

OUR ROLE

We are an enterprise of the ACT Government that manages a number of Canberra's major cultural facilities. We connect people with rich and diverse cultural experience through activities at the following venues we manage :

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

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

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

OUR VISION

We recognise that Canberra is a creative capital that values the arts and heritage for their intrinsic qualities, their contribution to community and individual wellbeing, their support for making the city an exciting place to live and an attractive destination for business and tourism, and their important role in the economy of the ACT and region.

Our vision is for the Cultural Facilities Corporation to be a leader in this creative city, by :

- acknowledging that the culture of the region's First Peoples is the foundation for this creativity;
- providing high quality creative experiences for the people of Canberra and visitors to our city;
- celebrating and supporting local arts and heritage, and local creative practice;
- sharing the many stories of Canberra;
- promoting community and individual wellbeing through our activities;
- playing a significant role in the region's cultural and economic life; and
- advocating for the value of the arts and heritage to our community, city and region.

OUR KEY VALUES

Leadership

- We are committed to providing cultural leadership, excellence and innovation.

Engagement

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

Collaboration

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

Professionalism

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

In observing these values, we are committed to :

- recognising the **ACT Government's cultural policies and priorities**; and
- implementing the **ACT Government Service Values** of respect, integrity, collaboration and innovation.

OUR SIX KEY PRIORITIES FOR 2021-2024

1. Progress the development of a major new theatre for the nation's capital

- Work with other agencies to refine planning for a fit-for-purpose, audience-focused venue.
- Build towards this new venue through programming large scale productions and through creative partnerships at local, regional, national and international levels.

2. Expand and enhance CMAG

- Extend CMAG's facilities and programs within North Building.
- Enhance CMAG's presence and profile on Civic Square and London Circuit.

3. Position the Canberra Civic and Culture District as a premier cultural location

- Grow the District as the vibrant creative heart of Canberra.
- Place the new theatre as its centrepiece and an enhanced CMAG as a key aspect.

4. Celebrate the multi-layered heritage values and cultural relevance of ACT Historic Places

- Highlight their contemporary relevance and their role in enhancing community wellbeing.
- Develop innovative programming and increased business and tourism opportunities.

5. Promote Indigenous engagement and reconciliation

- Create partnerships with First Nations peoples.
- Reflect the CFC's commitment to Indigenous engagement and reconciliation through Reconciliation Action Planning.

6. Deliver cultural leadership for the ACT region, including in COVID-19 recovery

- Position the CFC as a leader in the region's creative recovery from COVID-19.
- Advocate for the value of arts and heritage to community wellbeing and the economy.

