ANNUAL REPORT

2012-2013





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Ms Joy Burch MLA Minister for the Arts ACT Legislative Assembly CANBERRA ACT 2601

Dear Minister

We are pleased to present to you the 2012-13 Annual Report of the Cultural Facilities Corporation (CFC), which has been prepared under Section 6 of the *Annual Reports (Government Agencies) Act 2004* and according to the framework of the Chief Minister's Annual Report Directions. The document has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the CFC.

We hereby certify that the attached Annual Report is an honest and accurate account of the CFC's operations, and that all material information about these during the period 1 July 2012 to 30 June 2013 has been included. We also certify that fraud prevention has been managed in accordance with Public Sector Management Standard 2, Part 2.4.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you cause a copy of the Report to be laid before the ACT Legislative Assembly within three months of the end of the financial year.

We are pleased to advise you that the CFC achieved excellent outcomes during 2012-13. We achieved or surpassed all our performance targets, achieved better than budget financial results, and completed all our 2012-13 capital works and capital upgrade projects, allowing us to acquit 100% of our capital funding for the year. Our good financial results during the year will enable us to make a modest increase to our acquisition funds during 2013-14.

In achieving these results, we continued to pursue our vision: 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.

In 2013, Canberra's Centenary year, the CFC's role as a cultural leader has been particularly evident, as demonstrated by the organisation's major involvement in the celebratory events and activities. This significant year has also provided the opportunity for us to look to future directions in the city's cultural life, including by exploring options for development of the Civic Square cultural precinct. A key aspect of this work, which will continue into 2013-14, is to identify the most suitable location for a major new theatre.

In providing this Annual Report to you, we acknowledge that the CFC's achievements in 2012-13 were only made possible through the efforts of many people. It is our great pleasure to recognise their efforts here.

Firstly we thank our fellow Board members, who provided direction and guidance to the CFC throughout the year. In September 2012, Deputy Chair Glenys Roper and members Pamille Berg and Crispin Hull completed their terms of appointment. We would like to place on record our appreciation for the major contribution made to the organisation by these three members.

Louise Douglas and Robyn Hendry joined the Board as new members, while existing member Sandra Lambert was appointed to the Deputy Chair position. All three bring considerable expertise and experience to these new roles, and we look forward to working with them.





As Chairman and Chief Executive Officer, we are ably supported by the very dedicated and skilled staff of the CFC. It is a pleasure to work with them and we take this opportunity to express our appreciation of their efforts and our congratulations for all they have achieved.

The CFC benefits from the generosity, assistance and support of many volunteers. These include the CFC's three advisory committees, all of which completed their terms of appointment as of 30 June 2013. We record our gratitude for the extensive contribution that members of these committees made during their terms – a contribution that is provided on a voluntary basis.

Other volunteers made a vital contribution to the work of Lanyon, Calthorpes' House and Mugga Mugga, including the National Trust volunteers at Lanyon. In 2013, special Centenary volunteers are operating from the Canberra Museum and Gallery foyer, assisting visitors with information about Centenary activities. All these volunteers are a major support to the organisation.

Finally, we are pleased to acknowledge the contribution of our principal funding agencies and our many sponsors and supporters. The CFC receives its major funding from the ACT Government. This major funding is welcomed and appreciated. The Centenary of Canberra provided substantial support for the 2013 Season at the Canberra Theatre Centre, *Collected Works Australia*, enabling a work to be presented from each state and territory. During the year, the CFC also received funding support for its performing arts presentations through Playing Australia, the Commonwealth Government's national performing arts touring support program. The Commonwealth Department of Regional Australia, Local Government, Arts and Sport provided financial assistance for the management of the Nolan Collection, including additional funding in 2012-13 for a Centenary of Canberra project, to digitise the Collection and to develop new education programs associated with it.

Our sponsors again provided generous support for the CFC's activities. These included the Canberra Labor Club, WIN Television, Medina, Tosolini's Food to Go, Vision Australia and the Land Development Agency. The CFC was particularly grateful for the extent of donations to the Canberra Museum and Gallery, including donations by a number of senior artists or their families, and by private individuals. In total, the CFC received donations and sponsorships to a value of nearly \$300,000 in 2012-13, including gifts of several major works of art. We were fortunate to enjoy the support of many other sponsors and supporters, too numerous to mention here but documented in full in this Annual Report.

The efforts and commitment of the CFC's Board, staff, volunteers, sponsors and supporters continue to be vital in pursuing our role of providing cultural leadership, enriching the cultural life of Canberra, and delivering the highest standards of service to the community.

We commend this Annual Report to you and look forward to the year ahead.

Yours sincerely

John Hindmarsh AM

Chairman

Cultural Facilities Corporation

29 August 2013

Harriet Elvin

Chief Executive Officer
Cultural Facilities Corporation

29 August 2013

Section A – Performance and Financial Management Reporting

A.1 The Organisation

A.1.1 Role, including functions and services provided

The CFC was established under the *Cultural Facilities Corporation Act 1997* (the CFC Act), which came into operation as from 1 November 1997.

The functions of the CFC, as set out in the CFC Act (Section 6) are :

- to manage, develop, present, co-ordinate and promote cultural activities at designated locations and other places in the ACT;
- to establish and research collections;
- to conserve and exhibit collections in the possession or under the control of the CFC;
- to undertake activities, in co-operation with other people if appropriate, to exercise its other functions; and
- to exercise other functions given to the CFC under this Act or another Territory Law.

The CFC Act (Section 7) requires that the CFC, in exercising its functions, must consider:

- any cultural policies or priorities of the Executive known to the CFC; and
- other cultural activities in the ACT.

The CFC is responsible for:

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

The CFC's functions therefore include the performing arts, the visual arts, social history and cultural heritage management. The organisation delivers a range of cultural services to the community by providing activities such as theatre presentations, exhibitions, and education and community programs, and through conserving and presenting significant aspects of the ACT's cultural heritage.

Additional information about the CFC can be found at the following websites:

- www.canberratheatrecentre.com.au covering the Canberra Theatre Centre; and
- www.museumsandgalleries.act.gov.au covering CMAG, the Nolan Collection Gallery @ CMAG and the Historic Places.

A.1.2 Mission and values of the CFC

The CFC's 2011-16 Strategic Plan provides the overarching framework for the organisation's planning activities, including for the development of its annual corporate plans.

The Strategic Plan identifies mission or purpose statements for the organisation as a whole, as well as for its two program delivery divisions: the Canberra Theatre Centre and ACT Museums and Galleries (which in turn comprises two sections: CMAG and the Historic Places).

The mission or purpose statements identified in the Strategic Plan are supported by statements as to what the CFC is seeking to achieve in a number of "areas of focus", as set out below.

Mission/Purpose for the CFC

To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus	What we want to achieve
Strategy and planning	A clear direction for our future
Governance	An accountable, resilient and dynamic organisation
Human resources	An employer of choice for staff and volunteers
Financial management	Long-term financial sustainability
Infrastructure and systems	Support for the delivery of high quality cultural experiences
Communication	Engagement of our stakeholders
Growing and leveraging off our assets	Growth in targeted areas where we can add value

Mission/Purpose for the Canberra Theatre Centre

To be Canberra's leading performing arts centre

Area of focus	What we want to achieve
Programming	A diverse program that creates a leadership position for the Canberra Theatre Centre and an identity for Canberra
Marketing and audience development	A loyal and growing audience
Community initiatives	Connect the whole community with the performing arts
Growing and leveraging off our assets	A performing arts centre for the future

Mission/Purpose for ACT Museums and Galleries

To engage our community by presenting Canberra's stories, diverse visual culture and heritage

Area of focus	What we want to achieve
Programming, story-telling, interpretation	Programming that reflects Canberra's unique identity
Marketing and audience development	A loyal and growing audience
Stewardship of assets	Places and collections that allow us to tell the many stories of Canberra
Growing and leveraging off our assets	Growth in targeted areas where we can add value

Values

The CFC has identified a set of values to support its mission and underpin its activities. These values are as follows.

- We regard cultural activity as essential for a vibrant, diverse and healthy community, and vital for social and economic development.
- We recognise that cultural activity makes a valuable contribution to the promotion of the ACT as an attractive destination for business investment and tourism.
- We seek to engage the community in a greater understanding of the value of the arts and our cultural heritage.
- We are committed to ensuring that the cultural and heritage places and collections, which we hold in trust for the broader community, are researched and interpreted, and that they are both made accessible now and are conserved for future generations.
- We acknowledge and respect the cultural diversity of the region and the richness this brings to the ACT's arts and heritage.
- We acknowledge that our staff and volunteers are highly valued assets of the CFC and continue to recognise their contribution and further develop their skills.
- We place major importance on maintaining professional standards in the management of our facilities and on delivering excellent programs.
- We are committed to providing a full and balanced program of visual arts, performing arts, and social history that is diverse, accessible, and of a high standard.
- We value cooperative and strategic partnerships across all areas of the CFC's activities.
- We are committed to developing and supporting local arts and heritage practitioners and initiatives, recognising this important source of expertise and creativity.
- We actively seek to engage our communities in our programs and activities.
- We recognise the financial support of the ACT community, through ACT Government funding, and the need to maximise the cultural return on this important investment.

A.1.3 Structure of the CFC

The CFC is organised into two program delivery divisions, the Canberra Theatre Centre and ACT Museums and Galleries, together with a central finance/corporate section.

An organisation chart is provided at Appendix 4.

A.1.4 Clients and stakeholders of the CFC

The CFC is part of the portfolio responsibilities of the Minister for the Arts and is within the co-ordination responsibilities of the Community Services Directorate.

The CFC's other clients and stakeholders include:

- · the community of the ACT and region;
- visitors to the ACT;
- the arts, cultural, heritage, education, business and tourism sectors, including other cultural organisations;
- national producers of performing arts including commercial and funded companies; and
- the diplomatic community.

A.2 Overview

A.2.1 Strategic summary assessment of performance

Performance outcomes

2012-13 was an active and successful year for the CFC. The organisation achieved excellent results in implementing the actions for the year that were identified in its 2012-13 Corporate Plan, as reported in detail at Section A.9 of this report.

In terms of its accountability indicators, the CFC achieved or exceeded its 2012-13 targets for all seven indicators. For example, during the year the CFC:

- mounted 33 exhibitions across its venues a result 43.5% above target and, in particular, reflecting the additional exhibitions provided at CMAG to celebrate the Centenary of Canberra;
- provided 664 education and community programs, a figure 38.3% above target and relating especially to the provision of additional programs at Lanyon, and in association with the Nolan Collection;
- achieved a total of 685 days of venue usage across the venues of the Canberra Theatre Centre, a figure 8.7% above target; and
- achieved 335,575 estimated visitors and patrons to its facilities and programs, a figure 11.7% above the target for the year and mainly reflecting higher than expected visitor numbers at CMAG and at Lanyon.

The above visitor/patron figure reflects attendance numbers recorded by the CFC and audited by the Auditor-General. It should, however, be noted that the actual number of people who experienced the CFC's venues, collections and activities during 2012-13 was much higher than this, for the following reasons.

- Nearly 27,000 people visited an exhibition of works from Nolan's *Illuminations* series that was on loan from CMAG to the State Library of New South Wales from 13 August to 28 October 2012.
- During 2013, the Tuggeranong Arts Centre is operating from the former Nolan Gallery building within the grounds of Lanyon, while the Centre's own premises are undergoing a major refurbishment. Approximately 1100 people visited the Centre in 2012-13. These visitors to the Lanyon estate are not included in the CFC's attendance totals, since they are not captured by the traffic counter that is used to record visitors to Lanyon, located at the car park entry to the homestead.
- Visitors to the changing program of exhibitions in CMAG's Gallery 4 are not recorded as
 this is an external space, outside the main building on Civic Square, and so visitors are
 not captured by the automated door counters at CMAG's main entrance doors.
 Exhibitions in Gallery 4 proved to be particularly popular during 2012-13, with many
 visitors attending exhibitions such as Canberra On Air: 60 years of ABC Local Radio;
 Patricia Piccinini; and Ashley Eriksmoen: Re-Forestation: How to Make a Tree From a
 Chair.

Detailed performance results and variance explanations are included in the Statement of Performance at Attachment 1 of this report.

Financial results

The CFC achieved satisfactory overall trading results in 2012-13, as is reflected in its financial results for the year and its performance against its financial accountability indicators.

The CFC achieved a better than budget financial result for 2012-13, with an operating deficit of \$1.634m, which was 11.5% better than the budgeted deficit of \$1.847m.

It should be noted that due to its large assets holdings and consequent significant depreciation expenses, the CFC always expects to have an operating deficit, as it is not funded for depreciation but receives capital injections through the capital works program. Since the operating deficit for 2012-13 was lower than depreciation expenses for the year, the CFC achieved a modest cash surplus.

The better than budget result for the year can mainly be attributed to higher than budgeted revenue from Grants, Donations and Sponsorships. This revenue included: an additional grant from the Commonwealth Government for special programs associated with the Nolan Collection; additional sponsorships and monetary donations for Centenary-related activities; and above-target donations of works of art to the CMAG Collection. The better than budget result will allow the CFC to make a modest increase in its acquisitions budget for 2013-14.

The CFC achieved an own-sourced revenue figure of 44.8% as a proportion of total revenue for 2012-13, against a target of 41.4%, the better than target result relating mainly to higher than budgeted theatre revenues. It achieved a Cost to Government per estimated visitor/patron of \$23.35 against a target of \$26.07, the better than target result reflecting the above-target number of estimated visitors and patrons.

The CFC also completed all its 2012-13 capital works and capital upgrade projects by year-end, and acquitted 100% of its capital funding for the year.

A full analysis of the CFC's financial results and financial position is set out in the Management Discussion and Analysis at Attachment 1 to this report.

A.2.2 The planning framework and direction setting mechanisms

As noted in Section A.1.2, the CFC has adopted a five-year Strategic Plan that provides the overarching framework for the organisation's planning activities, including for the development of its annual corporate plans.

The Strategic Plan includes statements as to what the CFC is seeking to achieve in a number of "areas of focus". It also identifies strategies to guide the organisation in working towards each "area of focus".

The CFC's 2012-13 Corporate Plan identified the actions the CFC intended to take during the year to implement these strategies. Results relating to these actions are reported in detail in Section A.9.

The CFC's accountability indicators and targets for 2012-13 were identified in the CFC's 2012-13 Statement of Intent, which was tabled as one of the 2012-13 ACT Budget papers.

The CFC reported on the implementation of its 2012-13 Corporate Plan, and the achievement of its 2012-13 accountability targets, in a series of quarterly reports that were tabled in the ACT Legislative Assembly and are summarised in this annual report.

A.2.3 The organisational environment and relationship to other agencies

During the reporting year, the CFC had close working relationships with a number of ACT Government agencies including artsACT, ACT Heritage, Libraries ACT, the Chief Minister and Treasury Directorate, the Economic Development Directorate, the Environment and Sustainable Development Directorate, the Community Services Directorate and the Education and Training Directorate.

A.2.4 Identification and response to significant organisation change

The CFC did not make any major changes to its organisational structure during 2012-13.

A.3 Highlights

A.3.1 Noteworthy operational achievements

Delivery of Centenary of Canberra programs and activities

During the first half of 2013, the CFC has been a key player in the Centenary of Canberra celebrations, by delivering a wide range of programs at each of its sites. These programs reinforced the importance of the CFC's venues, activities and programs for the community of the Canberra region, and sought to build enduring legacies from the Centenary year.

The Canberra Theatre Centre's 2013 Subscription Season *Collected Works Australia* celebrates the Centenary with works from each state and territory presented throughout the year. Major productions hosted in the first half of the program, and presented in association with the Centenary of Canberra, included: Sydney Theatre Company's *The Secret River*, Circa's *Wunderkammer*, and The Australian Ballet's *Symmetries*, including a new work *Monument*, specially commissioned to celebrate the role of Parliament House.

CMAG presented a number of major exhibitions to celebrate the Centenary, including *Australia Revealed : decorative art objects from the Australiana Fund Collection* - opened by Mrs Tamara Fraser AO, the founder of the Fund; *Canberra Gold* – featuring recipients of the Canberra Gold Award, given to residents and organisations celebrating 50 years in the ACT; *The Women Who Made Canberra* – celebrating the experiences of women in the national capital; and *Gathered Together* – an exhibition of Indigenous art from the CMAG Collection.

The major contribution by the Historic Places to the Centenary year is *Artefact Chat*, a new oral history outreach program launched during 2012-13, which involves young children using the historic sites as case studies to focus on oral history.

In addition to major theatre presentations, exhibitions and education programs, the CFC's venues played a further major role in the Centenary by hosting special events and activities. The Canberra Theatre Centre hosted the 2013 national conferences for the Australian Performing Arts Centres Association and the Australian Theatre Forum, while CMAG hosted the official welcome to regional, remote and community delegates to the 2013 Museums Australia National Conference.

CMAG hosted *A Toast to Canberra* on 12 March 2013, Canberra's 100th birthday, an event attended by Canberra Gold recipients, their families and other guests, with music by the Canberra City Band. Throughout 2013, CMAG is acting as a Centenary information hub, with touch screens in the foyer providing dedicated access to the Centenary program, and Centenary volunteers present at CMAG every day to assist visitors to access information.

Focus on sponsorship and philanthropy

The Centenary year provided a particular focus for the CFC's fundraising efforts, including through a program encouraging sponsors and donors to support CMAG's Centenary-related exhibitions. This approach proved successful, with a number of new individual donations and corporate sponsorships, together with several major gifts of works of art by artists or their families.

Celebration of other significant anniversaries

In addition to the major celebrations for Canberra's Centenary, the CFC celebrated a number of other significant birthdays during the year. These included the 15th birthday of the

CFC itself, in November 2012, which was marked with an event for past and present staff and volunteers that included the presentation of the inaugural Don Aitkin Awards. These awards, established in honour of Emeritus Professor Don Aitkin AO, former longstanding Chairman of the CFC, will be made annually to members of staff or volunteers of the CFC who have made an outstanding contribution to the organisation. Recipients of the 2012 awards were Sophie Chessell, Sally Stratton and Tony Martin.

CMAG celebrated its 15th anniversary, in February 2013, with a birthday party attended by hundreds of guests. The party included the opening of the exhibition *Canberra on Air : 60 years of ABC local radio* as well as birthday cake, party-inspired art activities for children, and a book launch.

Both these special anniversaries provided an opportunity to celebrate achievements to date and to look forward to future directions.

Civic planning involvement

In 2012-13, the CFC took an active role in projects relating to planning of the Civic Square precinct, and of Civic more generally. This involvement sought to ensure that appropriate provision is made in Civic for: a site for a major new theatre for Canberra in the future; the future expansion of CMAG; and sufficient car parking in the vicinity of the Canberra Theatre Centre, to allow the Centre to attract a viable level of patronage.

The CFC commissioned a series of studies to support its participation in Civic planning activities: a consultancy by Colin Stewart Architects to explore future directions for the Civic Square Precinct; a study by Williams Ross Architects into the footprint needed to accommodate a major new theatre of around 2,000 seats; and a study by AECOM Pty Ltd into theatre patron car parking needs.

During the year, the CFC made a presentation to ACT Ministers on these studies, as well as using their outcomes to participate in the two major planning studies for the city that are currently underway: the City Plan and the City to the Lake projects. By year end, good progress had been made in ensuring that the CFC's interests are included as an integral aspect of these planning projects.

Lanyon community engagement

During the year, the CFC was able to draw on the outcomes from a major community consultation project undertaken in 2011-12 in order to deliver initiatives that promote increased community engagement with Lanyon.

As part of these initiatives, Lanyon hosted visual arts programs from the Tuggeranong Arts Centre during 2013, while the Centre underwent a major refurbishment. These programs operated from the former Nolan Gallery building within the grounds of Lanyon, which was given minor upgrades to make it suitable for this purpose.

Another initiative saw the CFC collaborating with ACT Heritage in providing a Heritage Artist-in-Residence project at Lanyon during the 2013 ACT Heritage Festival, supported with funding from artsACT. Through this project, senior printmaker Alison Alder had a month-long residency at Lanyon, resulting in a delightful "silhouette" project, which explored the everyday lives of past owners of Lanyon, and their servants. The results of the residency were presented in an exhibition *Cutting Out Stories of Lanyon*, screened in the drawing room of Lanyon and a community program, where the artist spoke about her residency.

Completion of the major conservation project at the Historic Places

2012-13 saw the completion of the four-year major conservation project at the three Historic Places managed by the CFC. This extensive program of works, undertaken with \$3.7 million funding provided in the 2009-10 ACT Budget, was designed to bring the sites up to a sound condition, and protect their structural integrity and heritage values into the future.

To mark the completion of the project, a series of community programs was held in November 2012, *Conserving Our Historic Homes*, at Calthorpes' House, Mugga Mugga and finally at Lanyon, where a celebratory event provided the culmination to the project. Each program provided a tour of the conservation work undertake at the site, conducted by the heritage architect who managed the project. The conservation work has also been documented in detail, for future reference.

Canberra Theatre Centre major capital project

The year also saw the implementation of the first stage of a three-year program of major capital upgrades to the Canberra Theatre Centre, funded through the 2012-13 ACT Budget. The program is implementing a range of upgrades to the theatre venues, plant and equipment, including improvements to patron and performer amenities. These works are important to retain the Centre's functionality as the region's foremost performing arts facility.

New programs associated with the Nolan Collection

During 2012-13, the Commonwealth Government provided the CFC with additional funding to support two new initiatives in the CFC's management and interpretation of the Nolan Collection. This special one-off funding, to mark Canberra's Centenary, allowed the CFC to develop new "stop motion" education programs inspired by Nolan's *Kelly* series, and to commence a project to digitize all the works in the Collection – a project that will continue into 2013-14.

Provision of high quality cultural experiences

Throughout the year, the Corporation continued to provide a wide range of high quality cultural experiences at each of the facilities for which it is responsible. Highlights are summarised below and full details are provided in Section A.9 and Appendices 7 and 8.

Canberra Theatre Centre

Presentations by major national and international performing arts companies continued to be the focus of the Centre's programming, including through its annual subscription seasons. During 2012-13 these included productions by Brink Productions and English Touring Theatre, The Australian Ballet, Oz Opera, Bell Shakespeare, Sydney Theatre Company, BIG *h*ART and Bangarra Dance Theatre.

The range of performing arts experiences available to Canberra audiences was extended through presentations such as *Tap Dogs, Tina Arena in Concert, A Clockwork Orange, The Sleeping Beauty, The Ten Tenors,* and *The Glenn Miller Orchestra*. Comedy was popular, with shows including Lenny Henry, Danny Bhoy, Anh Do, Ross Noble, Kitty Flanagan, and Denise Scott and Judith Lucy.

Younger audiences were able to attend high quality presentations such as *Happy Birthday Peter Rabbit, Possum Magic,* and *Giggle and Hoot and Friends.* School and youth productions continued as regular users of the Canberra Theatre, including seasons of the Youth Dance Festival and Wakakirri. As in previous years, the Canberra Theatre fulfilled the

function of Canberra's "town hall" with events and performances including a number of graduation ceremonies, departmental meetings, and awards ceremonies, as well as many dance school end-of-year productions. Local productions made up 50% of the Centre's total nights usage in 2012-13.

The Courtyard Studio hosted a number of smaller presentations and productions by local performing arts companies, including those by Free-Rain Theatre Company and The Acting Company. As part of the program at the Courtyard Studio, the Centre again collaborated with ACT schools and colleges in presenting *Fast+Fresh*, a series of 10 minute plays written, directed and acted by ACT school students. The Centre also hosted the annual summer school of the National Institute of Dramatic Art and provided a program of vocational education and training in theatre technical skills.

Access initiatives continued to be an area in which the Centre provides leadership. Both its 2012 and 2013 Subscription Seasons included live captioning and audio description of selected performances, to assist patrons with hearing and vision impairments to enjoy live theatre. Live captioning was again made available via a smart phone app. Other access initiatives at the Centre include tactile tours of the set of certain performances, wheelchair spaces in the auditoria, and the Centre's participation in the Companion Card program, whereby carers are entitled to a free ticket when accompanying a Companion Card holder to the theatre. The Centre's outstanding efforts in providing access to live theatre resulted in it receiving a 2012 ACT Chief Minister's Inclusion Award for Excellence.

During 2012-13, the Centre continued its Social Capital program, which provides complimentary theatre tickets to those who might not otherwise have the opportunity to attend theatre performances. It also continued its longstanding association with the Duntroon Royal Military College Band in presenting the *Music at Midday* concert series, which raises funds for charity, while also providing an enjoyable day out for many of Canberra's senior citizens.

Canberra Museum and Gallery

CMAG continued to focus on the visual arts and social history of the Canberra region, including through exhibitions with associated education and community programs. As part of this focus, CMAG supported and promoted the work of artists with special connections to the Canberra region, including Indigenous artists and emerging artists.

Exhibition highlights for the year included *Marking Place*, featuring the work of three senior Canberra artists - G W Bot, Anita McIntyre and Wendy Teakel; *Australia revealed*: decorative art objects from the Australiana Fund Collection; Intensity of Purpose: 21 years of ANCA; The Women Who Made Canberra; and Gathered Together – an exhibition of Indigenous art in the CMAG Collection. A travelling exhibition from the National Gallery of Australia, *Australian Portraits* 1880-1960, was presented in conjunction with *Jude Rae Portraits*, featuring Rae's portraits of fellow Canberra artists.

The *Open Collection* series, presenting the collections of private individuals or organisations, continued to be a popular aspect of CMAG's exhibition program, providing a valuable means of exploring the world of collecting and making this accessible to the community. Exhibitions in this series featured subject matter as diverse as: the stories of Canberra Gold recipients; the 80th anniversary of the Canberra Repertory Society; vintage typewriters; and vintage telephones. In a new initiative, the ramp showcase leading up to the Open Collection Gallery was regularly programmed with exhibitions, including a number celebrating cities with which Canberra has a particular relationship, such as Dili in East Timor, Goulburn and Queanbeyan.

During the year, Gallery 4, CMAG's gallery space on Civic Square, continued to host the *Site Specific Series*, in which a number of Canberra regional artists have been commissioned to develop works specifically for this space. Exhibitions in the series during 2012-13 included *What Lies Beneath* - Andrew Townsend and Suzie Bleach, *Tracing breath: Inhalation of place* – Jodie Cunningham and Paul Murray; and *An Infinity Room: Turbulent Geometry* - Julian Day. Other exhibitions in this space included *Patricia Piccinini, Ashley Eriksmoen: Re-forestation: How to Make A Tree from a Chair, Wreck Bay Community: Window to Wreck Bay,* and *Canberra On Air: 60 Years of ABC local radio.* This last exhibition was accompanied by live broadcasts from CMAG, including a *Chief Minister Talkback* program.

Community and education programs associated with CMAG's exhibition program provided opportunities for visitors to increase their understanding and enjoyment of the exhibitions, with CMAG maintaining its reputation for providing excellent children's programs. The family program *CMAG* on *Sunday* continued in popularity, accompanied by a version of the program designed for very young children, *T* is for *Toddler*.

Program highlights for the year included curator and artist floor talks, film screenings, seminars, walking tours focusing on Civic's public art and heritage, and studio workshops. In addition to the many programs presented by CMAG, the venue hosted a wide range of other events, including performing and visual arts events of the *You Are Here* festival, and workshops and film screenings as part of the 2013 Youth Week event, *No need to be told*.

Nolan Collection Gallery @ CMAG

This gallery space, which provides a permanent display area for the Foundation Collection of 24 major works by Sir Sidney Nolan, continued to receive positive feedback from visitors and to be the basis for a series of special programs and activities, including school holiday programs and education programs. In 2012-13 the gallery also provided the setting for a dance performance and a poetry reading, inspired in each case by the works in the Collection. These works also provided the inspiration for a series of education programs provided by the CFC as an outreach initiative, in schools.

Historic Places

Major events at Lanyon during the year included *The Open Gardens Australia Plant Fair, The Australia Day Picnic* and *The Great Lanyon Easter Egg Hunt.* In 2012, *The Lanyon Christmas Carols and Picnic* was able to go ahead for the first time in three years following cancellations in 2012 and 2011 due to adverse weather conditions. The Governor-General visited Lanyon in March 2013 to launch the Open Gardens Australia Plant Fair and to plant a Stone Pine at the entrance gate to the homestead. The annual *Sylvia Curley Oration* was again held at Mugga Mugga, in honour of the remarkable woman who donated this property to the people of Canberra. The 2013 Oration was delivered by Dr Jennifer Gall, Visiting Fellow at the Australian National University, who spoke on music in early Canberra.

At all three Historic Places, an active schedule of community and education programs was presented, focusing on topics as diverse as conservation, archaeology, horticulture, garden history, photography, sketching, meat history, gardening, landscape drawing, cooking jams and preserves, the convict life, domestic work of the past, and children's rhymes and games.

Linkages to tertiary institutions continued to be an important aspect of the work of the Historic Places, including cooperative programs with the Canberra Institute of Technology

and University of Canberra. Through these partnerships, a number of specialised tours were provided to students of subjects such as horticulture and cultural heritage management.

Permanent exhibitions at all three sites assisted with their interpretation, and included *Within Living Memory* and *The Cunningham Photographic Exhibition* at Lanyon, the *Calthorpes' House Orientation Exhibition*, and *Getting It Together* at Mugga Mugga.

Volunteers at the Historic Places

The CFC continued its long-standing association with the National Trust through the valued services of National Trust volunteers, who provided nearly 600 hours service at Lanyon throughout 2012-13. Volunteer programs also continued to operate at Mugga Mugga and at Calthorpes' House.

In total, volunteers provided just under 2,000 hours of service to the Historic Places throughout the year, working on tasks such as guiding, assisting with community and education programs, and gardening. The work of the volunteers is important in involving the wider community in conserving and interpreting these significant sites.

A.3.2 Major challenges

2012-13 was a busy and successful year for the organisation, with no major problems experienced in either operational or financial terms. Minor challenges during the year related to factors such as the resourcing pressures, for a small organisation, of servicing the CFC's major contribution to Civic planning initiatives and the higher volume of activity generated by the CFC's extensive participation in the Centenary of Canberra.

Despite the scale of Centenary-related theatre programming, commercial theatre activity in 2012-13 was generally not as strong as in the previous year. This meant that no additions could be made to the theatre reserve that the CFC established at the end of 2011-12 with the good trading results from that year. The CFC is, however, committing to increasing the reserve whenever theatre trading results allow, since this fund will support the organisation's ability to undertake more ambitious theatre programming in the future.

A further challenge during 2012-13 related to the uncertainty over the future of a collection of objects at Lanyon owned by the ACT Branch of the National Trust and on long term loan to the CFC. As a result of financial difficulties experienced by the Trust, it advised the CFC early in 2013 that it might need to sell these objects, which represent its main asset. The CFC has held a number of discussions with the Trust, and both parties are committed to identifying ways to ensure the objects can remain at Lanyon.

Finally, as in previous years, major capital works projects presented some challenges in terms of the need to ensure operational continuity during the works programs. By year end, however, all capital projects had been successfully implemented and the CFC had fully expended all its 2012-13 capital funding.

A.3.3 Progress against key strategic outputs and service delivery priorities

During the year, the CFC delivered results against the key strategic outputs and service delivery priorities identified in its 2012-13 Corporate Plan. A detailed analysis of its achievements in relation to these strategic outputs and priorities is provided in Section A.9 of this report.

A.4 Outlook

A.4.1 Future priorities

Delivery of remaining Centenary of Canberra programs and activities

A key priority for the CFC during the remainder of 2013 is to complete the delivery of its Centenary of Canberra programs. This will include the remaining presentations in the Canberra Theatre Centre's 2013 Subscription Season, *Collected Works Australia*, and the remaining exhibitions in CMAG's program of special Centenary exhibitions, including its exploration of Canberra's future in 2113 – A Canberra Odyssey. As the Centenary year draws to a close, a major focus will be to seek to build opportunities for the future from the experience gained during this special celebration.

Planning for further significant anniversaries

With the conclusion of the Centenary, the CFC will focus in 2013-14 on a number of major anniversaries in the years ahead. These include: the 100th anniversary of the outbreak of World War I in 2014; the 100th anniversary of the Gallipoli landings in 2015; and the 50th birthday of the Canberra Theatre in 2015. In each case the CFC will aim to develop appropriate events, programs and exhibitions to mark these significant milestones.

Fundraising projects

A further focus for the CFC in 2013-14 will be to pursue a number of priority fundraising projects identified in its 2013-14 Fundraising Strategy. Under the guidance of the Board, the CFC will seek to build on its considerable success in the past in attracting corporate sponsorship, philanthropic support and major artwork donations. These efforts will, in particular, use the experience gained in attracting support for the CFC's Centenary activities.

Civic planning projects

In the year ahead, the CFC will continue to take an active role in planning projects relating to Civic. In doing so, the CFC will pursue the following objectives in order to support Canberra's cultural life: to reserve a site for a major new theatre; to ensure the viability of the existing Canberra Theatre Centre through the provision of sufficient car parking in the vicinity; and to plan for the future expansion of CMAG. The CFC will work cooperatively with other stakeholder agencies in progressing these objectives through major city planning exercises such as the City Plan and City to Lake projects.

Lanyon roads project

The year ahead will see the first part of a staged program, funded through the 2013-14 ACT Budget, of upgrading roads within the Lanyon historic precinct. This program will follow on from the completion of the major conservation project undertaken across all three Historic Places sites, in order to facilitate access to, and within, the precinct for visitors and site residents.

Canberra Theatre Centre major capital project

The year will also see the roll out of the second stage of the three-year program of major capital upgrades to the Canberra Theatre Centre, which was funded through the 2012-13 ACT Budget. The extensive program of works is aimed at retaining the Centre's functionality and status as a professional performing arts facility. This second stage involves the largest program of the three years, including seating upgrades, new chillers, and improvements to patron and performer amenities.

Other forward priorities

The CFC will pursue a number of other strategic priorities in 2013-14. These include exploring options for community use of the former Nolan Gallery building at Lanyon, together with considering how artist in residence programs can best be accommodated at Lanyon. The CFC will also examine the scope to widen the Canberra Theatre Centre's vocational education and training program into the government school sector. The development of a Digital Strategy to guide the development of digital and online resources to broaden and enrich engagement with CMAG's collections, exhibitions and programs will also be a feature of the year.

Ongoing provision of cultural leadership

Apart from these specific areas, the main ongoing priority of the CFC is to achieve its vision and mission, by providing cultural leadership through a high standard of service to the community. In keeping with this priority, the CFC will continue to promote the value of a vibrant cultural life, not only in terms of serving the existing community of the ACT, but also as a contribution to Canberra's economic development and its attractiveness as both a business and tourist destination into the future.

A.4.2 Likely trends and changes in the operating environment

Particular issues that have been identified by the CFC in terms of its operating environment in the year ahead include the following :

- the Federal Election in September 2013 and impacts for Canberra from this particularly the potential impact on the ACT economy of any major cutbacks to the Australian Public Service; and
- continuing variability and unpredictability in the performing arts business, as discussed further in Section A.4.3.

A.4.3 Significant risks and issues in the immediate future

During the year, the CFC undertook a further comprehensive review and update of its Strategic Risk Management Plan, which assesses and identifies treatment options for risks facing the organisation. Staff from across the organisation, including senior managers, were trained in the new Risk Management Framework that is being implemented by the ACT Insurance Authority.

The key risk facing the CFC for the year ahead, as in previous years, is the ongoing variability and unpredictability of the performing arts business, which impacts directly on the CFC's main non-government income source: its theatre-related revenues.

The variability of this revenue source arises from such factors as: the unpredictability of performing arts product becoming available to tour, which is tied in with the national economic forecast; changing patterns in the confidence felt in the Canberra market by presenters of commercial theatre productions; and variability in the willingness of patrons to expend discretionary income on theatre tickets.

For example, the Federal Election could result in a downturn in ticket sales, if the new Government implements a major program of cutbacks to the Australian Public Service, with job losses concentrated in Canberra.

The CFC seeks to manage the variability in its main non-government income source by seeking new revenue opportunities, such as entering into shared risk partnerships to bring productions to Canberra. The creation of a theatre reserve at the end of 2011-12 is a further means by which the CFC is seeking to manage the unpredictability of its income levels.

A more detailed analysis of the risks facing the Corporation is set out in the Management Discussion and Analysis at Attachment 1 to this report.

A.5 Management Discussion and Analysis

A full analysis of the CFC's 2012-13 financial results and financial position is set out in the Management Discussion and Analysis at Attachment 1 to this report.

A.6 Financial Report

The CFC's 2012-13 Financial Statements are set out in Attachment 1 to this report.

A.7 Statement of Performance

The CFC's 2012-13 Statement of Performance is set out in Attachment 1 to this report.

A.8 Strategic Indicators

The CFC's 2012-13 Strategic Indicators are included in its 2012-13 Statement of Performance at Attachment 1 to this report. A summary of performance in relation to these Strategic Indicators is provided in Attachment 1 and more detailed information is provided in Section A.9: Analysis of Agency Performance.

A.9 Analysis of Agency Performance

Section A.9 analyses the CFC's performance against the strategies and actions set out in the CFC's 2012-13 Corporate Plan, which in turn is based on the CFC's 2011-16 Strategic Plan.

Actions for 2012-13 are arranged under each "area of focus" within the three areas of the organisation: the CFC itself; the Canberra Theatre Centre; and ACT Museums and Galleries, comprising CMAG and the Historic Places.

Under its 2011-16 Strategic Plan and 2012-13 Corporate Plan, the CFC has adopted the following purpose statements –

• A – Cultural Facilities Corporation

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

• B - Canberra Theatre Centre

Purpose: To be Canberra's leading performing arts centre

• C – <u>ACT Museums and Galleries</u>

Purpose: To engage our community by presenting Canberra's stories, diverse visual culture and heritage

Where there are overlaps between different "areas of focus", reporting has been consolidated under the most relevant area, to provide a more cohesive picture of performance during the year.

Performance genres presented at the Canberra Theatre Centre are shown in graphic form and may be found at Appendix 7. Appendix 8 provides a full schedule of exhibitions, programs and events held at CMAG and the Historic Places during the year.

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus: A.9.1.1. STRATEGY AND PLANNING

What we want to achieve : A clear direction for our future

Strategies to achieve this: • Engagement of key stakeholders in developing a

strategic plan

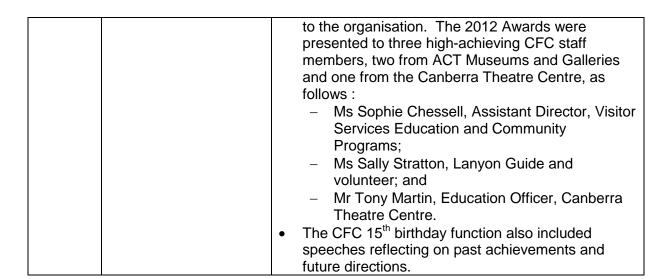
• Linkage of strategic plan to annual corporate plans and performance management throughout

the organisation

• Regular reporting on progress against the

strategic plan

Action Number	Description of Action	Results during the year
A.9.1.1 (a)	Develop a Corporate Plan for 2012-13 linked to the 2011-16 Strategic Plan.	 The 2012-13 Corporate Plan, which is linked to the 2011-16 Strategic Plan, was endorsed by the CFC Board at its August 2012 meeting.
A.9.1.1 (b)	Implement a performance management system throughout the organisation whereby all performance agreements link back to the 2012-13 CFC Corporate Plan.	Implementation of the performance management system linked to the Corporate Plan has been taking place throughout the year, to ensure all staff understand how their role relates to the organisation's corporate goals.
A.9.1.1 (c)	Report on progress towards achieving the 2012-13 Corporate Plan in Quarterly Reports during 2012-13 and in the 2012-13 Annual Report.	The four Quarterly Reports for 2012-13 recorded progress towards achieving the 2012-13 Corporate Plan, and form the basis for this Annual Report.
A.9.1.1 (d)	Use the 15 th birthday of the CFC in November 2012 to reflect on the organisation's past achievements and future directions.	The CFC's 15 th birthday was celebrated at a function in the CMAG foyer on 8 November 2012. The celebration included the presentation of the inaugural Don Aitkin Awards, established in honour of Emeritus Professor Don Aitkin AO, who retired as CFC Chairman in December 2011 after nearly a decade in the role. The Awards will be made annually to members of staff or volunteers of the CFC who have made an outstanding contribution



Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus: A.9.1.2. GOVERNANCE

What we want to achieve : An accountable, resilient and dynamic

organisation

Strategies to achieve this:

• Governance systems that provide a high standard

of accountability

• A Board that is skilled, diverse, well-informed and

committed to continuous improvement

• A focus at Board level on performance as well as

conformance

• A Board that is at full strength

Action Number	Description of Action	Results during the year
A.9.1.2 (a)	Review and if necessary update the CFC's Governance Charter.	The Board and Audit Committee Charters were updated in December 2012 to state that the ACT Public Service Code of Conduct, published in October 2012, applies to the work of the Board and the Audit Committee.
A.9.1.2 (b)	Seek filling of the Board's vacancies in a timely manner, with members who bring identified skills and experience.	 Ms Louise Douglas and Ms Robyn Hendry were appointed as Members of the Board under DI2012-191 with effect from 7 September 2012 to 6 September 2015, filling two of the current vacancies. These new Members bring a range of skills and experience to the Board including in the areas of museology, cultural heritage management, and tourism and hospitality. Ms Sandra Lambert was appointed Deputy Chair of the Board under DI2012-236 with effect from 21 September 2012 to 10 February 2014. An appointment to the remaining vacancy on the Board is expected to be finalised early in 2013-14.
A.9.1.2 (c)	Ensure Board meeting agendas are arranged to focus on performance as well as conformance and seek continual improvement in the presentation of Board agenda papers, to ensure efficient use of resources.	Board meeting agendas are now arranged to focus on performance as well as conformance. For example, throughout 2012-13, topics discussed included:

A.9.1.2 (d)	Arrange for the CFC's external auditors to meet	•	parking needs; a footprint study for a major new theatre; fundraising strategies and initiatives; an information-sharing meeting between Members of the CFC and the Cultural Council; a collaboration with Jigsaw Theatre Company; a Vocational Education and Training agreement with St Francis Xavier College; and the North Building Conservation Management Plan. The format of Board agenda papers and Minutes has been improved to clarify matters requiring follow-up action. A representative of the ACT Auditor-General's Office attended the August 2012 Board meeting
	with the Board at the conclusion of the audit of the 2011-12 Financial Statements and the 2011-12 Statement of Performance.	•	and briefed Members on the audit of the CFC's 2011-12 Financial Statements and 2011-12 Statement of Performance. The CFC's 2011-12 Financial Statements and Statement of Performance were unqualified.
A.9.1.2 (e)	Implement an internal audit program for 2012-13, focusing on key areas of risk, as indentified from: the Strategic Risk Management Plan; the Fraud Control Plan; the work of the Audit Committee; and external audits.	•	During the year, an internal quality assurance and internal audit program was implemented, focusing on areas of key risk as identified through risk assessment documents and exercises. A taxation compliance review was also conducted.
A.9.1.2 (f)	 Review and update the Strategic Risk Management Plan and Fraud Control Plan. Conduct fraud awareness training. 	•	The Strategic Risk Management Plan and Fraud Control Plan were reviewed and updated in 2012-13. The updated plans were presented in the new ACT Insurance Authority (ACTIA) whole-of-Government Risk Management format. CFC staff attended ACTIA training in the use of this new format.
A.9.1.2 (g)	Seek amendments to the Cultural Facilities Corporation Act 1997 to achieve improved governance and remove onerous administrative requirements.	•	The CFC has commenced the process to seek amendments to the <i>Cultural Facilities Corporation Act 1997</i> in the forthcoming period, with a view to removing the requirement for the CFC to conduct quarterly reports in addition to annual reports.
A.9.1.2 (h)	Provide CFC staff with updated training in records management.	•	Staff members from across the CFC attended training in records management in the first quarter 2012-13.

