

CULTURAL FACILITIES CORPORATION

CORPORATE PLAN • 2017-18



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 THE FIVE-YEAR PERIOD LEADING UP TO 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.

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 BY 2021	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL	ACTIONS WE WILL PUT IN PLACE IN 2017-18 TOWARDS THIS
<p>A1. 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. 	<ul style="list-style-type: none"> A1.1 Work with the developer of the Constitution Place project to: <ul style="list-style-type: none"> minimise impacts of this project on the CFC's city-based facilities during the construction phase, in terms of pedestrian and vehicle access, construction noise and vibration, and car parking availability; and maximise benefits of the completed project for the CFC, in terms of car parking availability and services for visitors, patrons, and visiting theatre companies, including pre- and post-theatre dining and hotel accommodation. A1.2 Work with other ACT Government agencies to put in place temporary car parking arrangements to mitigate the removal of car parks during the Constitution Place project. A1.3 Engage with the new City Renewal Authority on the revitalisation of Civic and on cultural planning for the city. A1.4 Participate in the planning of Light Rail Stages 1 and 2 projects, to maximise their benefits for the CFC's city-based facilities. A1.5 Work with Civic Square neighbours, including Craft ACT, ACT Legislative Assembly, Theo Notaras Multicultural Centre and Civic Library, on cooperative activities and issues of mutual interest. A1.6 Implement the Reconciliation Action Plan of the Chief Minister, Treasury and Economic Development Directorate, as it relates to the CFC. A1.7 Deliver, with The Childers Group, an Arts Value Forum on communicating and realising the value of the arts, and use this to convey key messages about the CFC's role in cultural leadership. A1.8 Explore the scope for further collaborative projects between the CFC and The Childers Group, including a potential arts leadership event in late 2017, focusing on governance in the arts. A1.9 Further develop collaborations with cultural and tourist bodies including: peak cultural bodies, national cultural institutions, other cultural organisations, tourism organisations and diplomatic missions, to extend the CFC's profile and involvement in cultural and tourism sector initiatives. A1.10 Explore how the CFC can contribute to the success of, and gain benefits from, direct international flights to Canberra. A1.11 Celebrate the CFC's 20th birthday in November 2017, focusing on the organisation's achievements and leadership role.

<p>A2. 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. 	<ul style="list-style-type: none"> • A2.1 Report on achievement of the 2017-18 Corporate Plan in the 2017-18 Annual Report. • A2.2 Implement the ACT Government Service performance management system, linking all performance agreements to the 2017-18 Corporate Plan. • A2.3 Develop a Corporate Plan for 2018-19, based on the Strategic Plan, with input from staff and volunteers. • A2.4 Implement the CFC's five-year Communications Strategy based on the Strategic Plan. • A2.5 Ensure the CFC's web portal is an up-to-date source of information about the organisation, including with key corporate documents.
<p>A3. 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. 	<ul style="list-style-type: none"> • A3.1 Review and if necessary update the Governance Charter. • A3.2 Plan for forthcoming Board membership renewals, including through a board skills audit. • A3.3 Ensure Board meeting agendas focus on performance as well as conformance. Seek continual improvement in the presentation of Board agenda papers. • A3.4 Arrange for the CFC's external auditors to meet with the Board after the audit of the 2016-17 Financial Statements and Statement of Performance. • A3.5 Invite the CFC's external auditors to each meeting of the Board's Audit Committee. • A3.6 Implement an internal audit program and an expanded quality assurance program, focusing on key areas of risk. • A3.7 Participate in Auditor-General performance audits that relate to the CFC's operations, including performance audits of public art and of performance indicators. • A3.8 Review and update the Strategic Risk Management Plan and Fraud Control Plan. • A3.9 Remind staff of their responsibilities for fraud control, including through fraud awareness training and emails from the CEO and CFO. • A3.10 Review the CFC's security risks and consolidate the CFC's security arrangements into a comprehensive and updated Security Plan and Procedures.
<p>A4. 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. 	<ul style="list-style-type: none"> • A4.1 Ensure a supportive working environment, including by implementing the Respect, Equity and Diversity Framework and the ACT Government Service performance management system. • A4.2 Ensure sound human resource management, including by : <ul style="list-style-type: none"> • implementing the updated CFC's Human Resource Management Plan; • continuing a rolling review and updating of human resource policies;