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>LEADERSHIP <i>A cultural leader in the ACT region and beyond</i></p>	<ul style="list-style-type: none"> • Provide cultural leadership in the ACT region's creative recovery from COVID-19. • Play a leading role in developing the Canberra Civic and Culture District, in partnership with the City Renewal Authority and other agencies. • Work with Major Projects Canberra to promote positive outcomes, and reduce negative impacts, for the CFC's city-based operations from the construction of Light Rail Stage 2. • Provide leadership in cultural planning and management, including through creative partnerships; through a commitment to Indigenous engagement and reconciliation; and by demonstrating the importance of arts and heritage to individual and community wellbeing. 	<ul style="list-style-type: none"> • The CFC undertakes cultural leadership projects, including in the ACT region's creative recovery from COVID-19, through partnerships with other cultural organisations, and by demonstrating how its activities contribute to individual and community wellbeing. • The Canberra Civic and Culture District is recognised as a premier cultural precinct in the heart of Canberra. • Disruption from the construction of Light Rail Stage 2 on the CFC's city-based operations is minimised, and positive outcomes, such as activation projects, are delivered. • The CFC's commitment to Indigenous engagement and reconciliation is appropriately reflected in Reconciliation Action Planning.
<p>STRATEGY <i>A clear direction for our future</i></p>	<ul style="list-style-type: none"> • Ensure our Strategic Plan remains relevant and current as the framework for the CFC's strategic directions. • Use our Strategic Plan to guide the work of the Board, advisory committees, staff and volunteers, and to guide how we communicate with our stakeholders. • Use our Strategic Plan as the basis for annual business plans, and for regular reporting. 	<ul style="list-style-type: none"> • The Strategic Plan is reviewed and refreshed each year, to ensure its continued relevance and currency. • The Strategic Plan is linked to annual business plans, the Board's annual priorities, the performance management plans of staff, and the work of advisory committees and volunteers. • High quality annual reports are produced, which identify progress towards annual business plans and the Strategic Plan.
<p>GOVERNANCE <i>An accountable and dynamic organisation</i></p>	<ul style="list-style-type: none"> • Ensure our governance systems provide a high standard of accountability. • Maintain our Board at full strength, with members who are highly skilled, diverse, and committed to continuous improvement. • Maintain our three advisory committees as important sources of advice to the organisation, and of engagement with the communities we serve. 	<ul style="list-style-type: none"> • The Board and advisory committees are maintained at full strength, with memberships that are skilled and diverse. • Key policies, plans and strategies are in place and receive Board approval. • Favourable outcomes are achieved in external and internal audits.
<p>PEOPLE <i>An employer of choice</i></p>	<ul style="list-style-type: none"> • Attract, develop and retain staff and volunteers who are highly skilled, diverse and passionate about their work. • Ensure our workplace is safe, respectful and rewarding for staff and volunteers. 	<ul style="list-style-type: none"> • Highly skilled staff and volunteers are attracted, developed, recognised and retained as the knowledge centre of the organisation. • Effective Workplace Safety Management practices, monitoring and reporting are maintained.
<p>FINANCES <i>Long-term financial sustainability</i></p>	<ul style="list-style-type: none"> • Maintain high standards of financial management and reporting. • Maximise both government and own-sourced income, to ensure financial sustainability and support future growth. 	<ul style="list-style-type: none"> • The annual budget is achieved; high quality Budget bids are prepared; and, where possible, the Theatre and Acquisition Reserves are increased. • New income sources are developed, including commercial opportunities, grants and philanthropy. • Finance policies and procedures are fully documented and communicated.
<p>ASSETS <i>Support for delivering high quality cultural experiences</i></p>	<ul style="list-style-type: none"> • Maintain high standards of asset management. • Achieve high standards of disability access. • Ensure ICT resources, business systems and records support our work and deliver high quality outcomes. 	<ul style="list-style-type: none"> • A high quality Asset Management Plan guides all asset planning and replacement, and is resourced to maintain our assets at high standards. • High quality Access Action Plans are implemented. • A high quality IT Strategy drives improved business outcomes; Open Access is promoted, including through CFC websites; and records management practices are improved, including through increased digitisation.

CANBERRA THEATRE CENTRE (CTC)

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

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

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

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>CUSTOMERS <i>Audiences that are growing, diverse, engaged and entertained</i></p>	<ul style="list-style-type: none"> • Ensure that customers remain at the centre of all that we do. • Increase our audience and diversify it in terms of age, geography, and cultural background. • Develop a suite of marketing and ticketing technology that enhances the customer experience and builds the CTC brand. 	<ul style="list-style-type: none"> • Increases are achieved in customer numbers, and high rates of customer satisfaction are maintained. • The CTC's audience is reflective of the broader population. • There is a downward trend in marketing costs per customer.
<p>PROGRAMMING <i>A diverse, high quality, entertaining and distinctive program</i></p>	<ul style="list-style-type: none"> • Deliver a program of performances of the highest quality possible. • Develop strategic partnerships with producers and presenters. • Contribute to, and nurture, the deepening of creativity in the ACT. • Increase the number of Indigenous performances presented by the CTC. 	<ul style="list-style-type: none"> • An increase is achieved in visitation to the CTC of first class producers, co-productions, and 'first-season' appearances of work in Canberra. • The <i>New Works</i> program is delivered, supporting pathways for artists and the creative capacity growth of the ACT. • An increase is achieved in performances given by, and attended by, Indigenous people.
<p>BUSINESS <i>Venues, systems and people that support high quality live performance</i></p>	<ul style="list-style-type: none"> • Grow the CTC business as it transitions to a 5,000 seat facility. • Develop Canberra Ticketing into the ACT's leading ticketing agency. • Build strength and resilience in the CTC's budget, to ensure high quality delivery and maintenance of facilities. 	<ul style="list-style-type: none"> • The CTC operating model and budget are refined, with a view to generating more income as the venue prepares to transition to the new facility. • The number of tickets sold annually is increased, including through Canberra Ticketing services to external venues. • The scale and usage of the Theatre Reserve is increased.
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> • Plan for the transformation of the CTC into a leading Australian performing arts centre, through the major new theatre project. • Provide leadership in theatre education from primary through to tertiary and vocational education. • Grow the CTC's contribution to the creative sector and economy of the Territory. 	<ul style="list-style-type: none"> • A business case is completed for the new theatre project, leading to a "green light" for this development as the centrepiece of the Canberra Civic and Culture District. • Attendance of students and young people at the CTC, and their connection to the CTC, are increased. • Increases are achieved in the CTC's creative investment and its impact on the ACT economy.