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus: A.9.1.3. HUMAN RESOURCES

What we want to achieve : An employer of choice for staff and volunteers

Strategies to achieve this :
• Leadership and motivation from the Board, CEO

and senior management team

 Human resources systems, processes, procedures and policies that focus on continuous

improvement

Human resource planning that identifies, seeks
and develops the skills we need.

and develops the skills we need

A workplace that is safe and rewarding for staff

and volunteers

Action Number	Description of Action	Results during the year
A.9.1.3 (a)	Ensure Board Members, the CEO and senior managers attend a range of activities across the CFC's different venues.	Board Members, the CEO and/or senior managers attended a range of CFC activities throughout 2012-13. These activities were held across the CFC's different sites and included events such as theatre opening nights, exhibition openings, floor talks, community programs and special events.
A.9.1.3 (b)	Put in place mechanisms to ensure a supportive working environment, including by: - continuing to implement the Respect, Equity and Diversity (RED) Framework; and - raising awareness amongst CFC staff about the new Code of Conduct for the ACT Government Service.	 Two RED contact officers have been appointed and have undertaken support training. All CFC staff members have been made aware of the new Code of Conduct for the ACT Government Service, and a linkage to the new Code is being introduced into all CFC performance agreements.
A.9.1.3 (c)	Ensure sound human resource management, including by: - implementing the Human Resource Management Plan; - updating Human Resource policies on	 The implementation of the CFC's Human Resources Management Plan and the updating of Human Resource policies on the CFC's shared drive continued throughout 2012-13. CFC staff participated in a range of training/staff development/networking programs in 2012-13. Details are provided at Appendix 11. CFC staff members are regularly invited to sit on

	the CFC's shared drive; providing staff with a range of training, professional development and networking opportunities; and recognising the contribution and achievements of staff, including through award schemes.	judging panels, open exhibitions, give speeches and deliver lectures at other institutions. For example, in 2012-13 the following activities were undertaken. • The CFC's CEO – — was a judge for the 2012 ACT Chief Minister's Inclusion Awards; — spoke at the launch of journalist Paul Daley's book Canberra; — hosted a Cambridge alumni event at CMAG; — was guest speaker at a Thinking Thursday seminar, conducted by the Women's Referral Centre; — was the guest speaker at a Friends of the National Arboretum event; — was the guest speaker at the welcome event to regional, remote and community delegates to the Museums Australia National Conference; — sat on the judging panel for the Fast + Fresh finals at the Canberra Theatre Centre; and — participated in the CEO Sleepout, together with the Directors of the Canberra Theatre Centre and ACT Museums and Galleries. • The CFC's CEO and her Executive Assistant participated in the Executive Panel and Executive Assistant Panel, respectively, at an Executive Assistant Panel, respectively, at an Executive Assistant Network Congress. • The Director, ACT Museums and Galleries judged a number of awards, opened exhibitions, addressed arts groups and gave the Graduation Speech at the ANU College of Arts and Social Sciences. • The Assistant Director, Curatorial and Exhibitions was a panel member for the Cultural Capital, ANU Arts and Music Learning Communities discussion panel. • CMAG's Visual Arts Curator — — opened exhibitions at M16 Artspace, Griffith and at the Goulburn Regional Arts Gallery; — was a member of an arts discussion panel on ABC 666 in November 2012; — conducted two programs for the Enlighten Festival; and — opened the exhibition, Momentum: Established and emerging women sculptors at the Belconnen Arts Centre. • Refer to A.9.1.1 (d) for information about the inaugural Don Aitkin Award.
A.9.1.3 (d)	 Implement requirements relating to the CFC's compliance with new 	The Work Safety Commissioner, Mark McCabe attended the October 2012 Board meeting to brief Members on new requirements relating to the Work Health and Safety Act 2011.

	work safety legislation. Provide staff with updated training on the new requirements. Continue to implement the Workplace Health and Safety and Injury Management Improvement Strategy, with support from Shared Services and with regular reports to the CFC Board and to the Audit Committee of the Board.	 A report on workplace safety is provided to, and discussed at, all Board meetings. The CFC Work Health and Safety Committee, and staff Work Health and Safety Representatives held regular meetings throughout 2012-13 to discuss Work Health and Safety issues across the organisation.
A.9.1.3 (e)	Hold regular meetings of the Agency Consultative Committee (ACC), to ensure effective management/staff/union consultation and well- informed decision- making, and to encourage sharing of information.	In 2012-13 the ACC met to discuss a number of matters relating to consultation and information sharing. The most recent ACC meeting was held in May 2013.
A.9.1.3 (f)	Provide volunteers with training, support and recognition.	 National Trust volunteers provided 598.5 hours service at Lanyon, while other volunteers provided 1,346 hours service at Lanyon, Calthorpes' House and Mugga Mugga. Volunteers participated in First Five Minutes Emergency Warden training. The Annual Volunteers Christmas brunch was held at Lanyon, where the CFC CEO thanked volunteers for their contribution to the organisation. Volunteers participated in familiarisation visits to St John's School House and Tuggeranong Homestead. Refer to A.9.1.6 (c) for information regarding the CFC's three advisory committees, which perform their role on a voluntary basis. Refer to A.9.3.2 (d) for information regarding Canberra Centenary volunteers at CMAG.

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus: A.9.1.4. FINANCIAL MANAGEMENT

What we want to achieve : An organisation with long-term financial

sustainability

Strategies to achieve this:

• High standards of financial management and

reporting

Maximisation of government income

Maximisation of own-sourced income

 Analysis of own-sourced income and margins from operational activities to identify ways to grow

revenues

 A fundraising strategy that guides how we will develop new income sources through fundraising

• Long-term positive cash flow

• Adoption of reserves policies

• Efficient work practices

Action Number	Description of Action	Results during the year
A.9.1.4 (a)	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 from internal resources.	 The CFC achieved a year-end cost to government per patron/visitor of \$23.35 compared with a target of \$26.07, and a year-end outcome of 44.8% own sourced revenue compared with a target of 41.4%. Further details and variance explanations are provided in the 2012-13 Statement of Performance at Attachment 1. Reports on cash flow analysis are discussed at each meeting of the Audit Committee of the CFC Board.
A.9.1.4 (b)	Implement and monitor a 2012-13 internal budget based on agreed budget principles and incorporating strategies to raise revenues/reduce expenditure in order to address salary increases resulting from the new Enterprise Agreement; and CPI increases.	 The 2012-13 internal budget, which included strategies to address salary and CPI increases, was discussed at the August 2012 Board meeting. The internal budget was monitored by the Audit Committee of the CFC Board during the year, including through a detailed mid-year review.

A.9.1.4 (c)	Develop well-researched and argued bids for the 2013-14 ACT Budget process for strategic initiatives that improve or extend CFC programs, and which lead to better cultural outcomes for the community.	•	The CFC's 2013-14 ACT Budget bids for capital and non-capital works were endorsed by the Minister in January 2013. The CFC received \$400,000 capital funding in the 2013-14 ACT Budget for the Lanyon Heritage Precinct Community Access Roads project. This project, to be implemented over two years, will improve access to, and within, the Lanyon Heritage Precinct.
A.9.1.4 (d)	Finalise and implement a new Fundraising Strategy to guide the CFC's fundraising efforts under the Board's leadership, including through a series of project plans for priority fundraising activities and by recruiting a Fundraising Manager.	•	The CFC's new Fundraising Strategy was endorsed by the Board at its June 2013 meeting. The Board also endorsed priority fundraising projects for 2013-14 at the meeting.

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus : A.9.1.5. INFRASTRUCTURE AND SYSTEMS

What we want to achieve : Support the delivery of high quality cultural

experiences

Strategies to achieve this:

• High standards of asset management

• IT systems that deliver business outcomes

• Periodic reviews of administrative, financial and

customer service systems

Action Number	Description of Action		Results during the year
A.9.1.5 (a)	Finalise and implement an IT assets review to ensure effective use of IT assets and to achieve cost reductions in IT expenditure.	•	An IT asset review was completed in 2011-12 for desktops and printers. Further analysis of other business services licences and programs was undertaken in 2012-13 to identify potential cost savings from desktop support charges. Fortnightly meetings are held between the CFC and the Community Services Directorate customer support manager, which provides an opportunity to review all areas of IT for potential savings.
A.9.1.5 (b)	Finalise and implement new Business Continuity Plans and Disaster Recovery Plans covering each areas of the CFC.	•	A new Business Continuity Plan and a new IT Strategic Plan were finalised and communicated in 2012-13. The CFC has engaged a consultant to commence work on a new Disaster Recovery Plan. The Plan will be finalised in the first quarter of 2013-14, following testing of the draft Plan through a mock disaster recovery session.

A.9.1 CULTURAL FACILITIES CORPORATION

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus : A.9.1.6. COMMUNICATIONS

What we want to achieve : Engagement with our stakeholders

Strategies to achieve this:
• A Communications Strategy that delivers our

business objectives by providing timely, accurate and relevant information that influences the attitudes and behaviour of our stakeholders

• Regular engagement with our stakeholders

Periodic consultation with our stakeholders

Action Number	Description of Action	Results during the year
A.9.1.6 (a)	Use the CFC's Communication Strategy to identify key messages and target audiences.	The CFC's Communication Strategy continues to be used as a basis for identifying key messages in speeches, reports etc.
A.9.1.6 (b)	Hold regular meetings between the CFC's CEO and: - the Minister's office; and - the Director- General of the CFC's parent Directorate.	 The CFC's CEO held regular meetings with the Minister's Arts Advisor throughout 2012-13. The Minister for the Arts, Ms Joy Burch MLA, and her Arts Advisor attended the June Board meeting for strategic discussions about matters of interest to the CFC.
A.9.1.6 (c)	Provide support and recognition for the CFC's three advisory committees, recognising that these committees not only represent an important source of expert advice to the CFC but also involve the wider community in the work of the organisation.	 Advisory committee members are regularly invited to attend openings and events at ACT Museums and Galleries venues, opening nights at the Canberra Theatre Centre, and strategic planning sessions. The CFC Board hosted a Christmas dinner at Lanyon on 5 December 2012 to thank members of the advisory committees for their voluntary work for the CFC. The dinner was attended by the Minister for the Arts, Ms Joy Burch MLA, who thanked volunteers for their contribution. The Convenor of the Museum and Gallery Advisory Committee, Ms Roberta McRae OAM, was nominated for the inaugural Don Aitkin Award for being the longstanding Convenor of the Committee, in which role Roberta has been a strong advocate for CMAG and a source of great support, encouragement and advice to the CFC.

		•	Female convenors and deputy convenors were
			invited to a lunch, hosted by the CFC's CEO, to celebrate International Women's Day on 8 March 2013. This year's guest speaker was Ms Roberta McRae OAM.
		•	The minutes of committee meetings are made available to Board Members, and CFC staff provide secretariat services to the advisory committee meetings.
		•	Advisory committee members attended a 2013-14 corporate planning session in the third quarter of 2012-13.
		•	One or more Board Members attend one meeting of each advisory committee, once a year. For example, CFC Deputy Chair, Ms Sandra Lambert attended the October 2012 and February 2013 meetings of the Performing Arts Advisory Committee.
		•	The CFC's CEO attended a meeting of each of the advisory committees in February and March 2013 to discuss with members how they had found the experience of being on the committee, and to review the role of the advisory committees.
A.9.1.6 (d)	Undertake a review of the membership of the three advisory committees, with new memberships to come into effect as from 1 July 2013.	•	Following the CFC CEO's discussions with the three advisory committees in February and March 2013, the CFC Board agreed to a number of changes in the future operation, titles and membership profiles of the committees. These changes will take effect as from 1 July 2013. Expressions of interest for new memberships of the advisory committees were advertised in <i>The Canberra Times</i> and on the CFC's websites in May 2013.
		•	Proposed new memberships were discussed and agreed at the June 2013 Board meeting, with the appointments for the new three-year terms to take effect as from 1 July 2013. An event was hosted by the Board in June 2013 to thank and farewell advisory committee members at
A O 4 O	Fronth and develop		the completion of their terms.
A.9.1.6 (e)	Further develop collaborations with relevant cultural and tourist bodies including: the ACT Cultural Council; peak national bodies dealing	•	In July 2012, CMAG hosted a Friends Around the Lake event in association with Word of Mouth: encounters with abstract art. Friends Around the Lake is a network of members and friends of cultural institutions located close to Lake Burley Griffin, including the National Gallery of Australia, and the National Botanic Gardens.
	with cultural matters; the national cultural institutions; other cultural organisations; tourism organisations; and diplomatic missions, in order to	•	Representatives of the CFC Board and ACT Cultural Council met on 22 November 2012. The meeting resulted in productive discussions and information-sharing on a range of matters of mutual interest. In 2012-13, CMAG signed a five-year agreement with the Capital Arta Patran's Organization.
			with the Capital Arts Patron's Organisation

extend the CFC's profile and involvement in cultural and tourism sector initiatives.

- (CAPO), providing free access to major gallery spaces for its annual visual arts event. CAPO's 30th arts auction will be held at CMAG on 23 November 2013.
- The CFC's CEO is a member of the Australiana Fund Canberra Committee; the Tourism, Arts and Sport Task Force of the Canberra Business Council; the Advisory Council of ArtSound FM; the Board of the ACT Business Leaders Innovative thoughts and Solutions; the Centenary of Canberra Interdepartmental Committee; and the Working Group for the Australia Forum and City to the Lake Project.
- The Canberra Theatre Centre Director is a member of the Live Performance Australia Executive Council, and the Executive Committee of the Australian Performing Arts Centres Association.
- The ACT Museums and Galleries Director is a member of ACT Health's Arts in Health Committee.
- CMAG's Assistant Director, Exhibitions and Collections is a member of the ACT Legislative Assembly Art Advisory Committee and of the DisACT (Disaster Recovery, ACT) Committee.
- CMAG's Social History Curator, and Visual Arts Curator were members of the Conference Organising Committee for the Museums Australia 2013 Conference.
- The Canberra Theatre Centre's Marketing Manager is a member of the Australian Theatre Captioning Advisory Group, and Chairman of the Incorporation of NSW and ACT Performing Arts Centres (INAPAC) Marketing Forum.
- The Canberra Theatre Centre's Education Officer is a member of the ACT Drama Teachers Association Board.

Diplomatic Missions

- CFC staff attended a number of events and functions at diplomatic missions during the year.
- His Excellency Mr Abel Guterres, Timor-Leste Ambassador to Australia launched the book, Ten Canberrans and the Sleeping Crocodile, which coincided with Cities Across Borders: Canberra-Dili, Timor-Leste, Ramp Showcase exhibition at CMAG.

A.9.1 CULTURAL FACILITIES CORPORATION

Purpose: To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity

Area of focus : A.9.1.7. GROWING AND LEVERAGING OFF OUR

ASSETS

What we want to achieve : Growth in target areas where we can add value

Strategies to achieve this:

 Reinvestment of trading surpluses into asset development or building up reserves

 Additional responsibilities in key areas such as historic places – with sufficient resources to carry these out

 Involvement as a key player in Canberra's development as a city and in Civic's development as the city's heart

Action Number	Description of Action	Results during the year
A.9.1.7 (a)	Take an active role in studies relating to the Civic Square Precinct, including through the commissioning of a consultancy to explore future directions for this precinct.	 Colin Stewart Architects was awarded the contract to undertake a study into options for the future development of the Civic Square precinct. A Steering Committee for the project, chaired by the CFC's CEO, met on a number of occasions in late 2012 and early 2013, to provide guidance for the conduct of the study. The Board received a presentation on the project at its December 2012 meeting. The study was finalised in April 2013, and its results were provided to ACT Ministers and to ACT agencies involved in Civic planning matters. The outcomes of the study will assist the CFC in developing its input into policies and plans for future development in the Civic Square precinct and surrounding area.
A.9.1.7. (b)	Ensure that the CFC's needs are addressed in development of the area surrounding Civic Square, including through commissioning a study into car parking needs of theatre patrons and ensuring impacts for CMAG's northern façade are addressed in redevelopment of the adjacent car park site.	 The CFC commissioned AECOM Pty Ltd to provide an update to two reports it previously prepared for the CFC, on future parking needs for the Canberra Theatre Centre (the Centre). Neil Graham of AECOM Pty Ltd gave a presentation to the August 2012 Board meeting, which demonstrated the importance for the viability of the Centre of having sufficient, convenient car parking for theatre patrons. The CFC also commissioned Williams Ross Architects to undertake a footprint study for a major new theatre adjacent to the Centre. Both studies were completed in early 2013 and will inform the CFC's participation in Civic

			planning initiatives, including in the identification of a site, with parking provision, for a major new theatre.
A.9.1.7 (c)	Explore opportunities for cooperative activities in the Civic Square Precinct, and build partnerships with cultural neighbours in the North Building – including Craft ACT and the National Trust, and with the Civic Library.	•	In 2012-13, the Craft ACT at CMAG display (a partnership introduced in 2011-12 to showcase the work of Canberra's leading craft practitioners) featured works by the following: - Tony Nankervis, a pioneer in the use of the long wood-fired ceramics technique; - Indigenous artist, Batumbil Ngurruwuthir (a collection of woven baskets); and - Sean Booth, Mitchell Brooks and Dan Lorrimer, Fiona Hooton, Megan Jackson, and Kate Ward – these works had a Canberra theme and were created to celebrate the city's Centenary. - Works on display are available for purchase at Craft ACT. Ordinary/Extraordinary: Exhibition in a Suitcase is a CMAG outreach program developed in collaboration with Craft ACT. The program is designed to enable teachers and students to access contemporary craft and design in the classroom. More than 100 local primary school children participated in the program in 2012-13. The CMAG Café has an agreement with the Civic Library whereby patrons are able to bring takeaway coffees into the Library. The cast of Happy Birthday Peter Rabbit (presented at the Canberra Theatre in July 2012) joined librarians in a reading of works by Beatrix Potter at the Civic Library.
A.9.1.7 (d)	Provide high quality input into relevant reviews and planning projects such as the Australia Forum and City to Lake project; the Canberra CBD master planning study that is being undertaken under the <i>Liveable Cities</i> program; and the Canberra Business Council's policy paper on Cultural Production and Creative Enterprise.	•	The Board now discusses Civic planning matters at each of its meetings. At its February 2013 meeting, the Board received a presentation from Alastair Swayn, ACT Government Architect, on the new planning strategy for the City that is being funded by the Australian Government under the <i>Liveable Cities</i> program. The results of the three studies commissioned by the CFC in 2012-13 (refer to A.9.1.7(a) and (b)) will be used in providing input by the CFC into major planning initiatives that are currently underway for the city.

Purpose: To be Canberra's leading performing arts centre

Area of focus : A.9.2.1. PROGRAMMING

What we want to achieve : A diverse program that creates a leadership

position for the Canberra Theatre Centre and an

identity for Canberra

Strategies to achieve this: • Regular visits from leading performing arts

companies

• Nurturing local performing arts companies

including national advocacy

Active participation in local creative development,

including links with partner venues

Support for those who take the financial risk in

presenting at the Centre

 A calendar of events that delivers a diversity of genres and appeals to a diverse audience

Action Number	Description of Action	Results during the year
A.9.2.1 (a)	Provide high quality programming through the Centre's 2012 and 2013 Subscription Seasons, in order to bring leading performing arts companies to Canberra and develop a strong "artistic footprint" for the Centre.	Remaining productions in the 2012 Subscription Season The Centre successfully concluded its 2012 Subscription Season with the presentation of the following productions: Don Giovanni – Opera Australia's Oz Opera Ngapartji Ngapartji {one} – BIG hART Australia Day – Sydney Theatre Company and Melbourne Theatre Company Terrain – Bangarra Dance Theatre The School for Wives – Bell Shakespeare The Pirates of Penzance – Arts Projects Australia The Wharf Revue 2012 – Sydney Theatre Company Les Ballets Trockadero de Monte Carlo – Andrew Kay and Associates Private Lives - Belvoir 2013 Subscription Season The Centre launched its 2013 Subscription Season on 5 September 2012 to an audience of nearly 800. The 2013 program comprises 20 shows, developed in collaboration with Robyn Archer and the Canberra Centenary team and features at least one show from every state and territory, including three works from the ACT.

	T	A = 1.00 haz = 0040 0.000 had = 1.00
		 As at 30 June 2013, 2,398 subscription packages had been sold.
		 The 2013 Subscription Season comprises the following works:
		 The Secret River – Sydney Theatre Company Henry 4 – Bell Shakespeare Thursday – Brink Productions and English Touring Theatre Wunderkammer – Circa As We Forgive – Tasmania Performs
		 Wulamanayuwi and the Seven Pamanui – Darwin Festival
		 Symmetries – The Australian Ballet The Major Minor Party – Version 1.0 G – Australian Dance Theatre Hipbone Sticking Out – BIG hART BLAK – Bangarra Dance Theatre Jack Charles v The Crown – Ilbijerri Theatre Company Project Rameau – Australian Chamber Orchestra & Sydney Dance Company Shrine – Black Swan State Theatre Company Noel Coward's Brief Encounter – Arts Projects Australia, a Kneehigh Theatre Production The Wharf Revue 2013 – Sydney Theatre Company The Comedy of Errors – Bell Shakespeare & State Theatre Company of South Australia coproduction Hit the Floor Together – QL2 Dance Home at the End – Everyman Theatre Michael Francis Willoughby in Elohgulp –
A O 2 1	Drogram other	Jigsaw Theatre Company Shared risk ventures
A.9.2.1 (b)	Program other productions outside the Subscription Seasons and through shared risk ventures with commercial presenters, in order to keep the venue active and increase the range of performing arts available to the Canberra community.	 Shared risk ventures that the Centre entered into in 2012-13 included: ProMoThis Pty Ltd to present Side by Side by Sondheim; Synergy & Taikoz to present Kodo and Taikoz in Concert; and Circus Australia Pty Ltd to present Circus Oz – From the Ground Up. The Centre also supported BIG hART, the Jigsaw Theatre Company, and the You Are Here festival by providing office space and administrative support.
A.9.2.1 (c)	Support local creative development and nurture local companies, including through: – partnering with Jigsaw Theatre	 The Centre supported local creative development and nurtured local companies through a broad range of activities. The Centre: presented a new local children's work, Rolling Home; co-presented a Kodo and Taikoz drumming
i	company to present	workshop for local practitioners;

A.9.2.1 (d)	high quality theatre productions for young people; - promoting local productions in national touring forums; - programming events that showcase local talent; - holding master classes, workshops and forums for local practitioners to engage with visiting companies; and - providing marketing support for local companies and other venue hirers that use the Courtyard Studio. Support existing and develop new relationships with venue hirers, to expand their use of the Centre's venues and services.	 supported a new local work, To Kill a Mockingbird; co-presented a Circus Oz theatre workshop for local practitioners; supported a new local work, Winnie the Pooh by Free Rain Theatre Company; sponsored a NIDA Summer School theatre workshop for local practitioners; produced the What's On brochure promoting Courtyard Studio presentations; supported Jigsaw Theatre Company with office space and administrative support; produced Fast + Fresh; and continued to provide marketing support to local hirers of the Courtyard Studio. • The Centre supported a wide range of presentations during the year, including in the genres of dance, children's theatre, comedy, drama, jazz music, classical music and musicals. In 2012-13, the Centre supported an existing relationship with Live Nation, and developed new relationships with Libraries ACT, Smart Artist Management Company, Creative Entertainment, Mondayitis TV Pty Ltd., Tim Woods Entertainment, and Acting For the Fun of It
A.9.2.1 (e)	Work with resident production company BIG hART to deliver new work for 2013.	 Theatre Company. CTC supported BIG hART to produce and present Hipbone Sticking Out.
A.9.2.1 (f)	Participate in industry organisations e.g., Live Performance Australia (LPA), OZPAC, Australian Performing Arts Centres Association (APACA).	 The Centre hosted the 2013 national conferences of APACA and the Australian Theatre Forum, which were held in Canberra to mark the Centenary year. In 2012-13, Centre staff members participated in meetings and conferences conducted by LPA, OZPAC, APACA and the Incorporation of NSW and ACT Performing Arts Centres. Staff of the Centre sat on LPA panels for the 2012 Helpmann Awards. The Director of the Centre is a Councillor on the LPA Executive and a Board member of APACA.

Purpose: To be Canberra's leading performing arts centre

Area of focus : A.9.2.2 MARKETING AND AUDIENCE

DEVELOPMENT

What we want to achieve : A loyal and growing audience

Strategies to achieve this: • Loyalty, engagement and repeat attendance is

promoted by: all areas of the business working together to create a high quality experience for patrons; increased sophistication of patron knowledge to drive repeat attendance; use of social media and other means to engage audience; value-adding through meet-the-artists,

director forums etc.

Market data is used to target audiences and

influence programming

Research is commissioned to better understand

our existing audiences and target others

Action Number	Description of Action		Results during the year
A.9.2.2 (a)	Provide value-adding opportunities that enhance the overall patron experience, including: - pre-show forums, post-show question and answer sessions; and - "meet the artist" opportunities, including on opening nights	•	 In 2012-13, the following value-adding opportunities were provided. Ngapartji Ngapartji {one} featured a talk by Scott Rankin, a display of works of art in the foyer, a language workshop at CMAG which was fully booked, and a post-show question and answer session. A talk by Jonathan Biggins, in collaboration with the ACT Writers' Centre, and a question and answer session were presented in association with Australia Day. A pre-show forum and talk by David Page were presented in association with Terrain. Side by Side by Sondheim featured a cast meet and greet session. A fully booked drumming workshop was presented in association with Kodo and Taikoz in Concert. Question and answer sessions were presented in association with The Pirates of Penzance, The Wharf Revue, and Private Lives. Take Part Talks were presented in association with: The Secret River, Unveiling the Secrets: Inside the Country of Kate Grenville's Novel, featuring a panel comprising Dr Martin Thomas, Dr Jeanine

			Leane, and Professor Ann McGrath and chaired by Louise Maher; Henry 4, with a Meet John Bell session; Thursday, with Gil Hicks speaking as part of Enlighten; and As We Forgive – the talk was given by Director, Julian Meyrick. Pre-show forums were presented in association with Thursday; Wunderkammer; The Major Minor Party, and G. Question and answer sessions were presented in association with The Secret River, Henry 4; Wulamanayuwi and the Seven Pamanui; As We Forgive; and The Major Minor Party. The Link Bar was redecorated with a Wunderkammer theme and renamed Wunderbar for the season of the show.
A.9.2.2 (b)	Ensure customer/patron satisfaction with their visit to, and experiences of, the Centre's venues and presentations, including by surveying audiences. Use information gained from surveys to improve facilities and services.	•	Patron surveys were conducted at a broad range of shows throughout the year. Surveys resulted in an average overall patron satisfaction rate of 93%. Information gained from surveys will be used to improve facilities and services at the Centre.
A.9.2.2 (c)	Ensure Front of House business operations and customer services are kept at a high standard. Analyse Front of House data and act on this, both to increase commercial returns and to improve the patron experience.	•	The Centre ensured that Front of House patron services continued at a high standard throughout the year, and that food and beverage operations continued to trade successfully by undertaking the following: - food and beverage offerings and price points were reviewed; - Patron Service Officer training was provided on manual handling, responsible service of alcohol, Fire and Evacuation, and fire warden duties; - Canberra District wine was added to the beverage list; and - changes were made to seasonal wines offered for sale.
A.9.2.2 (d)	Maintain and develop Box Office services by ensuring that ticketing system capabilities are fully utilised to meet business and customer needs. Explore opportunities to provide ticketing services to other venues/sites.	•	 Canberra Ticketing undertook the following activities to meet business and customer needs. The Box Office undertook a major update of its ticketing software, enabling it to streamline internet selling, increase security and to meet the demands of promoters and patrons. Ticketing websites were mobile enhanced in response to increased use of mobile devices by patrons. Use of Lyris software for digital marketing was implemented. New ticket printers were trialled.

			 Initial discussions about the trial of scanners for venue entrance, to better manage patron attendance, took place. Box Office ticket insurance was established for sale through Canberra Theatre Centre and Canberra Ticketing websites. For the second consecutive year, Canberra Ticketing secured the contract to provide external venue ticketing services for <i>Voices in the Forest</i>. A new external venue client relationship was established with Sweet ChariTea theatre company for productions to be presented at The Abbey at Gold Creek
A.9.2.2 (e)	Use the Centre's new 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.	•	Weekly advertisements in <i>The Canberra Times</i> , which feature the Centre's venue brand, continued to attract strong interest from hirers.
A.9.2.2 (f)	Develop e-business through web-based marketing.	•	The Centre's e-business continued to develop and increase in 2012-13, facilitated by: - completion of a BETA pre-launch stage - this project optimizes the appearance and functionality of the Centre and Canberra Ticketing websites on mobile and tablet devices; and - the introduction of an integration project to combine the ticketing and email databases, ensuring better control of data, and access to more patrons with greater ability to strategically develop audiences and measure return on investment. Steps were taken to make ticketing via the Canberra Theatre Centre website, smart phone integrated for greater usability and ease of purchase.
A.9.2.2 (g)	Undertake research to assess audience attendance patterns.	•	PurpleSeven technology (which assesses audience attendance patterns) was employed throughout 2012-13 to develop marketing strategies for forthcoming presentations.

Purpose: To be Canberra's leading performing arts centre

Area of focus: A.9.2.3 COMMUNITY INITIATIVES

What we want to achieve : A connection between the whole community and

the performing arts

Strategies to achieve this:

• Initiatives that address special needs in the

community

 Programs that reach out to those who might not otherwise have the opportunity to experience live

theatre

Connections with the education system and

schools

Workshop facilitation

Action	Description of Action	Results during the year
Number	Description of Action	Results during the year
A.9.2.3 (a)	 Implement access initiatives including through facilities and services such as: captioning services and audio loops for patrons with hearing impairments; audio description and tactile tours for patrons with vision impairments; the Companion Card scheme, whereby a carer attending theatre with a patron can access a complimentary ticket; and designated spaces in the auditoriums for wheelchair access. 	 The Centre received a 2012 ACT Chief Minister's Inclusion Award for Excellence for its access initiatives, including the introduction of smart phones for theatre captioning and its continuing commitment to consultation and partnering with several disability organisations in order to deliver a number of access services. The Centre's access initiatives in 2012-13 provided the following facilities and services. Audio description, tactile tours, captioning The Centre provided the following. Tactile tours and audio description of Australia Day. Captioning for performances of Ngapartji Ngapartji {one}, Australia Day, and The School for Wives. Tactile tours, audio description and captioning for performances of Pirates of Penzance, The Wharf Revue, Private Lives, The Secret River, Henry 4, Thursday, Wulamanyuwi and the Seven Pamanui, and The Major Minor Party.
	 Encourage venue hirers to provide 	Audio loops and Companion Cards
	targeted access for	Audio loops (FM Radio Assisted Hearing
	patrons with special	System), and Companion Cards (National
	needs.	Companion Card Program for people who
	 Participate in a trial 	require their carer to be present when visiting
	for the Business	the theatre) are available for all productions
	Leaders Innovative	presented at the Canberra Theatre Centre.

	Thoughts and Solutions (BLITS) access recognition program, which is aimed at recognising and promoting accessibility of venues for people with disabilities.	 Iphone application The Captioning Studio's captioning iphone application, Go Theatrical!, a world-first technology, allows deaf or hearing impaired theatre patrons to view captions on their own phone. For those without iphones or like devices, the Centre has available several iTouch units which contain the captioning application ready for use. The Centre also provides designated spaces in the auditoriums for wheelchair access. Access recognition program The CEO of the CFC is on the BLITS Board,
A.9.2.3 (b)	Produce an annual Access Diary highlighting access services.	 which is monitoring the implementation of the access recognition program. The Access Diary highlights the Centre's access services and provides a diary of forthcoming events such as captioned and audio described performances. The 2013 Access Diary was produced and widely distributed to relevant organisations and individuals early in 2012-13.
A.9.2.3 (c)	Implement the Social Capital Program whereby tickets purchased by the Centre are distributed to special interest organisations, providing scope for people who would not normally attend live theatre, the opportunity to do so.	 In 2012-13, the Centre's Social Capital Program distributed 375 tickets to the value of \$19,619 to the following local charities and organisations: Reconciliation Australia The Shepherd Centre YWCA of Canberra ACT Eden Monaro Cancer Support Group Indigenous Dancers' Workshop Lifeline ACT HHO Events Galilee Inc Technical Aid to the Disabled ACT (TADACT) Barnardos Black Mountain School Winnunga Nimmityjah Aboriginal Health Service Carers ACT ACT Eden Monaro Cancer Support Group Marymead
A.9.2.3 (d)	Host the <i>Music at Midday</i> series of concerts, which allow older patrons, including nursing home residents, to attend live theatre.	The Centre continued its long-standing association with the Duntroon Royal Military College Band through the presentation of Music at Midday concerts in 2012-13. Proceeds totaling \$10,387 went to the following organisations: Galilee Foster Care Tandem Respite Care Marymead Sids and Kids ACT War Widows ACT ACT Brain Tumour Network

A 9.2.3 (e)	Explore the potential to engage or host a dedicated education resource to build an ongoing relationship with the ACT education sector, including through sponsorship and/or a specific budget bid.	 The Centre has entered into an industry Vocational Education and Training partnership with St Francis Xavier College (SFX). This is a new venture to train students in Years 11 and 12 to Industry and Certificate Standards, to become certified and qualified stage hands, creating a pool of qualified and experienced young people able to fill casual technical staff positions. The CFC's CEO visited SFX in November 2012 to sign the agreement. The Centre and SFX have developed a detailed course outline for submission to the ACT Board of Senior Secondary Studies. This will enable SFX to issue formal qualifications at the Certificate III level to graduating students who complete the course.
A.9.2.3 (f)	Foster performing arts skills development through such means as work experience opportunities, hosting of National Institute of Dramatic Art summer schools, and presenting Fast+Fresh, a season of 10-minute plays by young people.	 National Institute of Dramatic Art The Canberra Theatre Centre provided a venue for the National Institute of Dramatic Art summer school in January 2013. The summer school ran 21 workshops/master classes throughout the month. Fast+Fresh In 2012-13, the Centre signed a three-year agreement with Newtown Theatre to produce Fast+Fresh, the festival of 10 minute plays for schools and other organisation. In 2013, the festival was held in the Courtyard Studio from 4 to 8 June and had 12 schools participating. Work experience programs The Centre hosted work experience students from the ACT and surrounding regions during 2012-13. The program has received very positive feedback from schools and from the Education and Training Directorate. The program also caters for students with special needs.
A.9.2.3 (g)	Host Messengers, an early intervention program aimed at developing resilience in young people through arts activities.	The Centre completed its longstanding relationship with the Messengers program in 2012-13. The program has now relocated to Gorman House.

Purpose: To be Canberra's leading performing arts centre

Area of focus: A.9.2.4 GROWING AND LEVERAGING OFF OUR

ASSETS

What we want to achieve : A performing arts centre for the future

Strategies to achieve this:

• Develop a new lyric theatre

 Commercial activity is pursued to maximise earning capacity and secure future growth

• Development of a programming retained earnings

fund

• Target market research to support future initiatives

Action Number	Description of Action	Results during the year
A.9.2.4 (a)	Maintain a focus on the need for a new lyric theatre for Canberra and for adequate, convenient car parking for theatre patrons, including by active involvement in planning and land release projects for the areas surrounding the Centre.	 In 2012-13, the CFC continued to provide input into relevant plans and studies, emphasizing the importance of formally reserving a site for a major new theatre in Civic, and of ensuring adequate car parking for theatre patrons in the planning of Civic. Refer to A.9.1.7 for information on two studies that the CFC commissioned in 2012-13, in relation to theatre patron car parking needs and theatre footprint analysis.
A.9.2.4 (b)	Undertake a program of upgrades and improvements using capital works funding, capital upgrade	Upgrades and improvements An internally funded project to upgrade the audio visual infrastructure in the Canberra Theatre and The Playhouse foyers was completed in 2012-13.
	funding, and through internally-funded projects. • Undertake the first year of a three-year major upgrade program for the Centre, funded under the 2012-13 ACT Budget, in order to retain the Centre's functionality and status as a professional performing arts centre, including through seating	 Three-year major upgrade program A study into the replacement of the Canberra Theatre chiller was completed, and detailed specifications for tender documentation developed. Tender documentation was completed and will be released early in 2013-14. Installation is planned prior to the summer of 2013-14. The procurement process for the replacement of The Playhouse seating commenced, with potential suppliers shortlisted following a call for Expressions of Interest. The tender process was completed, and the contract will be placed early in 2013-14. Installation is planned for January 2014.

	upgrades, new chillers, and improvements to patron and performer amenities.	
A.9.2.4 (c)	Grow the Theatre Reserve, which was established at the end of 2011-12, into a resource that can support greater programming opportunities.	 \$50,000 was set aside to establish the Theatre Reserve at the end of 2011-12 financial year. Theatre trading results in 2012-13 were not sufficiently strong to allow an addition to be made to the reserve at year-end. Additions will be made to this fund, however, as theatre trading results allow in the future.
A.9.2.4 (d)	Liaise with tourism and events agencies to explore partnerships for major performing arts and ticketing opportunities.	 In 2012-13, the Centre formed partnerships with Centenary Opera and other local theatre companies for ticketing opportunities. Canberra Ticketing provided ticketing services for the following during the year: Canberra Symphony Orchestra; We Built This City in Civic Square, a Canberra Centenary event; Canberra International Music Festival; University of Canberra Graduation Ceremony; Sweet ChariTea; and Voices in the Forest.

Purpose: To engage our community by presenting Canberra's stories, diverse visual culture and heritage

Area of focus: A.9.3.1 PROGRAMMING, STORY TELLING AND

INTERPRETATION

What we want to achieve : Programming that reflects Canberra's unique

identity

Strategies to achieve this:

 A diverse range of high quality exhibitions, education and community programs and other activities

• Niche programs that make a point of difference with the national cultural institutions

 Productive partnerships with other cultural organisations and the wider community in developing and delivering our programs

Action Number	Description of Action	Results during the year
A.9.3.1 (a)		 ACT Museums and Galleries presented a wide range of following exhibitions, events and activities to celebrate the Centenary of Canberra. The major activities are summarized below. The Women Who Made Canberra, an exhibition which highlighted some of the experiences of Canberra women, was on display from 24 November 2012 until 17 March 2013. Canberra Gold was on display from 2 February to 19 May 2013 and was a celebration of Canberra Day. On 12 March 2013, more than 100 Canberra Gold recipients, their families, and other guests gathered for a Toast to Canberra in CMAG's foyer. The event featured music by the Canberra City Band, a live broadcast of the Foundation
	and Gallery (CMAG) as a Centenary "hub" of information and activity, and as a place for exploring ideas about Canberra's future.	 Stone Ceremony, and two floor talks on the Canberra Gold exhibition. CMAG hosted a number of events in March 2013 as part of the You Are Here festival. The festival showcased the best of Canberra's independent and experimental arts and culture, and was supported by the Centenary of Canberra and CBD Limited. The major exhibition Australia Revealed: Decorative art objects from the Australiana Fund Collection was opened by Mrs Tamara Fraser AO on 13 April 2013.

- CMAG hosted a number of events as part of the Centenary of Canberra's 2013 Youth Week event based in Civic Square. The program, No need to be told, was developed by Centenary of Canberra and focused on youth activism. CMAG hosted workshops, young people's monologues, and a screening of the Sprout Media youth film project, which presented inspirational films made by young people. More than 200 people attended the CMAG-based events.
- Throughout 2013, the Centenary year, CMAG is hosting volunteer greeters who connect visitors with Canberra's Centenary happenings.
 Volunteers commenced on 21 January 2013 and will be present seven days a week until the end of the year.
- New touch screens have been installed in the CMAG foyer dedicated to the Centenary program webpage.
- A display of Centenary memorabilia, and a special C100 CMAG exhibitions pamphlet are also available and complement the presence of the volunteers to establish CMAG as a Centenary Information Hub.
- At the Historic Places, a suite of community programs was developed to reflect on our links with the past and to be delivered through the Centenary year, including special events across the three sites in association with the 2013 Canberra and Region Heritage Festival, such as an archaeological walk at Lanyon.
- On 14 March 2013, the Governor General visited Lanyon to launch the Open Gardens Australia Plant Fair and to plant a Stone Pine at the entrance gate to Lanyon, to commemorate the Centenary.
- Historic Places Education staff developed a new outreach program, Artefact Chat, for Foundation to Year 2 students. The program aims to help children learn about the heritage of their community using the ACT Historic Places as case studies to focus on oral history. Outreach resources include lesson plans that can be downloaded from the ACT Museums and Galleries website, Artefact Chat boxes containing touch-and-handle items, and subject to availability, a visit to one of the Historic Places sites. 156 children have participated in Artefact Chat since its launch at Mugga Mugga in February 2013.