		<ul style="list-style-type: none"> Highly skilled volunteers, including advisory committee members, are attracted, developed, recognised and retained. 	<ul style="list-style-type: none"> proactively providing staff with a range of training and professional development opportunities; recognising staff contributions and achievements, including through award schemes such as the Don Aitkin Award, linking this to the CFC's 20th birthday in 2017; and reviewing resource sharing between CMAG and Historic Places after a year in operation. A4.3 Continue to implement workplace health and safety and injury management improvement strategies, with regular reports to the CFC Board, including by implementing the CFC's Total Workplace Health and Safety Management System and holding quarterly meetings of the CFC's Workplace Health and Safety Committee. A4.4 Provide volunteers with training, support and recognition, including through award schemes such as the Don Aitkin Award, linking this to the CFC's 20th birthday in 2017. A4.5 Support the CFC's three advisory committees and seek their advice on a range of strategic directions for the CFC, recognising that the committees provide expert advice to the CFC and involve the wider community in the organisation.
<p>A5. 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 	<ul style="list-style-type: none"> A5.1 Achieve financial outcomes that : minimise the cost to Government per visitor/patron; maximise own-sourced revenue; maintain appropriate working capital; and allow, where possible, business upgrades funded internally. A5.2 Implement and monitor an internal budget for 2017-18 with strategies to address the long-term financial sustainability of the CFC. Introduce improved arrangements for month-end closures, to increase the timeliness and accuracy of financial reporting A5.3 Achieve prompt and efficient processing of payroll, theatre show acquittals, account payments, and collection of receivables. Explore an improved timesheet system and an additional HR module for the payroll system. A5.4 Increase the Theatre Reserve at the end of 2017-18, if good theatre trading results and the overall health of the CFC budget allow this. A5.5 Develop high-quality bids for the 2018-19 ACT Budget process, for strategic initiatives that address the priorities identified by the Minister for the Arts and Community Events and lead to better cultural outcomes for the community. Engage colleagues from ACT Treasury at an early stage of developing these bids, to ensure they are clearly expressed, well targeted and accurately costed. A5.6 Progress the CFC's fundraising efforts under the Board's leadership and using the opportunities of significant anniversaries such as the 20th birthday of CMAG as a focus for these efforts, including for the Canberra Region Treasures Fund.