CANBERRA MUSEUM AND GALLERY (CMAG)

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

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

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

WHAT WE WANT TO ACHIEVE	WHAT WE WILL DO TO GET THERE	HOW WE WILL KNOW WE ARE SUCCESSFUL
<p>CUSTOMERS <i>Audiences that are growing, diverse and engaged</i></p>	<ul style="list-style-type: none"> Ensure that customers remain at the centre of all that we do. Design programs and marketing to reach those audiences that do not currently access our services. Conduct market research to enable greater focus on target audiences in services and programming. 	<ul style="list-style-type: none"> Increases are achieved in customer numbers, and high rates of customer satisfaction are maintained. CMAG's website and online-collection access show steady development, and potential new audiences are identified through market research. CMAG cultivates devoted stakeholders including sponsors, philanthropists and community advocates, with strong appreciation for CMAG's important community role.
<p>PROGRAMMING <i>Exhibitions and programs that reflect Canberra's unique identity</i></p>	<ul style="list-style-type: none"> Program excellent, innovative exhibitions, with a well-balanced mix of exhibitions that respond to a breadth of themes and societal issues. Develop a range of community and learning programs and events that complement the exhibition program and contribute to activation of the precinct. Ensure exhibitions feature cultural and gender diversity and Indigenous content, with a commitment to exhibitions of Indigenous content being Indigenous led, such as through Indigenous guest curators. 	<ul style="list-style-type: none"> CMAG has a strong reputation for well-crafted, original exhibitions, in-depth scholarship and dynamic public programs. CMAG is a good neighbour to nearby colleagues, and engages in joint programming and joint marketing activities for special events and festivals. CMAG continues to be well regarded as a vibrant facility that gives important expression to Canberra's unique identity and does so in a culturally sensitive manner, reflecting diverse viewpoints about Canberra and a commitment to Indigenous engagement, to sustainability, to the environment, and to community involvement and wellbeing activities.
<p>STEWARDSHIP <i>Venues and collections that allow us to tell the many stories of Canberra</i></p>	<ul style="list-style-type: none"> Maintain CMAG's venues and facilities to accepted international museum standards. Develop, conserve, research and interpret CMAG's visual arts and social history collection, and the Commonwealth-owned Nolan Collection. Market the collections, so that these important resources are leveraged to the benefit of CFC, the ACT Government, and the community. 	<ul style="list-style-type: none"> All gallery spaces are fully climate-controlled, have new automatic doors, and improved visual ambience, through removal of partitions and creation of gallery spaces that meet the level of visual presentation already achieved in the Nolan Collection Gallery. An audit is undertaken of collection conservation needs, so that conservation priorities can be addressed systematically. Requirements of the Performance Agreement for the Nolan Collection are met, and the Collection is promoted in CMAG marketing and via the website.
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> Enhance CMAG's role as a state/territory level museum, especially by developing a greater footprint in the North Building and enhancing CMAG's visibility on London Circuit and Civic Square, in order to support activation of the Canberra Civic and Culture District and promotion of CMAG as a major visitor attraction in the city centre of Canberra. Identify and implement opportunities that demonstrate CMAG's initiative and entrepreneurship, and create a mix of income streams. Ensure that CMAG's cultural leadership, and people management and leadership, are core to its values and work priorities. 	<ul style="list-style-type: none"> Additional exhibition areas are created within North Building, together with attractive spaces for retail/cafe/bar facilities and venue hire, including a strongly CMAG branded gallery shop, with Nolan merchandise and spaces for local organisations/producers such as Craft ACT. Greater visibility is achieved for CMAG on Civic Square and London Circuit, notably at the corner of Civic Square and London Circuit, which immediately identifies CMAG's presence in the building and increases public awareness. CMAG's people and culture are valued as highly as its programming output and museological achievements, in recognition that a strong and optimistic workforce is also the basis for positive visitor culture, and a good reputation and profile for CMAG in the community.