A.9.3.1 (b)	Celebrate the 15 th anniversary of the opening of Canberra Museum and Gallery, in February 2013.	•	CMAG celebrated its 15 th Birthday on 15 February 2013. The event was attended by 246 guests and included: the opening of the exhibition, <i>Canberra on Air: 60 years of ABC</i> local radio; birthday cake; party-inspired art activities for children; and a book launch, by His Excellency Mr Abel Guterres, Timor-Leste Ambassador to Australia, for <i>Ten Canberrans and</i> the Sleeping Crocodile, coinciding with Cities Across Borders: Canberra-Dili, Timor Leste, a CMAG Ramp Showcase exhibition.
A.9.3.1 (c)	program at the Canberra Museum and Gallery that responds to, and celebrates, the diversity of the Canberra community and its many stories, and which includes major visual arts and social history subjects, including through collaborations and partnerships with the community.	•	CMAG presented a range of high-quality exhibitions during the year, many of them featuring the work of local artists, and with a focus on local history. In 2012-13 these exhibitions included: - Mapped Out: Maps and plans from the CMAG collection; - Australian Portraits 1880 – 1960, a travelling exhibition from the National Gallery of Australia collection; - Marking Place featuring the work of three Canberra artists – G W Bot, Anita McIntyre and Wendy Teakel; - The Women Who Made Canberra; - Intensity of Purpose: 21 years of ANCA – an exhibition featuring the work of many local emerging artists; - Australia Revealed: Decorative art objects from the Australiana Fund Collection; and - Gathered Together, an exhibition of Indigenous art in CMAG's collection including works by local Indigenous artists. CMAG's glass fronted gallery on Civic Square featured the following exhibitions and installations: - Circumcised @617; - What Lies Beneath: Andrew Townsend and Suzie Bleach; - Tracing Breath: Jodie Cunningham and Paul Murray; - Canberra on Air: 60 Years of ABC local radio; - An Infinity Room: Turbulent Geometry – Julian Day (a You Are Here sound installation); - Patricia Piccinini; - Ashley Eriksmoen: Re-Forestation: How to Make a Tree from a Chair; and - Wreck Bay Community: Window to Wreck Bay. CMAG's Ramp Showcase featured the following: - Jude Rae Portraits; - Emaline: Merryn Sommerville;

		Cities Across Borders : Canberra-Dili, Timor-
		Leste;
		 Cities Across Borders : Canberra-Goulburn;
		and
		 Cities Across Borders : Canberra-
		Queanbeyan.
		The popular <i>Open Collection</i> series, which
		features the collections of Canberra residents and local organisations, continued with:
		 From A to Z: Robert Messenger's
		Typewriters;
		 ACTivated : Canberra Repertory Society 1932 2012;
		– 2012,– Canberra Gold (2013); and
		Telephones Forever.
		On the Screen – Full Circle is a new partnership
		with ABC 666 Canberra, whereby CMAG relays
		selected interviews in a rich cycle of Canberra
		stories that are linked to objects and photographs on display.
		The following exhibitions opened in the previous
		year and continued into the first part of 2012-13:
		- Canberra Gold (2012); and
		 Word of Mouth: encounters with abstract art. CMAG's continuing exhibition, Canberra Stories
		 CMAG's continuing exhibition, Canberra Stories Gallery: New Chapters was in place in Gallery 1.
A.9.3.1	Present the Nolan	The Nolan Collection Gallery @ CMAG continued
(d)	Foundation Collection on	to display the Foundation Collection and a range
	an ongoing basis in the	of interpretive material.
	Nolan Collection Gallery @ CMAG, together with	The exhibition <i>Nolan Works on Paper</i> opened in
	elements of the broader	the previous year and continued into the first part of 2012-13.
	Nolan Collection, at the	01 2012-13.
	Canberra Museum and	
1.65	Gallery	
A.9.3.1	Present permanent	The following exhibitions were on display at the Historia Places in 2013 13:
(e)	exhibitions at each of the three historic places :	Historic Places in 2012 – 13 : – at Lanyon – <i>Within Living Memory</i> ,
	Lanyon, Calthorpes'	Cunningham Photographic Exhibition, and
	House and Mugga	Convict Lives (from 1 June 2013);
	Mugga, to assist visitors	 at Calthorpes' House – the Calthorpes' House
	in understanding and	Orientation Exhibition; and
	enjoying their visit to these places.	 at Mugga Mugga – Getting It Together.
A.9.3.1	Present a	CMAG presented 165 community and education
(f)	comprehensive range of	programs in 2012-13 (including Outreach Programs).
	community and education programs at	The popularity of these programs continued, attracting more than 4,990 participants throughout
	CMAG that respond to,	2012-13.
	and celebrate, the	Community and education programs to
	diversity of the Canberra	complement the exhibition program
	community and which:	CMAG on Sunday, a program developed for
	- complement the	families with children aged between 4 and 8
	exhibition program;	years, was conducted on the first Sunday of each

- recognise special events and festivals celebrated by the Canberra community;
- connect to the ACT's wider visual arts and social history landscape; and
- are provided through collaborations and partnerships with the community and other institutions.
- month, together with its spin-off program, *T is for Toddler*, for children aged 2 to 3 years. Both programs are based on all exhibitions currently on display. In 2012-13 these free programs attracted more than 1,240 participants.
- Curator's Floor Talks were presented in association with: Word of Mouth: encounters with abstract art; Mapped Out: Maps and plans from the CMAG collection; Australian Portraits 1880 – 2012 by Dr Elizabeth Findlay, lecturer in Arts History in the School of Cultural Inquiry at the Australian National University; Marking Place with Peter Haynes; The Women Who Made Canberra; Intensity of Purpose; and Australia Revealed.
- Artist's Floor Talks were presented in association with: Word of Mouth: encounters with abstract art curator, Mark Bayly in conversation with Ruth Waller, Julie Brooke and Greg Hodge; Tracing Breath with Jodie Cunningham and Paul Murray; Emaline with Merryn Sommerville; Marking Place; Patricia Piccinini; and Ashley Eriksmoen Re-Forestation: How to Make a Tree from a Chair.
- Collectors, whose collections featured in Cabinets of Curiosities gave talks in association with their exhibitions, including: From A to Z: Robert Messenger's Typewriters; and ACTivated with Andrew Kay, Naoné Carrel and Russell Brown.
- Members Events were presented including a visit to the studios of artists, Richard Blackwell and Vivienne Binns, whose works were exhibited in Word of Mouth: encounters with abstract art.

Programs that recognised special events and festivals

- Many exhibitions during the year focused on the Centenary of Canberra.
- For example, in the talk Canberra for sale, CMAG's Senior Social History Curator, Dale Middleby, Avi Amesbury, Director of Craft ACT and artist, Fiona Hooton explored connections between the Waterhouse Collection of Canberra souvenirs and the Centenary of Canberra – a legacy of good design competition. Mrs Dawn Waterhouse also spoke about her collection of Canberra memorabilia.
- CMAG played a major role in the presentation of Youth Week. No need to be told in April 2013.

Programs that connected to the ACT's wider visual arts and social history landscape

 Mrs Heather Henderson, daughter of former Prime Minister, Sir Robert Menzies gave a floor talk in association with *The Women Who Made* Canberra speaking about her life in Canberra since 1952.

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		 On 29 November 2012, CMAG marked the forthcoming 10th anniversary of the Canberra fire storm with a community program, <i>Fire, gardens and community</i>. The program featured Senior Social History Curator, Dale Middleby discussing CMAG collection items gathered after the fire storm. Dale was joined by Chris Stamford of the Phoenix Garden Group and Lesley Pattinson, coordinator of Featherstone Gardens. Collaborative programs Poetry Reading featured a selection of ekphrastic poetry inspired by images and objects in the Canberra Stories and Nolan Collection exhibitions. The event was organised by Australian Poetry, and sponsored by the Australia Council for the Arts and artsACT with a reading hosted by Craft ACT. An architecture seminar was presented on 27 April 2013 exploring the architectural history of the National Capital Development Commission's 'heroic era', 1950s – 1970s, in collaboration with ACT Heritage and The Society of Architectural Historians of Australia and New Zealand. On 16 May 2013, CMAG provided the official welcome to regional, remote and community delegates to the Museums Australia National Conference. The CFC's CEO gave the welcoming speech, and hospitality was provided for approximately 100 visitors from around Australia. Vintage Noir screenings were presented throughout the year, a collaboration with the Big House Film Society.
A.9.3.1 (g)	Present education and community programs relating to the Nolan Collection, to enrich the understanding and enjoyment of visitors and participants in outreach programs.	 1,727 people participated in programs conducted in association with the Nolan Collection Gallery @ CMAG in 2012-13. These programs included: the July CMAG on Sunday program, Exaggerating Nolan; Curator's Floor Talk, Reading Nolan; Ned Kelly's in Town (onsite and outreach); a guided tour for representatives of the Department of Regional Australia, Local Government, Arts and Sport; self-guided tours by the Miles Franklin, and Ainslie Primary schools; Scissors, Paper, Rock (school holiday program); a guided tour for the Nolan Collection for Museums Australia IMAG Group; Every Picture Tells a Story (both on site and as an outreach program); the February CMAG on Sunday, Hot Summer Hot!; Black Square, a printmaking workshop; and

		- Kelly in the Can.
A.9.3.1	Present a	•
A.9.3.1 (h)	Present a comprehensive range of community and education programs that relate to, or which interpret, the Historic Places and their collections, including ones that: - connect with anniversaries, special events and festivals celebrated by the Canberra community; and - are provided through collaborations with other institutions.	 More than 10,660 people participated in the 499 community and education programs (both on site and outreach) that were conducted at the Historic Places throughout 2012-13. Programs covered topics as diverse as conservation, archaeology, horticulture, garden history, photography, sketching, meat history, gardening, landscape drawing, cooking jams and preserves, the convict life, domestic work of the past, and children's rhymes and games. A full list is at Appendix 8. Free Entry Days Free Entry days and weekends were held at all three sites on a number of occasions during the year. Often these free entry opportunities marked special occasions such as Seniors Week, Australia Day, Mother's Day, ANZAC Day and the Queen's Birthday long weekend. Full details are provided at Appendix 8. Free entry is provided at the sites periodically as an added incentive to visitation, especially for those on lower incomes. Anniversaries, special events and festivals More than 1,100 people attended the <i>Lanyon Christmas Carols and Picnic</i> on 9 December 2012. This was the first time the event had been held for three years with the site being closed in 2010 and 2011 due to severe weather conditions. The <i>Australia Day Picnic</i> at Lanyon was well attended with over 320 people enjoying free admission to the Homestead. 2,460 people attended a successful <i>Open Gardens Australia</i> (<i>OGA) Plant Fair</i> at Lanyon over the weekend of 23 and 24 March 2014. The event included plant stalls, specialist talks, garden and homestead tours and children's activities. In addition, garden sculptures, performances by Mirramu Dance, and the Canberra City Band, and a botanical-themed exhibition at Tuggeranong Arts Centre at Lanyon provided an 'arts complement' to this year's fair. The <i>Great Lanyon Easter Egg Hunt</i>, held on Easter Sunday 2013 attracted more than 220 visitors to the programs mentioned above were presented in collaboration with other <
A.9.3.1	Continue and develop	organisations and/or individuals. National Trust
(i)	partnerships between ACT Museums and	The Historic Places maintained a close working relationship with the National Trust throughout

Galleries and other cultural organisations/institutions, including:

- linkages with the National Trust;
- joint initiatives with the School of Art at the Australian National University;
- partnerships with the Cultural Heritage Management course at the University of Canberra; and
- liaison with the ACT Heritage Unit and Council.

- 2012-13, with National Trust volunteers providing 598.5 hours of service at Lanyon.
- The CFC is working with the National Trust to explore options for ensuring that a collection of objects owned by the Trust and on long-term loan to the CFC, can remain at Lanyon.
- In 2012-13, the Senior Manager, Historic Places Major Project continued to provide volunteer guide services at the National Trust property, Cooma Cottage at Yass.

Partnerships with universities

 Collaborative activities with universities during the year included the Historic Places: hosting sessions of the University of Canberra summer school, Conservation of traditional buildings, and providing general education tours for the University of Canberra and the Australian National University.

ACT Heritage Unit

- In 2012-13, ACT Museums and Galleries entered into a collaborative agreement with the ACT Heritage Unit to administer the Heritage of Lanyon Artist-in-Residence Project 2013, with financial assistance provided by artsACT.
- The Project offers a high-profile professional artist a month-long opportunity to explore and interpret this significant and iconic environment.
- The residency diversifies Lanyon's audience and ensures that the property continues to be interpreted in innovative and creative ways.
- The Project consolidates the success of the artistin-residence pilot implemented by ACT Museums and Galleries in late 2011.
- Alison Alder, the second participant in the Lanyon Artist-in-Residence Project, completed her placement with an exhibition of her work, *Cutting* out Stories of Lanyon, which was on display in the Lanyon Homestead from 20 April to 5 May 2013.

ACT Heritage Council

Museum and Gallery Advisory committee
 Member, Dave Johnston is a member of the ACT
 Heritage Council, providing linkages between the
 two organisations.

Tuggeranong Arts Centre at Lanyon

 The Tuggeranong Arts Centre is using the former Nolan Gallery building at Lanyon for its art programs during 2013, while its own premises undergo a major refurbishment.

Purpose: To engage our community by presenting Canberra's stories, diverse visual culture

and heritage

Area of focus: A.9.3.2 MARKETING AND AUDIENCE

DEVELOPMENT

What we want to achieve : A loyal and growing audience

Strategies to achieve this:

• The visitor experience is extended and enhanced

 The demographic of our audience is extended, including to those with special needs and interests

A = (* · · ·	December 1 and 1 A 11	Describe dealers (I
Action	Description of Action	Results during the year
Number		
A.9.3.2 (a)	Implement new funding provided in the 2012-13 ACT Budget to enhance community engagement with, and access to, Lanyon, using the outcomes from a community consultation project undertaken in 2011-12 to provide well-targeted programs that address identified needs and interests.	 Refer to A.9.3.1 (i) for information regarding the garden programs, artist-in-residence program at Lanyon, and use of the former Nolan Gallery building by the Tuggeranong Arts Centre.
A.9.3.2 (b)	Increase community awareness of ACT Museums and Galleries venues, through promotion of their special features and through cultural tourism initiatives.	 Following an interview with Robyn Archer in July 2012 about plans for the Canberra Centenary, CMAG reached an agreement with ABC News 7.30 ACT to regularly use the CMAG foyer to film interviews on the ideas and debates that are shaping the future of the ACT. The Archer interview was followed by interviews with the Chief Minister, Deputy Chief Minister, Leader of the Opposition and a number of other MLAs. The Chief Minister, Katy Gallagher participated in a live broadcast of ABC 666 Canberra's Chief Minister Talkback from CMAG in February 2013. ACT Museums and Galleries exhibitions, programs and events received good media coverage throughout 2012-13 with features appearing on radio and in the print media. The coverage included a number of interviews given by ACT Museums and Galleries staff. Weekly advertisements promoting the ACT Museums and Galleries appear regularly in a number of print media outlets, including The

A.9.3.2	Maintain and develop a	•	Canberra Times, City News, Art Monthly, Art Link and Discover NSW. ACT Museums and Galleries venues are regularly promoted on local radio, 104.7, 2CA and 2CC. The ACT Museums and Galleries Friends of Galleries e-newsletter provides information on all forthcoming exhibitions and events. New one-off funding was secured from the
(c)	high quality website for ACT Museums and Galleries and use this to expand access to venues, exhibitions and programs, including to the Nolan Collection and to the Nolan Collection Gallery @ CMAG, and through virtual tours of each Historic Place.	•	Australian Government of \$103,000 to fully digitise the works of the Nolan Collection as a Centenary of Canberra project. State of the art digital access will make the entire collection and detailed commentary available to view by anyone with an internet connection. A new children's education program is being developed in association with the digitised Nolan works and was piloted in the April 2013 school holidays – 71 children participated in the pilot. The ACT Museums and Galleries website (www.museumsandgalleries.act.gov.au) includes virtual tours, links to other sites, and special features such as interviews, talks, and education program information and booking forms. The website includes links to Facebook and Twitter.
A.9.3.2 (d)	Engage the community through active volunteer programs at the Historic Places, and at Canberra Museum and Gallery during the Centenary year.	•	The CMAG Museum Assistants Front of House staff are being augmented through the Centenary year by the addition of volunteers provided by the Centenary of Canberra. These volunteers assist visitors in accessing Centenary events and in the use of touch-screens to access material. National Trust volunteers provided 598.5 hours service at Lanyon, while other volunteers provided 1346 hours service at Lanyon, Calthorpes' House and Mugga Mugga.
A.9.3.2 (e)	Promote venue hire business at the CMAG, Lanyon and Mugga Mugga, balancing this with the core functions of these sites.	•	Venue hire information for CMAG, Lanyon and Mugga Mugga is included on the ACT Museums and Galleries website. (www.museumsandgalleries.act.gov.au), together with information about the Lanyon Café, which caters for all functions held at Lanyon such as weddings. Calthorpes' House is now considered too fragile to allow it to be hired for functions. In 2012-13, 4,576 people at CMAG, and 2,238 people at Lanyon and Mugga Mugga attended a variety of venue hire functions.
A.9.3.2 (f)	Continually seek to improve customer satisfaction with their visit to, and experience of, the ACT Museums and Galleries venues. Use information gained from surveys to improve facilities and services.	•	Customer satisfaction surveys were conducted at all ACT Museums and Galleries venues throughout 2012-13. The surveys resulted in the following overall satisfaction results: 96% at CMAG and the Nolan Collection Gallery @ CMAG; and 100% at the Historic Places. Information gained from the surveys will be used in planning to improve facilities and services.

Purpose: To engage our community by presenting Canberra's stories, diverse visual culture and heritage

Area of focus: A.9.3.3 STEWARDSHIP OF ASSETS

What we want to achieve : Places and collections that allow us to tell the

many stories of Canberra

Strategies to achieve this: • CMAG's visual arts and social history collection is

developed, conserved and researched

• The Nolan Collection is cared for

 The buildings, grounds and collections of the Historic Places are conserved and researched

• Lanyon's collection of decorative and fine arts is

further developed

Action Number	Description of Action	Results during the year
A.9.3.3 (a)	Develop, conserve, research and interpret an integrated social history and visual arts collection at CMAG.	 The development, conservation, research and interpretation of an integrated social history and visual arts collection is part of CMAG's core business, and these activities continued throughout 2012-13. CMAG continued to develop its collection throughout the year by the acquisition of a number of works and objects, both purchases and donations. A full list of these acquisitions can be found at Appendix 9 of this Report.
A.9.3.3 (b)	Conserve, research, interpret and manage the Nolan Collection, in conjunction with the Commonwealth Government, as the owner of the Collection. Collaborate with the relevant Commonwealth, State, and regional agencies, with the aim of bringing works from the Nolan Collection to a wider audience, including through loaning works to major exhibitions and	 The conservation, research, interpretation and management of the Nolan Collection are part of CMAG's core business and continued throughout 2012-13, in conjunction with the Commonwealth Government, as the owner of the Collection. Works from Nolan's <i>Illuminations</i> were loaned for an exhibition at the State Library of NSW from 13 August to 28 October 2012, attracting nearly 27,000 visitors. Three works from the Nolan Collection feature with five other works from the CMAG collection in a book written by Betty Churcher on treasures from Canberra collections, published to celebrate the Centenary of Canberra. A series of four new catalogues, showcasing the entire Nolan Collection held at CMAG, are on sale from the CMAG Reception. The Nolan catalogue project was supported by a one-off funding allocation from the Australian Government, received in 2011-12.

making images
available for
publications and
programs.

Finalise a new
 Funding Agreement
 with the
 Commonwealth to
 ensure clear
 identification of
 responsibilities with
 regard to
 custodianship of the
 Nolan Collection.

 Discussions continued to finalise the wording of the Funding Agreement in 2012-13. It is anticipated that the agreement will be put into effect in 2013-14.

A.9.3.3 (c)

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:

- implementing Conservation Management Plans for each site; and
- finalising a new Executive Lease for Lanyon.

 The conservation, research, interpretation and management of the Historic Places are part of its core businesses and these activities continued throughout 2012-13, as follows:

Lanyon

- A small research project was undertaken to determine appropriate 'replica' replacement materials for the Homestead.
- Priority preventative measures to protect objects and the building fabric continued.
- Work continued on database updates.
- Care and maintenance of the collection continued, for example, two framed tapestries and a fire screen received conservation treatment and were returned to display.
- Floor matting was installed in the drawing room and station office of the Homestead.
- A circular table was purchased for display in the Drawing Room.
- Work continued on improving storage of collection items including rolling of textiles for long term storage.

Calthorpes' House

- Work continued on the removal of toxic substances from a number of collection items.
- The Cubby House contents were placed in storage to allow for building conservation work to commence. The Cubby House building stabilisation was completed and the collection items returned. The interior is now included in the housekeeping regime.
- Specialised conservation cleaning occurred on a number of items within the collection.
- Assistance was given to education staff to facilitate a jewellery-making workshop, with display of items from the collection, including dresses, hats and gloves.
- The Environmental Assessment undertaken by International Conservation Services was completed and distributed to staff.

Mugga Mugga

- The slab meat room received conservation cleaning led by an Object Conservator.
- Care and maintenance schedules for objects, textiles, furniture and paper items were uploaded onto the Vernon database. These schedules assist the housekeepers in their weekly conservation cleaning tasks.
- The living room wallpaper received stabilisation work by a team of paper conservators. The wallpaper from the slab bedroom was removed, cleaned and stabilised in a laboratory. The removal was necessary for the repair and water proofing of the exterior slabs and the installation of a waterproof membrane to cover the interior. The treatment on the slab bedroom wallpaper was completed and the paper reinstalled.
- Research, selection and presentation of collection items at Mugga Mugga enabled the cottage to be decorated for Christmas for the first time, in conjunction with a new Christmas public program.
- The dining room wallpaper and roof beam surface received conservation treatment to stabilise areas displaying surface loss.
- Progress continued to be made in implementing the recommendations from the Integrated Pest Management Program, initiated and funded by the Historic Places Major Project. The program will prove to be a major preventive conservation measure to help protect the collections at all three sites. These recommendations include: an increased number and monitoring of traps, improvements in cleaning regimes, and the close monitoring of regular scheduled pest control technician appointments.

All three sites

 In December 2012, the sites were set up for the Christmas season and interpreted appropriately, consistent with care of the collection.

A.9.3.3 (d)

Develop new policies to assist in managing and interpreting ACT Museums and Galleries collections and sites, including a Canberra Museum and Gallery Collection Development Strategy and a Historic Places Learning Policy.

- The Museum and Gallery Advisory Committee was consulted on the development of a new CMAG Collection Development Strategy.
- The Historic Places Advisory Committee was consulted on a new Historic Places Learning Policy and on ACT Historic Places collections development.

Purpose: To engage our community by presenting Canberra's stories, diverse visual culture and heritage

Area of focus : A.9.3.4 GROWING AND LEVERAGING OFF OUR

ASSETS

What we want to achieve : Growth in targeted areas where we can add value

Strategies to achieve this:

• CMAG is extended to provide:

more spaces to deliver a greater range of exhibitions and activities

a community access gallery

a city centre focus for Canberra's heritage

a permanent exhibition of Canberra's history

 The former Nolan Gallery building is used to promote Lanyon's significance

 More spaces in Lanyon homestead are opened up for historical interpretation

 Mugga Mugga education centre becomes a focus for environment education

Action	Description of Action	Results during the year
Number		
A.9.3.4 (a)	 Undertake the fourth year of the Major Capital Works project for Historic Places, recognising that this is bringing the three sites up to a sound condition and will protect their structural integrity and heritage values into the future. Undertake other capital improvements at the Historic Places with capital upgrade funding. 	 Historic Places Major Project To mark the completion of the ACT Historic Places Major Project, a series of community programs was held in November 2012. The programs, Conserving Our Historic Homes, were presented by the Project's Senior Manager, John Armes and included tours of the conservation work undertaken since 2009 at Lanyon, Calthorpes' House and Mugga Mugga. The CFC received \$3.7 million in the 2009-10 Budget to fund the four-year project, which has ensured these significant sites continue to be places for future generations to enjoy. A series of reports have been prepared to record the conservation work, and these will serve as a reference for future architectural conservators and collection managers. A guide for ongoing repairs and maintenance has been prepared for continuing regular conservation works, as well as a cyclical conservation plan to identify work to be carried out to a regular timetable. Other capital improvements Other capital improvements undertaken at the Historic Places in 2012-13 included the following.

A.9.3.4 (b)	Implement new signage, brochures and activities at Lanyon to increase community awareness and enjoyment of the ACT's premier historic place.	 New fencing was installed, the road was upgraded and repairs were made to the water pump at Lanyon. A minor refurbishment was carried out to the former Nolan Gallery building, to make it suitable for temporary use by the Tuggeranong Arts Centre during 2013 for its arts programs. New interpretive brochures have been produced for free distribution to visitors to all three Historic Places sites, including Lanyon. In addition, new signage has been installed adjacent to the Homestead's entry gates, assisting visitors to orientate themselves in relation to specific aspects of the Homestead and gardens.
A.9.3.4 (c)	Ensure appropriate use for the community of the former Nolan Gallery building, consistent with Lanyon's heritage status, including exploring opportunities for creative residencies that use the building, and other appropriate activities that enrich community understanding and experience of the precinct.	Refer to Action A.9.3.1 (i).
A.9.3.4 (d)	Undertake improvements to CMAG's facilities and its presence on Civic Square and London Circuit, including through capital upgrade funding.	 New external signage was installed at CMAG in 2012-13, following the receipt of all relevant approvals, including works approval from the National Capital Authority. Efficient LED lamps were installed to replace halogen lighting in the CMAG foyer. These lamps not only consume significantly less electricity, but also have a much longer life and run at a lower temperature, saving regular replacement costs and expenditure on cooling in summer. A refurbishment of ACT Museums and Galleries office area commenced in 2012-13. The refurbishment provides a meeting room, improved space for the resource library and more efficient distribution of offices. It also replaced worn carpets in public circulation areas. A review of CMAG display furniture continued, with nine new free-standing showcases with acrylic tops being produced to order to complement existing materials.

A.10 Triple Bottom Line Report

	INDICATOR	2011-12 Result	2012-13 Result	%
	Employee Expenses			Change
	 Number of staff employed (head count) 	149	131	(12.08%)
	Total employee expenditure (dollars)	\$6,277,685	\$6,708,198	6.86%
O	Operating Statement	. , ,	. , ,	
ECONOMIC	Total expenditure (dollars)	\$15,075,332	\$15,885,087	5.37%
1 8	Total own source revenue (dollars)	\$6,595,987	\$6,416,250	(2.72%)
8	Total net cost of services (dollars)	\$8,479,345	\$9,468,837	11.67%
Щ				
	Economic Viability	•	.	
	Total assets (dollars)	\$56,614,717	\$56,550,167	(0.11%)
	Total liabilities (dollars)	\$2,614,868	\$2,544,388	(2.70%)
	Transport	4 044:00	4 affica	
	Total number of fleet vehicles Total transport (4 office 3.46	4 office 3.69	- 6.65%
	Total transport fuel used (kilolitres) Total direct group bases emissions of the fleet.	8.35	10.2	22.16%
	 Total direct greenhouse emissions of the fleet (tonnes of CO2e) 	0.55	10.2	22.1070
	Energy Use			
	 Total office energy use (megajoules) 	679,460	642,260 ¹	(5.47%)
	Office energy use per FTE (megajoules/FTE)	7,152	7,832 ¹	9.50%
	 Office energy use per m² (megajoules/m²) 	592	560 ¹	(5.41 %)
	cines energy use per in (inegațeures/iii)			, ,
AL	Greenhouse Emissions		_	
	 Total office greenhouse emissions - direct and 	73.01	109.49 ²	49.97%
믵	indirect (tonnes of CO2e)		2	
ENVIRONMENTAL	 Total office greenhouse emissions (tonnes of 	0.77	1.34 ²	74.02%
	CO2e/FTE)	0.06	0.10^{2}	66.67%
I≥	Total office greenhouse emissions per m ² (tennes of CO2s/m ²)	0.06	0.10	00.07 %
ш	(tonnes of CO2e/ m²) Water Consumption			
	Total water use (kilolitres)	4,819	5,742 ³	19.15%
	Office water use per FTE (kilolitres/FTE)	4.02	5.55 ³	38.06%
	Office water use per m² (kilolitres/ m²)	0.33	0.40^{3}	21.21%
	Resource Efficiency and Waste			
	Total co-mingled office waste per FTE (litres)	213	-	Note 4
	Total co-mingled office waste per FTE (Tonnes)	-	0.06	"
	Total paper recycled (litres)	-	6.076	"
	 Total paper recycled (Tonnes) 	-	8.8	"
	 Total paper used (by reams) per FTE 	8.42	10.21 ⁵	21.26%
	The Diversity of Our Workforce	- 0.000		47 4004
SOCIAL	Women (Female FTEs as a percentage of the	50.68%	59.54%	17.48%
	total workforce)	2.6%	1.53% ⁶	(41.15%)
	 People with a disability (as a percentage of the 	2.0%	1.55%	(41.15%)
	total workforce)	Nil	0.76%	N/A
	Aboriginal and Torres Strait Islander people (as	1411	0.7 0 70	. 4// 1
	a percentage of the total workforce)	4.3%	4.58% ⁷	6.51%
	 Staff with English as a second language (as a percentage of the total workforce) 			
	Staff Health and Wellbeing	2	4.08	00.070/
	OH&S Incident Reports Assented elementary appropriate and appropriate	6 3	10 ⁸	66.67%
	Accepted claims for compensation Staff requiring influence vegeinations	33	1 34	(66.67%) 3.03%
	Staff receiving influenza vaccinationsWorkstation assessments requested	33	7	133.33%
	Vvorkstation assessments requested	3	,	. 55.5576

Notes

- 1. All "office" figures are based on an estimate of the proportion of the CFC's total facilities that are office space. Note that cars and paper are all allocated to office use.
- 2. In January 2013, CMAG and parts of the Canberra Theatre Centre switched the electricity supplier from ACTEW to ERM. ERM power does not include GreenPower.
- 3. Increase in water consumption is due to the repair and reinstallation of automatic, underground watering system at Calthorpes' House.
- 4. Not all service providers of waste collection from CFC facilities report the amounts of waste collected in litres. Some provide the amounts in tonnes. It is not possible to convert tonnes to litres, therefore both figures are provided.
- 5. Increase in total paper used per FTE due to drop in FTE staff from 95 to 82. However, total paper purchased has decreased from 2011-12.
- 6. Decrease in people with disabilities is due to staff turnover.
- 7. Prospective employees of the CFC are asked to identify their ethnicity or disability, however this requirement is not mandatory. This figure is based on the % of people who responded to the Equity and Workplace Diversity questions.
- 8. Increase due to greater awareness of the need for incident reporting including "near misses".

Section B – Consultation and Scrutiny Reporting

B.1 Community Engagement

Community engagement activities

Community-based advisory committees

The CFC's three community-based advisory committees provide advice on a range of specialised matters and link the CFC to the communities it serves. Detailed information about the operation of the committees is provided at Section A.9.1.6. and Appendix 5.

The CFC provided a wide range of support to community organisations and events during 2012-13. For example :

- CMAG supported Common Ground Canberra by hosting a launch of three short films on homelessness in the ACT, which were screened in CMAG's theatrette;
- CMAG provided free venue use to ACTION to hold an awareness session on public transport use for people with a disability - CMAG was chosen as a venue as it is perceived to be one of the more accessible buildings in the city;
- the 2013 CEO Sleepout took place in Civic Square on 20 June 2013, with registration, food and toilet facilities being provided at CMAG - the CFC's CEO, Director ACT Museums and Galleries, and Director, Canberra Theatre Centre all participated in the event; and
- the Canberra Theatre Centre supported the following local theatre companies and organisations by providing subsidised venue hire: Kulture Break; Short & Sweet; Short & Sweet Dance; Fast + Fresh; Class Clowns; Everyman Theatre; Jigsaw Theatre; Ausdance; QL2; Canberra Youth Theatre; ACT Readers Festival; NIDA; Big hART; James Batchelor; Australian Performing Arts Centres Association; and Australian Theatre Forum.

Section A.9 of the Report contains many other examples of community engagement and involvement in the CFC's programs and activities

B.2 Internal and External Security

There were no ACT Auditor-General or ACT Ombudsman reports that related specifically to the CFC in 2012-13.

B.3 Legislative Assembly Committee Inquiries and Reports

There were no inquiries or reports by ACT Legislative Assembly Committees that related specifically to the CFC in 2012-13.

B.4 Legislation Report

The CFC is not responsible for the enforcement of any legislation.

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Section C – Legislative and Policy Based Reporting

C.1 Risk Management and Internal Audit

Audit Committee of the CFC Board

Name of Member	Position	Duration	Meetings Attended
Glenys Roper	Chair	One meeting (appointment to CFC Board concluded 3 September 2012)	16 July 2012
Eugene Kalenjuk	Chair	Appointed 13 August 2012	26 September 2012 26 November 2012 24 January 2013 27 March 2013 23 May 2013
Harriet Elvin (CEO)	Member	Full year	16 July 2012 26 September 2012 26 November 2012 24 January 2013 27 March 2013 23 May 2013
Louise Douglas	Member	Appointed 27 February 2013	27 March 2013 23 May 2013

The Audit Committee Charter is provided at Appendix 2, and incorporates specific roles for risk management and audit matters.

Risk Management

The CFC has a comprehensive Strategic Risk Management Plan which is implemented and monitored on an ongoing basis. This document provides the framework for supporting strategies and plans relating to more specific areas of risk, such as disaster preparedness and business continuity plans.

The CFC's Strategic Risk Management Plan was reviewed and updated by the Audit Committee during the year. The updated document was endorsed by the CFC Board at its meeting on 27 June 2013.

A Chief Executive Officer Financial Instruction has been issued dealing with the Strategic Risk Management Plan.

Internal Audit

The Audit Committee reviews and approves a draft internal audit plan for each financial year. A Chief Executive Officer Financial Instruction has been issued dealing with audit committee and internal audit matters.

C.2 Fraud Prevention

The CFC has a comprehensive Fraud Control Plan which is implemented and monitored on an ongoing basis. Oversight of this plan is undertaken by the Audit Committee of the CFC Board, as one of the roles under its charter/terms of reference – refer to Appendix 2.

A review and update of the CFC's Fraud Control Plan was completed by the Audit Committee in 2012-13. The updated document was endorsed by the CFC Board at its meeting on 27 June 2013.

A Chief Executive Officer Financial Instruction has been issued dealing with the Fraud Control Plan.

Staff members from across the CFC attended a fraud awareness training session in June 2013. The session included discussion of : the CFC's Fraud and Corruption Prevention Framework; links to the Integrity Policy for the ACT Public Service, PS Management Standards, and Chief Executive Financial Instructions; examples of fraud and corruption; understanding roles and responsibilities and reporting procedures; and awareness, prevention, monitoring and detection strategies.

During 2012-13, a fact-finding exercise was conducted in relation to the use of certain CFC assets. No misuse of assets was found to have occurred.

C.3 Public Interest Disclosure – *Public Interest Disclosure Act 1994* (Section 11)

To ensure that members of the community and staff are aware of the *Public Interest Disclosure Act 1994*, the CFC has maintained procedures and nominated the Chief Executive Officer to be responsible for public interest disclosures. A senior officer (the Chief Financial Officer) has been nominated as contact officer.

The CFC's procedures provide for:

- access to the contact officer to provide information, and to facilitate making a disclosure;
- assessment by the Chief Executive Officer responsible for disclosures;
- management of investigation of disclosures;
- decisions about outcomes, including declined disclosures, and remedial action;
- feedback to informants; and
- information about what to do if dissatisfied with the outcome of an investigation.

There were no Public Interest Disclosure matters raised under this legislation in 2012-13.

C.4 Freedom of Information – Freedom of Information Act 1989 (Sections 7, 8 and 79)

Establishment, Powers and Functions

Information on the establishment, functions, and powers of the CFC is contained in Section A.1.1 of the Report.

Categories of Documents

Documents readily available to the community include brochures giving details of public performances, exhibitions, and programs of events at CFC venues; and quarterly and other reports prepared by the CFC and tabled in the ACT Legislative Assembly in accordance with legislative requirements.

Documents which may be made available include agendas for, and minutes of, CFC, and advisory committee meetings; persons appointed to the Board of the CFC; persons appointed to advisory committees established by the CFC; personnel, accounting and administrative records; theatrical performance and exhibition records; and records of box office transactions. The above are subject to normal commercial-in-confidence and privacy considerations.

Other documentation and material includes computer software and hardware, operational manuals, films, slides, photographs, drawings, and posters.

Access

Brochures and publicity material free to the community are available from :

Cultural Facilities Corporation Administration Office North Building Civic Square, Canberra City Telephone: (02) 2607 3963

Requests for access to other documents or material or further information should be made in writing to :

Chief Executive Officer
Cultural Facilities Corporation
PO Box 939
CIVIC SQUARE ACT 2608

Section 79 Statement

Section 79 of the *Freedom of Information Act 1989* requires the CFC to include in the Annual Report, details of requests made to access documents under the Act.

The CFC received three requests to access documents under the Act in 2012-13. In one case, the application resulted in a technical refusal, while in the other two cases the applications were deemed to be withdrawn as the statutory time frame for the applicant response was exhausted.

The CFC received no requests for internal review in 2012-13.

Applications to the Administrative Appeals Tribunal (AAT) for Review

The CFC had no applications for review put before the Administrative Appeals Tribunal in 2012-13.

C.5 Internal Accountability

C.5.1 Board of the CFC

Composition

The Chair, Deputy Chair, and four Members of the CFC Board are appointed by the Minister in accordance with the provisions of the *Financial Management Act 1996* (the FM Act), Sections 78-79. The CFC's Chief Executive Officer is also a Member of the CFC Board in accordance with Section 80 of the FM Act.

The functions of the Chair, Deputy Chair, Chief Executive Officer, and associated provisions relating to Board Members, are set out in the FM Act (Division 9.3).

Details of the CFC's membership and remuneration during 2012-13 are provided at Appendix 1. The CFC's Governance Charter, which includes a Governance Framework, Board Charter, and Board Code of Conduct, is provided at Appendix 2.

Meetings

The CFC's meetings are convened and conducted in accordance with the provisions of the FM Act (Division 9.4).

A schedule of the CFC's meetings held during 2012-13, and attendances at those meetings, is at Appendix 1.

Audit Committee of the Board

The CFC has established this as a sub-committee of the Board, with a formal charter setting out its role and functions in relation to oversight of financial, audit, and compliance matters, including risk management and internal controls.

A copy of the Audit Committee Charter is provided at Appendix 2 of this Report. Membership details and a schedule of meetings held during 2012-13 is provided at Section C.1.

Governance Charter

The Board has adopted the following to guide its operations and performance:

- Governance Framework;
- Board Charter; and
- Board Code of Conduct

These documents together form the CFC's Governance Charter, which is provided at Appendix 2.

C.5.2 Advisory Committees

The CFC has established three advisory committees (in accordance with Section 8 (1) (a) of the CFC Act), to provide strategic advice in relation to their specialist areas. The three committees are as follows:

- the Museum and Gallery Advisory Committee;
- the Historic Places Advisory Committee; and
- the Performing Arts Advisory Committee.

These committees provide expert advice and assistance, on a voluntary basis. This support is valuable in contributing to the CFC's policy development, business planning and community participation activities. During 2012-13, members of the three advisory committees donated approximately 87 hours of time in total, the majority of which was spent attending advisory committee meetings. Ms Roberta McRae OAM, convenor of the Museum and Gallery was the guest speaker at the International Women's Day luncheon, hosted by the CEO in March 2013. Mr Greg Peters, a member of the Historic Places Advisory Committee presented a floor talk on *Australia Revealed*, discussing the conservation and research behind The Australiana Fund Collection.

Operating Guidelines and Terms of Reference for the advisory committees are provided as part of the Governance Charter at Appendix 2.

Advisory Committee Memberships, together with a schedule of advisory committee meetings held during 2012-13, are provided at Appendix 5.

Further information about the operation of the advisory committees, including their interaction with the CFC Board, is provided under Section A.9.1.6 (c).

C.5.3 Senior Management of the CFC

The senior management team of the CFC comprises the following positions:

- the Chief Executive Officer:
- the Chief Finance Officer:
- the Director, ACT Museums and Galleries; and
- the Director, Canberra Theatre Centre.

The names and information about the occupants of these positions are provided at Appendix 1 (for the Chief Executive Officer, as a CFC Board member) and Appendix 3 (for the other three senior management positions). Information about remuneration for the Chief Executive Officer, as the only senior executive position in the CFC, is provided at Appendix 1.

The responsibilities of each senior management position are reflected in the organisational chart at Appendix 4. Further information relating to the structure of the organisation is provided at Section A.1.3.

The senior managers meet as a senior management committee every fortnight to discuss matters of CFC-wide interest. Other significant committees of the CFC include the Work Health and Safety Committee (refer to Section C.9) and the Agency Consultative Committee (refer to Section C.10).

C.5.4 Corporate planning and associated performance reporting, monitoring and review

As noted in Section A.1.2, the CFC has adopted a five year Strategic Plan, covering the period 2011-16, which forms the basis for its annual corporate plans.

The CFC's 2012-13 Corporate Plan identified the actions it planned to take during the year to work towards the major strategies under each of its three "areas of focus" (refer to Section A.1.2).

The CFC's objectives and performance measures/targets are set out in its Statement of Intent, which is tabled in the ACT Legislative Assembly as one of the ACT Budget Papers, and in the CFC's chapter of Budget Paper No. 4.

Section 15 (1) of the CFC Act requires the CFC to provide the Minister with a report on the operation of the CFC Act, and on the operations of the CFC, each quarter. Section 15 (2) of the CFC Act requires these Quarterly Reports to be tabled by the Minister in the ACT Legislative Assembly.