<p>A6. ASSETS Support for delivering high quality cultural experiences</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. 	<ul style="list-style-type: none"> • A6.1 Implement the updated Strategic Asset Management Plan and use this as the basis for capital bids into the 2018-19 ACT Budget process. • A6.2 Implement cyclical maintenance programs at each site. • A6.3 Finalise and implement Access Action Plans for each site. • A6.4 Monitor IT assets across the CFC to ensure right fit with internal and externally provided solutions. Seek efficiencies through improved service arrangements and best-fit hardware and software solutions. Implement the update to Windows 10 operating platform and Office 13. • A6.5 Continue to implement, and further review, Business Continuity Plans and Disaster Recovery Plans. • A6.6 Implement the Records Management Plan, provide staff with updated training, continue the rollout of the Electronic Records Management System to remaining staff, and ensure record disposal schedules are actioned, to reduce the volume of records in storage. • A6.7 Finalise and implement a new Resource Management Plan as the basis for encouraging sustainability practices, reducing energy consumption and mitigating the impact of increases in electricity and gas prices.
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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 BY 2021	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL	ACTIONS WE WILL PUT IN PLACE IN 2017-18 TOWARDS THIS
<p>B1. 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. 	<ul style="list-style-type: none"> • B1.1 Continually seek to improve customer/patron satisfaction with their visit to, and experience of, the Centre's venues and presentations, including by surveying audiences and using information gained to improve facilities and services. • B1.2 Assist patrons to access the Centre during the construction phase of the Constitution Place development, including through additional information provision, signage and concierge services. • B1.3 Provide public programs and value-adding opportunities that enhance the overall patron experience. • B1.4 Implement the Access Action Plan for the Centre in order to enhance its accessibility for people with disabilities. • B1.5 Continue to deliver inclusive community programs.
<p>B2. 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. 	<ul style="list-style-type: none"> • B2.1 Ensure a successful Canberra season of the major musical MAMMA MIA!, to demonstrate the demand for further large-scale touring shows to Canberra. • B2.2 Encourage major performing arts seasons for Canberra by keeping networks alive and accessing funding to mitigate risk and attract major events. • B2.3 Program and deliver subscription seasons, to bring leading, emerging and independent performing arts companies to Canberra and develop a strong "artistic footprint" for the Centre. • B2.4 Program performances and productions to keep the venue and forecourt active, and to increase the range of performing arts available to the Canberra community. • B2.5 Support existing and develop new relationships with audiences and presenters, to expand their use of the Centre's venues and services, and to increase the supply of product, including shows featuring Indigenous cultures, other culturally diverse shows, and shows targeted towards young audiences. • B2.6 Support local creative development, including through : <ul style="list-style-type: none"> • supporting events that showcase local talent and local companies; • supporting emerging/early career artists in the performing arts; and • holding master classes, workshops and forums for local practitioners to engage with visiting companies. • B2.7 Participate in industry organisations such as Live Performance Australia, OZPAC, the Australian Performing Arts Centres Association, and the Association of Asia Pacific Performing Arts Centres.

<p>B3. BUSINESS Venues, systems and people that support high quality live performances</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 entrepreneurial 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. 	<ul style="list-style-type: none"> • B3.1 Undertake the final year of a three-year Stage 3 upgrade program for the Centre, to retain the Centre's functionality and status as a professional performing arts centre, with improvements to patron and performer amenities. • B3.2 Undertake a program of other upgrades and improvements using infrastructure upgrade funding, and through internally-funded projects, where funds are available. Explore scope to improve the amenity, functionality and acoustic quality of the theatre foyer areas to complement the precinct, improve the patron experience and encourage a longer stay in the venue. Improve infrastructure to facilitate access initiatives. Assess the need for further physical security measures. • B3.3 Review staffing levels and structure and adjust these as necessary to ensure they address current volumes of activity. • B3.4 Develop e-business through web-based marketing and undertake research to assess audience attendance patterns. • B3.5 Maintain and develop Box Office services to address business and customer needs, including through using the Customer Relationship Management System embedded in Canberra Ticketing's ticketing system. • B3.6 Ensure Front of House business operations and customer services are kept at a high standard, including through use of Point of Sale technology and upgraded bar facilities. Analyse Front of House data and act on this, both to increase commercial returns and to improve the patron experience. • B3.7 Build the Theatre Reserve through commercial operations.
<p>B4. LEADERSHIP An integral part of the cultural life of the Canberra region and beyond</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. 	<ul style="list-style-type: none"> • B4.1 Use the Centre's venue branding to promote the productions presented at the venue as being of a consistently high and reliable quality, and to support venue hirers in marketing their product. Ensure all connections with the Centre's brand are authentic. Maintain brand presence including through social media and digital marketing. • B4.2 Further develop and implement a Creative Learning Policy for the Centre and resource the Centre's education department to maintain and grow links with schools, provide work experience opportunities, implement the Centre's Vocational Education and Training in theatre technical skills and establish a regional leadership role in this field. • B4.3 Foster performing arts skills development through such means as presenting Acting Up!, a festival of 10-minute plays by young people. • B4.4 Continue to analyse the economic impact for the ACT of the Centre's activities, including through regional visitation, and assess how theatre activity can both support, and be supported by, businesses such as cafes and restaurants in the precinct. • B4.5 In conjunction with other ACT agencies, undertake community consultation into new theatre needs, as a basis for developing a comprehensive business case to put to Government.

