

CULTURAL FACILITIES CORPORATION

CORPORATE PLAN

2020-21



Our role	Our vision
<p>We connect people with rich and diverse cultural experience through activities at the venues we manage. These venues are :</p> <ul style="list-style-type: none"> • the Canberra Theatre Centre; • the Canberra Museum and Gallery (CMAG), including the Nolan Collection; and • the ACT Historic Places: Lanyon, Calthorpes' House, and Mugga-Mugga. <p>Through these venues, we provide a range of cultural services across the performing arts, the visual arts, social history and cultural heritage management, by:</p> <ul style="list-style-type: none"> • providing performing arts presentations, exhibitions, education programs, community programs and other events; and • conserving and interpreting the historic sites we manage. 	<p>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.</p> <p>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.</p>
Our key values and principles	Our key priorities for 2020-21
<p>Leadership</p> <ul style="list-style-type: none"> • We are committed to providing cultural leadership, excellence and innovation, including leadership in using digital applications to enhance our systems and programs. <p>Engagement</p> <ul style="list-style-type: none"> • 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. <p>Collaboration</p> <ul style="list-style-type: none"> • We value cooperative and strategic partnerships across all areas of our activities. <p>Professionalism</p> <ul style="list-style-type: none"> • We place major importance on maintaining professional standards in the management of our facilities and in the design and delivery of our programs. <p>In observing these values, we are committed to implementing the :</p> <ul style="list-style-type: none"> • ACT Government Service Values : respect, integrity, collaboration and innovation; • Principles of the 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 Strategic Priorities. 	<ol style="list-style-type: none"> 1. Manage through, and recover from, the COVID-19 pandemic, ensuring that, to the extent possible : <ul style="list-style-type: none"> • negative impacts of COVID-19 on the CFC's venues and operations are minimised; • positive impacts are retained and built upon; • the CFC's financial sustainability is maintained; and • the CFC provides cultural leadership in the recovery from COVID-19. 2. Play an active role in planning towards a major new theatre for Canberra, and position the Canberra Theatre Centre for the development of this new theatre by programming large-scale performing arts productions, with consequential benefits for tourism and the visitor economy. 3. Play an active role in planning towards a revitalised cultural precinct around Civic Square. 4. Develop a new Strategic Plan during 2020-21, covering the period from 2022 to 2025, as the basis for future annual corporate plans. <p>How this Corporate Plan is structured</p> <ul style="list-style-type: none"> • This Corporate Plan identifies actions that will be taken in 2020-21 to respond to the main directions set out in the CFC's current five-year Strategic Plan, which covers the period 2016-21. • An additional focus of this 2020-21 Corporate Plan is on the CFC's efforts to manage through, and recover from, the COVID-19 pandemic. Actions specific to COVID-19 are included in each section of the Plan.