During 2012-13, the CFC's Quarterly Reports provided progressive information on performance towards the actions for the year identified in the 2012-13 Corporate Plan. That information is now consolidated and summarised in this Annual Report (refer to Section A.9).

In 2013, the CFC commenced the process of amending the *Cultural Facilities Corporation Act 1997* to remove the requirement for the CFC to prepare quarterly reports in addition to annual reports, thus bringing the CFC into line with most other agencies.

C.6 HR Performance

The CFC's approach to Human Resources (HR) management and workforce planning is through the ongoing implementation and review of its HR Plan. Further information about HR management is provided in Section A.9.1.3 (c).

C.7 Staffing Profile

The CFC's Staffing Profile as at 17 June 2012 (the last pay date for the 2012-13 financial year) was as follows.

FTE and Headcount

	Male	Female
FTE by Gender	37.94	43.95
Headcount by Gender	53	78
% of Workforce	46.4%	53.6%

Classifications

Classification Group	Male	Female	Total
Apprentice	-	-	-
ASO1	-	1	1
ASO2	4	19	23
ASO3	-	3	3
ASO4	2	8	10
ASO5	3	4	7
ASO6	5	3	8
GSO4	2	-	2
GSO6	2	1	3
GSO7	1	-	1
PO1	1	7	8
PO2	-	3	3
SOGA	1	•	1
SOGB	2	-	2
SOGC	-	8	8
SPOB	-	•	-
SPOC	1	-	1
Executive Contract	-	1	1
Box Office	3	5	8
Patron Services	12	10	22
Stage Door	1	•	1
Tech. Level 1	9	4	13
Tech. Level 2	1	1	2
Tech. Level 4	3	-	3
TOTAL	53	78	131

Employment Category by Gender

Employment Category	Male	Female	Total
Casual	30	39	69
Permanent Full-time	16	17	33
Permanent Part-time	-	8	8
Temporary Full-time	7	9	16
Temporary Part-time	-	5	5
TOTAL	53	78	131

Average Length of Service by age-group by gender

Average Length of Service	Boo (pri	Baby mers or to 946)	Boo (194	aby mers 46-64 cl.)	(196	ration X 65-79 cl.)	Gener 199 onwa	′ 80	То	tal
	F	M	F	M	F	M	F	M	F	M
0-2	-	-	4	2	10	6	23	8	37	16
2-4	-	1	2	1	1	4	2	6	5	11
4-6	-	1	6	3	8	2	5	1	19	6
6-8	-	1	3	2	1	1	3	2	7	5
8-10	1	-	1	2	3	-	-	1	5	3
10-12	1	1	3	1	1	1	-	1	4	3
12-14	-	1	1	2	1	1	-	-	1	4
14+ years	-	-	-	5	-	-	-	-	-	5

Total Average Length of Service by Gender

Gender	Average length of service
Female	4.81
Male	5.36
Total	5.08

Age Profile

Age Group	Female	Male	Total
< 20	1	3	4
20 – 24	12	4	16
25 – 29	9	7	16
30 – 34	11	8	19
35 – 39	5	5	10
40 – 44	11	4	15
45 – 49	5	5	10
50 – 54	9	8	17
55 – 59	5	1	6
60 – 64	5	5	10
65 – 69	2	2	4
70 +	3	1	4

Agency Profile

Branch/Division	FTE	Headcount
Cultural Facilities Corporation	81.89	131
Total		

Agency Profile by Employment Type

Branch/Division	Permanent	Temporary	Casual
Cultural Facilities	41	21	69
Corporation			
Total			

Equity and Workplace Diversity

	Α	В	С		
	Aboriginal and/or Torres Strait Islander Employment	Culturally & Linguistically Diverse (CALD) Employment	Employment of people with a disability	Number of employees who identify in any of the Equity & Diversity categories (A, B, C)	Women
Headcount	1	6	2	9	78
% of Total Staff	0.76	4.58	1.53	6.87	59.54

Prospective employees of the CFC are asked to identify their ethnicity or disability. However, declaring this information is not mandatory.

The statistics exclude board members and people on leave without pay.

Equal Employment Opportunities is one of a range of issues that may be discussed at meetings of the CFC's Agency Consultative Committee.

C.8 Learning and Development

The CFC places high importance on staff training and development, and during 2012-13, staff attended formal training courses, a range of conferences and seminars and other professional development opportunities. Refer to Appendix 11 for further details. The CFC also undertakes performance management/skills development assessment programs. Expenditure on staff training and professional development during 2012-13 amounted to \$37,638. This amount includes membership fees for professional development programs.

C.9 Workplace Health and Safety

The CFC is committed to maintaining the health, safety and welfare of its employees. Workplace Health and Safety (WHS) is managed in accordance with the statutory provisions of the *Work Health and Safety Act 2011*.

The CFC has:

- adopted a CFC WHS Policy Statement, which has been advised to all staff;
- nominated Health and Safety Representatives;
- established a Work Health and Safety Committee and a Health and Safety Representative Committee; and
- ensured that WHS issues are discussed at each fortnightly meeting of the CFC senior management committee – refer to C.5.3.

The CFC's WHS arrangements operate as part of the ACT Workplace Health and Safety and Injury Management Improvement Strategy, which commits ACT Government employers and employees to high standards of workplace health and safety. The CFC's WHS arrangements also acknowledge the targets set by the ACT Government for improving WHS performance, injury management and prevention.

In 2012-13 the CFC continued to implement the Improvement Strategy developed as a result of its participation in the whole-of-government Workplace Health and Safety Gap Analysis program in 2008-09.

The CFC Board receives a WHS report at each meeting. These reports include information about : accidents or incidents; outcomes and corrective action from previous accidents or incidents; risk assessments undertaken; meetings of the Work Health and Safety Committee and Health and Safety Representative Committee, together with key issues discussed at these meetings; training provided on WHS; progress on Gap Analysis implementation; and other WHS matters.

In addition, every six months, a further report is provided to the Board on key WHS risks in the CFC, together with risk controls and risk treatment strategies.

Work Health and Safety Act 2011

In 2012-13, the CFC received no notices of improvement, prohibition, or non-disturbance under Part 10 of the *Work Health and Safety Act 2011*.

In 2012-13, the CFC received no notices of enforceable undertakings under Part 11 of the *Work Health and Safety Act 2011*.

In 2012-13, the CFC received no notices of failure to comply with a safety duty under Part 2, Division 2.2, 2.3 or 2.4 of the *Work Health and Safety Act 2011*.

The CFC has seven elected work safety representatives.

In 2012-13, CFC staff members have been trained in workplace health and safety through participation in a number of courses, including: Health and Safety Representative training; introduction to the *Work Health and Safety Act 2011*; and training in the Whole of Government Risk Management.

There was one accident or dangerous occurrence reported to Workcover under Part 3, Section 38 of the *Work Health and Safety Act 2011* in 2012-13.

C.10 Workplace Relations

Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs)

Description	No. Of Individual SEAs	No. Of Group SEAs	Total employees covered by Group SEAs	TOTAL			
	Α	В	С	(A+C)			
SEAs							
Number of SEAs as at 30 June 2013	4	-	-	4			
Number of SEAs entered into during the period	1	-	-	1			
Number of SEAs terminated during the period	•	-	-				
Number of SEAs providing for privately plated vehicles as at 30 June 2013	•	-	-	-			
Number of SEAs for employees who have transferred from AWAs during the period	-	-	-	-			
	Αl	WAs					
Number of AWAs as at 30 June 2013	-	-	-	-			
Number of AWAs terminated/lapsed (including formal termination and those that have lapsed due to staff departures)	-	-	-	-			

	Classification Range	Remuneration as at 30 June 2013
Individual and Group SEAs	ASO6 – SOGA	\$80,000 - \$123,208
AWAs (includes AWAs ceased during the period)	-	-

Agency Consultative Committee

The CFC has established an Agency Consultative Committee (ACC) consisting of staff, management and union representatives.

Key objectives of the ACC, as set out in its Terms of Reference, are to :

- improve the consultation and communication processes between staff, management and unions regarding change management proposals in the workplace;
- ensure well informed decisions in respect of change management proposals;
- promote the sharing of information across the CFC; and
- encourage greater productivity and job satisfaction through staff participation and input into decision making processes.

C.11 Human Rights Act 2004

Babes in Arms Policy

The Canberra Theatre Centre has a "babes in arms" policy. The policy states that breastfeeding babes in arms will be admitted to performances to be nursed in a parent's arms. The Centre is "nursing mother friendly" with the provision of a Parenting Room in the Link.

Initiatives for community members with special needs

Detailed information is provided at Section A.9.2.3 regarding initiatives to assist members of the community with special needs to attend theatre performances (social capital initiative, audio description programs, captioning services, *Go Theatrical!* captioning iphone application, and the Companion Card Program).

Refer to Section B1 for information about the CFC's community engagement activities.

C.12 Strategic Bushfire Management Plan (SBMP)

The CFC provides bushfire training and awareness seminars for Historic Places staff and volunteer guides, in view of the bushfire risk to these properties.

C.13 Strategic Asset Management

Assets Managed

The CFC managed assets with a total value of \$55,326,441 as at 30 June 2013. The CFC's major assets and approximate values are :

Description	\$
Canberra Theatre Centre, and extensions at fair value	27,567,615
Land at fair value	12,740,000
Historic Places and former Nolan Gallery building at fair	5,673,496
value	
Plant and Equipment at fair value	5,140,899
Art and Social History Collection	3,978,164
Intangible Assets	226,267

During 2012-13 the following major assets were added to the CFC's asset register :

Description	\$
Canberra Theatre Centre Upgrade works	786,000
Historic Places Major Project works	308,000
Art and Social History objects	259,069
Canberra Museum and Gallery building alterations, gallery	117,453
furniture and signage	
Motor Vehicles under a Finance Lease	57,721

During 2012-13 the following major asset was removed from the CFC's asset register:

Description	\$
Social history objects at Lanyon identified as owned by the	134,813
ACT Branch of the National Trust	

Assets Maintenance and Upgrade

The CFC maintains its assets in accordance with the CFC's Asset Management Plan.

Asset upgrades completed during 2012-13 (including works funded and reported through the capital works program) were as follows.

Description	\$
CMAG building alterations, gallery furniture and signage	117,453
Lanyon roadworks and fencing	42,140
Canberra Theatre Link audio package	39,818
Former Nolan Gallery Building condition report and upgrades	36,001
Lanyon diesel fire pump and water pump	28,753
CMAG display screens	14,489
CMAG forklift	14,204
Historic Places quad bike	11,136
CMAG education model	10,840
CMAG outdoor exhibition pad	6,700
Canberra Theatre Centre Box office server upgrade	6,487
Lanyon cattle grid	5,930
CMAG Cafe dishwasher	5,860
Canberra Theatre Centre miscellaneous upgrades	4,669
Lanyon shelving	4,129
Social History Collection conservation	3,090

For building assets, the expenditure on repairs and maintenance was \$300,015 which represented 1% of the asset written down value. For Plant and Equipment assets, the expenditure on repairs and maintenance was \$112,803 which represented 2% of the asset written down value.

A three year rolling independent valuation of the CFC's assets has been implemented to ensure all items are reflected at fair value in the CFC's asset register and any impairment is identified.

Office Accommodation

CFC staff members occupy or use premises at the Canberra Theatre Centre, CMAG, Lanyon, Calthorpes' House, Mugga Mugga and North Building administration area locations.

In view of the wide range of workplaces in which CFC staff work (including historic places, theatre and gallery environments, where areas used by staff as offices may be combined with other uses such as ticketing, patron servicing etc.), it is difficult to provide a precise figure of the average area occupied by each employee. An estimate of the total office area occupied as at 30 June 2013 is 1,147 square metres and an estimate of the average area occupied by each employee (FTE staff only) as at 30 June 2013 is 14 square metres.

In addition, the CFC employs a varying number of staff on a casual, as required basis: such casual staff employment/numbers vary depending on the day-to-day operating requirements and are not included in the calculation of average area occupied by each employee.

C.14 Capital Works

2012-13 CAPITAL WORKS TABLE

Project	Estimated completion date	Actual completion date	Original project value	Revised project value	Prior year expenditure	Current year expenditure	Total expenditure to date
New Conital Works			\$	\$	\$	\$	\$
New Capital Works							
Canberra Theatre Centre Upgrade works	June 2015	-	3,109,000	3,109,000	-	786,000	786,000
Capital Upgrades							
Canberra Theatre Centre	June 2013	June 2013	51,000	50,974	-	50,974	50,974
CMAG & Historic Places	June 2013	June 2013	300,000	300,026	-	300,026	300,026
Total New Capital Works			3,460,000	3,460,000	-	1,137,000	1,137,000
Works in Progress							
Historic Places Major Project	June 2013	June 2013	3,683,000	3,683,000	3,393,665	289,335	3,683,000
Total Works in Progress			3,683,000	3,683,000	3,393,665	289,335	3,683,000
Total Capital Works Program			7,143,000	7,143,000	3,393,665	1,426,335	4,820,000

2012-13 CAPITAL WORKS RECONCILIATION

	2012-13 Approved Financing \$	2012-13 Drawdown Amount \$	2012-13 Actual Expenditure \$
New Capital Works			
Canberra Theatre Centre Upgrade works	786,000	786,000	786,000
Capital Upgrades			
Canberra Theatre Centre	51,000	50,974	50,974
CMAG & Historic Places	300,000	300,026	300,026
Works in Progress			
Historic Places Major Project	308,000	308,000	289,335
Total Capital Works Program	1,445,000	1,445,000	1,426,335
Works Funded From Other Sources			
Adjusted for Capital funded through Own Sourced Revenue	-	-	85,684
Balances per Capital Works Management	1,445,000	1,445,000	1,512,019
Balances per cash flow statements	-	1,445,000	1,512,019

C.15 Government Contracting

C.15.1 Procurement Principles and Processes

The CFC engaged external sources of labour and services during 2012-13 and these works and services were procured with the support and assistance of ACT Procurement Solutions as required.

The CFC believes that its procurement selection and management processes comply with the *Government Procurement Act 2001* and *Government Procurement Regulation* 2007. It liaises regularly with ACT Procurement Solutions on procurement matters including through the involvement of officers of ACT Procurement Solutions in the more complex or higher value procurement processes.

C.15.2 External Sources of Labour and Services

Individual Contracts exceeding \$25,000 (excluding GST)

Name	Description and reason for Contract	Financial Year Expenditure (GST excl.)	Procurement Type	Date contract let	Reason for use of select Tender (where outside Procurement Threshold \$200,000)	Reason for use of non- prequalified construction supplier (where applicable)
Broadlex	Cleaning services at the Canberra Theatre Centre	\$111,871	Public tender	April 2009	-	-
Enta Australasia	Ticketing system for the Canberra Theatre Centre	\$139,306	Select tender	December 2009	-	-
Giraffe Visual Communications	Delivery and design of 2013 Canberra Theatre Centre subscription campaign	\$88,735	Quotations	March 2012	-	-
Hirotec	Building maintenance works for Canberra Theatre Centre	\$168,633	Public tender	July 2012	-	-
Howtin Civil Contracting	Road works and earth works	\$105,637	Single select	October 2012	-	-

Name	Description and reason for Contract	Financial Year Expenditure (GST excl.) \$	Procurement Type	Date contract let	Reason for use of select Tender (where outside Procurement Threshold \$200,000)	Reason for use of non-prequalified construction supplier (where applicable)
J&D Brown	Lanyon Homestead plaster works	\$129,020	Single select	November 2009	-	-
J&M Kennedy	Lanyon fencing	\$28,240	Single select	November 2012	-	-
Modern Creative	Signage	\$37,350	Quotations	February 2012	-	-
SG Fleet Australia	Leasing and fleet management services	\$46,098	Public tender	April 2009	-	-
Sedcom IT & Communication Solutions	Telecommunication services	\$43,183	Single select	June 2013	-	-
Traditional Bush Timber Skills	Lanyon Barn roofing restoration after fire	\$107,978	Single select	February 2012	-	-

Contracts awarded to the same contractor which, in total, exceed \$25,000

Name	Description and reason for contract	Financial year expenditure (GST excl.)	Procurement Type	Date Contract Let	Reason for use of Select Tender (where outside Procurement Threshold
2B Advertising and Design	Advertising Services	\$ \$37,352	Single select	Ongoing throughout the	\$200,000)
AJ's Plumbing Australia	Building maintenance for Canberra Theatre Centre	\$45,343	Single select	Ongoing throughout the year	-
Art and Archival	Conservation services	\$32,000	Single select	Ongoing throughout the year	-
Australia Post	Postal services	\$30,381	Single select	Ongoing throughout the year	-
Bedford Carpentry	Building maintenance for Canberra Theatre Centre	\$43,745	Single select	Ongoing throughout the year	-
Domestic Security Services	Building maintenance for Canberra Theatre Centre	\$60,020	Single select	Ongoing throughout the year	
Fairfax Media Publications	Advertising Services	\$28,775	Single select	Ongoing throughout the year	
Federal Capital Press	Advertising Services	\$204,702	Single select	Ongoing throughout the year	Sole supplier of daily newspaper for the ACT

Name	Description and reason for contract	Financial year expenditure (GST excl.)	Procurement Type	Date Contract Let	Reason for use of Select Tender (where outside Procurement Threshold \$200,000)
Greg Fraser	Consultancy services	\$30,000	Single select	Ongoing throughout the year	-
International Conservation Services	Conservation services	\$52,540	Single select	Ongoing throughout the year	-
Medina Executive James Court	Accommodation for touring artists and theatre companies	\$145,185	Single select	Ongoing throughout the year	-
Metro Media Technologies	Advertising Services	\$48,980	Single select	Ongoing throughout the year	-
Sedcom IT & Communication Solutions	Telecommunication services	\$39,316	Single select	Ongoing throughout the year	-
SilverSun Pictures	Advertising Services	\$36,557	Single select	Ongoing throughout the year	-
The Captioning Studio	Captioning services	\$26,854	Single select	Ongoing throughout the year	-
Win Television	Advertising Services	\$50,212	Single select	Ongoing throughout the year	-

C.16 Community Grants/Assistance/Sponsorship

During 2012-13, there were no community grants (service purchasing) provided by the CFC. The CFC provides a range of assistance and support to other organisations; for example, it assists and supports local performing arts organisations in using the venues at the Canberra Theatre Centre.

C.17 Territory Records

In accordance with the requirements of the *Territory Records ACT 2002*, and with the Standards of Records Management set by the Director of Territory Records, the CFC has adopted a Records Management Program which establishes the basis by which it makes and keeps full and accurate records of its activities. The Program comprises –

- the CFC's Records Management Policy Statement; and
- Records Management Procedures developed by/for the Territory and Municipal Services Directorate, which the CFC has adopted and applies, including:
 - Business Classification Schedule;
 - functionally-specific Thesauri, supplemented by the Territory Version of the Keyword AAA (the whole-of-ACTPS thesaurus for common administrative functions); and
 - Records Disposal Schedules, supplemented by the (TARDIS the whole-of-ACTPS Disposal Schedules for records relating to common administrative functions).

Records Disposal Schedule Name	Effective	Year and Number
TARDIS	4 July 2000	NI 2003-262
Arts and Cultural	18 June 2004	NI 2004-179
Development Records		

The CMAG owns a number of works of art by Indigenous artists. Records of these art works are kept both on ACT Territory Records files and on a database. These records can be accessed by members of the public by applying to —

The Registrar Canberra Museum and Gallery GPO Box 939 Civic Square ACT 2608

All CFC staff members have been advised of the Records Management Program, and their responsibilities to make accurate records of their activities; to ensure that such records are incorporated into the CFC's record-keeping system; and to comply with all Records Management Procedures. CFC officers have been designated as the CFC's records managers, to assist staff and to ensure compliance with the Records Management Procedures.

CFC staff members have also attended training sessions in records management responsibilities and procedures.

C.18 Commissioner for the Environment

In 2012-13 there were no requests for assistance under the *Commissioner for the Environment Act 1993* (Section 23), or investigations by the Commissioner, of any activities undertaken by the CFC.

C.19 Ecologically Sustainable Development

C.19 Ecologically Sustainable Development					
Indicator as at 30 June	Unit		1-12		2-13
General		Office	Total	Office	Total
Occupancy – staff full-time	Number (FTE)	95	95	82	82
equivalent		4 4 4 - 1	40.000	4 4 4 - 1	40.000
Area office space – net lettable	Square metres	1,147 ¹	13,322	1,147 ¹	13,322
area Stationary Engrav		Office	Total	Office	Total
Stationary Energy Electricity use	Kilowatt hours	131,314	1,655,917	128,002	1,614,157
Renewable energy use	Kilowatt hours	75,503	952,124	36,405 ²	459,086 ²
(GreenPower + EDL land fill	Riiowatt flours	75,503	952,124	30,403	459,000
gases)					
Percentage of renewable	Percentage	57.5%	57.5%	28.4% ²	28.4% ²
energy used	1 Groomago	01.070	0.1070	20.170	20.170
Natural Gas use	Megajoules	206,725	2,606,885	181,450 ³	2,288,155 ³
Total energy use	Megajoules	679,460	8,604,190	642,260	8,099,120
Energy intensity per FTE	Megajoules/FTE	7,152	90,570	7,832	98,770
Energy intensity per square	Megajoules/m ²	592	645	560	608
metre	gajouor		0.0		
Transport		Office	Total	Office	Total
Total number of vehicles	Numeric	4	4	4	4
Total vehicle kilometres	Kilometres	49,195	49,195	45,102 ⁴	45,102 ⁴
travelled		,	,	,	,
Transport fuel (Petrol)	Kilolitres	2.36	2.36	1.49	1.49
Transport fuel (Diesel)	Kilolitres	1.10	1.10	2.20	2.20
Transport fuel (LPG)	Kilolitres	Nil	Nil	Nil	Nil
Transport fuel (CNG)	Kilolitres	Nil	Nil	Nil	Nil
Total transport energy use	Gigajoules	123.17	123.17	135.88 ⁴	135.88⁴
Water	J. J .	Office	Total	Office	Total
Water use	Kilolitres	382	4,819	455 ⁵	5,742 ⁵
Intensities			,		,
Water use per FTE	Kilolitres/FTE	4.02	50.73	5.55 ⁵	70.02 ⁵
Water use per square metre	Kilolitres/m ²	0.33	0.36	0.39^{5}	0.43 ⁵
Resource Efficiency and		Office	Total	Office	Total
Waste					
Reams of paper purchased	Reams	907	907	838 ⁶	838 ⁶
Recycled content of paper	Percentage	32%	32%	38%	38%
purchased					
Estimate of general waste	Litres	28,018	353,328	0.48	6.075 ⁷
	Tonnes			1.56	19.7
Estimate of co-mingled	Litres	20,273	255,650	-	-
material recycled	Tonnes			0.44	5.58
Estimate of paper recycled	Litres	62,100	62,100	0.48	6.075
	Tonnes			0.69	8.8
Estimate of organic material	Litres	Note	Note	Note 8	Note 8
recycled					
Greenhouse Gas Emissions		- **			
		Office	Total	Office	Total
Total stationary energy	Tonnes CO ₂ -e	Office 73.01	Total 931.37	Office 109.49	Total 1,380.72
Total stationary energy greenhouse gas emissions	_	73.01	931.37	109.49	1,380.72
Total stationary energy greenhouse gas emissions Total transport greenhouse	Tonnes CO ₂ -e Tonnes CO ₂ -e				
Total stationary energy greenhouse gas emissions Total transport greenhouse gas emissions	_	73.01	931.37	109.49	1,380.72
Total stationary energy greenhouse gas emissions Total transport greenhouse gas emissions Intensities	Tonnes CO ₂ -e	73.01 8.35	931.37	109.49	1,380.72
Total stationary energy greenhouse gas emissions Total transport greenhouse gas emissions	_	73.01	931.37	109.49	1,380.72
Total stationary energy greenhouse gas emissions Total transport greenhouse gas emissions Intensities Greenhouse gas emissions per person Greenhouse gas emissions per	Tonnes CO ₂ -e	73.01 8.35	931.37	109.49	1,380.72
Total stationary energy greenhouse gas emissions Total transport greenhouse gas emissions Intensities Greenhouse gas emissions per person	Tonnes CO ₂ -e Tonnes CO ₂ -e FTE	73.01 8.35 0.77	931.37 8.35 9.80	109.49	1,380.72 10.2 15.96

The CFC takes account of Ecologically Sustainable Development (ESD) objectives and guiding principles (as set-out in the National ESD Strategy), in its annual planning processes, including the short and long-term economic, environmental, and social implications of CFC policy and program initiatives.

The information used for calculations in the above table was provided by ActewAGL, ERM, ACT Property Group, and SG Fleet Australia Pty Ltd., with assistance from the Office of Climate Change, Energy and Sustainability Policy, Environment and Sustainable Development.

Notes

- 1. All "office" figures are based on an estimate of the proportion of the CFC's total facilities that are office space. Note that cars and paper are all allocated to office use.
- 2. In January 2013, CMAG and parts of the Canberra Theatre Centre switched the electricity supplier from ACTEW to ERM. ERM power does not include GreenPower.
- 3. Lower gas consumption due to less theatre usage in cold weather.
- 4. Figures are estimates only due to the difficulty of collecting precise information.
- 5. Increase in water consumption is due to the repair and reinstallation of automatic, underground watering system at Calthorpes' House.
- 6. Reduced paper usage due to a reduction in number of FTE staff.
- 7. Not all service providers of waste collection from CFC facilities report the amounts of waste collected in litres. Some provide the amounts in tonnes. It is not possible to convert tonnes to litres, therefore both figures are provided.
- 8. Large amounts of garden waste is collected, composted and re-used to replenish the gardens at the Historic Places. However, it is not possible to quantify the amount of organic material recycled.

C.20 Climate Change and Greenhouse Gas Reduction policies and programs

The Canberra Theatre Centre contributed to Earth Hour in March 2013 by turning off all its exterior lights at 8.30 pm.

Efficient LED lamps have been installed to replace halogen lighting in the Canberra Museum and Gallery foyer. These lamps consume significantly less electricity, have a much longer life and run at a lower temperature than the halogen lighting, saving regular replacement costs and expenditure on cooling in summer.

C.21 Aboriginal and Torres Strait Islander Reporting

The CFC does not have specific functions or responsibilities relating to these matters. An Indigenous person is included in the membership of the Museum and Gallery Advisory Committee of the CFC, and contributes to museum policy development and planning. In 2012-13, CMAG acquired works by Indigenous artist Kevin Gilbert.

C.22 ACT Multicultural Strategy 2010-2013

Focus Area	Progress
Languages	 Representation by people from non-English speaking backgrounds is encouraged on the CFC's Board and three advisory committees. For example, one Convenor of an advisory committee is of non-English speaking background. The Canberra Theatre Centre hosted a number of productions throughout the year with particular appeal for patrons of non-English speaking backgrounds. For example: Koda and Taikoz; Chinese Rhapsody, Arne Koets Canberra Seminar; Anh Do and Shen Yun. The Canberra Theatre Centre also hosted or presented a number of productions which told Indigenous stories, including: Ngapartji Ngapartji {one} by BIG hART; Terrain by the Bangarra Dance Theatre; and Wulamanayuwi and the Seven Pamanui from the Darwin Festival. The Centre also supported BIG hART in the creative development of its 2013 production featuring Indigenous stories, Hipbone Sticking Out. CMAG featured the work of a number of Indigenous artists during 2012-13. For example, the exhibition Gathered Together, which opened on in June 2013, features CMAG's important and growing collection of Indigenous art, including works by artists resident in the Canberra region; Wreck Bay Community: Window to Wreck Bay showcased the cultural survival of the Wreck Bay community of Jervis Bay; and one Craft ACT at CMAG display featured a collection of woven baskets by Indigenous artist, Batumbil Ngurruwuthir.

Children and young people	The CFC presented many education programs at CMAG and the Historic Places, and the Canberra Theatre Centre presented a number of productions for children and young people throughout the year. The Centre also hosted Work Experience programs and Vocational Education and Training in theatre technical skills, and produced Fast+Fresh, a festival of 10 minute plays for schools. Refer to Sections A.9.2.1 (d) and (e), A.9.2.3 (f), A.9.3.1 (f) (g) (h).
Older People and Aged Care	Refer to Section C.23.
Women	Refer to Section C.24.

C.23 ACT Strategic Plan for Positive Ageing 2010-2014

The CFC's activities which address positive ageing issues, focus on: information and communication; health and wellbeing; and respect, valuing and safety. Areas of housing and accommodation, support services, transport and mobility, and work and retirement are not directly relevant to the operations of the CFC.

In 2012-13, the CFC continued to provide events and programs with particular appeal for seniors. These included the following.

- Canberra Gold this exhibition at CMAG presented a selection of stories featuring residents and organisations celebrating 50 years or more in the community.
- Toast to Canberra: Golden Tales this special event at CMAG, held on Canberra's 100th birthday, 12 March, 2013, included Gold Award recipients in the celebrations.
- Music at Midday this concert series, provided by the Canberra Theatre Centre in conjunction with the Duntroon Royal Military College Band, allows older patrons, including nursing home residents, to attend live theatre.
- Life's Reflections CMAG hosted a media event and separate awards ceremony for the ACT Office for Ageing Life's Reflections community photographic competition.
- Seniors often benefit from the Canberra Theatre Centre's award winning access programs such as captioning for the hearing impaired, audio description for the sight impaired, hearing loops, and companion cards.
- In 2012-13 the Historic Places continued the tradition of celebrating Mother's Day with free entry for mothers and grandmothers, and Seniors' Week with free entry for senior citizens at all three properties.

Long-term CMAG supporter and senior citizen Mrs Petronella Wensing was awarded an OAM in the 2013 Queen's Birthday Awards for service to the creative arts, and to the community of Canberra. The CFC's CEO nominated Mrs Wensing for this award.

C.24 ACT Women's Plan 2010-2015

The economic, social and environmental key priorities as outlined in the ACT Women's Plan 2010-2015 are integrated as part of the CFC's annual planning process - some examples of these initiatives follow.

Economic Social Environmental 53.6% of the CFC's FTE The Canberra Theatre The Canberra Theatre Centre has a Babes in Arms workforce is female. Centre provides free tickets including the CFC's CEO. for a number of policy - refer to Section presentations to local C.11. The majority of the CFC's charities as part of its Social Board Members are female, The Canberra Theatre Capital Program. Many of including the Deputy Chair. Centre also provides a these charities benefit In 2012-13, the convenors breastfeeding room for women. Refer to Section mothers of young infants. of all the CFC's three A.9.2.3 (c) for a full list of advisory committees were CMAG has a Carer's Room. female, and the deputy charities that benefited from providing a comfortable this Program. convenors of two of the environment for mothers 2012-13 was the seventh advisory committees were and grandmothers who visit consecutive year the CEO with young infants. female. hosted a luncheon for In March 2013 the CFC's CMAG's activity table female Board members, enables young children and CEO gave a talk on female convenors and mentoring for women, as their carers to enjoy craft deputy convenors of the part of the Women's activities, while the Reading advisory committees and Information and Referral Nook provides the latest in senior female staff quality publications for Centre's Thinking Thursday series of seminars. members to celebrate children and a quiet place to International Women's Day The CFC provides a range read. in March 2013. The guest of work experience The CFC provides a speak was Ms Roberta opportunities and student number of parking spaces McRae OAM, former placements that benefit and adequate lighting close Speaker of the ACT girls/women. to its venues, creating a Legislative Assembly. safe environment for female The CEO also hosted a staff members who are morning tea for all CFC staff required to work after dark. and volunteer guides to celebrate International Women's Day. CMAG collaborated with the ACT Office for Women to present 10 X 10: The Women Who Made Canberra – an event to coincide with CMAG's exhibition The Women Who Made Canberra, and with 2013 International Women's Day. In this special event, ten prominent Canberra women reflected on their life experiences. The Historic Places held free entry for mothers and grandmothers to celebrate Mother's Day in May 2013. This is a long-standing event at the three Historic

Places sites.

C.25 Model Litigant Guidelines

This report is prepared in accordance with section 5AC of the Law Officer Act 1992.

The Chief Executive Officer has the following procedures in place to ensure that the CFC is aware of and complying with the Guidelines.

- All instructions in relation to disputes (e.g., falls by theatre patrons) are passed through a
 central point within the CFC's senior management team and a report is available to the
 Chief Executive Officer in relation to the progress of matters; and
- the CFC's legal services are provided by the ACT Government Solicitor's (ACTGS)
 office, which reviews the CFC's instructions to ensure compliance with the Guidelines.
 The CFC is able to rely upon the ACTGS to identify those matters where a question
 arises as to compliance with the Guidelines and address it or elevate it within the CFC as
 appropriate.

No breaches of the model litigant guidelines by the CFC occurred during 2012-13.

C.26 Notices of noncompliance

As a territory-owned corporation, the CFC is not required to report against this section.

Cultural Facilities Corporation – 2012-2013 Annual Report
Appendices

1. Members and Remuneration of the CFC Board as at 30 June 2013

JOHN HINDMARSH AM (Appointed for a three-year term to 31 December 2014)

Executive Chairman, Hindmarsh and Associated Companies. Over 40 years experience in property, construction and business investment in Australia and overseas. Has interests in the equity and venture capital market in the ACT and supports a number of start-up innovation companies, some in joint venture with the ACT Government. Has sponsored several major exhibitions at the National Gallery and regularly supports a range of other community activities in the arts, education, charities and sport. Member, National Gallery of Australia Governing Council; Chairman, National Gallery of Australia Foundation; Chairman, Australian Capital Ventures and Equity Investments; Director, Village Building Company Pty Ltd; Director and Life Member, Canberra Business Council; Adjunct Professor of Building & Construction Management, University of Canberra; Fellow, Australian Institute of Building; Director, Hands Across Canberra Charity and Boundless All Abilities Playground Charity. Previously held public offices include: President, ACT Master Builders Association; Chairman, Canberra Business Council; Honorary Ambassador for the ACT; and Chairman, Canberra Institute of Technology Advisory Council.

John was made a Member of the Order of Australia in 2013 for his significant service to building and construction in the Australian Capital Territory, and to business.

SANDRA LAMBERT AM (Appointed for a three-year term to 10 February 2014)

Former Chief Executive of the Department of Disability, Housing and Community Services from July 2002 until retirement on 30 September 2010, apart from her year as Coordinator-General of the ACT Stimulus Taskforce responsible for the effective delivery of the Australian Government's *Nation Building and Jobs Plan* (Stimulus Package) in the ACT. Completed Bachelor of Arts at Canterbury University in Christchurch followed by a Diploma of Teaching (Distinction Award). While Chief Executive, Ms Lambert held a number of Board and committee positions – Chair of the Community and Disability Services Ministers' Advisory Council; Chair of the Institute of Child Protection Studies at the Australian Catholic University; Board member of the Australian Housing and Urban Research Institute and the Australian Institute of Health and Welfare; and member of the ACT Cultural Council. Sandra was made a Member of the Order of Australia in 2012 for her service to public administration in the ACT in the areas of disability, community housing, multicultural relations, health and welfare, and as a mentor. Ms Lambert is Deputy Chair of the Hands Across Canberra Board, a Commissioner on the Safety, Rehabilitation and Compensation Commission and a member of the ACT Land Development Agency Board.

HARRIET ELVIN

Chief Executive Officer, Cultural Facilities Corporation. Holds degrees at undergraduate and graduate level from Cambridge University, and the Australian National University, in classics, law, international law, business management, art history and curatorship. Former General Manager, ACT Bureau of Arts and Heritage. Recipient of inaugural ACT Government – Australian National University MBA Scholarship (1997). Member of: the Tourism, Arts and Sport Taskforce of the Canberra Business Council; the Australiana Fund Canberra Committee; and the Board of Business Leaders Innovative Thoughts and Solutions. Former Board Member of the ANU Institute of the Arts and of the Centre for Australian Cultural Studies. Former Member of the ANU Chancellor's Awards Committee; Tourism Training ACT Regional Board; Canberra City Heart Business Association Management Committee; the ACT Board of the Duke of Edinburgh Award Scheme; and the Canberra Medical Society Indigenous Health Initiative. A former member of numerous judging panels, including of: the

ACT and Region Tourism Awards; the ACT Telstra Businesswoman of the Year Awards; the Philippine Women's Awards; the Canberra Citizen of the Year Awards; the University of Canberra Campus Design Ideas Competition; the Chief Minister's Inclusion Awards; and the Fast+Fresh festival of 10-minute plays. Fellow of the Australian Institute of Management. Fellow of the Australian Institute of Company directors. 2001 ACT Telstra Business Woman of the Year. Awarded Centenary Medal for service to Australian society in business leadership.

LOUISE DOUGLAS (Appointed for a three-year term to 6 September 2015)

Has had a successful career in the cultural heritage management spanning 20 years, working at senior and executive management levels at both the Powerhouse Museum and the National Museum of Australia. Joined the National Museum of Australia in November 1994 and was Assistant Director, Audience, Programs and Partnerships until March 2011. Former Vice President of the National Council of Museums Australia and former President of the ACT Branch of Museums Australia.

ROBYN HENDRY (Appointed for a three-year term to 6 September 2015)

Chief Executive, Canberra Convention Bureau (CCB) since 2005. Robyn has worked in the Australian and international meetings and tourism industry as a senior executive for 20 years in Australia, New Zealand and PNG. She has held senior management positions in multinational hotel companies in food and beverage, human resources, general management and strategic development. She was previously general manager of the National Convention Centre and also Director of CCB from 2001 to 2002. Robyn is past president of the Association of Australian Convention Bureaux and a former Director of the Business Event Council of Australia (BECA). She is currently Council Member of the Tourism Quality Council of Australia, Director of the Association of Australian Convention Bureau, Director of Exhibition Park Corporation and she represents BECA on the Tourism Visa Advisory Group. Robyn is a consultative committee member; task force member of the Canberra Business Council; and a member of the Australian Institute of Company Directors. At the 2011 Tourism Awards. Robyn was awarded the Outstanding Contribution by an Individual award. She has a Bachelor of Management (Tourism) and Advanced Diploma in Hospitality. Her key objective is to increase Canberra's profile as a business events destination and by doing this ensures the city's national and international reputation continues to be enhanced.

EUGENE KALENJUK (Appointed for a three-year term to 20 February 2015)

Eugene is a partner with PricewaterhouseCoopers and has over 15 years experience providing professional services to private and family businesses including strategic business and taxation advice. Eugene also provides taxation advice to the government sector on matters including GST, FBT and technical salary packaging. Eugene holds degrees in Bachelor of Commerce and Master of Taxation and is a Fellow of the Institute of Chartered Accountants. Eugene is on the Board of Canberra Girls Grammar School and also sits on the ACT Governments Icon Panel which was established to assist start ups operating in the ACT.

Remuneration

The FM Act (Division 9.2, Clause 78(6)) provides that the remuneration of the CFC's Chair, Deputy Chair, and appointed Members shall be determined by the ACT Remuneration Tribunal. The current annual remuneration rates, set by the Tribunal's Determination No. 9 of 2012 are:

Chair\$24,110Deputy Chair\$12,060Appointed Member\$8,450

The Chief Executive Officer's remuneration is determined by the ACT Remuneration Tribunal under normal senior executive remuneration arrangements.

2012-13 Meetings of the CFC Board

- 13 August 2012
- 23 October 2012
- 5 December 2012
- 27 February 2013
- 23 April 2013
- 27 June 2013

All Members attended the meetings, with the following exceptions:

- Mr Kalenjuk did not attend the meeting on 13 August 2012;
- Ms Douglas and Ms Hendry did not attend the meeting on 23 October 2012; and
- Ms Hendry and Mr Kalenjuk did not attend the meeting on 27 February 2013.

All absences were due to prior commitments.

The convening of these meetings, and their procedures, complied with the requirements of Division 9.4 of the FM Act.

A quorum was achieved at all meetings (refer to Division 9.4, Section 95 of the FM Act).

2. CFC Governance Documents



CFC GOVERNANCE CHARTER



Updated as at December 2012

CFC

GOVERNANCE CHARTER

Section A: Governance Framework

Section B: Board Charter

Appendix 1: Board Code of Conduct

Appendix 2 : Audit Committee Charter

Appendix 3: Advisory Committees Operating Guidelines

and Terms of Reference

SECTION A – GOVERNANCE FRAMEWORK

The Cultural Facilities Corporation (the Corporation) is committed to ensuring that it provides high quality cultural services to the community, and to ensuring effective governance of all its operations. In particular, the Corporation seeks to:

- (a) enhance organisational performance, with particular reference to the establishment and continuing operation of :
 - Senior Managers' meetings
 - Agency Consultative Committee meetings
 - a performance management scheme throughout the organisation
 - a Human Resources Plan
- (b) understand and manage risks to minimise negative aspects and maximise opportunities, with particular reference to the establishment and continuing operation of :
 - an Audit Committee of the Board
 - a Strategic Risk Management Plan
- (c) strengthen shareholder confidence, with particular reference to:
 - regular reporting to Government
 - the development of long-term Strategic Plans and to annual Corporate Plans and Statements of Intent based on the Strategic Plans
- (d) strengthen stakeholder confidence, with particular reference to :
 - the establishment and continuing operation of the three Advisory
 Committees and through them, links to the wider community
 - regular reporting to the ACT Legislative Assembly and the wider community
- (e) enhance its public reputation through enhanced transparency and accountability, with particular reference to the establishment and continuing operation of :
 - an Audit Committee of the Board
 - an Internal Audit Program
 - a Fraud Control Plan
- (f) demonstrate how it is discharging its legal, stakeholder and ethical obligations, with particular reference to:
 - reporting through Quarterly and Annual Reports
- (g) provide a mechanism for benchmarking accountability, with particular reference to :
 - setting and reporting on performance targets through an annual Statement of Intent, and Statement of Performance

- (h) assist in the prevention and detection of fraudulent, dishonest and/or, unethical behaviour, with particular reference to the establishment and continuing operation of :
 - a Board Code of Conduct
 - a Code of Conduct for Corporation employees, as represented by Section 9 of the *Public Sector Management Act 1994*
 - a Fraud Control Plan

SECTION B – BOARD CHARTER

1. Purpose of the Board Charter

- 1.1 The Board has decided to establish a Charter that will govern its own work.
- 1.2 The Board Charter sets out the role, composition and responsibilities of the Board within the Governance Framework of the Corporation (refer to Section A above).
- 1.3 The conduct of the Board is also governed by the *Cultural Facilities Corporation Act 1997* and the *Financial Management Act 1996*.