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 BY 2021	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL	ACTIONS WE WILL PUT IN PLACE IN 2017-18 TOWARDS THIS
<p>C1. 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. 	<ul style="list-style-type: none"> C1.1 Continually seek to improve customer satisfaction with their visit to, and experience of, CMAG. C1.2 Implement and monitor the success of enhancements to existing surveys, and proactively use information gained from surveys and online comments, to improve facilities and services. C1.3 Participate in VisitCanberra tourism initiatives and encourage Front of House staff to complete the Customer Service Champions program. C1.4 Complete and implement the Access Action Plan for CMAG, in order to enhance its accessibility for people with disabilities. C1.5 Incorporate enhanced digital experiences in the majority of CMAG exhibitions. C1.6 Continue to implement CMAG's digital strategy, including digital communications and marketing opportunities, develop a social media strategy and marketing strategy.
<p>C2. 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. 	<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 with the community. Provide new opportunities for access to the CMAG Collection, including aspects that connect with Indigenous narratives. C2.2 Tour Peace, Love & World War : The Denmans Empire and Australia 1910-1917 to the UK. C2.3 Present the Nolan Foundation Collection on an ongoing basis, together with elements of the broader Nolan Collection. C2.4 Present a comprehensive range of community and education programs and other activities at CMAG that reflect and recognise the diversity of the Canberra community and which : <ul style="list-style-type: none"> reinforce CMAG's role as a leading regional museum and gallery; a key city centre destination; and a place for exploring ideas about our region's future; complement the exhibition program; recognise special events and festivals celebrated by the Canberra community; feature Indigenous cultures; use digital media to enhance and extend the experience; connect with the education sector, including through outreach activities, and with close links to the curriculum and to teacher quality accreditation; and are provided through collaborations and partnerships with the community and other institutions. C2.5 Present education and community programs relating to the Nolan Collection, to enrich the understanding and enjoyment of visitors and participants in outreach programs, including a new program linking the Nolan Collection to CMAG's visual art collection.

<p>C3. 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. 	<ul style="list-style-type: none"> • C3.1 Implement a major upgrade to CMAG's lighting, to provide state-of-the-art lighting standards and improve energy efficiency, safety and conditions for conservation. • C3.2 Undertake infrastructure upgrades at CMAG, including upgrades to signage, gallery spaces, exhibition furniture, collection management software, front reception desk and cafe. • C3.3 Develop, conserve, research and interpret an integrated social history and visual arts collection at CMAG, including by focusing on collection management activities, procedures and resources, and implementing and updating relevant policies, such as CMAG's Collection Development Strategy. • C3.4 Conserve, research, interpret and manage the Nolan Collection, in accordance with the Nolan Management Agreement with the Commonwealth. Collaborate with relevant agencies, with the aim of bringing works from the Nolan Collection to a wider audience, including through loaning works to major exhibitions and making images available online for publications and programs. • C3.5 Progress 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"> • Enhance and extend CMAG's presence and profile in North Building, to provide 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. 	<ul style="list-style-type: none"> • C4.1 Progress plans to redesign/expand the CMAG foyer and revitalise the ground floor area and street frontages. • C4.2 Celebrate 20 years of collecting visual art at CMAG in 2018. • C4.3 Promote venue hire business at CMAG, balanced with the core functions of this site, and develop opportunities to increase income from activities such as the CMAG cafe. • C4.4 Increase awareness of CMAG in local, regional, national and international markets. • C4.5 Continue existing and develop new partnerships between CMAG and other relevant organisations/institutions, including partnerships with : You Are Here festival; Capital Arts Patrons Organisation; School of Art at the Australian National University; and national cultural institutions and relevant agencies of Australian and ACT governments.