CULTURAL FACILITIES CORPORATION

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	Actions we will put in place in 2020-21 towards this
A smooth recovery from the COVID-19 pandemic	<ul style="list-style-type: none"> • Manage the overall planning and implementation of the CFC's COVID-19 response. • Report to key stakeholders on the CFC's response to COVID-19. <p>Further specific actions relating to COVID-19 are identified below.</p>
A1. Leadership <i>A cultural leader in the ACT region and beyond</i>	<ul style="list-style-type: none"> • A1.1 Provide cultural leadership in the recovery from COVID-19, including through the development of new programs that engage the local arts sector. • A1.2 Work with the City Renewal Authority on revitalising Civic and on cultural planning for the Civic Square Precinct. • A1.3 Work with the Constitution Place developer as the project is completed, to seek good outcomes for CFC patrons, such as car parking availability, and pre- and post-theatre dining. • A1.4 Work with the ACT Heritage Council and other ACT agencies on the heritage listing of the Civic Square precinct, including through the commissioning of a Conservation Management Plan for the precinct. • A1.5 Further develop collaborations with cultural and tourism bodies, including peak cultural bodies, national cultural institutions, the Minister's Creative Council and The Childers Group. • A1.6 Implement the ACT Aboriginal and Torres Strait Islander Agreement 2019-28 and the Reconciliation Action Plan of the Chief Minister, Treasury and Economic Development Directorate, as they relate to the CFC, and seek to increase the engagement of Aboriginal and Torres Strait Islander peoples in the CFC's governance and advisory structures, staffing and visitors.
A2. Strategy <i>A clear direction for our future</i>	<ul style="list-style-type: none"> • A2.1 Report on this 2020-21 Corporate Plan in the 2020-21 Annual Report. • A2.2 Develop a 2021-22 Corporate Plan prior to 30 June 2021. • A2.3 Develop a new Strategic Plan, covering the period 2022-25. • A2.4 Ensure the CFC web portal is an up-to-date source of information about the organisation and includes key corporate documents.
A3. Governance <i>An accountable and dynamic organisation</i>	<ul style="list-style-type: none"> • A3.1 Implement strong governance and transparency in reporting, policies and practices. • A3.2 Invite the CFC's external auditors to each Audit Committee meeting, and to meet with the Board after the 2019-20 end of year audit. • A3.3 Implement an internal audit program and a quality assurance program. • A3.4 Update the Strategic Risk Management Plan and Fraud Control Plan, and raise awareness of staff responsibilities for fraud control. • A3.5 Continue the work of the CFC Security Executive Group in overseeing and reviewing the CFC's Security Plan and Security Procedures.

<p>A4. People <i>An employer of choice</i></p>	<ul style="list-style-type: none"> • A4.1 Manage COVID-19 impacts on staff and volunteers. Support those working from home or in changed duties. Seek alternative work for staff not needed for their normal duties due to COVID-19 restrictions. • A4.2 Explore whether new ways of working during COVID-19 can be continued, such as greater use of electronic meeting platforms. • A4.3 Ensure a supportive working environment and sound human resource management, including by implementing : <ul style="list-style-type: none"> ○ the Respect, Equity and Diversity Framework; ○ the ACT Government Service performance management system; ○ the CFC's Human Resource Management Plan; ○ the CFC's Agency Consultative Committee; ○ senior staff renewal planning; ○ staff training and professional development opportunities; ○ the Healthy Minds - Thriving Workplace Strategy 2019-2022; and ○ the 2020 Don Aitkin Awards. • A4.4 Continue to implement workplace health and safety and injury management improvement strategies, with regular reports to the Board, quarterly meetings of the whole-of-CFC Workplace Health and Safety Committee, and regular meetings at work group level. • A4.5 Provide volunteers with training, support and recognition, including through award schemes such as the Don Aitkin Award. • A4.6 Support the CFC's three advisory committees. Undertake a full membership renewal process before the completion of membership terms on 30 June 2021 and following an interim renewal undertaken in 2020. Ensure this full renewal process addresses diversity on the committees.
<p>A5. Finances <i>Long-term financial sustainability</i></p>	<ul style="list-style-type: none"> • A5.1 Manage COVID-19 impacts on the CFC's finances, including by reducing costs where possible, accessing special assistance measures, and seeking additional financial support from the ACT Government. • A5.2 Implement and monitor an internal budget for 2020-21 with strategies to recover from COVID-19 and to address long-term financial sustainability. • A5.3 Achieve prompt and efficient processing of payroll, theatre show acquittals, account payments, and collection of receivables. • A5.4 Develop high-quality bids for the 2020-21 ACT Budget process.
<p>A6. Assets <i>Support for delivering high quality cultural experiences</i></p>	<ul style="list-style-type: none"> • A6.1 Use venue closure periods due to COVID-19 as opportunities to undertake asset maintenance and upgrade programs. • A6.2 Use the Strategic Asset Management Plan as the basis for capital bids into the 2020-21 ACT Budget process. • A6.3 Implement cyclical maintenance programs at each site. • A6.4 Update the IT Strategic Plan to guide IT platforms and programs. • A6.5 Implement and update Business Continuity Plans and Disaster Recovery Plans, especially in the light of experience gained during 2019-20 in relation to major bushfires, smoke haze and COVID-19. • A6.6 Implement the Records Management Plan and continue the rollout of the Electronic Records Management System. • A6.7 Implement the Resource Management Plan, to encourage sustainability practices and reduce energy consumption and costs.