2. Overall role of the Board

2.1 The role of the Corporation Board is to provide good governance and strategic direction to the Corporation.

3. Membership

- 3.1 The Board of the Corporation has 7 members as appointed under the *Financial Management Act 1996*, s 78, s 79 and s 80 (4).
- 3.2 Membership of the Board is disclosed in the Corporation's annual report.

4. Board responsibility for good governance

- 4.1 The Board promotes and is responsible for good governance within the Corporation. Its system of governance is intended to ensure the strategic guidance of the Corporation, the effective monitoring of management by the Board and the Board's accountability to the Corporation and the members.
- 4.2 All Board members are expected to exercise independence of judgement on all matters.

5. Continuous improvement

5.1 The Board is committed to a philosophy and strategy of continuous improvement in its governance.

6. Review

6.1 The Board periodically evaluates itself to ensure continuing improvement in its governance.

7. Specific functions of the Board

7.1 The Board has the following specific functions as stated in the *Financial Management Act 1996* s. 77:

- (a) setting the Corporation's policies and strategies such as: risk management; communication with government; and corporate planning;
- (b) governing the Corporation consistently with the Corporation's establishing Act and other relevant legislation;
- (c) ensuring, as far as practicable, that the Corporation operates in a proper, effective and efficient way; and
- (d) ensuring, as far as practicable, that the Corporation complies with applicable governmental policies.

8. Specific responsibilities of the Board

- 8.1 The Board is responsible for the strategic direction of the Corporation, including the development of long-term Strategic Plans.
- 8.2 The Board reviews and approves the Corporation's annual Corporate Plan based on the current Strategic Plan.
- 8.3 The Board approves budgets and other performance indicators, reviews performance against them, and initiates corrective action when required.
- 8.4 The Board approves business cases for capital or other strategic projects, which require an initial investment from the Corporation's internal funds of above \$100,000.
- 8.5 The Board approves the purchase of objects or works for the Canberra Museum and Gallery Collection, which are over the value of \$11,000, or of a potentially controversial nature, or of exceptional cultural significance; and donations/gifts over the value of \$22,000.
- 8.6 The Board ensures compliance with applicable laws.
- 8.7 The Board ensures that risks facing the Corporation have been identified, assessed and that the risks are being properly managed.
- 8.8 The Board approves proposals for venture programming performing arts presentations involving significant financial risk to the Corporation (i.e. proposals with an estimated programming budget allocation of more than \$50,000) or considered to be of a controversial or sensitive nature, taking into account the Theatre Programming Policy in making such decisions.
- 8.9 The Board approves proposals for commercial shared risk performing arts presentations where the potential loss exceeds \$50,000. A commercial shared risk presentation is one where the financial risk is jointly shared by the Corporation and a promoter/company, and where the proposal does not fit within the existing theatre programming budget. The Board's consideration of a proposal may take place by electronic means, and on an exception basis (i.e., a non-response by the specified deadline will be deemed as approval), if an urgent decision is required on a proposal.

- 8.10 The Board approves proposals for sponsorship/subsidy of local community or cultural organisations by the Corporation, where the arrangement provides a substantial financial benefit to the organisation, and a strategic benefit to the Corporation, taking into account the Theatre Programming Policy in making such decisions. A substantial financial benefit is defined as one valued at more than \$20,000 per annum.
- 8.11 The Board ensures that policies on key issues are in place and are appropriate. The Board also reviews compliance with policies.
- 8.12 The Board approves the operating guidelines and memberships of the three Advisory Committees. The operating guidelines of the committees are set out in Appendix 3.
- 8.13 One or more Board Members attends a meeting of each Advisory Committee once a year.
- 8.14 The Board approves a Fundraising Strategy and identifies opportunities for fundraising to support the facilities and activities of the Corporation
- 8.15 The Board approves and fosters an appropriate corporate culture matched to the Corporation's values and strategies.

9. Role of the Audit Committee of the Board

The Audit Committee of the Board provides strategic advice to the Corporation Board on financial management, budgetary, audit and compliance matters. It operates with a Charter that is reviewed annually by the Board. (Refer to Appendix 2.)

10. Conflict of Interest

10.1 As stated in s 86 of the *Financial Management Act 1996*, a Board member must take all reasonable steps to avoid being placed in a position where a conflict of interest arises during the exercise of the member's functions.

11. Board skills

11.1 While noting that Board appointments are made by the Minister, the Board endeavours to ensure that, collectively, it has the appropriate level of skills and experience required to properly fulfil its responsibilities, including in the areas of: cultural, financial, accountancy and legal expertise.

12. Board induction, training and development

- 12.1 Board members are given appropriate induction training on appointment.
- 12.2 Board members are provided with continuing opportunities to develop experience and understanding of the Corporation's functions.
- 12.3 Board members are expected to attend activities across the Corporation's different venues on a regular basis in order to increase their knowledge of the Corporation's functions.

13. Code of conduct

- 13.1 The Board establishes a written Code of Conduct which sets out the ethical and behavioural expectations for Board members. This Code is set out at Appendix 1.
- 13.2 In exercising the functions of a Board member, a member must exercise a high standard of honesty, care, diligence, discretion and loyalty to the Corporation.

14. Functions of governing board members

14.1 Chair's functions

The Chair of the Board has the following functions as stated in s 82 of the *Financial Management Act 1996*:

- (a) managing the affairs of the Corporation Board;
- (b) ensuring, as far as possible, that there is a good working relationship between the Board and management of the Corporation;
- (c) ensuring the responsible Minister is kept informed about the operations of the Corporation.

14.2 **Deputy Chair's functions**

As stated in s 83 of the *Financial Management Act 1996*, if the Chair of the Board is absent or cannot for any reason exercise the functions of the Chair, the Deputy Chair of the Board must exercise the functions of the Chair.

If the Chair and Deputy Chair are absent, the member chosen by the members present presides. However, the members must not choose the CEO to preside.

14.3 CEO's functions

The CEO of the Corporation has the following functions as stated in s 84 of the *Financial Management Act 1996*:

- (a) ensuring, as far as practicable, that the Corporation's Statement of Intent is implemented effectively and efficiently;
- (b) managing the day-to-day operations of the Corporation in accordance with
 - (i) applicable governmental policies;
 - (ii) the policies of the Corporation set by the Board; and
 - (iii) each legal requirement that applies to the Corporation.
- (c) regularly advising the Board about the operation and financial performance of the Corporation;

(d) immediately advising the Board about significant events. (Significant event means an event about which the Corporation is required to advise the responsible Minister under s 101 of the *Financial Management Act 1996*.)

15. Separation of roles between the Chairman and CEO

- 15.1 The roles of the Chairman and the CEO are strictly separated.
- 15.2 The Chairman is responsible for :
 - Ensuring the Board provides leadership and vision to the Corporation.
 - Establishing the Board agenda.
 - Presiding over Board meetings and directing Board discussions to effectively use the time available to address the critical issues facing the Corporation.
 - Making certain that the Board has the necessary information to undertake effective decision making and actions.
 - Developing a continuing relationship with the CEO. As the major point of contact between the CEO and the Board, the Chairman should be kept fully informed of the matters of interest to Board members.
 - Guiding the continuing effectiveness and development of the Board and individual members.

15.3 The CEO is responsible for :

- Taking and approving all and any actions and initiatives required to deliver the Corporation's strategic and operational plans as approved by the Board.
- Ensuring transactions outside the CEO's delegation levels are referred to the Board for approval.
- Ensuring that all actions comply with the Corporation's policies in force from time to time.
- Other responsibilities as delegated by the Board to the CEO.

16. Minutes Secretary

- 16.1 In conjunction with the CEO, the Minutes Secretary is responsible for :
 - Ensuring that the Board agenda is developed in a timely and effective manner for review and approval by the Chairman.
 - Ensuring that Board papers are developed in a timely and effective manner.

- Coordinating, organising and attending meetings of the Board and ensuring the correct procedures are followed.
- Drafting and maintaining minutes of Board meetings.

17. Minutes

- 17.1 Proceedings of all meetings are minuted and signed by the Chairman of the meeting.
- 17.2 Minutes of all Board meetings are circulated to members and approved by the Board at the subsequent meeting.

18. Meetings of the Board

- 18.1 The CFC Board meets six (6) times annually. Additional meetings may be called if deemed necessary by the Chairman and/or CEO, or if asked by the Minister or at least 2 members.
- 18.2 The Chair must give the other members reasonable notice of the time and place of a meeting called by the Chair.
- 18.3 Board meetings take place in the Board Room, Canberra Museum and Gallery, Level 1, North Building, London Circuit, Civic.
- 18.4 A quorum is reached when at least half of appointed members are present.
- 18.5 If the Chair and Deputy Chair are absent, the member chosen by the members present presides. However, the members must not choose the CEO to preside.

19. Review of Charter

19.1 The Board reviews its Charter annually to ensure it remains consistent with the Board's objectives and responsibilities.

20. Publication of Charter

- 20.1 Key features of the Board Charter are to be outlined in the Corporation's annual report.
- 20.2 A copy of the charter is available on www.museumsandgalleries.act.gov.au.

APPENDIX 1

BOARD CODE OF CONDUCT

(Updated December 2012)

1. Introduction

The Board of the Corporation is committed to conducting the Corporation's business in a way that is open and accountable to shareholders, stakeholders and the wider community. The Board believes that the Corporation's governance practices should be rigorous and of a high standard.

2. Purpose of the Code

Board members are bound by this Code of Conduct (the Code) to ensure that high standards of corporate and individual behaviour are observed by members in the context of their terms of appointment to the Board of the Corporation.

3. Obligation to comply with Code

Board members must adhere to the Code both in letter and in spirit. Adherence to the Code is a condition of appointment to the Board. Violation of the Code by any member, or unethical behaviour which may affect the reputation of the Corporation, may be subject to disciplinary action including termination of appointment. (Refer to Section 81 of the *Financial Management Act 1996*.) Board members are also expected to adhere to the ACT Public Service Code of Conduct, dated October 2012, made by the Commissioner for Public Administration under the *Public Sector Management Standards 2006*.

4. Primary obligations of Code

Board members must:

- act honestly, in good faith and in the best interests of the Corporation as a whole;
- demonstrate their duty to use due care and diligence in fulfilling their functions and exercising powers;
- keep abreast of best practices in corporate governance and implement such practices as are appropriate for the Corporation; and
- use their authority and available resources and information only for the work-related purpose intended.

These obligations include:

- recognising that the Board's primary responsibility is to meet the statutory obligations and the goals and targets agreed with the responsible Minister, but with regard to broader responsibilities to serve the community;
- demonstrating independent judgement and actions and taking all reasonable steps to be satisfied as to the soundness of all decisions taken by the Board;
- understanding the cultural, financial, commercial and functional aspects of the Corporation to ensure diligence in deliberations and decision-making;

- making only proper use of information acquired as a Board member;
- not taking improper advantage of the position of a Board member;
- not accepting gifts or benefits that could lead to an actual or perceived financial or moral obligation to other organisations or to individuals;
- not allowing personal interests or the interests of any associated person to conflict with the interests of the Corporation (refer also to Section 6 below);
- complying with the spirit as well as the letter of statutory and other obligations;
- ensuring that confidential information received by a Board member in the course of the
 exercise of Board member duties remains the property of the Corporation, recognising
 that it is improper to disclose it, or allow it to be disclosed, unless that disclosure has
 been authorised by the Corporation, or the person from whom the information is
 provided, or is required by law;
- undertaking periodic evaluation of the Board to ensure continuing performance improvements.

5. Reputation of the Cultural Facilities Corporation

Board members must not do anything which would be likely to negatively affect the Corporation's reputation.

6. Conflict of Interest

A Board member must take all reasonable steps to avoid being placed in a position where a conflict of interest arises during the exercise of the member's functions.

Once a year Board members must provide written declarations to the Chairman, stating they do not have any conflicts of interest that would preclude them from being members of the Board.

The agenda for each meeting of the Board must include an item requiring any material interest in an issue to be considered at the meeting to be disclosed to the meeting. Details of any conflicts of interest should be appropriately minuted.

7. Attendance at Meetings

Board members must attend all meetings of the Board and, where relevant, of its Sub-Committees, as far as possible. Board members must allow the necessary time to prepare for these meetings.

APPENDIX 2

AUDIT COMMITTEE CHARTER (Updated December 2012)

The Board has established the Audit Committee as a sub-committee.

This charter sets out the committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

The objective of the committee is to provide independent assurance and assistance to the Board on the Corporation's risk, control and compliance framework, and its external accountability responsibilities.

Authority

The Board authorises the committee, within the scope of its role and responsibilities, to:

- obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
- discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations);
- request the attendance of any employee, or Board Member, at committee meetings; and
- obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the Corporation's expense.

Composition and tenure

The Board is responsible for the appointment of committee members. The committee will consist of at least three (3) members, one of which will be the Chief Executive Officer.

The Board will appoint the Chair of the committee which will not be the Chief Executive Officer or the Chairman of the Board.

The Chair of the committee may appoint an acting Chair should the need arise.

Members will be appointed for an initial period not exceeding the length of their appointment to the Board, after which they will be eligible for extension or re-appointment, should they be re-appointed to the board and after a formal review of their performance.

The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the Corporation. At least one member of the committee should have accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

Roles and responsibilities

The committee has no executive powers, unless delegated to it by the Board.

The committee is directly responsible and accountable to the Board for the exercise of its responsibilities. In carrying out its responsibilities, the committee must at all times recognise that primary responsibility for management of the Corporation rests with the Chief Executive Officer.

The responsibilities of the committee may be revised or expanded in consultation with, or as requested by, the Board from time to time.

The committee's responsibilities are:

Financial Management

- review the financial performance of the Corporation in months where no Board meeting occurs and draw to the Corporation Board's attention any financial or budgetary matters requiring particular consideration;
- approve the business case for capital or other strategic projects, which require an initial investment from internal funds of between \$50,000 and \$100,000, referring any projects above this level to the Board:
- review the financial aspects of proposals for commercial shared risk presentations* at the Canberra Theatre Centre where the potential loss exceeds \$50,000 and make recommendations to the Board; and
- oversee significant plans with a major financial focus, including the Asset Management Plan.
- * (A commercial shared risk presentation is one where the financial risk is shared by the Corporation and a promoter/company and where the proposal does not fit within the existing theatre programming budget. The committee's consideration of the financial aspects of proposed commercial shared risk presentations may take place by electronic means if an urgent decision is required on a shared risk proposal.)

Risk Management

- Review whether management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of the Corporation's financial and business risks, including fraud;
- review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
- review the impact of the Corporation's risk management frame work on its control environment and insurance arrangements;
- review whether a sound and effective approach has been followed in establishing the Corporation's business continuity planning arrangements, including whether disaster recovery plans have been tested periodically; and

 review the Corporation's fraud control plan and satisfy itself the Corporation has appropriate processes and systems in place to capture and effectively investigate fraud related information.

Control framework

- Review whether management's approach to maintaining an effective internal control framework, including over external parties such as contractors and advisors, is sound and effective;
- review whether management has in place relevant policies and procedures, including Chief Executive Financial Instructions, and that these are periodically reviewed and updated;
- determine whether the appropriate processes are in place to assess, at least once a year, whether policies and procedures are complied with;
- review whether appropriate policies and procedures are in place for the management and exercise of delegations;
- consider how management identifies any required changes to the design or implementation of internal controls; and
- review whether management has taken steps to embed a culture which is committed to ethical and lawful behavior.

External accountability

- Review the financial statements and provide advice to the Board (including whether appropriate action has been taken in response to audit recommendations and adjustments), and recommend their signing by the Chair of the Board;
- satisfy itself that the financial statements are supported by appropriate management signoff on the statements and on the adequacy of the systems of internal controls;
- review the processes in place designed to ensure that financial information included in the Corporation's annual report is consistent with the signed financial statements;
- review the Statement of Performance, satisfy itself that the Statement address any relevant audit recommendations and is supported by appropriate internal controls, and recommend its signing by the Chair of the Board;
- satisfy itself that the Corporation has appropriate mechanisms in place to review and implement, where appropriate, relevant ACT Government reports and recommendations; and
- satisfy itself that the Corporation has a performance management framework that is linked to organisational objectives and outcomes.

Legislative compliance

 Determine whether management has appropriately considered legal and compliance risks as part of the Corporation's risk assessment and management arrangements; and • review the effectiveness of the system for monitoring the Corporation's compliance with relevant laws, regulations and associated government policies.

Internal audit

- Act as a forum for communication between the Board, senior management and internal and external audit;
- oversee preparation of the internal audit coverage and annual work plan in consultation with management and the internal auditors, ensure the plan is based on the Corporation's risk management plan, and recommend approval of the plan by the Board;
- advise the Board on the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved internal audit plan;
- oversee the coordination of audit programs conducted by internal and external audit and other review functions;
- review all audit reports and provide advice to the Board on significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of good practice;
- monitor management's implementation of internal audit recommendations; and
- periodically review the performance of internal audit.

External audit

- act as a forum for communication between the Board, senior management and internal and external audit;
- provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided;
- review all external plans and reports in respect of planned or completed audits and monitor management's implementation of audit recommendations; and
- provide advice to the Board on action taken on significant issues raised in relevant external audit reports and better practice guides.

Responsibilities of members

Members of the committee are expected to understand and observe the legal requirements of the Cultural Facilities Corporation, Public Sector Management and Financial Management Acts. Members are also expected to adhere to the ACT Code of Conduct.

Members are also expected to:

- contribute the time needed to study and understand the papers provided;
- apply good analytical skills, objectivity and good judgement; and
- express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of enquiry.

Reporting

The committee will report to every Board meeting on its operation and activities during the preceding period. Over the course of any year, the reports can include:

- a summary of the work the committee performed to fully discharge its responsibilities during the preceding period;
- a summary of the Corporation's progress in addressing the findings and recommendations made in internal, external and Parliamentary Committee reports;
- an overall assessment of the Corporation's risk, control and compliance framework, including details of any significant emerging risks or legislative changes impacting the Corporation; and
- details of meetings, including the number of meetings held during the relevant period, and the number of meetings each member attended.

The committee may, at any time, report to the Board any other matter it deems of sufficient importance to do so. In addition, at any time an individual committee member may request a meeting with the Chair of the Board.

Administrative arrangements

Meetings

The committee will meet on a bi-monthly basis, normally during months that the Board does not meet. A special meeting may be held to review the Corporation's annual financial statements.

The Chair is required to call a meeting if asked to do so by the Board, or another committee member.

Attendance at meetings and quorums

A quorum will consist of a majority of committee members.

The Chief Financial Officer and other relevant finance staff (as required) are to attend each meeting. The committee may also direct (when deemed appropriate) that the Chief Financial Officer or other employees not attend committee meetings or not participate in certain agenda items.

Meetings can be held in person, by telephone or by video conference.

The internal and external audit representatives and/or service providers may be invited to attend any meeting. The committee will meet separately with both the internal and external auditors at least once a year.

The Chair of the board and/or other Board Members, and any Corporation staff may be invited to attend committee meetings to participate in specific discussions or provide strategic briefings to the committee.

Secretariat

The Chief Financial Officer will provide secretariat support to the committee. The Secretariat will ensure the agenda for each meeting and support papers are circulated, after approval from the Chair, at least forty-eight (48) hours before the meeting, and ensure the minutes of the meetings are prepared and maintained. Minutes must be approved by the Chair and available within two weeks of the meeting to each member and committee observers, as appropriate.

Conflicts of interest

Each committee agenda will include as the first agenda item: *Members' Disclosure of Interest* and members must declare under that item any conflicts of interest relating to agenda items or topics. Details of any conflicts of interest should be appropriately minuted.

Where members or observers at committee meetings are deemed to have a real, or perceived, conflict of interest it may be appropriate that they are excused from committee deliberations on the issue where a conflict of interest exists.

Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Assessment arrangements

The Chair of the committee, in consultation with the Chair of the Board, will initiate a review of the performance of the committee at least once every two years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Board) with appropriate input sought from the Board, the Chief Executive Officer, the internal and external auditors, management and any other relevant stakeholders, as determined by the Board.

Review of charter

At least once a year the committee will review this charter. This review will include consultation with the Board.

Any substantive changes to the charter will be recommended by the committee and formally approved by the Board.

APPENDIX 3

ADVISORY COMMITTEES OPERATING GUIDELINES

1. Introduction

In accordance with Section 8(1)(a) of the *Cultural Facilities Corporation Act 1997*, the CFC has established the following Advisory Committees:

- Museum and Gallery Advisory Committee;
- Historic Places Advisory Committee; and
- Performing Arts Advisory Committee.

The Advisory Committees play a significant role in the work of the CFC and make an important contribution to its functions and activities.

These operating guidelines have been prepared for the general guidance of the Advisory Committees in undertaking their work.

2. Role of the Advisory Committees

The Advisory Committees are responsible to the Board of the CFC.

Their main role is to provide the Board with expert strategic advice, within the context of the CFC's Corporate Plans.

This role encompasses the following responsibilities:

- undertaking and reporting on an annual work program;
- participating in the CFC's annual corporate planning process;
- providing advice on any matters specifically referred by the Board: and
- undertaking other responsibilities within the terms of reference for each Advisory Committee.

3. Contact between the Board and the Advisory Committees

Ongoing contact between the Board and the Advisory Committees will be achieved by the following means :

- summary reports of each Advisory Committee meeting will be made available to the Board at its next following meeting;
- specific issues dealt with by an Advisory Committee may be the subject of a separate report to the Board;
- the Board undertakes to appropriately respond to all/any recommendations made to it by Advisory Committees;
- one or more Board members will attend at least one meeting of each Advisory Committee annually, in order to discuss a specific agenda item;
- Advisory Committee members will be invited to events in their area of responsibility, such as theatre opening nights and exhibition openings, which will provide an opportunity for them to meet informally with Board members on these occasions; and
- the Board will host at least one function per year for Advisory Committee members, in recognition of their important contribution to the CFC.

4. Membership

The membership of each Advisory Committees will comprise:

- generally between six and nine members, including a Convenor and Deputy Convenor; and
- appropriate senior staff of the CFC as determined by the Chief Executive Officer, as ex officio members.

Advisory Committee members will be appointed mainly from the Canberra and region arts/cultural community and primarily with specialist expertise in arts/cultural areas.

Members will be appointed for their individual skills, experience and expertise and will not be appointed as representatives of a particular organisation.

The intention is to achieve, in the membership of each Advisory Committee, a range of areas of expertise amongst members that covers, to the extent possible, the responsibilities of that committee.

5. Appointment process

The Board will appoint members of the Advisory Committees for a three-year term.

Following the completion of a term of appointment, a member may seek renomination for a further term.

The Board will appoint a Convenor and Deputy Convenor for each Committee from amongst the members of the Committee.

Prior to the expiry of the terms of existing members, the Chief Executive Officer will:

- write to existing members, asking whether they wish to seek renomination for a further term;
- arrange for a public advertisement to be placed, calling for expressions of interest in becoming a member of one of the Advisory Committees; and
- directly approach people with the appropriate expertise, where this is considered necessary to ensure an appropriate range of expertise on each Advisory Committee.

The Board will make appointments after taking into account the nominations received through the above means, and so as to achieve an overall balance of expertise on each committee.

Where casual vacancies in membership arise, the Board will make any necessary new appointments, either on the recommendation of the Convenor of the relevant Advisory Committee or by directly approaching people with the appropriate expertise.

In determining membership of the Advisory Committees, the CFC will be guided by the following general principles –

(a) that gender, age, and experience factors be taken into account in considering membership across the three Advisory Committees rather than within each Committee's membership;

- (b) that each Committee comprise generally between six and nine members, including the Convenor and Deputy Convenor;
- (c) that the contribution, attendance record, and the balance of skills and expertise on each Committee, be considered in determining the appointment of existing members who may have sought reappointment;
- (d) that respondents to public advertisement for expressions of interest in Advisory Committee membership, with appropriate skills and expertise, be considered for appointment accordingly; and
- (e) that individuals with appropriate skills and expertise may be directly approached, where this is necessary to provide a balance on the Advisory Committees.

6. Meetings of the Advisory Committees

Advisory Committees will meet at intervals of approximately every four months (i.e., three times a year), or otherwise as agreed by the Chief Executive Officer and Convenor. In the case of the Museum and Gallery Advisory Committee, more frequent contact may be necessary by email out of session, in order to deal with acquisition matters.

The Convenor will chair all meetings where he or she is present. In the absence of the Convenor the Deputy Convenor will chair the meeting.

Meetings will normally be conducted in an informal manner, with decisions based on general agreement.

A quorum is a majority of appointed members.

Visitors may be invited to Advisory Committee meetings as necessary.

A member may seek leave of absence from the Convenor if he or she expects to be unable to participate in the Committee for a period of time. Where a member fails to attend three consecutive meetings without leave of absence from the Convenor, the member's term of appointment ceases.

Where a member is unable to attend meetings for a lengthy period (for example, due to extended illness or overseas absence), the Board will, after consultation with the member, decide whether to conclude that member's term of appointment and make any necessary new appointment.

The Chief Executive Officer will make available secretariat services for the meetings of the Advisory Committees. An agenda for each meeting will be distributed by the secretariat in advance and a summary report of the outcomes of each meeting will be prepared following the meeting.

7. Expenses

Participation in the Advisory Committees is on a voluntary basis. However, the CFC will meet all reasonable expenses incurred by members in attending meetings, provided that these are discussed with and agreed with the Chief Executive Officer in advance.

8. Confidentiality

Issues dealt with by the Advisory Committees may be confidential and if so, should not be discussed outside the meeting. The ex officio members of each Advisory Committee will advise members where any matter is confidential. In addition, a member may request that a particular item be discussed in confidence.

Advisory Committee members should not make public statements or media announcements about Advisory Committee matters unless authorised to do so by the Chief Executive Officer.

9. Conflict of interest and code of conduct

Members will be required to provide undertakings in relation to Code of Conduct matters, in accordance with the Report of the Committee of Inquiry Concerning Public Duty and Private Interest (the Bowen Committee), which has been adopted by the ACT Government for persons holding positions on Government bodies.

Where a member is aware that a matter under discussion at a meeting of an Advisory Committee could constitute an actual or perceived conflict of interest, the member should draw the matter to the attention of the Convenor (or Deputy Convenor, in the Convenor's absence) and leave the room while the matter is being discussed. All such occasions will be noted in the summary report of the meeting.

10. Special provisions regarding separate engagement of an Advisory Committee member in a paid capacity

It is anticipated that, in view of the expertise and skills of Advisory Committee members, the CFC may, from time to time, wish to engage a member in a paid capacity quite separately from his or her Advisory Committee membership.

For example, the CFC may wish to:

- commission an Advisory Committee member to undertake an expert consultancy;
- engage an Advisory Committee member to undertake a specific conservation project;
 or
- purchase an artwork by an Advisory Committee member.

In such circumstances it is important both for the Advisory Committee member and for the CFC that there is no perception that the payment relates to membership of the Advisory Committee.

For this reason, the member who is being engaged in a paid capacity must either take leave of absence from Advisory Committee membership for the period of the paid engagement, or absent themselves from any part of a meeting during the period of the paid engagement that relates in any way to the subject matter of the paid engagement. Any period of absence taken in this way will count as approved leave of absence, for the purposes of Section 6 of these Operating Guidelines.

These special provisions apply in addition to the general conflict of interest and code of conduct provisions set out in Section 9 of these Operating Guidelines.

11. Donations to the CFC by an Advisory Committee member

Any potential conflicts of interest regarding donations made to the CFC by an Advisory Committee member will be referred to the Chief Executive Officer for consideration and resolution.

12. Conclusion

The Chief Executive Officer can provide advice with any queries relating to these Operating Guidelines.

ADVISORY COMMITTEES - TERMS OF REFERENCE

Museum and Gallery Advisory Committee

The Museum and Gallery advisory committee is responsible to the Board of the CFC for providing expert strategic advice on :

- how the CFC can provide cultural leadership, excellence and innovation in the presentation and interpretation of visual arts and social history;
- how the CFC can promote community involvement in activities at CMAG and the Nolan Collection Gallery @ CMAG; and
- how the needs of the community can be reflected and collaborative projects promoted, in the overall development and conduct of CMAG and Nolan Collection Gallery @ CMAG programs, including exhibitions, research and education activities.

In performing the above roles, the Committee provides a key advisory role to the CFC Board and serves as a valuable link between the CFC and the wider community.

In addition, the Committee provides advice to the Board on proposed acquisitions that are submitted for Board approval.

The Committee will work to a defined work program and within the context of the CFC's annual corporate plan.

Historic Places Advisory Committee

The Historic Places Advisory Committee is responsible to the Board of the CFC for providing expert strategic advice on:

- how the CFC can provide cultural leadership, excellence and innovation in the conservation, presentation and interpretation of the historic places, in recognition of their cultural heritage significance;
- how the CFC can promote community involvement in activities at the historic places;
- the development of the collections associated with the historic places; and
- how the needs of the community can be reflected and collaborative projects promoted, in the overall development and conduct of programs relating to the historic places, including exhibition, research and education activities.

In performing the above roles, the Committee provides a key advisory role to the CFC Board and serves as a valuable link between the CFC and the wider community.

The Committee will work to a defined work program and within the context of the CFC's annual corporate plan.

Note: "historic places" refers to:

- Lanyon
- Calthorpes' House
- Mugga Mugga

Performing Arts Advisory Committee

The Performing Arts Advisory Committee is responsible to the Board of the CFC for providing expert strategic advice on:

- how the CFC can provide cultural leadership, excellence and innovation in the performing arts;
- how the CFC can promote community involvement in activities at the Canberra Theatre Centre;
- directions and trends in the performing arts, in Canberra and nationally, and the implications for the CFC's performing arts programming and marketing activities; and
- opportunities for strategic partnerships and collaborative projects involving the Canberra Theatre Centre, that promote the development of the performing arts and of performing arts audiences.

In performing the above roles, the Committee provides a key advisory role to the CFC Board and serves as a valuable link between the CFC and the wider community.

The Committee will work to a defined work program and within the context of the CFC's annual corporate plan.

3. Senior Managers of the CFC

IAN TIDY - CHIEF FINANCE OFFICER

Ian is a member of the Institute of Chartered Accountants in Australia and has held previous financial roles in retail with Discount Variety Group and in the audit team at BDO Kendalls in Brisbane. He has been employed with the CFC since December 2005, most recently as the Financial Controller before taking up this position. He has an undergraduate degree in Business with QUT and has experience in the not-for-profit sector, previously serving on the Board of ArtSound FM.

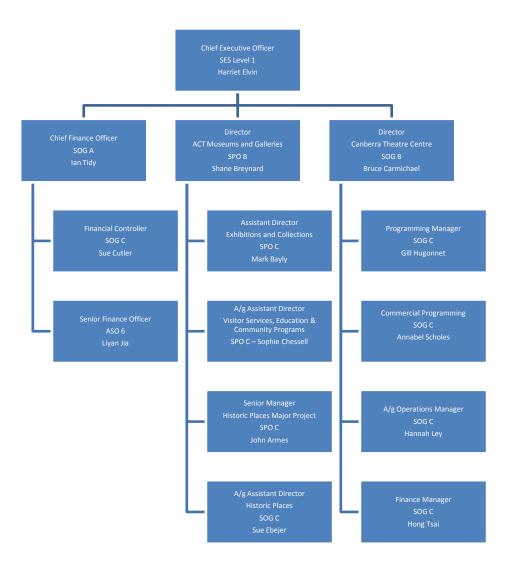
SHANE BREYNARD - DIRECTOR. ACT MUSEUMS AND GALLERIES

Shane Breynard is Director, ACT Museums and Galleries, where he is responsible for Canberra Museum and Gallery, Lanyon Homestead, Calthorpes' House, and Mugga Mugga. He is passionate about the creative and community life of the ACT region, and is interested in the opportunities and implications posed for museums by our increasing use of online technologies. Shane studied at the ANU School of Art where he was awarded a first class honours degree, The University Medal and master of arts degree by research. He subsequently gained a second masters degree, in environment, from the University of Melbourne. After working in the United Kingdom, Shane returned to Canberra late in 2000 and was awarded an Australian Council for the Arts grant to work in collaboration with a young artist in Brasilia, one of the Southern hemisphere's other great planned capital cities. Shane has worked as managing editor of Art Monthly Australia, as a cultural planner and in a number of government arts policy and arts infrastructure roles. From July 2008 to May 2011 Shane was advisor, and latterly Chief of Staff, to the former ACT Chief Minister, Jon Stanhope.

BRUCE CARMICHAEL - DIRECTOR, CANBERRA THEATRE CENTRE

Former Operations Manager at the Canberra Theatre Centre. Freelance Production Management including National Festival of Australian Theatre. Postgraduate Certificate in Management (Arts Administration), QUT; Graduate, Public Venue Management School, Queensland. Member of the Executive of Australasian Performing Arts Centres' Association and a Councillor for Live Performance Australia (LPA). Appointed to the Judging Panel for the Best Regional Touring Award for the Helpmann Awards.

4. Organisational Structure as at 30 June 2013



5. Advisory Committees

MUSEUM AND GALLERY ADVISORY COMMITTEE

Membership during 2012-13

Ms Roberta McRae OAM (Convenor)

Speaker of the ACT Legislative Assembly 1992-95 and a Shadow Minister from 1995-98. Awarded Medal of the Order of Australia in 1990 for services to migrant services. Active in a range of community organisations and currently employed as a lecturer for the Graduate Diploma of Legal Practice at the ANU.

Ms Louise Douglas (Deputy Convenor) Resigned – appointed to CFC Board on 7 September 2012

Has had a successful career in the cultural heritage management spanning 20 years, working at senior and executive management levels at both the Powerhouse Museum and the National Museum of Australia. Joined the National Museum of Australia in November 1994 and was Assistant Director, Audience, Programs and Partnerships until March 2011. Former Vice President of the National Council of Museums Australia and former President of the ACT Branch of Museums Australia.

Dr Nicholas Brown (Appointed 14 May 2012)

Nicholas Brown is Associate Professor, School of History, College of Arts and Social Sciences, Australian National University and Senior Research Fellow, Centre for Historical Research, National Museum of Australia. Chair of the Commonwealth and ACT Working Party, Australian Dictionary of Biography; Advisory Board member, Australian Policy and History Network; Member, Biography Institute of the Humanities Research Centre; Member, Humanities and Social Sciences Board, ANU e-Press. Awarded Vice-Chancellor's Award for Excellence in Supervision, ANU, 2009; Top Supervisor Award, ANU student award, 2011. Author and co-author of a number of books, edited collections, and journal articles.

Ms Helen Geier

Canberra Times Artist of the Year 1997 and recipient of a number of prizes including Capital Arts Patrons Organisation Fellowship (1993). Has exhibited extensively nationally and internationally. Held position of Senior Lecturer at the Canberra School of Art until 1994 and is currently a visiting Fellow at the ANU, School of Art. Held a 30-year works on paper retrospective, *Different Fields of Vision* which was shown in Singapore (1999), before touring in India, Austria and Australia and a 30-year painting retrospective, *Dissolving View* at CMAG in 2000, and New England Regional Art Museum in 2001. She exhibits regularly in Canberra, Sydney and Melbourne and her work has been collected by public and private galleries in Australia and overseas, such as the National Gallery of Australia and the British Council. In 2006, Artbank and the National Gallery of Victoria, and in 2008-09 the Araluen Arts Centre, Alice Springs; National Gallery of Victoria; and the Coffs Harbour Regional Art Gallery all purchased more of her work to add to their existing collection.

Mr Dave Johnston

Dave is an Indigenous archaeologist and anthropologist and Director of his Company, Aboriginal Archaeologists Australia. He works as the community appointed archaeologist for many Traditional Owner groups throughout Queensland, NSW, Victoria and the ACT. He is a member of the ACT Heritage Council; a member of the Commonwealth's Indigenous Advisory Committee on Environment and Heritage and Chairperson of the Australian Indigenous Archaeologists Association.

Mr Daniel Maginnity

Muralist, trained at ANU Canberra School of Art. Produces commercial works on existing infrastructure for local governments, developers, community groups and his own entertainment. Contributed to award-winning projects such as PotatoPointHouse with Johanna Nelson Architect and NEWACTON SOUTH TOWER ART PROGRAM. Daniel exhibits nationally and internationally in group and solo exhibitions. He has works held in private and public collections in Australia, Germany and the USA, such as those of the Molonglo Group, the NGA and CMAG.

Ms Anita McIntyre

Ceramicist, trained at ANU Canberra School of Art. Currently Visiting Fellow ANU Canberra School of Art. Former Student Academic Advisor, ANU Canberra School of Art; lecturer Ceramic Workshop S of A, ANU 1976-2007. Board Member of Belconnen Arts Centre; former Member selection committee for Public Art Acquisition for Belconnen Art Centre; President of Strathnairn Arts Association; former Board member of Capital Arts Patrons Organisation, and chairperson and convenor of National Ceramics Conference *International Connections*. Anita exhibits nationally and internationally in group and solo exhibitions and regularly in Canberra. She is represented in public and private collections in Australia, USA and Canada and has been the recipient of many awards for her Ceramic art and is published in articles and books on the subject.

Mr Emmanuel (Manny) Notaras

Mr Notaras is a well-known Canberra businessman active in the property industry since the late 1960s. He is President of the Canberra City Heart Business Association and Chairman of Canberra CBD Limited. This company receives an annual grant of over \$2,000,000 to market and promote the city. Mr Notaras also serves on the Boards of Immigration Place Australia and the ANU School of Music Foundation; is a member of the organising committee of 'The Canberra International Riesling Challenge'; and a director of Supporting Canberra Street Kids Ltd. He has a strong commitment to CMAG and served on the CMAG Patrons Group. His connection with a wide cross section of business people affords the Museum and Gallery Advisory Committee valuable access to that community.

Meetings during 2012-13

The Advisory Committee met on these dates:

- 21 November 2012
- 6 February 2013
- 26 June 2013

HISTORIC PLACES ADVISORY COMMITTEE

Membership during 2012-13

Dr Sandy Blair (Convenor)

PhD-History (UNSW), Graduate certificate in Urban Horticulture (University of Melbourne). Historian and heritage advisor with more than thirty years' experience in cultural heritage assessment and management. Currently Program Coordinator of the ANU's *Institute for Professional Practice in Heritage and the Arts* attached to the Research School of Humanities and the Arts. Adjunct Professional associate – Cultural heritage management in public policy School of Resource, Environment and Heritage Sciences, University of Canberra, 2004-07; Member and former President, Australia International Committee on Monuments and Sites (ICOMOS); Australian voting member of the Cultural routes International scientific Committee of ICOMOS; Member, Burra Charter working group, Australia ICOMOS, 2007-2013.

Dr Patricia Clarke OAM

Author, editor and former journalist with a very long and continuing involvement in the interpretation and preservation of the history of Canberra. Former President and councillor of the Canberra & District Historical Society and editor of the Canberra Historical Journal. Awarded Medal of the Order of Australia in 2001 for service in promoting Australian history through research and writing. Fellow of the Academy of Humanities, and Fellow of the Federation of Australian Historical Societies.

Mr Nigel Featherstone

Nigel Featherstone has a Bachelor of Landscape Architecture (University of Canberra, 1991), a Graduate Diploma of social ecology (University of Western Sydney, 1996), and a Master of Creative Arts (University of Wollongong, 2001). He has worked in landscape architecture, urban planning, arts development, community engagement, and heritage management. Nigel is currently employed on a part-time basis with the ACT Heritage Unit, responsible for heritage conservation and community liaison; in 2011/2012 he initiated the What Still Remains creative heritage interpretation and engagement program. In parallel with traditional employment, Nigel has a long-term career as a writer — he is the author of over 40 short stories published in 18 Australian literary journals as well as in the US, two collections (Homelife, 1999; Joy, 2000), the novel Remnants (2005), and the novella Fall on Me (2011). He is a regular contributor to The Canberra Times (Panorama). Nigel has held residencies at Bundanon, Cataract Gorge (Launceston), and Varuna in the Blue Mountains. He is the founder of the creative arts journal Verity La (www.verityla.com), and is a foundation member and coordinator of The Childers Group: an independent arts forum.

Dr Guy Hansen

Guy Hansen is a Senior Curator and Head of the Australian Society and History section at the National Museum of Australia. Guy joined the Museum in 1991 and has worked on a large number of collecting and exhibitions projects. These include the Museum's series of political cartooning exhibitions, *Captivating and Curious*, and the *League of Legends* exhibition.

Mrs Rosanna Hindmarsh

Rosanna Hindmarsh has lived in Canberra since 1971. She has taught both Ancient and Modern History at secondary level. Since retiring in 1983 she has been a voluntary guide at the National Gallery of Australia and completed a second BA (Hons) degree in Art History at the ANU. She is a member of the Board of Management of Megalo Print Studio and Gallery. Her previous involvement with community organizations includes the roles of Chair of Australian Decorative and Fine Arts Society Canberra Inc., and Treasurer of Word Festival Canberra Inc.

Dr Michael Kindler

Postgraduate degrees in the humanities, languages, literature and philosophy (PhD UWS, MA Macq., MLitt UNE, BA Grad. Dip Ed. Syd., Grad T. Lib UTS, Dip PM CIT). Principal of Stromolo High School, an educator of secondary and tertiary teaching experience, both in Australia, Japan and the United Arab Emirates with a strong understanding of the historical significance of the past. Michael's interest is to ensure that the historical aspects of Canberra connect with the learning area of history in the Australian Curriculum. Fellow of Ursula College, Australian National University, Member of Australian College of Educational Leadership, and Member of the Australian Curriculum Studies Association.

Mr Greg Peters

Director, Patinations Furniture Conservation Services Pty Ltd. Furniture conservator/restorer working with materials that relate to furniture and architectural timbers. Associated with Historic Places ACT and working professionally across their properties for 20 years. Awarded a Fellowship by the Institute of Specialised Skills in 2005; has worked with conservators and scientists at the Smithsonian Centre for Materials Research and Education, The Winterthur Collection, University of Delaware and the Victoria and Albert Museum. A recipient of a Winston Churchill Fellowship in 2000 providing an opportunity to work alongside many of the world's leading furniture conservators throughout Europe and the UK. Member, Australian Institute of Conservators of Cultural Material; Australasian Furniture History Society; and Australian Decorative Arts Society.

