

OUR ROLE

We connect people with rich and diverse cultural experience through activities at the venues we manage.

These venues are:

- the Canberra Theatre Centre;
- the Canberra Museum and Gallery (CMAG), including the Nolan Collection Gallery @ CMAG; and
- the ACT Historic Places: Lanyon, Calthorpes' House, and Mugga-Mugga.

Through these venues, we provide cultural services across the performing arts, the visual arts, social history and cultural heritage management, by:

- providing performing arts presentations, exhibitions, education programs, community programs and other events; and
- conserving and interpreting the historic sites we manage.

OUR VISION

Our vision is for Canberra to be a creative capital that values the arts for their intrinsic qualities, their contribution to building a more inclusive and resilient society, their support for making the city an exciting place to live and an attractive destination for business and tourism, and their important role in the economy of the ACT and region.

We see the Cultural Facilities Corporation as a leader in this creative city, providing high quality cultural experiences based on the arts and heritage resources that we hold in trust for the people of Canberra, and playing a significant role in the region's cultural and economic life.

OUR KEY VALUES AND PRINCIPLES

Leadership

- We are committed to providing cultural leadership, excellence and innovation, including leadership in using digital applications to enhance our systems and programs.

Engagement

- We actively seek to engage our communities in a greater understanding of the value of the arts, and of our cultural heritage, through our programs and activities, placing customer service as our primary goal and recognising the diverse needs and expectations of our customers.

Collaboration

- We value cooperative and strategic partnerships across all areas of our activities.

Professionalism

- We place major importance on maintaining professional standards in the management of our facilities and in the design and delivery of our programs.

In observing these values, we are committed to implementing the:

- **ACT Government Service Values:** respect, integrity, collaboration and innovation;
- **Principles of the 2015 ACT Arts Policy:** participation and access to the arts; great arts and great artists; vitality of the Canberra region arts ecology; and engagement with Aboriginal and Torres Strait Islander arts and cultures; and
- **ACT Government's Strategic Priorities.**

OUR SIX KEY PRIORITIES FOR 2016-2021

- Develop a major new theatre for the nation's capital, with an education program worthy of national theatre status.
- Bring large-scale theatre shows to Canberra on a regular basis.
- Extend CMAG's profile and reach to fulfil its role as the premier museum and gallery for the Canberra region: upgrade its facilities; grow its collection; and double visitation and participation in its programs.
- Develop Lanyon as a heritage tourist hub and launch the new Lanyon Heritage Centre.
- Expand our portfolio of historic places and enhance the visitor experience at these places.
- Play a leading role in the planning of the Civic Square/City Hill cultural precinct, and the wider city centre of Canberra.

CULTURAL FACILITIES CORPORATION (CFC)

What we are: an enterprise of the ACT Government that manages a number of Canberra's major cultural facilities

What we do: we connect people with rich and diverse cultural experiences through activities at our venues