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	Actions we will put in place in 2020-21 toward this
A smooth recovery from the COVID-19 pandemic	<ul style="list-style-type: none"> • Work closely with the ACT Chief Health Officer, other ACT agencies and the performing arts industry nationally, in ensuring the Centre's venues can operate in a safe and sustainable way as soon as possible. • In the meantime, continue to use the theatre closure period to develop and present innovative audience engagement programs, to support the local performing arts sector, and to undertake asset maintenance and upgrade works. • Program a season of presentations to recover from COVID-19 and welcome companies and artists back into the Centre's venues, including by : <ul style="list-style-type: none"> ○ showcasing the local performing arts sector; ○ bringing major touring shows to Canberra; and ○ seeking opportunities to rehearse and open new theatrical productions in Canberra. <p>Further specific actions relating to COVID-19 are identified below.</p>
B1. Customers <i>Audiences that are growing, diverse, engaged and entertained</i>	<ul style="list-style-type: none"> • B1.1 Provide a safe and welcoming environment for patrons on reopening the Centre after the COVID-19 closure period. • B1.2 Assist patrons to access the Centre during the final stages of construction of the Constitution Place project and in the commissioning of the new facilities, through the provision of additional information and signage. • B1.3 Review ticketing, customer relationship, and e-marketing systems to maximise engagement and sales. • B1.4 Continually seek to improve the customer experience by surveying audiences and using information gained to improve facilities and services. • B1.5 Provide value-adding opportunities, including public programs, that enhance the overall patron experience. • B1.6 Continue with and review the Access Action Plan for the Centre. • B1.7 Continue to refine audience development strategies and deliver benefits to the ACT and region economy, including for tourism.
B2. Programming <i>A diverse, high quality, entertaining and distinctive program</i>	<ul style="list-style-type: none"> • B2.1 Present the <i>CTC@Home</i> program of livestreamed performances by local artists, developed during the Centre's COVID-19 closure period, and explore whether this program could be continued and extended in future. • B2.2 Use the Theatre Reserve, as required, to invest in and support programming in the post COVID-19 period. • Please also refer to the item at the start of this section with regard to programming to recover from COVID-19.
B3. Business <i>Venues, systems and people that support high quality live performances</i>	<ul style="list-style-type: none"> • B3.1 Undertake the third and final year of a three-year Stage 5 upgrade program for the Centre, to enhance the safety of patrons, ensure a high level of Workplace Health and Safety (WHS) for staff, and improve facilities for patrons with special needs, to retain the Centre's functionality and status as a professional performing arts centre. • B3.2 Implement the second and final year of a two-year Stage 6 upgrade program, to further ensure a high level of WHS, enhance security infrastructure, upgrade the Centre's building management systems, and undertake other upgrades and improvements. • B3.3 Undertake other upgrade programs funded through Better Infrastructure Funding. • B3.4 Monitor web-based marketing activities, maintain a secure environment, and procure new email marketing tools such as Adobe Campaign. Continue to develop the Customer Relationship Management System and Venues applications across all business areas. • B3.5 Review, and revise where needed, the patron survey and data collection results that track economic impact and patron experience. • B3.6 Upgrade Front of House Point of Sale terminals to improve patron experience and increase commercial returns. • B3.7 Further develop tools to enable live data tracking against targets, including the development and implementation of a dashboard to assist in analysis and decision making.