Ms Barbara Reeve

Currently Head, Collection Services, Australian War Memorial, was inaugural Head of Conservation, Australian National Maritime Museum, 1993-98. BSc (Conservation) University of London; BA (Archaeology) Bryn Mawr College; Museum Leadership Program, 2001; Visiting Scholar, Wolfson College, Cambridge, 2010. Fellow, International Institute for Conservation; former Director, AusHeritage. International experience includes: established conservation training at Hong Kong University; consultant in conservation and collection management for museums, collectors, and archaeological excavations in Europe, the Asia-Pacific, and the Middle East. Professional interests and publications: conservation, collection management, community bushfire recovery, eco-effectiveness in the heritage sector.

Meetings during 2012-13

The Advisory Committee met on these dates:

- 14 November 2012
- 6 March 2013
- 19 June 2013

PERFORMING ARTS ADVISORY COMMITTEE

Membership during 2012-13

Ms Jenny Deves (Convenor)

Managing Editor of *craft* + *design enquiry* a journal of research hosted by ANU School of Art and published by ANU E Press. Over thirty years arts management experience across performing arts, visual arts and publishing including: Project Manager with Craft Australia; Executive Director of Craft ACT: Craft and Design Centre; Deputy Administrator of NIDA (The National Institute of Dramatic Art); Marketing Manager at Nimrod Theatre Company; Executive Assistant at Time-Life International London); Subscriptions Officer at Musica Viva Australia. Regional and national committee and board experience includes membership of the ACT Cultural Council.

Ms Emma Dykes (Deputy Convenor)

Former Programming, and Marketing Manager at the Canberra Theatre Centre. Previously, Administrative Director, Paige Gordon and Performance Group; Administrative Assistant, Gorman House Arts Centre; Administrator, Canberra Youth Theatre; Project Administrator, Elea Karalee & The Company; and Office Manager/Venue Coordinator, Gorman House Arts Centre. Emma is now working in a freelance capacity providing marketing and PR services for Canberra Dance Development Centre.

Ms Noonee Doronila

Has directed several plays; was Artist-in-Residence with Jigsaw theatre, New Directions program and written a script, *Manila Takeaway*. She continues to write, perform, facilitate and direct poetry reading performances and plays. In 2005, was an Asia link Literature Resident at the Bienvenido N Santos Creative Writing Centre, Manila, Philippines. Artistic Director of the Tugpindulayaw Theatre Company. Extensively involved with the Filipino community and local community organisations. Past member of the ACT Arts Council (2006-2008). In 2007, she was awarded an International Women's Day Award for her contribution to multicultural arts. Currently employed as a Rehabilitation Counsellor with CRS Australia (ACT).

Ms Lynn Petersen

Graduate Certificate (Pedagogy), University of Newcastle; Master's in Education, Deakin University, Geelong, Victoria; Licentiate Diploma in Speech and Drama (Teacher), Australian Music Examinations Board. Currently a Clinical Teaching Specialist at the University of Canberra working in Education. Was one of the founding Co-Principals, Namadgi School, the new P-10 school in Tuggeranong and foundation Deputy Principal at Amaroo School. Theatrical pursuits include performing with Impro ACT; directing/acting in Crash Test Drama Canberra; developing the inaugural *Step into the limelight* performance project as Production Manager to showcase high quality works by students in ACT Public schools (2007) and Co-Director of the Primary Drama project as part of 2009 *Limelight* production; Assistant Coordinator, Opening Ceremony, Pacific School Games, 2008.

Mr Bill Stephens

In 2001, Bill was named by *The Canberra Times* as one of 75 people who have shaped the National Capital. One of the regions best-known theatrical personalities, and proprietor of the School of Arts Café in Queanbeyan until it closed in 2000. Bill has organised successful performing arts tours of cabaret artists for NARPACA; initiated the Cabaret Headliners series for the National Press Club and the Cabaret Crème series for The Street Theatre; member of the Adelaide Cabaret Festival Committee 2001-2009; artistic director for the Canberra Philharmonic Society for which he directed musicals from 1976-86; produced and directed Chief Minister's Free Seniors Concerts with the RMC Duntroon Band from 2005-08; and

coordinated Chief Minister's Command Performance annual fund-raising galas from 2006-08; adjudicated for the Australian National Eisteddfod and National Festival of One-Act Plays. Currently music and dance reviewer for *City News*, presenter of Dress Circle on Artsound FM, and an interviewer for the National Library of Australia's Oral History Program, specialising in the performing arts.

Mr Kimmo Vennonen

Kimmo Vennonen is involved in many activities combining music and electronics. He works from his CD mastering and music production studio in Gorman House Arts Centre. He has worked as a freelance music recordist with Canberra theatre companies as a sound designer, played with prominent Sydney improvising musicians and put together interactive sound installations. He has been an ANU Visiting Fellow researching three dimensional sound. Specialising in music mastering and sound design, he has a diverse base of clients in the arts, from the Canberra region and beyond.

Mr Michael White

Graduate (Hons) in Drama from Flinders University. Founding member of Legerdemain Theatre Company (Adelaide, 1974-78). Previous member of Jigsaw Theatre Company and Canberra Youth Theatre. Founding member of Melbourne Workers Theatre. Returned to ACT in 1989 and worked as a Community Arts Officer with the ACT Arts Council until 1993. Has also worked as a performer with State Theatre Company of SA, Junction Theatre Company, Canberra Theatre Company, People Next Door and the ABC. Currently Industrial Officer/Branch Secretary with the Media Entertainment and Arts Alliance (MEAA).

Meetings during 2012-13

The Advisory Committee met on these dates :

- 15 October 2012
- 25 February 2013
- 24 June 2013

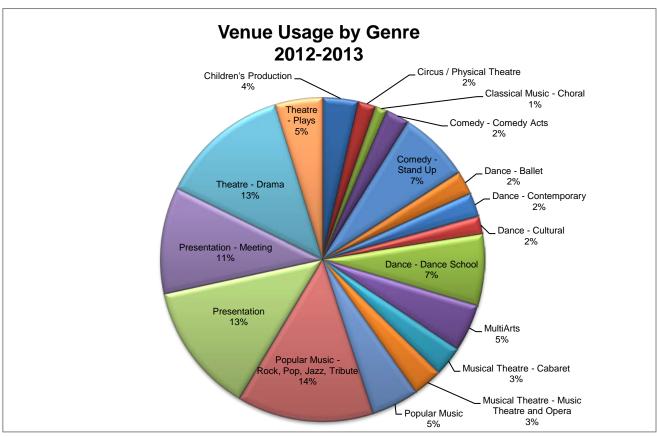
6. Facilities and Business/Activities Under Management

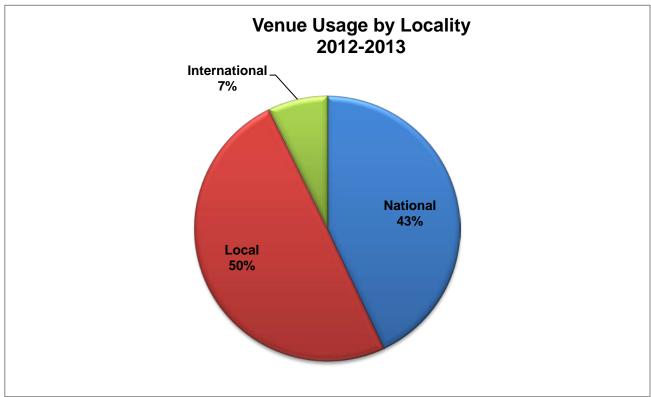
CFC - MAIN UNDERTAKINGS

Asset	Business/Activity	General Description of Business Activity
Canberra Theatre Centre, comprising –	Venue hires to commercial promoters, events organisers, etc.	Presentation of performing arts productions, with provision of full supporting
 Canberra Theatre (1244 seats) The Playhouse Theatre (618 seats) Other venues and spaces including: Courtyard Studio; Technical Workshops. 	 Performing arts programming (either as a sole venture, or in commercial association with other parties). Technical services support to hires/programming. Marketing/sales support to hires/programming. Front of house support to hires/programming. Commercial front of house services (hospitality, catering etc.) Box Office ticket sales (business name Canberra Ticketing). Sponsorship acquisition and servicing. Building maintenance services, 	services.
Canberra Museum and Gallery (including the Nolan Collection Gallery @ CMAG), comprising – • Gallery spaces, art studio, theatrette, meeting rooms, foyer, and collection storage area.	 asset management etc. Visual arts/social history (exhibitions, museological activities, etc) programs – either curated by the facility or in partnership with community groups, private organisations or other institutions. Technical services (security etc) Research, education, and community programs. Venue Hires/usage by commercial/community users. 	 Development and presentation of visual arts and social history programs with provision of full supporting and associated facilities. Development, conservation and research of an integrated social history and visual arts collection.

Asset	Business/Activity	General Description of Business Activity
Lanyon Homestead/Historical Precinct	 House museum, with associated tours, activities etc. Conservation management Commercial/community hires/usages (weddings etc). Research, education and community programs. Technical/caretaking/gardening services. Catering/concessions. 	Conservation, interpretation and presentation of cultural heritage resource with associated supporting services and facilities.
Calthorpes' House, Red Hill	 House museum with associated tours, activities etc. Conservation management Research, education and community programs. Technical/gardening/security support services. 	Conservation, interpretation and presentation of cultural heritage resource associated with support services.
Mugga Mugga, Symonston	 House museum with associated tours, activities etc. Conservation and management Education Centre and associated programs. Commercial/community hires/usages. Technical/gardening/security support services. 	 Conservation, interpretation and presentation of cultural heritage resource associated with support services. Presentation of outdoor performances and events especially in association with festivals. Environmental education activities.

7. Canberra Theatre Centre Venues Graphs indicating venue usage and presentation genres in 2012-13





8. ACT Museums and Galleries Venues Schedule of exhibitions, programs and events 2012-13

The following is a full list of exhibitions, community and education programs and events at the ACT Museums and Galleries venues in 2012-13.

CANDEDDA MUCEUM AND CALLEDY	
CANBERRA MUSEUM AND GALLERY	
MAJOR EVENTS	4.4 July 2040
Opening of From A to Z : Robert Messenger's Typewriters	14 July 2012
Opening of Mapped Out : Maps and plans from the CMAG	31 August 2012
collection	04 A
Opening of Australian Portraits 1880- 1960	31 August 2012
Opening of ACTivated – Canberra Repertory Society 1932- 2012	28 September 2012
CFC's 15 th Birthday Celebration	8 November 2012
Opening of Marking Place	9 November 2012
Opening of The Women Who Made Canberra	23 November 2012
CMAG's 15 th Birthday Celebrations and opening of	15 February 2013
Canberra on Air: 60 Years of 666 ABC	
Launch of Lady Denman to Katy Gallagher website	21 February 2013
Opening Intensity of Purpose: 21 Years of ANCA	5 April 2013
Australia Revealed – Preview and cocktail function for	11 April 2013
Australia Fund Committee	
Opening Australia Revealed	12 April 2013
Opening Gathered Together	21 June 2013
EXHIBITIONS	
** Recorded in the 2011-12 Annual Report	
** Nolan Works on Paper	12 May – 5 August
** Word of mouth : encounters with abstract art	23 June – 19 August
** Handwork : Kerry Shepherdson (Ramp Showcase)	23 June – 26 August
Site Specific Series – Circumcised @ 617	1 July – 29 July
From A to Z: Robert Messenger's Typewriters	14 July – 16 September
Site Specific Series – What Lies Beneath: Andrew	11 August – 21 October
Townsend and Suzie Bleach	
Mapped Out : Maps and plans from the CMAG collection	18 August – 11 November
Jude Rae : Portraits	20 August – 28 October
Australian Portraits 1880 – 1960	1 September – 21 October
ACTivated : Canberra Repertory society 1932-2012	29 September – 20 January
Site Specific Series - <i>Tracing Breath</i> : Jodie Cunningham	3 November 2012 –
and Paul Murray	3 February 2013
Merryn Sommerville : <i>Emaline</i> (Ramp Showcase)	3 November 2012 –
	6 January 2013
Marking Place	10 November 2012 –
	24 March 2013
The Women Who Made Canberra	24 November 2012 –
	17 March 2013
Cities Across Borders : Dilli, Timor-Leste (Ramp Showcase)	19 January – 3 March
Canberra Gold	2 February – 19 May
Site Specific Series - Canberra On Air : 60 Years of ABC	11 February – 14 March
local radio	

Cities Across Borders : Canberra-Goulburn (Ramp	9 March – 16 June
Showcase)	
Full Circle	11 March – 5 June
Site Specific Series - An Infinity Room : Turbulent Geometry	22 March – 28 April
Julian Day (Sound installation)	
Intensity of Purpose : 21 years of ANCA	2 April – 2 June
Australia Revealed: Decorative art objects from the	13 April – 30 June
Australiana Fund Collection	
Site Specific Series - Patricia Piccinini	6 May – 19 May
Site Specific Series – Re-forestation : How to make a tree	25 May – 23 June
from a chair – Ashley Eriksmoen	
Outside In	12 June – 30 September
Gathered Together	15 June – 15 September
Cities Across Borders : Canberra-Queanbeyan (Ramp	24 June – 6 October
Showcase)	
Wreck Bay Community : Window to Wreck Bay	29 June – 25 August
Telephones Forever	1 June – 1 September
Canberra Stories : New Chapters	Continuing Exhibition
Nolan Collection Gallery @ CMAG	Continuing Exhibition

COMMUNITY AND EDUCATION PROGRAMS

ANCA Symposium

Architecture Seminar

Artists' Floor Talk - Kerry Shepherdson

Artists' Floor Talk - What Lies Beneath

Artists' Floor Talk - Word of Mouth

Artists' Floor Talk - Marking Place

Artists' Floor Talk - Patricia Piccinini for Narrabundah College

Artists' Floor Talk - Patricia Piccinini

Artists' Floor Talk – Ashley Eriksmoen

ANU Museum Educators Study Tour

Australia Revealed - tour for ANU students

Australian Portraits - self guided tours, Reid Primary School

Big House Film Society - film screening

Big Mouth - School Holiday Program

Cambridge Australia Scholarships – alumni event

Canberra For Sale - Talk

CMAG C100 Volunteer training

CMAG Friends Around the Lake – Members' Event

CMAG on Sunday - Collaborate on Abstraction

CMAG on Sunday - Book Week Special: Champions Read!

CMAG on Sunday - Tippity Tap-Tap-Tap

CMAG on Sunday - Big Draw: 2012 in Lines

CMAG on Sunday - Landscape Lavers

CMAG on Sunday – Make your mark

CMAG on Sunday - Happy Birthday Canberra

CMAG on Sunday - Let's Lace It Up

CMAG on Sunday - ANCAs Away

Collector's Floor Talk - Robert Messenger

Curator's Floor Talk - Word of Mouth

Curator's Floor Talk - Mapped Out

Curator's Floor Talk – Australian Portraits 1880-1960

Curator's Floor Talk - The Women Who Made Canberra

Curator's Floor Talk - Intensity of Purpose: 21 years of ANCA

Curator's Floor Talk - Australia Revealed

Dorkbot Session - Spirit Patrol with Canberra Contemporary Arts Space

Exhibition Innovations Student Group

Floor Talk - Australia Revealed

Floor Talk - The Women Who Made Canberra

Floor Talk - Golden Tales

Friends Around the Lake - Members' Floor Talk

Language Workshop

Members' Event – Studio Tour

Mirramu Festival event

National Museum of Australia Education Team visit

Old McDonald's Farm

Ordinary/Extraordinary: Exhibition in a Suitcase (Outreach Program)

Origami Garden Workshop – School Holiday Program in conjunction with Calthorpes' House

Poetry Reading – Australian Poetry Scissors Paper Pen panel – ANU

Heide Smith Book Launch

T is for Toddler

TEDx – Cre8ive Live Aerosol Artist Display

Tour of Australia Revealed for ANU students

10 X 10 The Women Who Made Canberra

The Women Who Made Canberra – guided tour

Vintage Noir with Big House Film Society

Windsongs and Waterlines - Program Launch

YMCA Canberra - School Holiday Program visit

You Are Here festival events

Youth Week: *No need to be told* – short film screenings Youth Week: *No need to be told* – workshop seminars

Programs conducted in association with the Nolan Collection @ CMAG

Black Square: Print Making Workshop CMAG on Sunday – Exaggerating Nolan

CMAG on Sunday – Exaggerating Nota CMAG on Sunday – Hot Summer Hot!

Curator's Floor Talk – Reading Nolan

Every Picture Tells a Story (on site and outreach)

Guided tour for representatives of the Department of Regional Australia, Local Government,

Arts and Sport

Kelly in the Can - School Holiday Program

Ned Kelly's in Town

Nolan Collection – self-guided tours

Nolan Tour – Museums Australia IMAGE Group

Repeat Repeat – Print Making Workshop

Scissors, Paper, Rock - School Holiday Program

VENUE HIRE

Accessible Public Transport (ACTION)

ACT Health

ACT Health Directorate

ACTION International Day of Persons with Disabilities

ACT Remuneration Tribunal

AIVL

Alcohol and Other Drugs Policy Unit

Amnesty International

artsACT - Poetry in ACTION

Ausaid

Australia Revealed - Preview and cocktail function for Australiana Fund Committee

Australian Broadcasting Corporation – 7.30 ACT

Australian Broadcasting Corporation – Four Corners filming location

Australian Intravenous Users League

Australian Performing Arts Centres Association

Australian Royal Leadership Foundation

BIG hART Theatre Group

Big House Film Society

Canberra Business Council

Canberra Centenary Incentives Fund Producers

Canberra Centenary volunteers

Canberra City Band

Canberra Contemporary Arts Space and Craft ACT

Canberra Critics Circle Awards

Capital of Culture

Capital Pathology

Carers ACT

CEO Sleep Out – registration and refreshments

Childers Group

City to the Lake - consultation

Commerce and Works Directorate

Common Ground Canberra

Dr Andrew Montana

Department of Sustainability, Environment, Water, Population and Communities

Design Craft

Diplomatic Corps

Dramatic Recovery and Mental Health Foundation

Drogmi Buddhism Institute

Excelerated Consulting

Focus ACT

Galilee Foster Care

Globalinks Learning Abroad

Green Institute

Health Care Consumer Association

International Women's Day event

International Women's Development Agency

Jakeman Business Solutions

Life's Reflections Photographic Awards

Meditate in Canberra

Migrant and Refugee Settlement Services

Multicultural, Aboriginal and Torres Strait Islander Affairs, Office of

Multicultural Women\s Advocacy Centre

Museums Australia Conference Committee

Museums Australia

National Council of Women of Australia

NGA

Northside Community Service

Oxford and Cambridge Alumni Association

Patricia Piccinini – media launch

Peppermint Room

Property Group

Public Relations Institute of Australia

Regional Australia, Local Government, Arts and Sport, Department of

Reinhardt, Walter

Risk Management Institute of Australia

Security Providers Association of Australia Ltd

Sexual Health and Family Planning

Social Ventures Australia

SPIN Community Forum

State and Territory Heads of Treasury

St Vincent de Paul Society

Territory and Municipal Services

Theo Notaras Multicultural Centre

Treasury Directorate

2113 : Canberra Odyssey

Women's Information and Referral Centre

YWCA

HISTORIC PLACES

MAJOR EVENTS

Lanyon

Lanyon Christmas Carols and Picnic	9 December
Open Gardens Australia Plant Fair	23, 24 March
The Great Lanyon Easter Egg Hunt	31 March
Jane Austen Festival	21 April

Mugga Mugga

Sylvia Curley Oration 19 May

EXHIBITIONS

Lanyon

Within Living Memory
The Cunningham Photographic Exhibition
Convict Life
Permanent Exhibition
Permanent Exhibition
Re-installed June 2013

Calthorpes' House

Calthorpes' House Orientation Exhibition Permanent Exhibition

Mugga Mugga

Getting It Together Permanent Exhibition

COMMUNITY AND EDUCATION PROGRAMS

Lanyon

Archaeological Walk: Heritage Festival event

Artist's Talk – Alison Alder

Aston Martin Car Club group tour

Australian Defence Force VIP tour

Canberra Antique and Classic Motor Club group tour

Carers ACT group tour

CFC Board and Advisory Committee Christmas dinner and group tour

Child's Play

CIT Horticultural students - garden tour

Coastwide Tours group tour

Conservation of traditional buildings - University of Canberra Summer School

Conserving Our Historic Homes - Lanyon Homestead

Convicts

Convicts and group tour for Department of Heritage and Environment

Garden Tour - CIT Horticulture students

Garden Tour - First Canberra Garden Club

General Education tour - ANU students

Goodwin Village group tour

Group Link Tours group tour

Group Tour - Canberra Guided Tours

Group Tour – Cross Country Tours

Group Tour - Goddard birthday party at Lanyon Cafe

Group Tour - Jane Austen Festival

Gungahlin Probus Club group tour

Hills District Iris Club group tour

International Mercedes Club group tour

James' Diary

Meat History at Lanyon with Chris Holder

Open House – ANZAC Day

Open House - Australia Day Public Holiday Picnic

Open House – Canberra Day

Open House - Mother's Day

Open House – Queen's Birthday

Open House - Senior Citizens

Spit and Polish

U3A Group tour

Walking for Pleasure Canberra group tour

Warrigal Care Queanbeyan group tour

Who were the convicts?

Who's nesting at Lanyon?

Wollongong Women's Probus Club group tour

Wright family descendants group tour

Calthorpes' House

ACT Teaching and Learning

Alzheimer's Australia group tour

Ambassadors' wives group tour

Artefact Chat

Australian Garden History Society – group tour

CIT Design students group tour

Conserving Our Historic Homes - Calthorpes' House

Dawn's Surprise (on site and outreach program)

Electric Servants Come to Town

General Education Tour - ANU Cultural and Environmental Heritage

General Education Tour - Lindisfarne Anglican School

General Education tour – University of Canberra students

Have your cake and eat it too! - School Holiday Program

Ionian Club Canberra group tour

Jams and Preserves

Mature Mob Cooma group tour

National Capital Volunteers group tour

Open House – Mother's Day

Open House – Senior Citizens

Open Weekend – free entry

Origami Garden - School holiday program in conjunction with CMAG

Textile Tour - National Film and Sound Archive

Tour for Museums Australia Conference participants

University of Canberra Conservation students - tour

Veteran and Vintage Car Club of Australia

Women's International Club group tour

Mugga Mugga

ACT Teaching and Learning

Artefact Chat

Artefact Chat Education Program launch

Ambassadors' wives group tour

At the Garden Gate

Capturing Mugga Mugga – Photography Workshop

Conserving Our Historic Homes - Mugga Mugga

Country Life

General Education Tour for University of Canberra students

General Education Tour for Australian National University students

Group Tour - IMAGE

Mugga Mugga Landscape - Painting Workshop with Waratah Lahy

Museum of Australian Democracy group tour

Open House - Senior Citizens

Open Weekend - free entry

Traditional Christmas Pudding workshop

VENUE HIRE

Lanyon

Maria Anderson – filming session

Bearcage – documentary filming

Bredbo Community Landcare Group

Christening

Christmas Carols - stakeholders' meeting

Coltrane family picnic

Communities @ Work

Conservation Council – Tuggeranong Treasures, book launch

Family Picnic

Marie Anderson – filming session

Permaculture Exchange - Winter permaculture course

1st Birthday Party

40th Birthday Party

Photography workshop

16th Birthday Party

60th Birthday Party

Stornoway Productions – documentary filming

Vintage Car Club

Wedding photographic session

Wedding

Mugga Mugga

ARTWORK: Sketches and photography

40th Birthday Party

Friends of Grasslands Juzz Photography 3rd Birthday Party Wildlife and Botanical Artists Inc. - AGM

9. Canberra Museum and Gallery – Acquisitions (Purchases and donations) in 2012-13

Purchases

- The Glass Alphabet, 2012, various artists
- Ethel Carrick Fox, Colonnades of Canberra's Civic Centre, c. 1944
- Ham Darroch, Resurface I, 2008
- Ruth Oliphant, Water cycle, 2011
- Kirstie Rea, Remnant rhythm, 2013
- Kevin Gilbert, Christmas Eve in the land of the dispossessed, 1968
- Kevin Gilbert, Eagles at bay, 1967
- Nicola Dickson, Bauer's Noisy Friarbird, 2011
- Doug Alexander, Lidded jar and Salt pig
- Janet DeBoos. Platter
- Jan Dunn, Vases x 2
- Ralph Jeffress, Platter with floral design of four blossoms
- Bernd Weiss & Rachel Taylor, Large dish and ladle
- Clare Martin, Museum of consumer follies 2, 2013
- Cathy Franzi, Canberra Bells #10, Ginninderra Peppercress #5, 2012
- Daniel Maginnity (Byrd), absence of imaginative engagement, 2012
- Daniel Maginnity (Byrd), elusive notions of inclusivity, 2012
- Centenary of Canberra collection
- Barber's chair from O'Brien's Hairdresser and Sports Store

Donations

- Stephanie Burns, Lola black, and Lola pink, 2000, donated by the artist
- Henri Le Grand, Bowl, c. mid-1960s, donated by Gabrielle Watt
- Jorg Schmeisser, collection of 60 prints, donated by Keiko Schmeisser
- Jude Rae, Interiors 2004-05 (12 works), donated by the artist
- G W Bot, Tree of life, 2009, donated by the artist
- Enid Williams, Basket, c. 1980, donated by Meredith Hinchliffe
- Latta Collection, donated by the Latta family
- Fletcher Jones Collection, donated by Lorelle Wilson on behalf of Fletcher Jones
- Kennedy Collection, donated by Chris Kennedy
- Dalziell Collection, donated by Mrs Rosamund Dalziell
- Wallace Collection, donated by Max Wallace
- Griffin Map, c. 1917, donated by ACT Government Environment and Sustainable Development Directorate
- Prototypes of the flag for the ACT, donated by ACT Legislative Assembly
- Canberra Capitals playing shirt 2009-10 season, donated by Lauren Jackson
- Lithographed maps entitled 'Environa/8th Division of the Canberra Freehold Estates', and 'Jervis Bay City Estate', donated by David Larcombe
- Moore Collection, donated by Sandra Moore

Note: In some cases the acquisition process was still being finalised as at 30 June 2013.

10. Major Funding, Sponsorship and Support

The CFC enjoyed the continuing support of Government agencies and of several major sponsors, as well as the assistance of many new donors and supporters during 2012-13. Without their generous support many of the CFC's performances, exhibitions, programs and events would not be possible.

Government Funding

ACT Government

Centenary of Canberra

Commonwealth Department of Regional Australia, Local Government, Arts and Sport Playing Australia – Commonwealth Government National Performing Arts Touring Support Program

Major Sponsors

Canberra Labor Club Community Sponsor

WIN TV Media Partner

Medina Accommodation Partner
Tosolini's Food to Go Opening Night Partner

Vision Australia Access Partner

Sponsors (Cash and/or in-kind support to the value of \$10,000 or more)

ACT Government – Land Development Agency

Donors (Donations to the value of \$10,000 or more)

G W Bot

Stephanie Burns

Meredith Hinchliffe

John and Rosanna Hindmarsh

Jude Rae

Keiko Schmeisser - from the Schmeisser estate

Supporters (Cash and/or in-kind support or donations up to the value of \$10,000)

666 ABC Radio

ABC Local Radio – Exhibition Partner

Academy of Interactive Entertainment - Exhibition Partner

ACT Government – Exhibition Partner

ACT Government – Education and Training Directorate

ACT Government - Environment and Sustainable Development Directorate

ACT Heritage

ACT Legislative Assembly

ACT Office for Women

Alison Alder

Avi Amesbury

Australian Government – Exhibition Partner

Australian National University – Exhibition Partner

Australian Poetry

Australiana Fund – Exhibition Partner

Suzy Balogh

Vivienne Binns

Richard Blackwell

Susie Bleach

G W Bot (Crhissie Grishin)

Julie Brooke

Russell Brown

Canberra Centenary - Exhibition Partner

Canberra City Band

Canberra Institute of Technology - Exhibition Partner

CAPO – Exhibition Partner

Naone Carrel

Hillary Charlesworth

Eleanor Cotterell

Country Women's Association

Craft ACT – Exhibition Partner

Jodie Cunningham

Karen Dace

Rosamund Dalziell

Louise Douglas

Harriet Elvin

Ashley Eriksmoen

Arron Fenning

Dr Elisabeth Findlay

Rosemary Follett

Fyshwick Self Storage

Pip Giovanelli

Anna Grey

George Gundry

Marion Halligan

Heather Henderson

Meredith Hinchliffe

Grea Hodae

Fiona Hooton

Karen Hussey

Stuart Huys

Lauren Jackson

Andrew Kay

Chris Kennedy

Robyn Kiddy

Elaine Lawson

Open Gardens Australia

David Larcombe

Latta family

Henri Le Grand

Dan Lorrimer

Annie McAppion

Anita McIntrye

George Main

Sandra Moore

Paul Murray

National Archives of Australia - Exhibition Partner

Lesley Pattinson

Greg Peters

Ione Peters

Sandi Plummer

Dr Gail Radford

Carole Radnedge St John's Ambulance SES Tuggeranong Unit Kerry Shepherdson Sing Australia Choir Smiths Road Fire Brigade Merryn Sommerville Chris Stamford Andrew Townsend Tuggeranong Valley Band Karen Tuhan University of Canberra – Exhibition Partner Rita van Haren Will van Weerdenburg Village Building Company Max Wallace **Ruth Waller** Dawn Waterhouse Mark Williams, Jelm Pastoral Lamb, Cootamundra Lorelle Wilson (on behalf of Fletcher Jones)

You Are Here - Exhibition Partner

11. Staff Development

CFC staff participated in a range of training/staff development/networking programs in 2012-13, including the following courses, programs and forums. Also refer to A.9.1.3 (c).

- Executive Assistant Network Congress
- Briefing session on Caretaker Period
- Childers Group Forum
- Canberra Business Council Pre-Election lunch
- Changes to the Work Health and Safety Act 2011
- RED Information session and training
- Whole of Government Introduction to Risk Management
- Working with Vulnerable People Legislation Regulated Activities
- Volunteering Essentials for Managers
- ACTPS Code of Conduct launch
- Technologies for Compliance and Team Efficiencies
- CPSU, National Leaders Convention
- Records Management training
- Museums Australia 2013 Conference, Conference Programming Sub-Committee, Organising Group, and Social Program Sub-Committee
- Museums Australia National Conference
- Museum Educators Network program, Snapshot : Twilight Forest Adventure
- Museum Educators Network program, Snapshot: Toulouse Lautrec
- Canberra Centenary Community Tapestry Project: Tapestry weaving workshop
- · Come Alive Festival, National Museum of Australia
- National Capital Exchange program Learning Symposium
- Photoshop Essentials
- Apple Mac workshop
- 25th Season of Open Gardens Australia
- Talking Water Symposium, CSIRO
- Burning Down the House effects of fire in stored collections
- Health and Safety Representatives course
- First Five Minutes Emergency Warden training
- First Five Minutes equipment training
- Fire and Evacuation training and debrief
- Manual Handling training

Cultural Facilities Corporation – 2012-2013 Annual Repo	Cultural Facilities (Corporation -	2012-2013	Annual	Repor
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Attachment 1 2012 – 13 Financial and Performance Statements





INDEPENDENT AUDIT REPORT CULTURAL FACILITIES CORPORATION

To the Members of the ACT Legislative Assembly

Report on the financial statements

The financial statements of the Cultural Facilities Corporation (the Corporation) for the year ended 30 June 2013 have been audited. These comprise the operating statement, balance sheet, statement of changes in equity, cash flow statement, statement of appropriation and accompanying notes.

Responsibility for the financial statements

The Governing Board of the Corporation is responsible for the preparation and fair presentation of the financial statements in accordance with the *Financial Management Act 1996*. This includes responsibility for maintaining adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and the accounting policies and estimates used in the preparation of the financial statements.

The auditor's responsibility

Under the *Financial Management Act 1996*, I am responsible for expressing an independent audit opinion on the financial statements of the Corporation.

The audit was conducted in accordance with Australian Auditing Standards to provide reasonable assurance that the financial statements are free of material misstatement.

I formed the audit opinion by performing audit procedures to obtain evidence about the amounts and disclosures in the financial statements. As these procedures are influenced by the use of professional judgement, selective testing of evidence supporting the amounts and other disclosures in the financial statements, inherent limitations of internal control and the availability of persuasive rather than conclusive evidence, an audit cannot guarantee that all material misstatements have been detected.

Although the effectiveness of internal controls is considered when determining the nature and extent of audit procedures, the audit was not designed to provide assurance on internal controls.

Level 4, 11 Moore Street, Canberra City, ACT 2601 | PO Box 275, Civic Square, ACT 2608 Telephone: 02 6207 0833 | Facsimile: 02 6207 0826 | Email: actauditorgeneral@act.gov.au

The audit is not designed to provide assurance on the appropriateness of budget information included in the financial statements or to evaluate the prudence of decisions made by the Corporation.

Electronic presentation of the audited financial statements

Those viewing an electronic presentation of the financial statements should note that the audit does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from this report. If users of the report are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting the audit.

Audit opinion

In my opinion, the financial statements of the Corporation for the year ended 30 June 2013:

- are presented in accordance with the Financial Management Act 1996, Australian Accounting Standards and other mandatory financial reporting requirements in Australia; and
- (ii) present fairly the financial position of the Corporation as at 30 June 2013 and the results of its operations and cash flows for the year then ended.

This audit opinion should be read in conjunction with other information disclosed in this report.

Bernie Sheville

Director, Financial Audits

30 August 2013

Cultural Facilities Corporation Financial Statements For the Year Ended 30 June 2013

Statement of Responsibility

In my opinion, the financial statements are in agreement with the Cultural Facilities Corporation's accounts and records and fairly reflect the financial operations of the Cultural Facilities Corporation for the year ended 30 June 2013 and the financial position of the Cultural Facilities Corporation on that date.

John Hindmarsh

Chairman

Cultural Facilities Corporation

|S^{||}July 2013

Cultural Facilities Corporation Financial Statements For the Year Ended 30 June 2013

Statement by the Chief Finance Officer

In my opinion, the financial statements have been prepared in accordance with generally accepted accounting principles, and are in agreement with the Cultural Facilities Corporation's accounts and records and fairly reflect the financial operations of the Cultural Facilities Corporation for the year ended 30 June 2013 and the financial position of the Cultural Facilities Corporation on that date.

lan (Tidy

Chief Finance Officer

Cultural Facilities Corporation

July 2013

Cultural Facilities Corporation Operating Statement For the Year Ended 30 June 2013

	Note No.	Actual 2013 \$	Original Budget 2013 \$	Actual 2012 \$
Income		·	·	
Revenue				
Government Payment for Outputs Grants, Donations and	4	7,835,000	7,835,000	7,435,000
Sponsorships Venue Hire, External Ticket Sales	5	791,902	590,000	544,604
and Associated Revenue	5	4,204,532	3,486,000	3,921,971
Internal Ticket Sales	5	1,194,519	1,280,000	1,337,855
Entry Fees		79,124	80,000	79,771
Sale of Products		14,981	15,000	12,643
Resources Received Free of Charge	5	36,203	39,000	25,497
Other Revenue	5	38,214	36,000	26,181
Other Gains	5	4,284	-	556,802
Interest	5	52,491	70,000	90,663
Total Income		14,251,250	13,431,000	14,030,987
Expenses				
Employee Expenses	7	6,708,198	6,308,000	6,277,685
Superannuation Expenses	8	735,337	783,000	676,947
Advertising and Marketing	6	302,649	300,000	365,402
Production Costs and Royalties Museum and Gallery Exhibition and	6	1,430,782	1,200,000	1,212,590
Program Costs		162,785	160,000	143,679
Rent	6	1,340,666	1,340,000	1,340,712
Depreciation and Amortisation	6	1,980,285	2,013,000	1,840,288
Supplies and Services	6	3,115,262	3,088,000	3,127,677
Rates and Taxes		109,123	86,000	90,352
Total Expenses		15,885,087	15,278,000	15,075,332
Operating (Deficit)		(1,633,837)	(1,847,000)	(1,044,345)
Other Comprehensive Income Items that will not be reclassified subsequently to profit or loss Increase in the Asset Revaluation				
Surplus Total Other Comprehensive	20	194,767		
Income		194,767		
Total Comprehensive (Deficit)		(1,439,070)	(1,847,000)	(1,044,345)

The above Operating Statement should be read in conjunction with the accompanying notes.

Cultural Facilities Corporation Operating Statement - Continued For the Year Ended 30 June 2013

The Cultural Facilities Corporation only has one output class and as such the above Operating Statement is also the Corporation's Operating Statement for the Cultural Facilities Management Output Class. As a result, a separate output class Operating Statement and Summary of Cultural Facilities Corporation's Output Classes has not been included in these financial statements.

Cultural Facilities Corporation Balance Sheet As at 30 June 2013

	Note No.	Actual 2013 \$	Original Budget 2013 \$	Actual 2012 \$
CURRENT ASSETS				
Cash	13	567,730	410,000	472,851
Receivables	9	504,187	385,000	578,134
Inventories	-	15,602	17,000	20,262
Other	10	136,207	147,000	149,629
Total Current Assets		1,223,726	959,000	1,220,876
NON CURRENT ACCETS				
NON-CURRENT ASSETS	11	45 004 444	45 550 000	46 407 402
Land and Buildings	11 11	45,981,111 5,140,899	45,550,000 4,850,000	46,197,103 5,085,928
Plant and Equipment Art and Social History Collections	11	3,978,164	3,740,000	3,754,777
Intangible Assets	12	226,267	255,000	356,033
Total Non-Current Assets	12	55,326,441	54,395,000	55,393,841
Total Non-Cullent Assets		33,320,441	34,333,000	33,333,041
Total Assets		56,550,167	55,354,000	56,614,717
CURRENT LIABILITIES				
Payables	· 14	508,991	618,000	591,722
Finance Leases	18	36,703	49,000	42,729
Employee Benefits	15	1,236,671	1,309,000	1,296,963
Lease Incentive Liability	17	51,894	51,894	51,894
Revenue in Advance	16	308,201	142,106	220,326
Total Current Liabilities		2,142,460	2,170,000	2,203,634
NON CURRENT LIABILITIES				
NON-CURRENT LIABILITIES	40	20.442	27.000	40.700
Finance Leases	18 15	29,442	27,000	12,738
Employee Benefits Lease Incentive Liability	17	199,518 172,968	149,000 173,000	173,634 224,862
Total Non-Current Liabilities	17	401,928	349,000	411,234
Total Non-Current Liabilities		401,920	349,000	411,234
Total Liabilities		2,544,388	2,519,000	2,614,868
Net Assets		54,005,779	52,835,000	53,999,849
F-0.11170.4				
EQUITY		00 450 050	00 004 000	00 000 007
Accumulated Funds	20	29,150,050	28,224,000	29,338,887
Asset Revaluation Surplus	20	24,805,729	24,611,000	24,610,962
Other Reserve	20	50,000		50,000
Total Equity		54,005,779	52,835,000	53,999,849

The above Balance Sheet should be read in conjunction with the accompanying notes.

Cultural Facilities Corporation Statement of Changes in Equity For the Year Ended 30 June 2013

	Note No.	Accumulated Funds Actual 2013 \$	Asset Revaluation Surplus Actual 2013 \$	Other Reserve Actual 2013 \$	Total Equity Actual 2013 \$	Original Budget 2013 \$
Balance at the Beginning of the Reporting Period		29,338,887	24,610,962	50,000	53,999,849	53,237,000
Comprehensive Income Operating (Deficit) Increase in the Asset Revaluation		(1,633,837)	-		(1,633,837)	(1,847,000)
Surplus	20	-	194,767	_	194,767	-
Total Comprehensive (Deficit)/Income		(1,633,837)	194,767	_	(1,439,070)	(1,847,000)
Transactions Involving Owners Affecting Accumulated Funds						
Capital Injections		1,445,000	_	-	1,445,000	1,445,000
Total Transactions Involving Owners Affecting Accumulated					4.45.000	4 445 000
Funds		1,445,000	-	-	1,445,000	1,445,000
Balance at the End of the Reporting						ED 005 000
Period		29,150,050	24,805,729	50,000	54,005,779	52,835,000

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Cultural Facilities Corporation Statement of Changes in Equity - Continued For the Year Ended 30 June 2013

	Note No.	Accumulated Funds Actual 2012 \$	Asset Revaluation Surplus Actual 2012 \$	Other Reserve Actual 2012 \$	Total Equity Actual 2012 \$
Balance at the Beginning of the Reporting Period		29,350,232	24,610,962		53,961,194
Comprehensive Income Operating (Deficit) Increase in the Asset Revaluation Surplus		(1,044,345)	-	-	(1,044,345)
Total Comprehensive (Deficit)	-	(1,044,345)		-	(1,044,345)
Transactions Involving Owners Affecting Accumulated Funds Capital Injections Transfer to Theatre Programming		1,083,000		-	1,083,000
Reserve Total Transactions Involving Owners Affecting Accumulated Funds	20 _	(50,000)	-	50,000	1,083,000
Balance at the End of the Reporting Period	-	29,338,887	24,610,962	50,000	53,999,849

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Cultural Facilities Corporation Cash Flow Statement For the Year Ended 30 June 2013

Note No.	Actual 2013 \$	Original Budget 2013 \$	Actual 2012 \$
Cash Flows from Operating Activities			
Receipts Government Payments for Outputs User Charges and Other Interest Goods and Services Tax Input Tax Credits from the Australian Taxation Office Goods and Services Tax Collected from Customers	7,835,000 6,278,683 52,491 353,058 467,048	7,835,000 5,499,000 70,000 244,000 267,000	7,435,000 5,765,423 90,663 338,745 419,753
Total Receipts from Operating Activities	14,986,280	13,915,000	14,049,584
Payments Salary and Related Operating Goods and Services Tax Paid to Suppliers Total Payments from Operating Activities	(7,477,944) (6,528,254) (806,030) (14,812,228)	(7,044,000) (6,137,000) (515,000) (13,696,000)	(6,741,249) (6,231,355) (720,141) (13,692,745)
Net Cash Inflows from Operating Activities 19	174,052	219,000	356,839
Cash Flows from Investing Activities			
Receipts Proceeds from Sale of Property, Plant and Equipment Total Receipts from Investing Activities	16,364 16,364		
Payments Purchase of Property, Plant and Equipment Total Payments from Investing Activities Net Cash (Outflows) from Investing Activities		(1,595,000) (1,595,000) (1,595,000)	(1,231,810) (1,231,810) (1,231,810)

Cultural Facilities Corporation Cash Flow Statement - Continued For the Year Ended 30 June 2013

	Note	Actual 2013 \$	Original Budget 2013 \$	Actual 2012 \$
Cash Flows from Financing Activities				
Receipts Capital Injections		1,445,000	1,445,000	1,083,000
Total Receipts from Financing Activities		1,445,000	1,445,000	1,083,000
Payments Repayment of Finance Leases Total Payments from Financing		(28,518)	(6,000)	(24,583)
Activities		(28,518)	(6,000)	(24,583)
Net Cash Inflows from Financing Activities		1,416,482	1,439,000	1,058,417
Net Increase in Cash and Cash Equivalents		94,879	63,000	183,446
Cash and Cash Equivalents at the Beginning of the Reporting Period		472,851	347,000	289,405
Cash and Cash Equivalents at the End of the Reporting Period	19	567,730	410,000	472,851

The above Cash Flow Statement should be read in conjunction with the accompanying notes.