Our vision: to provide cultural leadership in the Canberra region and beyond

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>LEADERSHIP <i>A cultural leader in the ACT region and beyond</i></p>	<ul style="list-style-type: none"> Play a key role in planning the Civic Square/City Hill cultural precinct, and the wider city centre, emphasising the importance of car parking for visitors to our city-based facilities. Provide leadership in cultural planning, administration and management. Contribute to major policies, reviews and studies that are relevant to our cultural leadership role, highlighting the importance of the arts to economic and social wellbeing. 	<ul style="list-style-type: none"> The Civic Square/City Hill area is recognised as a premier cultural precinct in the heart of Canberra. Sufficient car parking is provided for visitors to our city-based facilities. The CFC undertakes cultural leadership projects, including cooperative projects with peak cultural organisations such as The Childers Group. The CFC makes high quality submissions to relevant policies, reviews and studies, which are influential in the outcomes of these initiatives.
<p>STRATEGY <i>A clear direction for our future</i></p>	<ul style="list-style-type: none"> Use the Strategic Plan as the basis for our annual corporate plans. Use the Strategic Plan to guide the work of the Board, advisory committees, staff and volunteers. Monitor and report on progress towards the Strategic Plan on a regular basis. Use the Strategic Plan to guide how we communicate with our stakeholders. 	<ul style="list-style-type: none"> The Strategic Plan is linked to annual corporate plans, the Board's annual priorities, the performance management plans of staff, and the work of advisory committees and volunteers. High quality annual reports are produced, which identify progress towards corporate plans and the Strategic Plan. A Communications Strategy translates the Strategic Plan into key messages for our stakeholders. The CFC web portal provides clear messaging, linked to the Strategic Plan.
<p>GOVERNANCE <i>An accountable and dynamic organisation</i></p>	<ul style="list-style-type: none"> Ensure that our governance systems provide a high standard of accountability. Maintain the Board at full strength, with members who are skilled, diverse, well-informed and committed to continuous improvement. Focus on performance as well as conformance at Board level. 	<ul style="list-style-type: none"> The Governance Charter guides and supports high standards of accountability. Favourable outcomes are achieved in external and internal audits. Board members are skilled and diverse, with regular performance reviews. Key policies, plans and strategies are in place and receive Board approval. Board agendas focus on performance as well as conformance.
<p>PEOPLE <i>An employer of choice</i></p>	<ul style="list-style-type: none"> Attract, develop and retain staff and volunteers who are highly skilled and passionate about their work. Ensure our workplace is safe and rewarding for staff and volunteers. 	<ul style="list-style-type: none"> All staff have performance management plans. A Human Resource Plan and policies guide all people management activities. A Succession Plan identifies planning for succession to key positions. A Learning and Development Plan guides development of our staff. A comprehensive Workplace Safety Management System is implemented. The rate of workplace injuries is better than industry standards. Highly skilled volunteers, including advisory committee members, are attracted, developed, recognised and retained.
<p>FINANCES <i>Long-term financial sustainability</i></p>	<ul style="list-style-type: none"> Maintain high standards of financial management and reporting. Maximise both government and own-sourced income, to ensure financial sustainability and support future growth. Ensure all our customers – both internal and external – are paid accurately and promptly. 	<ul style="list-style-type: none"> The annual budget is achieved or surpassed. Favourable outcomes are achieved in financial audits. High quality bids are prepared for capital and recurrent funds. The Theatre Reserve is increased. High level of customer satisfaction with financial services. New income sources are developed, including grants and philanthropy.
<p>ASSETS <i>Support for delivering high quality cultural experiences</i></p>	<ul style="list-style-type: none"> Maintain high standards of asset management. Achieve high standards of disability access. Ensure IT systems deliver business outcomes. Review and improve administrative, financial and customer service systems. 	<ul style="list-style-type: none"> An Asset Management Plan guides all asset planning and replacement, and is resourced to maintain our assets at high standards. Access Action Plans are developed and implemented. Capital investment is maximised, preferably equating to depreciation expenses. An IT Strategy drives improved business outcomes. An intranet is introduced for CFC staff. Digital Records Management is implemented across the organisation.

CANBERRA THEATRE CENTRE

What we are: the Canberra region's main theatre centre, incorporating the Canberra Theatre, The Playhouse and the Courtyard Studio

What we do: we connect people with theatre experiences of national and international quality

Our vision: to be a leading theatre centre in Australasia and Asia

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>CUSTOMERS <i>Audiences that are growing, diverse, engaged and entertained</i></p>	<ul style="list-style-type: none"> • Ensure our customers are the focus of all our activities. • Provide public programs to enhance the onstage experience. • Target initiatives to address special needs in the community. • Develop young patrons, to ensure a future audience. • Increase audiences, including from the region. 	<ul style="list-style-type: none"> • Positive trend in patron numbers. • Positive trend in the number of public programs. • Customer satisfaction rates are maintained at a high level. • Positive trend in the diversity of audience and demographic spread. • Access programs are implemented. • Complaints are resolved in a timely manner.
<p>PROGRAMMING <i>A diverse, high quality, entertaining and distinctive program</i></p>	<ul style="list-style-type: none"> • Program high quality, innovative shows that engage and entertain, and which include international companies and performers, digital programs, and connections to the Asian market. • Ensure the range of genres presented at the Centre is appropriate for the venues, the marketplace and the supply of product. • Provide culturally diverse shows as a part of regular programming, including shows featuring Indigenous cultures • Program to complement existing festivals and foster new festivals. • Develop and extend programming for new audiences, with a particular focus on young people. • Support local performing artists. • Support producers that take the financial risk at the Centre. • Attract large-scale shows to Canberra on a regular basis, including opportunities for exclusive Canberra seasons. 	<ul style="list-style-type: none"> • Leading performing arts companies visit the Centre on a regular basis. • Positive trend in venue usage of all Centre venues. • Positive trend in patron numbers. • A diverse product mix is achieved in terms of genres and origin source: local, national or international. • Positive trend in programs targeted towards new audiences. • A broad range of presenters is supported. • Some exclusive Canberra seasons of productions are achieved. • External support is gained for Canberra seasons of large-scale shows.
<p>BUSINESS <i>Venues, systems and people that support high quality live performance</i></p>	<ul style="list-style-type: none"> • Maintain the Centre's venues and facilities to industry standards through the Asset Management Plan. • Ensure all business areas are resourced, including staffing, for current and future levels of activity. • Ensure marketing operations maximise ticket sales and support brand identity. • Ensure Canberra Ticketing maximises ticket sales and seeks external commercial ticketing opportunities. • Ensure front-of-house operations create a high quality customer experience and maximise financial returns. • Ensure technical operations support high quality theatre experiences. • Increase Theatre Reserve through the Centre's commercial activities. • Use business metrics as a basis for future growth. 	<ul style="list-style-type: none"> • An Asset Management Plan guides all asset planning and replacement, and is resourced to maintain venues and facilities to industry standards. • Capital investment is maximised, preferably at a level equal to depreciation expenses. • Positive trend in venue usage of the Canberra Theatre and The Playhouse. • Marketing materials and channels use leading-edge content and systems. • A new ticketing system incorporating Customer Relationship Management is implemented. • Positive trend in ticket sales. • Front of House facilities increase visitation, contributing to precinct vibrancy. • The Theatre Reserve is developed and used to generate additional programming opportunities. • Stakeholders gain a greater understanding of business drivers for the Centre.
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> • Maintain a distinctive, clear and consistent brand for the Centre. • Provide leadership in theatre education, including programs that link to the Australian curriculum, and vocational education and training (VET) programs in technical skills. • Research and promote the importance of the Centre as a key driver of business activity in the city centre and a key contributor to the economy of the Canberra region. • Develop a major new theatre appropriate for the nation's capital. 	<ul style="list-style-type: none"> • A high quality brand is achieved for the Centre. • Connections are maintained and developed with the education system and schools, with positive trends in student audiences, at education programs, and in VET student numbers. • Research reports are generated and used actively, on the financial impact of the Centre for the cultural precinct and regional economy. • Construction commences on the new theatre.