B4. Leadership

An integral part of the cultural life of the Canberra region and beyond

- **B4.1** Support venue branding by promoting consistently high-quality productions and supporting venue hirers in marketing their productions.
- **B4.2** Implement a Best Practice Framework for Discovery and Learning, incorporating best practice in programming, participation and training, and creating pathways to industry through a range of training and development programs for young people, educators and practitioners.
- **B4.3** Continue to analyse the Centre's economic impact for the ACT, including through regional visitation, and assess how theatre activity can support and be supported by the hospitality sector.
- **B4.4** Play a key role in continued planning towards a major new theatre for Canberra.

CANBERRA MUSEUM AND GALLERY

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	Actions we will put in place in 2020-21 towards this
A smooth recovery from the COVID-19 pandemic	<ul style="list-style-type: none"> • Manage the phased reopening of CMAG to the public following the COVID-19 closure period. • Build on new programs, activities and approaches developed during the COVID-19 closure period. <p>Further specific actions relating to COVID-19 are identified below.</p>
C1. Customers <i>Audiences that are growing, diverse and engaged</i>	<ul style="list-style-type: none"> • C1.1 Provide a safe and welcoming environment for visitors in the phased reopening of CMAG after the COVID-19 closure period. • C1.2 Continually seek to improve customer satisfaction with their visit to, and experience of, CMAG. • C1.3 Continue to proactively use information gained from visitor surveys and online comments, to improve facilities and services. • C1.4 Implement the Access Action Plan for CMAG, to enhance its accessibility for people with disabilities. • C1.5 Review target audiences and marketing plans. • C1.6 Provide appropriate training to enable Front of House staff to keep customer service skills up to date.
C2. Programming <i>Exhibitions and programs that reflect Canberra's unique identity</i>	<ul style="list-style-type: none"> • C2.1 Present an exhibition program that reflects the diversity of the Canberra community and its interests, including through collaborations and partnerships. • C2.2 Present online catalogues of major exhibitions, using the template developed during the COVID-19 closure period. • C2.3 Develop a major new exhibition on the life and work of Ruth Lane Poole, as the centrepiece for the 2021 national AGM program for the Australiana Fund. • C2.4 Deliver a major exhibition, <i>Sign of the times</i>, showcasing CMAG's collection and the social history of Canberra. • C2.5 Present the Nolan Foundation Collection on an ongoing basis, together with elements of the broader Nolan Collection. • C2.6 Present a comprehensive range of learning and community programs and other activities at CMAG, when these activities recommence after COVID-19 restrictions are lifted. • C2.7 Present learning and community programs relating to the Nolan Collection, when these activities recommence after COVID-19 restrictions are lifted. • C2.8 Present new digital learning programs developed during the COVID-19 closure period.
C3. Stewardship <i>Venues and collections that allow us to tell the many stories of Canberra</i>	<ul style="list-style-type: none"> • C3.1 Continue to explore options to upgrade CMAG's security systems. • C3.2 Develop, conserve, research and interpret an integrated social history and visual arts collection. • C3.3 Conserve, research, interpret and manage the Nolan Collection under the Nolan Management Agreement with the Commonwealth. • C3.4 Collaborate with relevant agencies, with the aim of bringing works from the Nolan Collection to a wider audience. • C3.5 Continue digitisation of the CMAG collection.