Cultural Facilities Corporation Statement of Appropriation For the Year Ended 30 June 2013

	Note No.	Original Budget 2013 \$	Total Appropriated 2013 \$	Appropriation Drawn 2013 \$	Appropriation Drawn 2012 \$
Government Payment for Outputs Capital Injections	21	7,835,000 1,445,000	7,835,000 1,445,000	7,835,000 1,445,000	7,435,000 1,083,000
Total Appropriation		9,280,000	9,280,000	9,280,000	8,518,000

The above Statement of Appropriation should be read in conjunction with the accompanying notes.

Column Heading Explanations

The *Original Budget* column shows the amounts that appear in the Cash Flow Statement in the Budget Papers. This amount also appears in the Cash Flow Statement.

The *Total Appropriated* column is inclusive of all appropriation variations occurring after the Original Budget.

The *Appropriation Drawn* is the total amount of appropriation received by the CFC during the year. This amount appears in the Cash Flow Statement.

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NOTE 1 OBJECTIVES OF THE CULTURAL FACILITIES CORPORATION

The Cultural Facilities Corporation (CFC) was established under the *Cultural Facilities Corporation Act 1997.* It manages the following major cultural assets:

- the Canberra Theatre Centre;
- the Canberra Museum and Gallery;
- the Nolan Collection; and
- three Historic Places (Lanyon, Calthorpes' House, and Mugga-Mugga).

The mission statements for the CFC itself and for its two program divisions are as follows.

Mission for the Cultural Facilities Corporation

To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity.

Mission for the Canberra Theatre Centre

To be Canberra's leading performing arts centre.

Mission for ACT Museums and Galleries

To engage our community by presenting Canberra's stories, diverse visual culture and heritage.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The Financial Management Act 1996 (FMA) requires the preparation of annual financial statements for Territory Authorities.

The FMA and the *Financial Management Guidelines* issued under the Act, requires a Territory Authority's financial statements to include:

- (i) an Operating Statement for the year;
- (ii) a Balance Sheet at the end of the year;
- (iii) a Statement of Changes in Equity for the year;
- (iv) a Cash Flow Statement for the year;
- (v) a Statement of Appropriation for the year;
- (vi) a summary of the significant accounting policies adopted for the year; and
- (vii) such other statements as are necessary to fairly reflect the financial operations of the CFC during the year and its financial position at the end of the year.

These general-purpose financial statements have been prepared to comply with 'Generally Accepted Accounting Principles' (GAAP) as required by the FMA. The financial statements have been prepared in accordance with:

- (i) Australian Accounting Standards; and
- (ii) ACT Accounting and Disclosure Policies.

The financial statements have been prepared using the accrual basis of accounting, which recognises the effects of transactions and events when they occur. The financial statements have also been prepared according to the historical cost convention, except for assets which were valued in accordance with the (re)/valuation policies applicable to the CFC during the reporting period.

As at 30 June 2013, the CFC's current assets are insufficient to meet its current liabilities. However this is not considered a liquidity risk as its cash needs are significantly funded through appropriation from the ACT Government on a cash-needs basis. This is consistent with the whole-of-government cash management regime which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

These financial statements are presented in Australian dollars, which is the CFC's functional currency.

The CFC is an individual reporting entity.

(b) The Reporting Period

These financial statements state the financial performance, changes in equity and cash flows of the CFC for the year ending 30 June 2013 together with the financial position of the CFC as at 30 June 2013.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Comparative Figures

Budget Figures

The *Financial Management Act 1996* requires the statements to facilitate a comparison with the Statement of Intent. Budget information provided for 2012-13 matches the budget information contained in the CFC's Statement of Intent.

Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for all amounts reported in the financial statements, except where an Australian Accounting Standard does not require comparative information to be disclosed.

Where the presentation or classification of items in the financial statements is amended, the comparative amounts have been reclassified where practical. Where a reclassification has occurred, the nature, amount and reason for the reclassification is provided.

(d) Rounding

All amounts in the financial statements have been rounded to the nearest dollar. The use of "-" represents zero amounts or amounts rounded down to zero.

(e) Revenue Recognition

Revenue is recognised at the fair value of the consideration received or receivable in the Operating Statement. All revenue is recognised to the extent that it is probable that the economic benefits will flow to the CFC and the revenue can be reliably measured. In addition the following specific recognition criteria must also be met before revenue is recognised:

Sale of Goods

Revenue from the sale of goods is recognised as revenue when the significant risks and rewards of ownership of the goods has been transferred to the buyer, the CFC retains neither continuing managerial involvement nor effective control over the goods sold and the costs incurred in respect of the transaction can be measured reliably.

Rendering of Services

Revenue from the rendering of services is recognised when the stage of completion of the transaction at the reporting date can be measured reliably and the costs of rendering those services can be measured reliably.

Grants. Donations and Sponsorships

All donations, grants and sponsorships are recognised to the extent that it is probable that the economic benefits will flow to the CFC and the revenue can be reliably measured. Donations of works of art with a value greater than \$22,000 require approval by the CFC's Board. Donations of works of art with a value less than \$22,000 require approval by the Director, ACT Museums and Galleries.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(e) Revenue Recognition - Continued

Interest

Interest revenue is recognised using the effective interest method.

(f) Resources Received Free Of Charge

Resources Received Free of Charge are recorded as revenue and expenses in the Operating Statement at fair value. The revenue is separately disclosed under resources received free of charge, with the expense being recorded in the line item to which it relates. Goods and services received free of charge from ACT Government agencies are recorded as Resources Received Free of Charge, whereas goods and services received free of charge from entities external to the ACT Government are recorded as donations. Services that are received free of charge are only recorded in the Operating Statement if they can be reliably measured and would have been purchased if not provided to the CFC free of charge.

(g) Repairs and Maintenance

The CFC undertakes cyclical maintenance on its buildings, and plant and equipment. Where the maintenance leads to an upgrade of the asset, and increases the service potential of the existing building or plant and equipment, the expenses are capitalised. Maintenance expenses which do not increase the service potential of the asset are expensed.

(h) Current and Non-Current Items

Assets and liabilities are classified as current or non-current in the Balance Sheet and in the relevant notes. Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Liabilities are classified as current where they are due to be settled within 12 months after the reporting date or the CFC does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Assets or liabilities which do not fall within the current classification are classified as non-current.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Impairment of Assets

The CFC assesses, at each reporting date, whether there is any indication that an asset may be impaired. Assets are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Any resulting impairment losses for land, buildings, plant and equipment, and community and heritage assets are recognised as a decrease in the available Asset Revaluation Surplus relating to these classes of assets. Where the impairment loss is greater than the balance in the Asset Revaluation Surplus for the relevant class of assets, the difference is expensed in the Operating Statement.

An impairment loss is the amount by which the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of 'fair value less cost to sell' and its 'value in use'. An asset's 'value in use' is its depreciated replacement cost, where the asset would be replaced if the CFC were deprived of it. Non-financial assets that have previously been impaired are reviewed for possible reversal of impairment at each reporting date.

(i) Cash and Cash Equivalents

For the purposes of the Cash Flow Statement and the Balance Sheet, cash includes cash at bank, cash on hand and demand deposits. Cash equivalents include any short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

NOTE 2 SUMMARY OF SIGIFICANT ACCOUNTING POLICIES (CONTINUED)

(k) Receivables

Accounts receivable (including trade debtors and other receivables) are initially recognised at fair value and are subsequently measured at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement.

Trade debtors arise in the normal course of selling goods and services to other agencies and to the public. Trade debtors are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Other receivables arise outside the normal course of selling goods and services to other agencies and to the public. Other receivables are payable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

The allowance for impairment losses represents the amount of trade debtors and other receivables the CFC estimates will not be repaid. The allowance for impairment losses is based on objective evidence and a review of overdue balances. The CFC considers the following is objective evidence of impairment:

- · becoming aware of financial difficulties of debtors;
- · default payments; or
- · debts more than 90 days overdue.

The amount of the allowance is the difference between the asset's carrying amount and the present value of the estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of the discounting is immaterial. The amount of the allowance is recognised in the Operating Statement. The allowance for impairment losses is written back against the receivables account when the CFC ceases action to collect the debt.

Receivables that have been renegotiated because they are past due or impaired are accounted for based on the renegotiated terms.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(I) Acquisition and Recognition of Property, Plant and Equipment

Property, plant and equipment are initially recorded at cost. Cost includes the purchase price, directly attributable costs and the estimated cost of dismantling and removing the item (where, upon acquisition, there is present obligation to remove the item).

Where property, plant and equipment is acquired at no cost, or minimal cost, cost is its fair value as at the date of acquisition.

Where payment for property, plant and equipment is deferred beyond normal credit terms, the difference between its cash price equivalent and the total payment is measured as interest over the period of credit. The discount rate used to calculate the cash price equivalent is an asset specific rate.

Property, plant and equipment with a minimum value of \$2,000 is capitalised.

(m) Measurement of Property, Plant and Equipment and Intangibles Assets After Initial Recognition

Property, plant and equipment and intangible assets are valued using the cost or revaluation model of valuation. Land, buildings, art and social history collections, plant and equipment and intangible assets are measured at fair value.

Fair value is the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction. Fair value is measured using market based evidence for that asset (or a similar asset), as this is the best evidence of an asset's fair value. Where the market price for an asset cannot be obtained, because the asset is specialised and is rarely sold, depreciated replacement cost is used as fair value.

Fair value for land and buildings is measured using current prices in a market for similar properties in a similar location and condition. Fair value for art and social history collections is measured using a market price where there is a market for the same or similar item. Fair value of plant and equipment and intangible assets is measured using current prices in a market for similar items in similar condition.

Land, buildings, art and social history collections, plant and equipment and intangible assets are revalued every three years. However, if at any time management considers that the carrying amount of an asset materially differs from its fair value, then the asset will be revalued regardless of when the last valuation took place. Any accumulated depreciation relating to buildings, and community and heritage assets at the date of revaluation is written back against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

The cost of plant and equipment comprises the purchase price, any directly attributable costs, and the initial estimate of the costs of dismantling and removing the plant and equipment and restoring the site on which it is located.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(n) Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. Cost comprises the purchase price of inventories as well as transport, handling and other costs directly attributable to the acquisition of inventories. Trade discounts, rebates and other similar methods are deducted in determining the cost of purchase. The cost of inventories is assigned using the first-in, first-out method.

Net realisable value is determined using the estimated sales proceeds less costs incurred in marketing, selling and distribution to customers.

(o) Intangible Assets

The CFC's intangible assets are comprised of externally acquired software and websites for internal use.

Externally acquired software is recognised and capitalised when:

- (a) it is probable that the expected future economic benefits that are attributable to the software will flow to the CFC;
- (b) the cost of the software can be measured reliably; and
- (c) the acquisition cost is equal to or exceeds \$50,000.

Capitalised software has a finite useful life. Software is amortised on a straight-line basis over its useful life, over a period not exceeding 10 years.

Intangible Assets are initially measured at cost.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(p) Depreciation and Amortisation of Non-Current Assets

Non-current assets with a limited useful life are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. The useful life commences when an asset is ready for use. When an asset is revalued it is depreciated/amortised over its newly assessed remaining useful life. Amortisation is used in relation to intangible assets and depreciation is applied to physical assets such as buildings and plant and equipment.

Land and art and social history collection assets have an unlimited useful life and are therefore not depreciated.

Motor vehicles under a finance lease are depreciated over the estimated useful life of each asset, or the unexpired period of the relevant lease, whichever is the shorter.

All depreciation is calculated after first deducting any residual values which remain for each asset.

Depreciation/amortisation for non-current assets is determined as follows:

Class of Assets	Depreciation Method	Useful Life (Years)
Buildings	Straight Line	7 – 46
Plant and Equipment	Straight Line	5 - 10
Intangibles	Straight Line	3 - 5
Motor Vehicles under a Finance Lease	Straight Line	1 - 4

Land improvements are included with buildings.

The useful lives of all major assets held are reassessed on an annual basis.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Payables

Payables are a financial liability and are measured at the fair value of the consideration received when initially recognised and at amortised cost subsequent to initial recognition, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are normally settled within 30 days after the invoice date.

Payables include Creditors and Accrued Expenses.

Creditors represent the amounts owing for goods and services received prior to the end of the reporting period and unpaid at the end of the reporting period and relating to the normal operations of the CFC.

Accrued expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received by period end.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(r) Employee Benefits

Employee benefits include wages and salaries, annual leave, annual leave loading, long service leave and applicable on-costs. On-costs include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual and long service leave. These benefits accrue as a result of services provided by employees up to the reporting date that remain unpaid. They are recorded as a liability and an expense.

Wages and Salaries

Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

Annual and Long Service Leave

Annual leave and long service leave that fall due wholly within the next 12 months are measured based on the estimated amount of remuneration payable when the leave is taken.

Annual and long service leave including applicable on-costs that do not fall due within the next 12 months are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At each reporting period end, the present value of future payments is calculated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows. In 2012-13, the rate used to estimate the present value of these future payments is 101.3% (106.6% in 2011-12).

The long service leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of 7 years of qualifying service, the probability that employees will reach the required minimum period has been taken into account when estimating the provision for long service leave and the applicable on-costs.

The provision for annual leave and long service leave includes estimated on-costs. As these on-costs only become payable if the employee takes annual and long service leave while in-service, the probability that employees will take annual and long service leave while in-service has been taken into account in estimating the liability for on-costs.

Annual leave and long service leave liabilities are classified as current liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. However, where there is an unconditional right to defer settlement of the liability for at least 12 months, annual leave and long service leave have been classified as a non-current liability in the Balance Sheet.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(s) Superannuation

The CFC receives funding for superannuation payments as part of the Government Payment for Outputs. The CFC then makes payments on a fortnightly basis to the Territory Banking Account to cover the CFC's superannuation liability for the Commonwealth Superannuation Scheme (CSS) and the Public Sector Superannuation Scheme (PSS). This payment covers the CSS/PSS employer contribution but does not include the productivity component. The productivity component is paid directly to ComSuper by the CFC. The CSS and the PSS are defined benefit superannuation plans meaning that the defined benefits received by employees of the CFC are based on the employee's years of service and average final salary.

Superannuation payments have also been made directly to superannuation funds for those members of the public sector who are part of superannuation accumulation schemes. This includes the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice.

Superannuation employer contribution payments, for the CSS and the PSS, are calculated by taking the salary level at an employee's anniversary date and multiplying it by the actuarially assessed nominal CSS or PSS employer contribution rate for each employee of the CFC. The productivity component payments are calculated by taking the salary level, at an employee's anniversary date and multiplying it by the employer contribution rate (approximately 3%) for each employee. Superannuation payments for the PSSAP are calculated by taking the salary level, at an employee's anniversary date, and multiplying it by the employer contribution rate. Superannuation payments for fund of choice arrangements are calculated by taking an employee's salary each pay and multiplying it by the appropriate employer contribution rate.

A superannuation liability is not recognised in the Balance Sheet as the Superannuation Provision Account recognises the total Territory superannuation liability for the CSS and PSS, and ComSuper and the external schemes recognise the superannuation liability for the PSSAP and other schemes respectively.

The ACT Government is liable for the reimbursement of the emerging costs of benefits paid each year to members of the CSS and the PSS in respect of the ACT Government Service provided after 1 July 1989. These reimbursement payments are made from the Superannuation Provision Account.

(t) Equity Contributed by Government

Contributions made by the Government through its role as owner of the CFC are treated as contributions of equity.

(u) Insurance

Major risks are insured through the ACT Insurance Authority. The excess payable, under this arrangement, varies depending on each class of insurance held.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(v) Leases

The CFC has entered into finance leases and operating leases.

Finance Leases

Finance leases effectively transfer to the CFC substantially all the risks and rewards incidental to ownership of the assets under a finance lease. The title may or may not eventually be transferred. Finance leases are initially recognised as an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, each being determined at the inception of the lease. The discount rate used to calculate the present value of the minimum lease payments is the interest rate implicit in the lease. Assets under a finance lease are depreciated over the shorter of the asset's useful life and lease term. Leased assets are depreciated on a straight line basis. The depreciation is calculated after first deducting any residual values which remain for each leased asset. Each lease payment is allocated between interest expense and reduction of the lease liability. Lease liabilities are classified as current and non-current.

Operating Leases

Operating leases do not effectively transfer to the CFC substantially all the risks and rewards incidental to ownership of the asset under an operating lease. Operating lease payments are recorded as an expense in the Operating Statement on a straight-line basis over the term of the lease.

The CFC's accommodation lease incentive liability is an operating lease and is being reduced on a straight-line basis over the lease term (20 years).

(w) Borrowing Costs

Borrowing costs are expensed in the period in which they are incurred.

(x) Significant Accounting Judgement and Estimates

In the process of applying the accounting policies listed in this note, the CFC has made the following judgements and estimates that have the most significant impact on the amounts recorded in the financial statements:

Fair Value of Assets

The CFC has made a significant judgement regarding the fair value of its assets. Land and buildings have been recorded at the market value of similar properties as determined by an independent valuer. In some circumstances, buildings that are purpose built may in fact realise more or less in the market. Some art and social history collection assets have been recorded at the market value of similar items as determined by an independent valuer.

Employee Benefits

Significant judgements have been applied in estimating the liability for employee benefits. The estimated liability for employee benefits requires a consideration of the future wage and salary levels, experience of employee departures and periods of service. The estimate also includes an assessment of the probability that employees will

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(x) Significant Accounting Judgement and Estimates –(Continued)

Employee Benefits - Continued

meet the minimum service period required to qualify for long service leave and that oncosts will become payable.

Further information on this estimate is provided in Note 2(r) Employee Benefits and Note 3 Change in Accounting Estimates.

Estimation of the Useful Lives of Property, Plant and Equipment

The CFC has made a significant estimate in determining the useful lives of its property, plant and equipment. The estimation of useful lives of property, plant and equipment has been based on historical experience of similar assets. The useful lives are assessed on an annual basis and any adjustments are made when considered necessary.

Further disclosure concerning an asset's useful life can be found at Note 2(p) Depreciation and Amortisation of Non-Current Assets.

(y) Other Reserve - Theatre Programming Reserve

The Theatre Programming Reserve provides for fluctuations in working capital due to the volatile nature of the performing arts industry and to offset the financial risks associated with major theatre programming ventures for the Canberra Theatre Centre. It is CFC policy to set aside an equivalent cash balance to support this reserve.

(z) Transactions arising from Auspice Arrangements

Funds received on behalf of a third party under an auspice arrangement are not included in the financial statements of the CFC as these funds are not under CFC control and therefore cannot be used by the CFC for its purposes. The expenditure of these funds is undertaken at the direction of the external entity to achieve its purposes and is also excluded from the financial statements.

The CFC received \$162,763 from the Chief Minister and Treasury Directorate under an auspice arrangement for *You Are Here 2013*. This revenue and corresponding expenditure have been excluded from the financial statements.

(aa) Impact of Accounting Standards Issued but not yet to be Applied

The following new and revised accounting standards and interpretations have been issued by the Australian Accounting Standards Board but do not apply to the current reporting period. These standards and interpretations are applicable to future reporting periods. The CFC does not intend to adopt these standards and interpretations early. Where applicable, these Australian Accounting Standards will be adopted from their application date. It is estimated that the effect of adopting the below pronouncements, when applicable, will have no material financial impact on the CFC in future reporting periods:

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(aa) Impact of Accounting Standards Issued but not yet to be Applied – (Continued)

- AASB 9 Financial Instruments (application date 1 January 2015);
- AASB 13 Fair Value Measurement (application date 1 January 2013);
- AASB 119 Employee Benefits (application date 1 January 2013);
- AASB 1055 Budgetary Reporting (application date 1 July 2014);
- AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19, & 127] (application date 1 January 2015);
- AASB 2011-4 Amendments to Australian Accounting Standards to Remove Individual Key Management Personnel Disclosure Requirements [AASB 124] (application date 1 July 2013);
- AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 101, 107, 112, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132] (application date 1 January 2013);
- AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & AASB 2011-8 and Interpretation 14] (application date 1 January 2013);
- AASB 2012-2 Amendments to Australian Accounting Standards Disclosures –
 Offsetting Financial Assets and Financial Liabilities [AASB 7 & 132] (application date
 1 January 2013);
- AASB 2012-3 Amendments to Australian Accounting Standards Offsetting Financial Assets and Financial Liabilities [AASB 132] (application date 1 January 2014);
- AASB 2012-5 Amendments to Australian Accounting Standards arising from Annual Improvements 2009-2011 Cycle [AASB 1, 101, 116, 132, & 134 and Interpretation 2] (application date 1 January 2013);
- AASB 2012-6 Amendments to Australian Accounting Standards Mandatory Effective Date AASB 9 and Transition Disclosures [AASB 9, AASB 2009-11, AASB 2010-7 & AASB 2011-8] (application date 1 January 2013); and
- AASB 2012-10 Amendments to Australian Accounting Standards Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Interpretation 12] (application date 1 January 2013).

NOTE 3 CHANGE IN ACCOUNTING ESTIMATES

Change in Accounting Estimates

Revision of Estimation the Employee Benefit Liability

As disclosed in Note 2(r) - *Employee Benefits* annual leave and long service leave, including applicable on-costs, which do not fall due within the next 12 months, are measured at the present value of estimated payments to be made in respect of services provided by employees up to the reporting date. The present value of future payments is estimated using the government bond rate.

Last financial year the present value rate was 106.6%, however, due to a change in the government bond rate the rate is now 101.3%.

As such the estimate of the long service leave liability has changed. This change has resulted in an decrease to the estimate of the long service leave liability and expense in the current reporting period of \$34,215.

NOTE 4 GOVERNMENT PAYMENT FOR OUTPUTS

Government Payment for Outputs (GPO) is revenue received from the ACT Government to fund the costs of delivering outputs. The ACT Government pays GPO appropriation on a fortnightly basis.

a totalignary sacres	2013 \$	2012 \$
Government Payment for Outputs	7,835,000	7,435,000

The increase in GPO is mainly due to revised indexation, revised wage parameters and new initiative funding.

NOTE 5 REVENUE

REVENUE	2013 \$	2012 \$
Grants, Donations and Sponsorships		
Grants ^a	505,829	477,259
Donations ^b	245,164	57,345
Sponsorships ^c	40,909	10,000
Total Grants, Donations and Sponsorships	791,902	544,604

- a. The increase in grants revenue is due to additional Commonwealth funding received for a project to digitise the Nolan Collection over two financial years commencing in 2012-13.
- ^{b.} The increase in donations is mainly due to an increase in the number of works of art donated to the CFC in 2012-13 compared to 2011-12.
- ^{c.} The increase in sponsorships is mainly due to an increase in sponsorship for exhibitions celebrating the Centenary of Canberra.

	2013 \$	2012 \$
Venue Hire, External Ticket Sales And Associated		
Revenue		
Venue Hire ^d	2,104,172	1,739,310
Box Office ^e	1,008,540	1,138,475
Front of House	623,002	606,294
Rent	468,818	437,892
Total Venue Hire, External Ticket Sales and Associated		
Revenue	4,204,532	3,921,971

- d. The increase in venue hire revenue is a result of the increase in number of external hirers using the facilities of the Canberra Theatre Centre in 2012-13.
- e. The decrease in box office revenue reflects lower returns from ticketing revenue streams as a result of the lower number of ticket sales in 2012-13.

NOTE 5 REVENUE (CONTINUED)

	2013 \$	2012 \$
Internal Ticket Sales	·	•
Internal Ticket Sales	1,194,519	1,337,855
Total Internal Ticket Sales	1,194,519	1,337,855

The decrease in internal ticket sales reflects lower volumes of ticket sales for programming activity in the Canberra Theatre Centre in 2012-13.

	2013 \$	2012 \$
Resources Received Free of Charge	•	
Legal Services	36,203	25,497
Total Resources Received Free of Charge	36,203	25,497

The increase in resources received free of charge is mainly due to the complexity of some of the issues on which legal advice was requested of the ACT Government Solicitor in 2012-13.

	2013 \$	2012 \$
Other Revenue Sundry Revenue	38,214	26,181
Total Other Revenue	38,214	26,181
Other Gains		
Gain on Sale of Asset	4,284	
Assets Received at no Cost		556,802
Total Other Gains	4,284	556,802

The decrease in assets received at no cost is due to the CFC not receiving any assets at no cost during 2012-13.

	2013 \$	2012 \$
Interest		
Interest Revenue from Bank	52,491	90,663
Total Interest	52,491	90,663

The decrease in interest revenue is mainly due to the decrease in interest rates during 2012-13.

NOTE 6 EXPENSES

EXPENSES	2013 \$	2012 \$
Advertising and Marketing Advertising and Marketing Total Advertising and Marketing	302,649 302,649	365,402 365,402
Production Fees, Costs and Royalties Production Fees and Costs Royalties Total Production Fees, Costs and Royalties	1,319,762 111,020 1,430,782	1,081,098 131,492 1,212,590

The increase in Production Fees and Costs reflects higher volumes of shared risk activity (where the revenues and expenses of a production are shared with a company or promoter) in the Canberra Theatre Centre in 2012-13. The decrease in Royalties reflects a decrease of programming activity in the Canberra Theatre Centre in 2012-13.

	2013 \$	2012 \$
Rent Rental Payments Less: Amortised Lease Incentive Liability Total Rent	1,392,560 (51,894) 1,340,666	1,392,606 (51,894) 1,340,712
Supplies and Services Supplies and Administration Building Repairs and Maintenance Equipment Repairs and Maintenance Utilities Cleaning and Caretaking Communication Postage, Printing and Stationery Bank Charges and Merchant Fees Borrowing Costs Write off Non-Current Assets a	1,021,262 300,015 112,803 528,098 359,520 604,270 60,222 112,487 3,285 13,300	1,029,542 379,481 114,282 453,104 323,238 644,758 64,405 114,630 4,237
Total Supplies and Services	3,115,262	3,127,677

The Write off Non-Current Assets in 2012-13 is due to five assets being assessed as being impaired.

NOTE 6 EXPENSES (CONTINUED) Depreciation and Amortisation	2013 \$	2012 \$
Depreciation Plant and Equipment Buildings Total Depreciation	620,842 1,229,677 1,850,519	521,773 1,188,748 1,710,521

 Amortisation
 129,766
 129,767

 Intangible Assets
 129,766
 129,767

 Total Amortisation
 129,766
 129,767

Total Depreciation and Amortisation 1,980,285 1,840,288

The increase in depreciation for plant and equipment and buildings is due to additional depreciation on the asset additions acquired during 2012-13.

NOTE 7 EMPLOYEE EXPENSES

	2013	2012
	\$	\$
Wages and Salaries	5,963,222	5,698,211
Annual Leave Expense	155,450	37,391
Long Service Leave Expense	107,020	126,892
Payroll Tax	349,354	319,369
Workers' Compensation Insurance Premium	133,152	95,822
Total Employee Expenses	6,708,198	6,277,685

The increase in employee expenses is mainly due to: higher salary levels resulting from Enterprise Bargaining Agreement pay increases; salary costs relating to higher volumes of venue hire at the Canberra Theatre Centre; and salary costs of a number of staff on maternity leave.

NOTE 8 SUPERANNUATION EXPENSES

	2013 \$	2012 \$
Superannuation Contributions to the Territory Banking	•	
Account	339,361	304,548
Productivity Benefit	46,704	46,255
Superannuation Payment to ComSuper (for the PSSAP)	31,435	26,828
Superannuation to External Providers	317,837	299,316
Total Superannuation Expenses	735,337	676,947

NOTE 9 RECEIVABLES

	2013 \$	2012 \$
Trade Debtors ^a	95,860	180,106
Less: Allowance for Impairment Losses Sub-total	95,860	180,106
Net Goods and Services Tax Receivable Accrued Revenue Total Receivables	35,909 372,418 504,187	49,985 348,043 578,134

^{a.} The decrease in Trade Debtors is mainly due to there being no outstanding insurance claims as at 30 June 2013.

Aging of Receivables

Not Impaired Not Overdue Past Due for less than 30 Days Past Due for 30 to 60 Days Past Due for Greater than 60 Days	489,993 8,216 3,060	540,297 31,256 2,659
Past Due for Greater than 60 Days Sub-total	2,918_ 504,187	3,922 578,134
Impaired Total Receivables	504.187	578,134

^{b.} The decrease in overdue debtors is mainly due to the a reduced number of venue hirers owing money for productions at the Canberra Theatre Centre towards the end of the financial year.

Classification of ACT Government/Non-

ACT Government Receivables

AOT GOVERNMENT RESERVATION	2013	2012
	\$	\$
Receivables with ACT Government Entities		
Trade Debtors	13,395	86,893
Accrued Revenue	3,300	6,600
Total Receivables with ACT Government Entities	16,695	93,493
Receivables with Non-ACT Government Entities		
Trade Debtors	82,465	93,213
Net Goods and Services Tax Receivable	35,909	49,985
Accrued Revenue	369,118	341,443
Total Receivables with Non-ACT Government Entities	487,492	484,641
Total Receivables	504,187	578,134

NOTE 10 OTHER ASSETS

	2013 \$	2012 \$
Work in Progress: Expenditure Associated with Future		
Productions	120,228	124,594
Prepayments	15,979	25,035
Total Other Assets	136,207	149,629

NOTE 11 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment includes the following classes of assets – land, buildings, plant and equipment and art and social history collections. Property, plant and equipment does not include assets held for sale or investment property.

- Land includes leasehold land held by the Cultural Facilities Corporation.
- Buildings include a performing arts complex and historical buildings.
- Plant and equipment includes motor vehicles under a finance lease, office and computer equipment, furniture and fittings and other mechanical, lighting and sound equipment.
- Art and Social History Collections are defined as those non-current assets that the ACT Government intends to preserve indefinitely because of their unique historical, cultural, or environmental attributes.

	2013 \$	2012 \$
Land and Buildings		
Land at Fair Value ^a Total Land Assets	12,740,000 12,740,000	12,395,000 12,395,000
Buildings at Fair Value Less: Accumulated Depreciation Total Written Down Value of Buildings	35,619,521 (2,378,410) 33,241,111	35,008,464 (1,206,361) 33,802,103
Total Land and Written Down Value of Buildings	45,981,111	46,197,103
Plant and Equipment Plant and Equipment at Fair Value b Less: Accumulated Depreciation Total Written Down Value of Plant and Equipment	6,252,390 (1,111,491) 5,140,899	5,621,515 (535,587) 5,085,928
Art and Social History Collections Art and Social History Collections at Fair Value ^c Total Value of Art and Social History Collections	3,978,164 3,978,164	3,754,777 3,754,777
Total Written Down Value of Property, Plant and Equipment	55,100,174	55,037,808

^{a.} The increase in the value of land held at fair value is due to a revaluation of land which occurs every three years.

NOTE 11 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- b. The increase in the written down value of plant and equipment is mainly due to the purchase of numerous assets during the year as part of either, the Canberra Theatre Essential Upgrade Project or the Historic Places Major Project, partially offset by accumulated depreciation.
- c. The increase in the value of the Art and Social History Collections was mainly due to the acquisition of new works of art and capital conservation of the heritage collection undertaken during the year partially offset by the derecognition of assets owned by the ACT National Trust held at Lanyon.

Motor Vehicles under a Finance Lease

Motor vehicles under a finance lease are included in the Plant and Equipment class to which they relate in the above disclosure. However, motor vehicles under a finance lease are also required to be separately disclosed as outlined below.

	2013 \$	2012 \$
Carrying Amount of Motor Vehicles under a Finance		
Lease		
Motor Vehicles under a Finance Lease	75,044	88,151
Accumulated Depreciation	(8,646)	(33,233)
Total Written Down Value of Motor Vehicles under a		
Finance Lease	66,398	54,918

Valuation of Non-Current Assets

Egan National Valuer (ACT) performed an independent valuation of Mugga-Mugga as at 30 June 2013.

Egan National Valuer (ACT), performed independent valuations of the Canberra Theatre Centre, Calthorpes' House, and the Lanyon Heritage Precinct as at 30 June 2011.

Egan National Valuer (ACT), performed independent valuations of the additional land parcel at Lanyon and the additional buildings in the revised Lanyon Heritage Precinct as at 30 June 2012.

Rodney Hymen Asset Services performed an independent valuation of Plant and Equipment as at 30 June 2011.

Andrew Whitehead and Helen Maxwell Galleries performed independent valuations of the CFC's art and social history collection assets as at 30 June 2011.

Cultural Facilities Corporation Notes to and forming part of the Financial Statements For the Year Ended 30 June 2013

NOTE 11 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of Property, Plant and Equipment

The following table shows the movement of Property, Plant and Equipment during 2012-13.

	Land	Buildings	Plant and Equipment	Plant and Art and Social iquipment History Collection	Total
	₩	₩.	₩	₩	₩
Carrying Amount at the Beginning of the Reporting Period	12,395,000	33,802,103	5,085,928	3,754,777	55,037,808
Additions	•	684,105	723,004	358,200	1,765,309
Revaluation Increment/ (Decrement)	345,000	(15,420)	1	(134,813)	194,767
Depreciation	ı	(1,229,677)	(620,842)	1	(1,850,519)
Other Movements	ı		(47,191)	1	(47,191)
Carrying Amount at the End of the Reporting Period	12,740,000	33,241,111	5,140,899	3,978,164	55,100,174

Cultural Facilities Corporation Notes to and forming part of the Financial Statements For the Year Ended 30 June 2013

NOTE 11 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The following table shows the movement of Property, Plant and Equipment during 2011-12.

Total	₩	54,959,717	2,269,572	1	(1,710,521)	(480,960)	55,037,808
Work in Progress	₩	480,960		1	1	(480,960)	1
Art and Social History Collection	↔	3,528,427	226,350	•	•	1	3,754,777
Plant and Equipment	↔	4,587,952	1,019,749	1	(521,773)		5,085,928
Buildings	₩	34,117,378	873,473	1	(1,188,748)	,	33,802,103
Land	↔	12,245,000	150,000	1	•	-	12,395,000
		Carrying Amount at the Beginning of the Reporting Period	Additions	Revaluation Increment/(Decrement)	Depreciation	Other Movements	Carrying Amount at the End of the Reporting Period

NOTE 12 INTANGIBLE ASSETS

The CFC's Intangible Assets are comprised of externally acquired software and websites

for internal use.	2013 \$	2012 \$
Intangible Assets		
Software at Fair Value	485,800	485,800
Less: Accumulated Amortisation	(259,533)	(129,767)
Total Intangible Assets	226,267	356,033
Reconciliation of Intangible Assets The following table shows the movement of Intangible Asset	s.	
	2013 \$	2012 \$
Carrying Amount at the Beginning of the Reporting Period	356,033	485,800
Additions	-	-
Amortisation	(129,766)	(129,767)
Carrying Amount at the End of the Reporting Period	226,267	356,033

NOTE 13 CASH AND CASH EQUIVALENTS

The CFC has cash deposits held with Westpac Bank that earned an average floating interest rate of 2.37% in 2012-13 (3.37% in 2011-12).

litterest rate of 2.07 % in 2012-10 (0.07 % in 2011 12)	2013	2012
	\$	\$
Cash on Hand	10,350	12,400
Cash at Bank ^{a b}	557,380	460,451
Total Cash	567,730	472,851

- a. The increase in Cash at Bank was mainly due to positive cash flows from operating activities.
- Cash at Bank includes \$50,000 to fund the Canberra Programming Theatre Reserve (see Note 20).

NOTE 14 PAYABLES

	2013	2012
	\$	\$
Creditors	204,300	263,069
Accrued Expenses	304,691	328,653
Total Payables	508,991	591,722

The decrease in the payables balance for 2012-13 is due mainly to the timing of the payment of invoices.

Payables are aged as follows:

,	2013	2012
	\$	\$
Not Overdue	496,723	590,478
Overdue for less than 30 Days	-	1,244
Overdue for 30 to 60 Days	-	-
Overdue for more than 60 Days ^a	12,268	
Total Payables	508,991	591,722

The increase in payables overdue for more than 60 days is due to a payment being placed on hold until the issue of liability for this payment is resolved.

Classification of ACT Government/ Non-ACT Government Payables

•	2013 \$	2012 \$
Payables with ACT Government Entities Creditors and Accrued Expenses	158,899	140,949
Total Payables with ACT Government Entities	158,899	140,949
Payables with Non-ACT Government Entities Creditors and Accrued Expenses Total Payables with Non-ACT Government Entities	350,092 350,092	450,773 450,773
Total Payables	508,991	591,722

NOTE 15 EMPLOTEE BENEFITS	2013 \$	2012 \$
Current Employee Benefits		
Provision for Long Service Leave	621,891	706,052
Provision for Annual Leave	432,234	420,083
	182,546	170,828
Accrued Salaries	1,236,671	1,296,963
Total Current Employee Benefits	1,230,071	1,290,903
Non-Current Employee Benefits		
Provision for Long Service Leave	199,518	173,634
	199,518	173,634
Total Non-Current Employee Benefits	100,010	170,001
Total Employee Benefits	1,436,189	1,470,597
Total Employee Zeneme		
Estimate of when Leave is Payable		
	2013	2012
	\$	\$
Estimated Amount Payable within 12 months		
Annual Leave	432,234	420,083
Alliual Leave	,	

1,470,597 1,436,189 **Total Employee Benefits** At the end of the 2012-13 financial year, the CFC employed 82 full-time equivalent staff (94 in 2011-12). The decrease is due to the lower theatre activity at 30 June 2013

The average number of full-time equivalent employed by CFC over 2012-13 was 84 (79 in 2011-12). The increase is due to the higher theatre activity in 2012-13.

NOTE 16 REVENUE IN ADVANCE

compared with 30 June 2012.

Total Employee Provisions Payable within 12 months

Total Employee Provisions Payable after 12 months

Estimated amount payable after 12 months

NOTE 15 EMPLOYEE BENEFITS

Annual Leave

Accrued Salaries

Long Service Leave

Long Service Leave

	2013 \$	2012 \$
Hirers' Deposits ^a	149,926	211,536
Revenue in Advance ^b	158,275	8,790
Total Revenue In Advance	308,201	220,326

170,828

104,781

695,692

774,905

774,905

182,546

113,031

727,811

708,378

708,378

NOTE 16 REVENUE IN ADVANCE (CONTINUED)

a. The decrease in hirers' deposits is due to the decrease in deposits that the CFC has received due to the number of bookings that have been placed with the Canberra Theatre Centre for 2013-14.

The increase in revenue in advance is mainly due to funds received for Centenary of Canberra theatre shows that will take place in 2013-14 of \$68,500 and Commonwealth grant funding for the 2013-14 component of the digitisation of the Nolan Collection of \$57,894.

NOTE 17 LEASE INCENTIVE LIABILITY

	2013 \$	2012 \$
Current Lease Incentive Liability	51,894	51,894
Non - Current Lease Incentive Liability	172,968	224,862
Total Lease Incentive Liability	224,862	276,756

The Lease Incentive Liability represents lease incentives (eight months free rent) included in the CFC's accommodation lease in North Building, Civic. This liability is amortised over the 20-year lease term.

NOTE 18 FINANCE LEASES

The CFC holds four finance leases (four in 2011-12) for motor vehicles, which have been taken up as finance lease liabilities and assets under finance leases. The interest rates implicit in these leases range between 5.48% and 6.66% and the terms are for periods ranging between 12 months and 48 months. The leases allow for extensions, but have no terms of renewal or purchase options, or escalation clause. The weighted average interest rate implicit in the lease is 6.13%.