CANBERRA MUSEUM AND GALLERY (CMAG)

What we are: a museum and gallery dedicated to the visual arts and social history of the Canberra region

What we do: we connect people with the Canberra region's rich and diverse stories, sense of place, and contemporary identity

Our vision: to be a leading regional cultural venue in Australia and beyond

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>CUSTOMERS <i>Audiences that are growing, diverse and engaged</i></p>	<ul style="list-style-type: none"> • Ensure our customers are the focus of all our activities. • Target initiatives to address special needs and interests in the community, extend the demographic of our customers, and reach out to those who do not currently access our services. • Review visitor surveys and data to enable greater responsiveness in services and programming. 	<ul style="list-style-type: none"> • Visitation and participation in programs are doubled. • The diversity in demographic and geographic spread of audiences is increased. • Interstate and international tourism initiatives are undertaken on annual basis. • Customer surveys are reviewed and enhanced, and satisfaction rates are maintained at a high level. • Complaints are resolved in a timely manner. • CMAG enhances the visitor experience, and is recognised as a sector leader in museum programming and digital innovation.
<p>PROGRAMMING <i>Exhibitions and programs that reflect Canberra's unique identity</i></p>	<ul style="list-style-type: none"> • Program high quality, innovative exhibitions, education and community programs and other activities, using digital applications to enhance programs and systems. • Ensure cultural diversity is part of regular programming, including exhibitions and programs featuring Indigenous cultures. • Develop and extend programming for young audiences. • Provide programs that complement, but make a point of difference with, the national cultural institutions, highlighting CMAG's unique focus on the Canberra region including by featuring regional artists. 	<ul style="list-style-type: none"> • CMAG exhibitions are recognised for their high quality and diversity, including in critical reviews. • CMAG's exhibitions are toured within Australia and overseas. • A digital art prize is established. • Visitation and participation in programs are doubled. • Customer satisfaction rates are maintained at a high level.
<p>STEWARDSHIP <i>Venues and collections that allow us to tell the many stories of Canberra</i></p>	<ul style="list-style-type: none"> • Maintain CMAG's venues and facilities to industry standards. • Develop, conserve and research CMAG's integrated visual arts and social history collection. • Digitise CMAG's collection. • Care for the Nolan Collection and enhance its presentation. 	<ul style="list-style-type: none"> • An Asset Management Plan guides all asset planning and replacement, and is resourced to maintain venues and facilities to industry standards. • Additional staffing is implemented to care for and interpret the collection. • All gallery spaces are fully climate-controlled, have new LED lighting installed, and have individual door counters. • CMAG's Collection is digitised and is accessible online. • Requirements of the Performance Agreement for the Nolan Collection are met. • The Nolan Collection is relocated to a standalone gallery space within CMAG.
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> • Enhance and extend CMAG's presence and profile in North Building, to provide : <ul style="list-style-type: none"> • greater visibility on Civic Square and London Circuit; • more spaces to deliver a greater range of exhibitions and activities; • a dedicated family and children's space; • a retail space; • a larger cafe facility; • improved venue hire areas, including a large foyer space and a rooftop terrace; and • a city centre hub for visitor information. • Promote the role of CMAG as a major visitor attraction, information hub and happening place in the city centre of Canberra, and as a venue of regional importance. • Pursue productive partnerships with other cultural organisations, Canberra region artists, and the wider community in developing and delivering our programs. 	<ul style="list-style-type: none"> • CMAG's floor area is increased. • A visitor information facility is established within CMAG. • CMAG is used and seen as a centre for debates, launches, media events, and other high profile regional activities. • Positive trend in venue hire activity. • Positive trend in the number and scale of partnerships. • CMAG's role as a major visitor attraction is recognised through a tourism award. • Continued strong interest in CMAG's activities from artists at all stages of their careers.