<p>C4. Leadership <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none">• C4.1 Recruit a new Director for CMAG with the vision and drive to develop CMAG further as a leading regional facility.• C4.2 Continue to explore options to redesign/expand the CMAG foyer, to revitalise the ground floor area and street frontages.• C4.3 Update revenue plans for CMAG, to cover fundraising, grants, venue hire, and the CMAG café, balanced with core functions.• C4.4 Increase awareness of CMAG in local, regional and national markets, including by the participation of senior staff in major conferences and museum sector initiatives.• C4.5 Continue existing and develop new partnerships between CMAG and other relevant organisations, institutions and agencies.• C4.6 Continue planning and implementation of the Australian Museums and Galleries Indigenous Roadmap.
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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	Actions we will put in place in 2020-21 towards this
A smooth recovery from the COVID-19 pandemic	<ul style="list-style-type: none"> • Manage the phased reopening of the Historic Places to the public following the COVID-19 closure period. • Build on new programs, activities and approaches developed during the COVID-19 closure period. <p>Further specific actions relating to COVID-19 are identified below.</p>
D1. Customers <i>Audiences that are growing, diverse and engaged</i>	<ul style="list-style-type: none"> • D1.1 Provide a safe and welcoming environment for visitors in the phased reopening of Historic Places after the COVID-19 closure period. • D1.2 Develop Historic Places branding and marketing, to encourage new audiences and to promote the relevance and value of each place. • D1.3 Use customer feedback to inform and improve facilities and services. • D1.4 Engage with Indigenous communities to strengthen and improve Historic Places' approach to interpretation and management of Indigenous stories and values. • D1.5 Develop digital interpretation onsite and online, digital marketing, and use of social media to broaden public engagement. • D1.6 Engage with the community through active volunteer programs at the Historic Places.
D2. Programming <i>Programs that explore Canberra's history by interpreting each place</i>	<ul style="list-style-type: none"> • D2.1 Present a range of activities that increase visitors' understanding and enjoyment of the Historic Places, their collections and landscape setting, and encourage repeat visitation, including through new online digital programs developed during the COVID-19 recovery period. • D2.2 Support research into the history of the properties, people and collections to inform programs, exhibitions and curatorial initiatives. • D2.3 Support the implementation of a renewable energy pilot project at Mugga-Mugga and develop education programs in partnership with the project. • D2.4 Provide new outdoor programs highlighting healthy activities and "green collections".
D3. Stewardship <i>Buildings, grounds and collections that are conserved and researched</i>	<ul style="list-style-type: none"> • D3.1 Conserve, research, interpret and present the Historic Places and their collections, maintaining their cultural significance in accordance with the Burra Charter, heritage legislation, Conservation Management Plans and Executive Leases. Continue to develop policies, strategies and programs to assist in managing and interpreting the Historic Places collections and sites. • D3.2 Implement a major capital works program including : <ul style="list-style-type: none"> ○ completion of the new workshop project at Lanyon; ○ the second year of a four-year program of major capital works at Lanyon, to install new water infrastructure, undertake building stabilisation measures, and upgrade security infrastructure; ○ a grasslands fencing project at Mugga-Mugga; and ○ other capital upgrades funded through Better Infrastructure Funding. • D3.3 Continue to explore options to upgrade Lanyon's ICT capability. • D3.4 Progress detailed recording and mapping of the gardens and grounds of the sites, recognising that this "living collection" also needs to be conserved, researched and interpreted. • D3.5 Continue weed and pest management, river restoration and vegetation. • D3.6 Maintain effective WHS and emergency response plans to ensure the safety and security of staff, visitors and physical assets. • D3.7 Implement improvements in asset management, to enhance the programming of maintenance/upgrades and better understand the real costs of maintaining assets. • D3.8 Monitor progress of the subdivision Development Application adjacent to Mugga-Mugga.

<p>D4. Leadership <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none">• D4.1 Progress a master plan for Lanyon to guide future management, infrastructure, and interpretation.• D4.2 Increase awareness of Historic Places sites in local, regional, national and international markets, through promotion of their special features and cultural tourism initiatives.• D4.3 Use the Lanyon Heritage Centre for education programs and collection management activities, and scope the use of the Centre as a visitor orientation and interpretation space.• D4.4 Develop opportunities to promote venue hire for functions and events in partnership with the onsite caterer, to increase revenue.• D4.5 Maintain and develop partnerships between the Historic Places and other relevant education, government and non-government organisations and institutions.• D4.6 Participate in the 2020 Floriade festival, <i>Floriade Reimagined</i>, with Lanyon selected as one of the key sites for this festival.
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