced by the Council	Achieved
	Delivering impactful and relevant research projects	Achieved

Tennant Creek Brio, *We are the Living History*, 2020. Installation view for the 22nd Biennale of Sydney (2020), Cockatoo Island. Image courtesy of the artists and Nyinkka Nyunyu Art and Culture Centre. Credit: Jessica Maurer.



Financial projections

Comprehensive income statement (showing net cost of services) for the period ended 30 June 2020 as reported in the October 2020 Portfolio Budget Statements.

	2019-20 ESTIMATED ACTUAL \$'000	2020-21 BUDGET \$'000	2021-22 FORWARD ESTIMATE \$'000	2022-23 FORWARD ESTIMATE \$'000	2023-24 FORWARD ESTIMATE \$'000
EXPENSES					
Employee benefits	14,064	13,822	14,085	14,338	14,625
Suppliers	9,738	10,864	11,346	11,030	11,744
Grants	187,122	187,593	187,639	188,622	190,135
Depreciation and amortisation	2,880	3,193	3,017	2,848	2,441
Finance costs	179	161	145	128	110
Total expenses	213,983	215,633	216,232	216,966	219,055
LESS:					
OWN-SOURCE INCOME					
Interest	661	100	100	100	100
Sublease income	129	-	-	-	-
Other	1,411	650	1,000	400	1,000
Total own-source income	2,201	750	1,100	500	1,100
Net (cost of)/contribution by services	(211,782)	(214,883)	(215,132)	(216,466)	(217,955)
Revenue from Government	212,122	214,883	215,132	216,466	217,955
Surplus/(deficit) attributable to the Australian Government	340	-	-	-	-
Changes in asset revaluation surplus	1,154	-	-	-	-
Total comprehensive income/(loss) attributable to the Australian Government	1,494	-	-	-	-
Average staffing level	103	108	108	108	108

On Thin Ice, artworks by Tom Buckland (foreground) and Hilary Wardhaugh (photographs), 2019. Image courtesy of Tuggeranong Arts Centre. Credit: Martin Ollman.



Capabilities

The Council's capability to deliver on our strategic objectives is dependent on our people and culture, ongoing sustainability and efficiency, including technology and communication.

People and culture

Our culture statement, *Why it Matters*, underpins how we work and ensures all our people are aligned and clear about our organisational culture. It outlines the expected behaviours through which we will realise deeper engagement and more effective organisational performance.

Why it Matters provides a roadmap for our unified contributions to make a difference.

Our cause: Enriching lives

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:

- Leadership: advocate and empower
- Diversity: embracing difference
- Collaboration: cooperation with a common purpose
- Integrity: ethical and accountable
- Resilience: flexible, adaptable and responsive
- Service: professional and engaged

We empower and develop our people to make a difference for arts and culture in Australia. We are committed to optimising our shared knowledge and we value different perspectives while cooperating as one organisation.

We invest holistically in our staff through skills development that builds strength, capability and adaptability, as well as support structures for wellbeing and workplace safety.

Our success is built on diversity, empowerment, support and culture and these foundations will always be a part of us. First Nations leadership is integral in our daily work practice and our Cultural Engagement Framework anchors our commitment to diversity which is at the centre of our values, goals, systems and actions for all people.



Liverpool Boys High School students engage with installation on the first day of the Takeover, classroom design by Michelle Robin Anderson. Credit: Ken Leanfore.

Operational efficiency and effectiveness

The Council continues to seek improvements in our operational efficiency while maintaining our effectiveness across our programs and activities.

Organisational restructure

The Council commenced a significant organisational restructure in late 2019, completed in April 2020. Our new structure presents a clear alignment to our core activities of investment, advocacy and development, with greater opportunity for collaboration, efficiency and agility.

Information management, technology and systems

The Council continues to improve its business systems with up to date technology and integration of its cloud-based infrastructure and applications. This work provides new and improved capabilities, reporting and analytics, enhanced productivity, better security and IT resilience. Improved engagement with external stakeholders over the medium and longer term will be made possible by sharing valuable information in an increasingly dynamic and accessible format through our Application Management System and Data Hubs platform.

The Council will implement a customer relationship management system in 2020-21. This will deliver efficiencies by improving contact management and ongoing engagement with stakeholders. We will increase efficiencies through better workflow, and management of enquiries across business units.

The Council is implementing its updated Information Management Policy ensuring business records are managed more efficiently and effectively, and with accountability from creation to disposition. Improved policies and processes will enable automated business records management and effective collaboration, and compliance with the Information Management Standard for Australian Government.

Risk management and oversight

We are committed to a strategic, consistent and structured organisational-wide approach to risk management to promote a well-informed decision-making process which achieves an appropriate balance between realising opportunities for gains and minimising losses.

The Risk Management Policy and Framework embodies the key principles for managing risk as outlined under the PGPA Act and the Commonwealth Risk Management Framework. It defines the organisation's risk appetite and sets out key processes and responsibilities. These documents are reviewed and approved by the Audit and Risk Committee on an annual basis.

Specifically, these risk management and oversight functions review, manage and respond to financial risk (including risks associated with investment and financing programs) in addition to other risk factors which may have a material impact for the Commonwealth. Other risk factors include those related to business planning, development of new policies and programs, operations, and contract and project management of the Council.

Management regularly review the Council's risk profiles and risk register to identify the key risks facing the organisation and the actions required to ensure that risks are managed to an acceptable level over time.

The risk profiles and risk register are reviewed and endorsed by the Audit and Risk Committee on a six-monthly basis and then presented to the full Board for its consideration.

Risk management functions are further realised through a range of structures and processes including, but not limited to: the Nominations and Appointments Committee of the Board; business continuity planning; fraud control policy and associated actions plans. Independent internal audits of key business functions are performed throughout the year and the findings reported to the Audit and Risk Committee of the Board.

The significant risks facing the Council change over time as existing risks are managed and new ones emerge. The Council faces ongoing challenges to manage the expectations of its many and varied external stakeholders in a pandemic environment where demand is increasing, in both quantum and diversity, and resources are limited.

Internally, the most significant risks centre on mitigating the medium to long term adverse impacts of COVID-19. Risks areas include the impact of the pandemic on staff, ensuring robust and effective business systems, and maintaining integral resources and capabilities to respond the varied requirements of our external stakeholders.

Architects of Air, Daedalum
Luminarium at Mona Foma 2020.
Credit: The Museum of Old
and New Art.



Notes

[illegible]