A.C.T. HISTORIC PLACES

What we are: three historic places that reflect different aspects of Canberra's history : Lanyon, Calthorpes' House and Mugga Mugga

What we do: we connect people with Canberra's rich and diverse stories and heritage

Our vision: to be leading historic places in Australia and beyond

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>CUSTOMERS <i>Audiences that are growing, diverse and engaged</i></p>	<ul style="list-style-type: none"> • Ensure our customers are the focus of all our activities. • Target initiatives to address special needs and interests in the community, extend the demographic of our customers, and reach out to those who do not currently access our services. • Review visitor surveys and data to enable greater responsiveness in services and programming. 	<ul style="list-style-type: none"> • Positive trend in visitor numbers and digital engagement - including in the diversity of the demographic and geographic spread of audiences. • Customer surveys are reviewed and enhanced, and satisfaction rates are maintained at a high level. • Complaints are resolved in a timely manner. • The Historic Places enhance the visitor experience, and are recognised as a sector leader in museum programming and digital innovation.
<p>PROGRAMMING <i>Programs that explore Canberra's history by interpreting each place</i></p>	<ul style="list-style-type: none"> • Program high quality, innovative education and community programs and other activities, using digital applications to enhance programs and systems. • Ensure cultural diversity is part of regular programming, including exhibitions and programs featuring Indigenous cultures. • Develop and extend programming for young audiences. • Provide visitors with additional insights into the historic sites through permanent and temporary exhibitions. 	<ul style="list-style-type: none"> • Positive trend in visitor numbers. • The Historic Places digital guide project is fully implemented. • Customer satisfaction rates are maintained at a high level. • Pre- and post-visit education programs are provided online, to enhance learning opportunities.
<p>STEWARDSHIP <i>Buildings, grounds and collections that are conserved and researched</i></p>	<ul style="list-style-type: none"> • Maintain, conserve and research the buildings, grounds and collections of the Historic Places, within the framework of the Conservation Management Plan for each site. • Develop Lanyon's collection of decorative and fine arts. • Digitise the Historic Places collections. • Position the heritage-listed gardens of the Historic Places as "green collections." 	<ul style="list-style-type: none"> • An Asset Management Plan guides all asset planning and replacement, and is resourced to maintain buildings and grounds within the framework of the Conservation Management Plan for each site. • Additional staff resources are implemented to care for and interpret the Historic Places. • The collections of the Historic Places are digitised and accessible online. • An irrigation system is installed in the Lanyon gardens. • New outdoor programs highlight healthy activities and "green collections".
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> • Develop Lanyon as a heritage tourism hub and a "must see" attraction for visitors wanting to experience Australia's settlement history . • Use the Lanyon Heritage Centre to welcome visitors to the Lanyon site and to research and promote Lanyon's significance. • Open up more spaces in Lanyon homestead for historical interpretation. • Present Calthorpes' House as Australia's best example of a domestic museum of the 1920s. • Present Mugga Mugga as an authentic setting to experience life on the Limestone Plains before Canberra was established. • Ensure the Historic Places are used as examples of best practice in cultural heritage management, including for tertiary education. • Extend the portfolio of Historic Places, to include sites that allow Canberra's more recent history to be explored. 	<ul style="list-style-type: none"> • Positive trend in visitor numbers and venue hire activity. • Lanyon's role as a heritage tourism attraction is recognised through a tourism award. • The Lanyon Heritage Centre is established as a centre for visitor services, education programs and research. • The number of areas used for historical interpretation of Lanyon homestead increases. • The Historic Places are used regularly for tertiary cultural heritage management programs. • Positive trend in the number and scale of partnerships. • An additional site is added to the Historic Places managed by the CFC.