ACT HISTORIC PLACES (ACTHP)

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

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

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

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<p>CUSTOMERS <i>Audiences that are growing, diverse and engaged</i></p>	<ul style="list-style-type: none"> • Ensure that customers remain at the centre of all that we do. • Develop initiatives to foster special interests and experiences, and increased opportunities for visitor engagement. • Improve public recognition of ACTHP's brand and profile. 	<ul style="list-style-type: none"> • Increases are achieved in customer numbers, and high rates of customer satisfaction are maintained. • Online engagement is achieved through the ACTHP website, social media and digital programs. • Program development is informed by a better understanding of ACTHP audiences, both current and potential.
<p>PROGRAMMING <i>Programs that explore Canberra's history by interpreting each place</i></p>	<ul style="list-style-type: none"> • Deliver a diverse and contemporary program of exhibitions and of community, learning and on-line programs, which enhances an understanding of each site's history, natural and cultural values and contemporary relevance. • Develop and deliver programs based on the principles of lifelong and immersive learning to reach broader audience groups. • Develop programs that support Indigenous reconciliation, cultural values and story-telling. 	<ul style="list-style-type: none"> • New orientation spaces are created at each ACTHP site. • A Creative Art Prize program is developed, which encourages contemporary interpretation and experiences of each site. • Exhibitions and programs are delivered, to provide more in-depth understanding, access and interpretation of ACTHP collections and sites, and of the Canberra region's cultural heritage, including Indigenous culture.
<p>STEWARDSHIP <i>Buildings, grounds and collections that are conserved and researched</i></p>	<ul style="list-style-type: none"> • Provide leadership in cultural heritage management, including in documentation, research, conservation, interpretation and visitor engagement. • Recognise, conserve and promote the multi-layered heritage values and cultural relevance of each ACTHP site, in the areas of ecological heritage, Indigenous heritage and stories, Canberra's convict and colonial history, and Canberra's social history as the Federal Capital. • Realise the potential of each site collection to provide further access and understanding for on-line visitors. 	<ul style="list-style-type: none"> • The Conservation Management Plan for each property is reviewed and updated. • A Precinct Masterplan is developed for Lanyon Homestead, which enhances the cultural tourism opportunities for the site and precinct. • Accessioning and digitisation of collections is continued, with increased online access to collections.
<p>LEADERSHIP <i>An integral part of the cultural life of the Canberra region and beyond</i></p>	<ul style="list-style-type: none"> • Position ACTHP and its sites as cultural places that grow the education and tourism sector in Canberra. • Provide leadership in heritage place activation in order to showcase the cultural, social, education and economic benefits of engaging with cultural heritage. • Provide leadership in cultural planning and management, including through creative partnerships and by demonstrating the importance of arts and heritage to individual and community wellbeing. 	<ul style="list-style-type: none"> • The range and scale of partnerships is increased, to enhance ACTHP's profile, marketing resources, asset management, programming, commercial opportunities and site activation. • The areas of site activation and interpretation are increased at Lanyon Homestead and Mugga-Mugga Cottage. • Partnership opportunities are explored, to develop wellbeing research methodologies in order to better understand how heritage contributes to Canberra's community and personal wellbeing.