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 BY 2021	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL	ACTIONS WE WILL PUT IN PLACE IN 2017-18 TOWARDS THIS
<p>D1. 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. 	<ul style="list-style-type: none"> D1.1 Participate in VisitCanberra tourism initiatives and encourage Front of House staff to complete the Customer Service Champions program. D1.2 Use information gained from surveys to improve facilities and services for visitors. D1.3 Work with new partners to help us care for the Historic Places, revitalise the visitor experience, and present them as living cultural landscapes, which appeal to a wider range of people. D1.4 Expand upon Indigenous relationships and opportunities to increase Indigenous interpretation and community involvement. D1.5 Develop and implement new Access Action Plans for the Historic Places, in order to enhance their accessibility for people with disabilities. D1.6 Continue to implement the digital strategy for the Historic Places, including digital guides to enhance the visitor experience; digital marketing opportunities; and use of social media to provide new engagement opportunities. D1.7 Engage the community through active volunteer programs at the Historic Places. D1.8 Seek Indigenous representation on the Historic Places Advisory Committee. D1.9 Develop new partnerships across government, community and tertiary sectors to expand programs and services relating to heritage conservation, access and learning.
<p>D2. 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. 	<ul style="list-style-type: none"> D2.1 Present a comprehensive range of community and education programs which increase the community's understanding and enjoyment of the Historic Places and their collections, including ones that : <ul style="list-style-type: none"> connect with anniversaries, special events and festivals celebrated by the Canberra community; explore Indigenous history and narratives relating to the sites; are targeted at young audiences; use digital media to enhance and extend the experience; and are provided through collaborations with other organisations. D2.2 Explore the scope for new programs that encourage repeat visits, such as temporary exhibitions. D2.3 Present permanent exhibitions at each of the three Historic Places: Lanyon, Calthorpes' House and Mugga-Mugga, to enrich visitors' understanding and enjoyment of their visit.

<p>D3. STEWARDSHIP <i>Building, 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". 	<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 guidelines of the Burra Charter and the ACT heritage legislation, including by continuing implementation of Conservation Management Plans for each site and implementing the Executive Lease for Lanyon. • D3.2 Undertake infrastructure upgrades at the Historic Places, including fencing, gardening and workshop equipment, and improvements to the Heritage Centre at Lanyon; Calthorpes' House conservation works, including works to the air raid shelter and replacement of the rose pergola; and conservation report and follow up works at Mugga-Mugga. • D3.3 Ensure cottages at Lanyon and Mugga-Mugga are rented out, to achieve security and income. • D3.4 Implement the digital guide project at all Historic Places, allowing consistent high level interpretation of these sites, with the scope in future for translation into different languages and engaging with new audiences. • D3.5 Continue to develop and implement policies and strategies to assist in managing and interpreting the Historic Places collections and sites, including a Historic Places Learning Policy, Collection Management Strategy and Visitor Access Policy. • D3.6 Progress detailed recording and mapping of the the gardens and grounds of the sites, recognising these form a "living collection" that also needs to be conserved, researched and interpreted. • D3.7 Undertake improvements in work health and safety, and emergency response planning and project management. • D3.8 Investigate infrastructure requirements to improve water supply, wifi connectivity and heritage conservation for Lanyon, and develop a comprehensive business case to put to Government.
<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"> • 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. 	<ul style="list-style-type: none"> • D4.1 Complete an Interpretive Concept Plan for Lanyon and progress further aspects of a full master plan to guide future management, infrastructure requirements and interpretation of this important site. • D4.2 Increase awareness of Historic Places sites in local, regional, national and international markets, through promotion of their special features and through cultural tourism initiatives, including working with VisitCanberra to market tourism Route 5 and promote special events. • D4.3 Use the Lanyon Heritage Centre as a hub for education programs and collection management activities. • D4.4 Promote venue hire opportunities at Lanyon and Mugga-Mugga, balancing this with core site functions. Develop opportunities to increase income from activities such as the Lanyon cafe and shop. • D4.5 Maintain and develop partnerships between the Historic Places and other relevant organisations/institutions, including : <ul style="list-style-type: none"> • the National Trust; • the University of Canberra and the Australian National University; • national cultural institutions and relevant government agencies; and • the ACT Heritage Unit and Council. • D4.6 Celebrate the 90th birthday of Calthorpes' House as a means to showcase the importance of this historic place in the history of Canberra, including by special events to coincide with Floriade 2017. • D4.7 In conjunction with other ACT agencies, continue to explore the potential for a further house museum, including the scope for use of one or more of the Northbourne Housing units for this purpose.