	2013 \$	2012 \$
Finance leases commitments are payable as follows:		
Within one year Later than one year but not later than five years Minimum Lease Payments	39,130 32,762 71,892	44,866 13,009 57,875
Less: Future Finance Lease Charges	(5,747)	(2,408)
Amount Recognised as a Liability	66,145	55,467
Total Present Value of Minimum Lease Payments	66,145	55,467

NOTE 18 FINANCE LEASES (CONTINUED)	2013 \$	2012 \$
The present value of the minimum lease payment is as follows:		
Within one year Later than one year but not later than five years	36,703 29,442	42,729 12,738
Total Present Value of Minimum Lease Payments	66,145	55,467
Classification on the Balance Sheet		
Finance Lease Liabilities Current Finance Leases Non-Current Finance Leases	36,703 29,442	42,729 12,738
Total Finance Lease Liabilities	66,145	55,467
NOTE 19 RECONCILIATION OF THE NET CASH INFLOWS ACTIVITIES TO THE OPERATING (DEFICIT)	S FROM OPER	RATING
(a) Reconciliation of Cash and Cash Equivalents at	the End of th	ne Reporting the Balance
	alent Items in	the Balance
(a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalents	the End of thalent Items in 2013	ne Reporting the Balance 2012 \$
 (a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalents. Total Cash and Cash Equivalents Recorded in the Balance Sheet 	alent Items in 2013	the Balance
(a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalent. Total Cash and Cash Equivalents Recorded in the	alent Items in 2013 \$	the Balance 2012 \$
 (a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalent. Total Cash and Cash Equivalents Recorded in the Balance Sheet Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement (b) Reconciliation of Net Cash Inflows from Operating 	2013 \$ 567,730	2012 \$ 472,851
 (a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalent. Total Cash and Cash Equivalents Recorded in the Balance Sheet Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement 	2013 \$ 567,730	2012 \$ 472,851
 (a) Reconciliation of Cash and Cash Equivalents at Period in the Cash Flow Statement to the Equivalent. Total Cash and Cash Equivalents Recorded in the Balance Sheet Cash and Cash Equivalents at the End of the Reporting Period as Recorded in the Cash Flow Statement (b) Reconciliation of Net Cash Inflows from Operating 	2013 \$ 567,730 567,730	472,851

NOTE 19 RECONCILIATION OF THE NET CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES TO THE OPERATING (DEFICIT) (CONTINUED)

	2013 \$	2012 \$
Add/(Less) Items Classified as Investing or Financing		
Borrowing Costs	3,285	4,237
Proceeds from Sale of Asset	(16,364)	-
Accrued Capital Items used in Investing Activities	(3,232)	-
Cash Before Changes in Operating Assets and		
Liabilities	111,287	191,530
Decrease /(Increase) in Receivables	73,947	(197,562)
Decrease /(Increase) in Inventories	4,660	(3,649)
Decrease /(Increase) in Other Assets	13,422	(2,613)
Increase in Revenue in Advance	87,875	78,317
(Decrease) /Increase in Payables	(82,731)	126,533
(Decrease) /Increase in Employee Benefits	(34,408)	164,283
Net Changes in Operating Assets and Liabilities	62,765	165,309
Net Cash Inflows from Operating Activities	174,052	356,839

(c) Non-Cash Financing and Investing Activities

All new motor vehicle leases entered into by the Agency are under a finance lease rather than under an operating lease

	2013 \$	2012 \$
Acquisition of a Motor Vehicle by means of a Finance		
Lease.	57,721	31,283

NOTE 20 EQUITY

Asset Revaluation Surplus

The Asset Revaluation Surplus is used to record the increments and decrements in the value of property, plant and equipment.

	2013 \$	\$
Asset Revaluation Surplus Balance at the Beginning of the Reporting Period Increment in Land due to Revaluation Decrement in Buildings due to Revaluation	24,610,962 345,000 (15,420)	24,610,962
Decrement in Art and Social History Collection due to Derecognition of Assets not Owned by the CFC Balance at the End of the Reporting Period	(134,813) 24,805,729	24,610,962

The \$194,767 net increase to the Asset Revaluation Surplus is represented as Other Comprehensive Income on the Operating Statement.

Other Reserve

The Theatre Programming Reserve provides for fluctuations in working capital associated with major theatre programming ventures for the Canberra Theatre Centre.

Thoatro	Programming	Reserve
ineaire	Programmu	Descive

Balance at the Beginning of the Reporting Period	50,000	-
Transfer from Accumulated Funds	-	50,000
Balance at the End of the Reporting Period	50,000	50,000
Balance at the Life of the Reporting Ferror		The same than th

NOTE 21 CAPITAL INJECTION (CAPITAL WORKS PROGRAM)

Major capital works are funded through the ACT Government's capital works program.

Funding was appropriated for the following projects:

Funding was appropriated for the following projects.	2013 \$	2012 \$
Cultural Facilities Corporation Upgrade Package Canberra Theatre Centre - Upgrades	351,000 786,000	342,000
Replacement of the Playhouse Chillers	-	230,000
Historic Places Major Project Total Capital Injection Received	308,000 1,445,000	511,000 1,083,000

NOTE 22 FINANCIAL INSTRUMENTS

Details of the significant policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in Note 2 (Summary of Significant Accounting Policies).

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in market interest rates.

A significant portion of financial assets are held in floating interest rate arrangements. No financial liabilities are subject to floating interest rates. This means the CFC is not exposed to movements in interest payable; however, it is exposed to movements in interest receivable. Interest rates decreased during the year ended 30 June 2013 and, as such, have resulted in a decrease in the amount of interest received.

Interest rate risk for financial assets is not actively managed by the CFC as it is not a significant risk for the CFC due to the limited funds that are held as cash. Interest rate risk for financial liabilities is not actively managed by the CFC as there are no financial liabilities which are exposed to a floating interest rate.

Sensitivity Analysis

A sensitivity analysis has not been undertaken for the interest rate risk of the CFC as it has been determined that the possible impact on income and expenses or total equity from fluctuations in interest rates is immaterial.

Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The CFC's credit risk is limited to the amount of financial assets it holds net of any allowance for impairment. The CFC expects to collect all financial assets that are not past due or impaired.

The CFC manages the credit risk for receivables by performing a detailed analysis of the recoverability of receivables and following up with debtors to actively seek payment of outstanding amounts. A security deposit is collected from Canberra Theatre Centre hirers prior to performances. The Director of the Canberra Theatre Centre has discretion to reduce or waive the security deposit depending on the credit history of the hirer with the Canberra Theatre Centre.

The CFC also manages credit risk for receivables by undertaking an analysis of the concentration of credit risk to ensure that it is not too high. This is undertaken by reviewing the proportion that each debtor's outstanding balance contributes to the total of receivables. No concentration of credit risk was identified in this analysis. There have been no changes in risk exposure or processes for managing risk since last year.

Credit risk for investments is managed by only investing surplus funds with Westpac Bank Ltd in a demand deposit facility which is assessed as a low risk investment.

NOTE 22 FINANCIAL INSTRUMENTS (CONTINUED)

Liquidity Risk

Liquidity risk is the risk that the CFC will encounter difficulties in meeting obligations associated with the financial liabilities that are settled by delivering cash. To limit its exposure to liquidity risk, the CFC ensures that it does not have a large portion of its financial liabilities maturing in any one reporting period and that at any particular point in time it has sufficient current financial assets to meet those liabilities expected to be settled within the following 12 months. Also, the CFC is able to draw down additional Government Payment for Outputs in the next reporting period to cover its financial liabilities when they fall due. This ensures that the CFC has enough liquidity to meet its emerging financial liabilities. See the maturity analysis below for further detail of when financial assets and liabilities mature.

The CFC's exposure to liquidity risk and management of this risk has not changed since the previous reporting period.

Price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether these changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The CFC has no exposure to price risk.

A sensitivity analysis has not been undertaken for the CFC as it has been determined that the CFC has no exposure to price risk.

NOTE 22 FINANCIAL INSTRUMENTS (CONTINUED)

Fair Value of Financial Assets and Liabilities

The carrying amounts and fair values of financial assets and liabilities at the end of the reporting period are:

	Carrying Amount 2013 \$	Fair Value 2013 \$	Carrying Amount 2012 \$	Fair Value 2012 \$
Financial Assets				
Cash and Cash Equivalents	567,730	567,730	472,851	472,851
Receivables	504,187	504,187	578,134	578,134
Total Financial Assets	1,071,917	1,071,917	1,050,985	1,050,985
Financial Liabilities				
Payables	508,991	508,991	591,722	591,722
Finance Leases	66,145	66,145	55,467	55,467
Total Financial Liabilities	575,136	575,136	647,189	647,189

Cultural Facilities Corporation Notes to and forming part of the Financial Statements For the Year Ended 30 June 2013

NOTE 22 FINANCIAL INSTRUMENTS (CONTINUED)

including the weighted average interest rates by maturity period as at 30 June 2013. All financial assets and liabilities which have a floating interest rate or are non-interest bearing will mature in 1 year or less. All amounts appearing in the following maturity analysis are The following table sets out the CFC's maturity analysis for financial assets and liabilities as well as the exposure to interest rates, shown on an undiscounted cash flow basis.

				Fixed Interest Maturing In:	Maturing In:		
	Note No.		Weighted Average Interest Floating Interest Rate Rate	One Year or Less \$	One Year or Over 1 Year to Less 5 Years \$	Non-Interest Bearing	Total \$
Financial Assets Cash Receivables	13	2.37%	557,380		1 1	10,350 504,187	567,730 504,187
Total Financial Assets		. ,	557,380		1	514,537	1,071,917
Financial Liabilities Payables Finance Leases	4 6	6.13%	1 1	39,130	32,762	508,991	508,991 71,892
Total Financial Liabilities			1	39,130	32,762	508,991	580,883
Net Financial Assets/(Liabilities)		•	557,380	(39,130)	(32,762)	5,546	491,034

Cultural Facilities Corporation Notes to and forming part of the Financial Statements For the Year Ended 30 June 2013

NOTE 22 FINANCIAL INSTRUMENTS (CONTINUED)

The following table sets out the CFC's maturity analysis for financial assets and liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June 2012. All financial assets and liabilities which have a floating interest rate or are non-interest bearing will mature in 1 year or less. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

				Fixed Interest Maturing In:	Maturing In:		
	Note	Weighted Average Interest	Floating Interest	One Year	One Year Over 1 Year to	Non-Interest	
	No.	Rate	Rate	or Less	5 Years	Bearing	Total
Cioncal Accept			₩	₩	₩	€	₩
Cash	13	3.37%	460,451	,	,	12,400	472,851
Receivables	<u>ග</u>	•	•	•	•	578,134	578,134
Total Financial		•					
Assets		1	460,451	•	•	590,534	1,050,985
Financial Liabilities							
Payables	14		•	'	•	591.722	591,722
Finance Leases	18	6.51%		44,866	13,009		57,875
Total Financial							
Liabilities				44,866	13,009	591,722	649,597
Net Financial		•					
Assets/(Liabilities)		•	460,451	(44,866)	(13,009)	(1,188)	401,388

NOTE 22 FINANCIAL INSTRUMENTS (CONTINUED)

Carrying Amount of Each Category of Financial Asset and Financial Liability	2013 \$	2012 \$
Financial Assets Loans and Receivables Measured at Amortised Cost	504,187	578,134
Financial Liabilities Financial Liabilities Measured at Amortised Cost	575,136	647,189

The CFC does not have any financial assets in the 'Available for Sale' category, the 'Financial Assets at Fair Value through the Profit and Loss' category or the 'Held to Maturity' category and, as such, these categories are not included above. Also the CFC does not have any financial liabilities in the 'Financial Liabilities at Fair Value through Profit and Loss' and, as such, this category is not included above.

There were no gains or losses on financial assets or liabilities during the reporting period.

NOTE 23 COMMITMENTS

Capital Commitments

Capital commitments contracted at reporting date that have not been recognised as liabilities are as follows:

	2013 \$	2012 \$
Capital Commitments – Property, Plant and Equipment		
Payable: Within One Year Tatal Commitments - Property Plant and	240,130	
Total Capital Commitments – Property, Plant and Equipment	240,130	

The capital commitment as at 30 June 2013 is a contract signed in 2012-13 for work on the Canberra Theatre Essential Upgrades package to be undertaken in 2013-14.

Operating Lease Commitments

The CFC has a non-cancellable operating lease for a building. This lease is for a twenty year term commencing 1 November 1997 and terminating 31 October 2017. The rent review dates are the 1 July 1999 and thereafter every two years. There are no conditions in the lease agreement requiring the CFC to restore the site that the leased building is situated on. The operating lease agreement gives the CFC the right to renew the lease. Renegotiation of the lease term will occur on renewal of the lease.

Non-Cancellable Operating Lease Commitments are payable as follows:

Within One Year	1,551,824	1,562,562
Later than One Year but not later than Five Years	5,122,493	6,144,949
Later than Five Years	-	510,605
Total Operating Lease Commitments	6,674,317	8,218,116

The operating lease commitments as at 30 June 2013 consist of IT equipment rental from the Shared Services ICT within the Commerce and Works Directorate and a sub-lease for a building from the Territory and Municipal Services Directorate.

The decrease in operating lease commitments is mainly due to the lease commitment on the sub-lease for a building from Territory and Municipal Services Directorate having one less year before expiring.

All amounts shown in the commitments note are inclusive of GST.

NOTE 24 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Legal advice indicates that there are no estimated outstanding contingent liabilities as a result of legal matters as at 30 June 2013.

There are no contingent assets as at 30 June 2013.

NOTE 25 RELATED PARTIES

Board Members

Members of the CFC Board during the financial year were:

Mr John Hindmarsh, Chairman

Ms Harriet Elvin, Chief Executive Officer

Ms Glenys Roper, Deputy Chair (appointment ended 3 September 2012)

Ms Pamille Berg AO (appointment ended 3 September 2012)

Mr Crispin Hull (appointment ended 3 September 2012)

Ms Sandra Lambert

Mr Eugene Kalenjuk

Ms Louise Douglas (appointed 7 September 2012)

Ms Robyn Hendry (appointed 7 September 2012)

No Board member has received or become entitled to receive a benefit by reason of a contract made by the CFC with the Board member or with a related entity of the Board member. Board members are paid in accordance with Remuneration Tribunal determinations as provided by *Division 9.2, Section 78 (6) of the Financial Management Act*

Fees paid to Board members during the year totalled \$65,814 (\$66,408 in 2011-12), including superannuation payments. The Chief Executive Officer is not remunerated as a Board Member.

The remuneration paid to the other eight (seven in 2011-12) Board Members was in the following bands:

Remuneration	Number o	f Members
Range	2013	2012
\$ 0 - \$10,000 \$10,001 - \$20,000 \$20,001 - \$30,000	6 1 1	4 3 0

NOTE 26 AUDITOR'S REMUNERATION

Auditor's Remuneration consists of financial audit services provided to the CFC by the ACT Auditor-General's Office.

	2013 \$	2012 \$
Audit Services Audit fees paid to the ACT Auditor-General's Office Total Audit Fees	35,510 35,510	34,309 34,309

No other services were provided by the ACT Auditor-General's Office.

NOTE 27 THIRD PARTY MONIES

The CFC, as a ticketing agent, holds money on behalf of patrons and entrepreneurs, pending finalisation of the production or season. As suspended funds, their movement does not impact on the Operating Statement, except when such funds include monies outstanding to the CFC for its current productions, or for booking fees earned but not yet transferred to the CFC operating account.

	2013	2012
•	\$	\$
Canberra Ticketing Suspense Account		
Balance of suspended funds as at 30 June was:	2,035,686	2,185,540
Total Canberra Ticketing Suspense Account	2,035,686	2,185,540

The decrease is due to a decline in advanced ticket sales as at 30 June 2013 for the Canberra Theatre Centre. Of this balance, an amount of \$187,006 (\$125,945 in 2011-12) has been included in Accounts Receivable as funds owing but not transferred at 30 June 2013 to the CFC.

NOTE 28 WAIVERS, IMPAIRMENT LOSSES AND WRITE-OFFS

There were no Act of Grace Payments made during the current or previous reporting periods pursuant to Section 130 of the *Financial Management Act 1996.*

There were no Waivers during the current or previous reporting periods pursuant to Section 131 of the *Financial Management Act 1996*.

The impairment loss listed below has occurred during the reporting period for the CFC.

	2013	2012
	\$	\$
Impairment Loss		
Plant and Equipment	13,300	
Total Impairment Loss	13,300	-

Management Discussion and Analysis for the Cultural Facilities Corporation for the Financial Year Ended 30 June 2013

General Overview

Objectives

The Cultural Facilities Corporation (CFC) was established under the *Cultural Facilities Corporation Act 1997*. It manages the following major cultural assets:

- · the Canberra Theatre Centre;
- the Canberra Museum and Gallery (CMAG);
- · the Nolan Collection; and
- three Historic Places (Lanyon; Calthorpes' House; and Mugga-Mugga).

The mission statements for the CFC itself and for its two program divisions are as follows.

Mission for the Corporation

To enable our distinctive institutions to provide enriching cultural experiences that contribute to Canberra's identity.

Mission for the Canberra Theatre Centre

To be Canberra's leading performing arts centre.

Mission for ACT Museums and Galleries

To engage our community by presenting Canberra's stories, diverse visual culture and heritage.

Risk Management

The key strategic risk that may influence the CFC's future financial position is the variability and unpredictability of the performing arts business. Theatre revenues represent the major part of the CFC's non-ACT Government revenue and the main variable in its financial performance. These revenues are highly dependent on the availability of performing arts productions for touring, on national developments with regard to major performing arts companies, and on discretionary consumer expenditure, which is vulnerable to general economic downturns.

A further strategic risk that may influence the CFC's future financial position is unexpected reductions in its main source of revenue, its appropriation from

CFC MD&A 2012-13

the ACT Government, such as the unexpected reduction that occurred in the 2011-12 ACT Budget due to the whole of Government savings initiatives.

The CFC will continue to seek to manage these and other risks, to the best of its ability, including through its Strategic Risk Management Plan. The Strategic Risk Management Plan informs the prioritisation of projects for internal audit programs and is supported by other plans such as Fraud Control, Business Continuity and Disaster Preparedness. The CFC continually reviews risk management and fraud control procedures and a risk management plan is prepared for all major events.

Financial Performance

The following financial information is based on audited Financial Statements for 2011-12, audited Financial Statements for 2012-13 and the Forward Estimates contained in the 2013-14 ACT Budget Paper Number 4.

Operating result

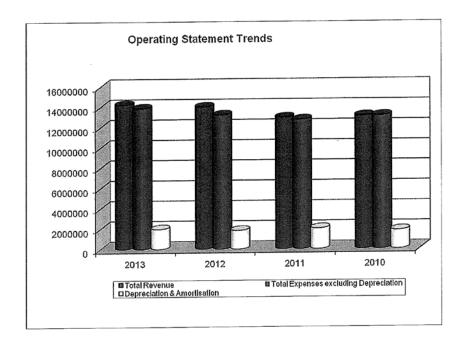
The operating deficit for 2012-13 was \$1.634m, which is \$0.213m or 11.5% better than the 2012-13 Budgeted deficit of \$1.847m. The variation occurred mainly due to the higher than budget revenue from Grants, Donations and Sponsorships.

The operating deficit for 2012-13 of \$1.634m increased by \$0.590m from the 2011-12 deficit of \$1.044m. This was mainly due to the gain in 2011-12 from the recognition of assets acquired at no cost.

Operating Statement Trends

Due to its large asset holdings and consequent significant depreciation expenses, the CFC always expects to incur an operating deficit. Figure 1 indicates that depreciation represents 12% of total expenses. The cost of depreciation is offset by capital injections through the ACT Government's capital upgrade program. The CFC also undertakes an ongoing program, funded from accumulated cash reserves as funds allow, of capital reinvestment to upgrade and replace assets that would not be funded through the capital upgrade program.

Figure 1 - Operating Statement Trends



CFC MD&A 2012-13

Total Revenue

Figure 2 indicates that for the financial year ended 30 June 2013, the CFC received 45% of its total revenue from sources other than ACT Government Appropriations. Of the total revenue, 37% is made up primarily of revenues from hiring out theatres and selling tickets to the public for the performing arts.

Sources of Revenue Venue Hire and Associated Revenue 29%_ Internal Ticket Grants, Donations Sales 8% and Sponsorships Other Revenue incl Sale of Products, Entry Fees and Interest 2% Other Gains 0% Appropriations_ Received

Figure 2 - Sources of Revenue 2012-13

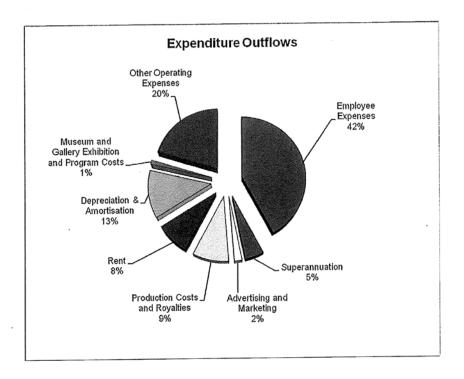
Total revenue for the year ending 30 June 2013 was \$14.251m, which was \$0.820m better than the 2012-13 budget of \$13.431m. This better than expected result is mainly due to higher than budget revenue from Venue Hire, External Ticket Sales and Associated Revenue, together with higher than budget Grants, Donations and Sponsorships.

Total revenue was \$0.220m, or 2% higher than the 2011-12 actual result. This result mainly reflects the revenue from increased donated works of art, and from increased Venue Hire and Associated Revenue, partially offset by lower revenue from Internal Ticket Sales.

Total Expenditure

Figure 3 indicates that for the financial year ended 30 June 2013, the CFC spent 47% of its budget on employee costs, and that rent paid for areas occupied by the CFC in the North Building, as a fixed cost was 8% of total expenditure.

Figure 3 - Components of Expenditure 2012-13



Total expenditure for 2012-13 of \$15.885m was \$0.607m, or 4% higher than the 2012-13 Budget of \$15.278m. The higher than expected cost was mainly due to higher Employee Expenses and Production Costs and Royalties.

Total expenditure was \$0.810m, or 5% higher than the 2011-12 actual result. The increase was mainly due to higher Employee Expenses, higher Depreciation and Amortisation and higher Production Costs and Royalties.

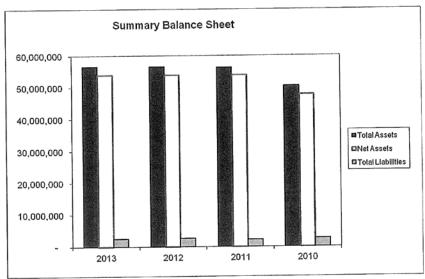
Financial Position

Key indicators of the health of the CFC's financial position are its ability to sustain its asset base, the ability to pay debts falling due in the short term, and maintaining prudent levels of longer-term liabilities.

Sustained Asset Base

The ability of the CFC to sustain its asset base is indicated by changes in its net assets. *Figure 4* indicates that the CFC is maintaining a strong net asset position through implementation of a program of upgrading assets and maintaining low liability levels.

Figure 4 - Summary Balance Sheet

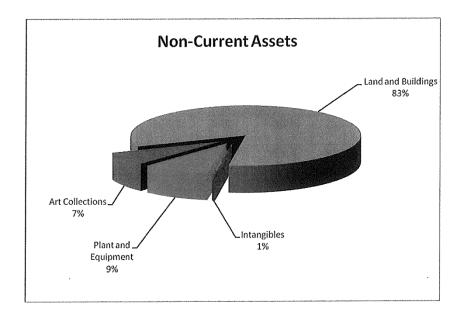


The net asset position as at 30 June 2013 of **\$54.006m** is **\$1.171m** higher than the 2012-13 budget of **\$52.835m**. The higher than expected position is mainly due to an upwards revaluation of land at 30 June 2013.

The 2012-13 actual result is \$0.006m higher than the 2011-12 actual result.

Service delivery assets comprise **100**% of the CFC's non-current assets. *Figure 5* indicates the main components of non-current assets.

Figure 5 - Non-Current Assets



Total non-current assets of **\$55.326m** for 2012-13 was **\$0.931m** higher than the 2012-13 budget. The higher than expected result is mainly due to an upwards revaluation of land at 30 June 2013.

The 2012-13 result is \$0.068m lower than the 2011-12 actual result.

CFC MD&A 2012-13

Liquidity

'Liquidity' is the ability of the CFC to satisfy its short-term debts as they fall due. A common indicator for liquidity is the current ratio, which compares the ability to fund short-term liabilities from short-term assets. *Table 1* indicates the liquidity position of the CFC.

Table 1 - Current Ratio

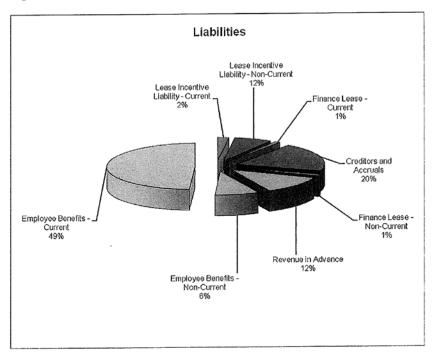
Description	Prior Year Actual \$'000s 2011-12	Current Year Budget \$'000s 2012-13	Current Year Actual \$'000s 2012-13	Forward Year Budget \$'000s 2013-14	Forward Year Budget \$'000s 2014-15	Forward Year Budget \$'000s 2015-16
Current Assets	1,221	959	1,224	1,356	1,427	1,497
Current Liabilities	2,204	2,170	2,142	2,399	2,496	2,593
Current Ratio	0.55:1	0.44:1	0.57:1	0.57:1	0.57:1	0.58:1

The CFC's current ratio for the 2012-13 financial year is **0.57:1**, which is higher than the 2012-13 budgeted current ratio and primarily reflects Cash and Receivables being higher than budget and the Payables and Current Employee Benefits balance being lower than budget, partially offset by the Revenue in Advance balance being higher than budget. The current ratio is also higher than the 2011-12 actual ratio of **0.55:1**. This mainly reflects an increase in cash.

Liabilities

Figure 6 indicates that the majority of the CFC's liabilities relate to Employee Provisions (which include Annual Leave and Long Service Leave Provisions), Lease Incentives and Creditors and Accruals.

Figure 6 - Liabilities



The Corporation's current liabilities for the year ended 30 June 2013 of \$2.142m were \$0.028m lower than the 2012-13 budget of \$2.170m and \$0.062m lower than the 2011-12 actual result of \$2.204m. The difference between the 2012-13 actual and 2012-13 budget is mainly due to a decrease in Payables and Employee Benefits, partially offset by an increase in Revenue in Advance.

The difference between the 2012-13 actual and 2011-12 actual is mainly due to a decrease in Payables and Employee Benefits, partially offset by an increase in Revenue in Advance.

CFC MD&A 2012-13

STATEMENT OF PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2013

CULTURAL FACILITIES CORPORATION



REPORT OF FACTUAL FINDINGS CULTURAL FACILITIES CORPORATION

To the Members of the ACT Legislative Assembly

Report on the statement of performance

The statement of performance of the Cultural Facilities Corporation (the Corporation) for the year ended 30 June 2013 has been reviewed.

Responsibility for the statement of performance

The Governing Board of the Corporation is responsible for the preparation and fair presentation of the statement of performance in accordance with the *Financial Management Act 1996*. This includes responsibility for maintaining adequate records and internal controls that are designed to prevent and detect fraud and error, and the systems and procedures used to measure the results of the accountability indicators reported in the statement of performance.

The auditor's responsibility

Under the Financial Management Act 1996 and Financial Management (Statement of Performance Scrutiny) Guidelines 2011, I am responsible for providing a report of factual findings on the statement of performance.

This review was conducted in accordance with the Australian Auditing Standards applicable to review engagements, to provide assurance that the results of the accountability indicators reported in the statement of performance have been fairly presented in accordance with the *Financial Management Act 1996*.

A review is primarily limited to making inquiries with representatives of the Corporation, performing analytical and other review procedures and examining other available evidence. These review procedures do not provide all of the evidence that would be required in an audit, the level of assurance provided is less than given in an audit. An audit has not been performed and no audit opinion is being expressed on the statement of performance.

The review did not include an assessment of the relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets.

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No opinion is expressed on the accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations.

Electronic presentation of the statement of performance

Those viewing an electronic presentation of this statement of performance should note that the review does not provide assurance on the integrity of information presented electronically, and does not provide an opinion on any other information which may have been hyperlinked to or from the statement of performance. If users of the statement of performance are concerned with the inherent risks arising from the electronic presentation of information, they are advised to refer to the printed copy of the reviewed statement of performance to confirm the accuracy of this electronically presented information.

Independence

Applicable independence requirements of Australian professional ethical pronouncements were followed in conducting this review.

Review opinion

Based on the review procedures, no matters have come to my attention which indicate that the results of the accountability indicators, reported in the statement of performance of the Corporation for the year ended 30 June 2013, are not fairly present in accordance with the *Financial Management Act 1996*.

This review opinion should be read in conjunction with the other information disclosed in this report.

Bernie Sheville

Director, Financial Audits

30 August 2013

Cultural Facilities Corporation Statement of Performance For the Year Ended 30 June 2013

Statement of Responsibility

In our opinion, the Statement of Performance is in agreement with the Corporation's records and fairly reflects the service performance of the Corporation for the year ended 30 June 2013 and also fairly reflects the judgements exercised in preparing the Statement of Performance.

Mr John Hindmarsh AM

Chairman

Up August 2013

Cultural Facilities Corporation

14 August 2013

Ms Harriet Elvin Chief Executive Officer

Cultural Facilities Corporation

Output Class 1: Cultural Facilities Management

Output 1.1: Cultural Facilities Corporation

Description

The Cultural Facilities Corporation (CFC) manages a number of the ACT's major cultural assets, comprising:

the Canberra Theatre Centre;

the Canberra Museum and Gallery (CMAG) and the Nolan Collection; and

Historic Places (Lanyon, Calthorpes' House and Mugga Mugga).

(performing arts presentations, exhibitions, education programs, community programs and other events) at each site, and through the conservation and interpretation of the ACT Historic Places. In managing these facilities, the CFC provides a range of cultural services to the community through the provision of activities

	Original Target 2012-13 \$'000	Actual Result 2012-13 \$'000	Variance from Original Target %	Explanation of Material Variance
Total Cost	15,278	15,885	4.0	The higher than expected costs were mainly due to higher production cost and royalties and employee-related expenses. The higher production cost and royalties and employee-related expenses related mainly to higher levels of theatre activity than anticipated, which generated additional revenues.
Government Payment for Outputs	7,835	7.835	0.0	

ACCOUNTABILITY INDICATORS INCLUDED IN THE CORPORATION'S 2012-13 BUDGET

Output Class 1: Cultural Facilities Management

	tput 1.1 : Cultural Facilities Cor	Original Target	Result	Variance from Target %	Notes on Variations
a.	Estimated number of visitors/patrons to CFC facilities/programs	300,500	335,575	11.7	1
b.	Number of exhibitions at facilities managed by CFC	23	33	43.5	2
C.	Number of education and community programs provided by CFC	480	664	38.3	3
d.	Number of days venue usage at the Canberra Theatre Centre's venues ¹	630	685	8.7	4
e.	Customer satisfaction with quality of services provided by CFC, as measured by annual survey	80%	94%	17.5	5
f.	Cost to Government per estimated visitor/patron to CFC facilities/programs	\$26.07	\$23.35	(10.4)	6
g.	Own sourced revenue as a proportion of total revenue for CFC	41.4%	44.8%	8.2	7

Note

The venue usage at Canberra Theatre Centre venues includes Canberra Theatre, The Playhouse Theatre, The Courtyard Studio and foyer and reception spaces.

ACCOUNTABILITY INDICATORS: NOTES

Note 1 The variance is primarily due to a higher than estimated number of visitors to (CMAG), and Lanyon.

Given the varied nature of the CFC's facilities, a range of methods, including manual methods, are used to record and estimate visitor/patron numbers. These methods include automated ticketing systems, traffic counters*, automated door counters*, diaries and spreadsheets. The CFC believes that the methods of estimation are reasonable and fit for purpose.

*The CFC uses a figure of four persons per vehicle when extrapolating traffic counter data at Lanyon, on the basis that this represents a reasonable average across cars, minibuses, buses and other vehicles.

The CFC uses a figure of 88 non-visitors per week day and 36 non-visitors per week-end day to deduct from the automated door counters at CMAG, on the basis that this represents a reasonable estimation of non-visitors passing through the automated door counters.

Note also that the following have not been included in the visitor numbers:

- visitors to the Tuggeranong Arts Centre (TAC) at Lanyon, which
 operated from the former Nolan Gallery building within the
 grounds of Lanyon during the first half of 2013, since these
 visitors are not captured by the Lanyon traffic counter;
- visitors to an exhibition of works from the "Illuminations" series from the Nolan Collection managed by the CFC, which took place at the State Library of NSW from 11 August to 28 October 2012; and
- visitors to exhibitions at CMAG's external gallery space,
 Gallery 4, during 2012-13, since these visitors are not captured by the automated door counters at the CMAG entrance doors.

ACCOUNTABILITY INDICATORS: NOTES (Continued)

Note 2	The variance is primarily due to additional exhibitions celebrating the Centenary of Canberra at CMAG and the inclusion of Ramp Showcase exhibitions at CMAG.
Note 3	The variance is due to the CFC responding to higher than expected demand for education and public programs, particularly for programs at Lanyon, and in association with the Nolan Collection.
Note 4	The variance is due to more usages of Canberra Theatre Centre venues, including the Courtyard Studio, than expected as a result of higher demand from hirers contracting to use these venues.
Note 5	The variance is due to an overall high standard of customer satisfaction reflecting the attempts by facilities to achieve as high a standard as possible.
Note 6	The variance is due to a higher number of visitor/patrons to facilities managed by the CFC against the original target.
Note 7	The variance is due primarily to revenue from the higher than expected volumes of theatre programming and shared risk activity at the Canberra Theatre Centre.

STRATEGIC INDICATORS IDENTIFIED IN THE CORPORATION'S 2012-13 STATEMENT OF INTENT

Strategic Objective 1

The Canberra Theatre Centre is Canberra's leading performing arts centre

The CFC's objective is to ensure that the Canberra Theatre Centre is the premier performing arts centre for the Canberra region.

Strategic Indicator 1: Quality and extent of the Canberra Theatre Centre's programs, activities and facilities.

Description

The quality and extent of the Canberra Theatre Centre's programs, activities and facilities are demonstrated by factors such as:

- programming a diverse program that creates a leadership position for the Centre and an identity for Canberra, including through regular visits by leading performing arts companies and by nurturing local performing arts companies;
- marketing and audience development a loyal and growing audience, including through providing a high quality experience for patrons and using market data and research to better target audiences;
- community initiatives a connection between the whole community and the performing arts, including through initiatives that address special needs in the community and provide connections with the education system; and
- growing and leveraging off our assets a performing arts centre for the future, including through a continuing program of asset upgrades and by pursuing commercial activity to maximise earning capacity and secure future growth.

Result

The CFC achieved Strategic Objective 1 and Strategic Indicator 1 through the following activities in 2012-13.

The Canberra Theatre Centre (the Centre) provided high quality programming through its 2012 and 2013 Subscription Seasons, in order to bring leading performing arts companies to Canberra and develop a strong "artistic footprint" for the Centre. Productions at the Centre in 2012-13 included those by: Opera Australia's Oz Opera; the Melbourne Theatre Company; Bangarra Dance Theatre; Bell Shakespeare; Belvoir; and the Australian Dance Theatre. A particular feature of the Centre's 2013

STRATEGIC INDICATORS IDENTIFIED IN THE CORPORATION'S 2012-13 STATEMENT OF INTENT (Continued)

Subscription Season was the presentation of a number of productions in association with the Centenary of Canberra, such as Sydney Theatre Company's *The Secret River* and the Australian Ballet's *Symmetries*. The Centre also nurtured local performing arts companies, especially through its support to Everyman Theatre Company and Jigsaw Theatre Company.

- During 2012-13, the Centre sought to develop a loyal and growing audience by using all forms of e-marketing, including social media, together with print and television marketing to promote its programs, activities and facilities. State of the art ticketing software was used in the Box Office, enabling online ticket sales, increased security and the ability to undertake research into data. The Centre also presented many valueadding activities through the year, such as pre-show forums, post-show question and answer sessions, and "meet the artist" opportunities, to enhance the overall patron experience.
- The Centre sought to extend its reach to the community including those with special needs in 2012-13 though its award-winning access initiatives, such as captioning services, audio loops, audio description, tactile tours, Companion Cards, and designated spaces for wheelchair access. The Centre further developed its connections with the education sector by providing a number of education opportunities for local students, including the recently introduced Vocational Education and Training program which leads to formal qualifications at the Certificate III level to graduating students.
- Throughout the year, the CFC continued its program of upgrading the
 Centre to ensure it is fit for purpose both now and in the future. 2012-13
 saw the first year of a three-year major capital program which includes
 seating upgrades, new chillers, and improvements to patron and performer
 amenities. The Centre also undertook a program of upgrades and
 improvements to support its business activities, including an upgrade of
 the audio visual infrastructure in the Canberra Theatre and The Playhouse
 foyers.

STRATEGIC INDICATORS IDENTIFIED IN THE CORPORATION'S 2012-13 STATEMENT OF INTENT (Continued)

Strategic Objective 2

ACT Museums and Galleries engage our community by presenting Canberra's stories, diverse visual culture and heritage

The CFC's objective is to ensure that CMAG and the ACT Historic Places engage the community by providing a diverse range of high quality arts and heritage experiences.

Strategic Indicator 2: Quality and extent of ACT Museums and Galleries programs and activities.

Description

The quality and extent of ACT Museums and Galleries programs and activities are demonstrated by factors such as:

- programming, story-telling and interpretation programming that reflects Canberra's unique identity, including through a diverse range of high quality exhibitions, education and community programs and other activities;
- marketing and audience development a loyal and growing audience, including through enhancing the visitor experience and through extending the demographic of visitors to those with special needs and interests;
- stewardship of assets places and collections that allow us to tell the many stories of Canberra, including through caring for and further developing our collections; and
- growing and leveraging off or assets growth in targeted areas where
 we can add value, including through a continuing program of asset
 upgrades and by enhancing our facilities to provide improved cultural
 experiences.

Result

The CFC achieved Strategic Objective 2 and Strategic Indicator 2 through the following activities in 2012-13.

- ACT Museums and Galleries provided a wide range of :
 - exhibitions, many with a special Centenary of Canberra focus, such as Australia Revealed: decorative art objects from The Australiana Fund; Canberra Gold; Marking Place; and The Women Who Made Canberra;
 - education and community programs, such as the popular CMAG on Sunday family program; education and school holiday programs at the three Historic Places; and a new stop motion animation school holiday program, focusing on the Nolan Collection; and
 - special events and activities, including the Open Gardens Australia Plant Fair at Lanyon; the Toast to Canberra at CMAG on

STRATEGIC INDICATORS IDENTIFIED IN THE CORPORATION'S 2012-13 STATEMENT OF INTENT (Continued)

Canberra's 100th birthday; and the 2013 *Sylvia Curley Oration* at Mugga-Mugga.

- During 2012-13, ACT Museums and Galleries sought to develop a loyal and growing audience through: gaining extensive media coverage, with features appearing on TV and radio and in the print media; maintaining and developing a high quality website and using digital media for promotion and publicity; hosting Centenary volunteers and touch screens linked to the Centenary website at CMAG; and introducing programs that reach out to further audience sectors, including new education programs associated with the Nolan Collection, and Artefact Chat, a new oral history program for the Historic Places.
- ACT Museums and Galleries continued to care for and develop collections during the year through activities such as: a program of acquisitions to the CMAG Collection, including a number of major donations; the development of new strategies on collection development; and the production of new interpretive brochures for free distribution to visitors to all three Historic Places sites.
- Asset management and enhancement was a focus for ACT Museums and Galleries during 2012-13, with the completion of a four-year program of major capital works at the Historic Places and with the implementation of a capital upgrade program at all sites, including new external signage at CMAG and refurbishment of the former Nolan Gallery building at Lanyon for use as the temporary home for Tuggeranong Arts Centre.

Note to Strategic Indicators

In accordance with the Financial Management (*Statement of Performance Scrutiny*) Guidelines 2011, the above Strategic Indicators were not examined by the ACT Auditor-General.

Abbreviations and Acronyms

AAT Administrative Appeals Tribunal
AbAF Australian Business Arts Foundation
ABC Australian Broadcasting Corporation
ACC Agency Consultative Committee
ACT Australian Capital Territory

ACTIA Australian Capital Territory Insurance Authority

ACTPS ACT Public Service

ACTGS ACT Government Solicitor
ACTEW ACT Electricity and Water
AGM Annual General Meeting

AM Member of the Order of Australia
ANCA Australian National Capital Artists
ANU Australian National University
ANZAC Australian New Zealand Army Corps

ANZSOG Australian and New Zealand School of Governments

AO Officer of the Order of Australia

APACA Australian Performing Arts Centres Association

ARC Australian Research Council
ASD Autism Spectrum Disorder
ASO Administrative Services Officer
AWA Australian Workplace Agreement

BA Bachelor of Arts

BEc Bachelor of Economics

BLITS Business Leaders Innovative Thoughts and Solutions

BSc Bachelor of Science

c. Circa

C100 Canberra Centenary celebrations
CALD Culturally and Linguistically Diverse
CAPO Capital Arts Patrons' Organisation

CBD Canberra Business District

CD Compact Disc

CEO Chief Executive Officer

CFC Cultural Facilities Corporation
CIT Canberra Institute of Technology
CMAG Canberra Museum and Gallery
CMP Conservation Management Plan

CNG Compressed Natural Gas

CO2 Carbon Dioxide

CPI Consumer Price Index

CSIRO Commonwealth Scientific & Industrial Research Organisation

CSO Canberra Symphony Orchestra

DISACT Disaster ACT

EDD Economic Development Directorate
EDL Energy Developments Limited

ESD Ecologically Sustainable Development

FBT Fringe Benefits Tax
FTE Full Time Equivalent
FM Financial Management
FM Frequency Modulation
GSO General Services Officer
GST Goods and Services Tax
HMAS Her Majesty's Australian Ship

HR Human Resources

ICOMOS International Council on Monuments and Sites

INAPAC Incorporation of NSW and ACT Performing Arts Centres

IT Information Technology
LED Light-emitting diode
LIB Bachelor of Law

LPA Live Performance Australia
LPG Liquid Petroleum Gas

MBA Master of Business Administration
MEAA Media Entertainment and Arts Alliance
MGT Mitchell/Giurgola and Thorp Architects
MLA Member of the Legislative Assembly

NARPACA Northern Australian Regional Performing Arts Centres Association

NIDA National Institute of Dramatic Arts
NGA National Gallery of Australia
NLA National Library of Australia
NPG National Portrait Gallery

NSW New South Wales

OAM Medal of the Order of Australia
OGA Open Gardens Australia

OH&S Occupational Health and Safety

OZPAC Major performing arts centres in Australia and New Zealand

PhD Doctor of Philosophy
PO Professional Officer
PS Public Service

QUT Queensland University of Technology

RED Respect, Equity and Diversity

RMC Royal Military College

S Section

SA South Australia

SBMP Strategic Bushfire Management Plan SEA Special Employment Arrangements

SFX St Francis Xavier College SOG Senior Officer Grade SPO Senior Professional Officer

TADACT Technical Aid to the Disabled ACT

TARDIS Territory Administrative Records Disposal Schedule

TV Television

U3A University of the 3rd Age
UNE University of New England
UNSW University of New South Wales

USA United States of America

VET Vocational Education and Training

VIP Very Important Person

WA West Australia

WHS Work Health and Safety

YWCA Young Women's Christian Association

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