Cultural Facilities Corporation

2026-27

Advisory Committees Charter

July 2026

Contents

Acknowledgement of Country

The Cultural Facilities Corporation acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

Purpose

This Charter sets out the role, structure and governance of Advisory Committees established by the Cultural Facilities Corporation (CFC) under the *Cultural Facilities Corporation Act 1997*, which requires the CFC to establish advisory committees on matters pertaining to museum collections, historic collections and the performing arts.

The Charter ensures Advisory Committees are purposeful, strategic and aligned to the Board's priorities, and that they contribute effectively to the delivery of the *CFC Strategic Priorities 2026–2030* (CFC Strategic Priorities).

Advisory Committee Structure

The CFC Board has established the following Advisory Committees:

- Performing Arts Advisory Committee
- Museums and Heritage Advisory Committee.

The Advisory Committees form part of the Board's broader governance framework and operate alongside Board subcommittees, including the Development Subcommittee and the Audit and Risk Committee. While Board subcommittees support the Board in fulfilling its governance and oversight responsibilities, Advisory Committees provide external expertise, sector insight and strategic advice to inform Board decision-making.

Each Advisory Committee operates under this Charter and is accountable to the Board through the Chief Executive Officer (CEO).

Role

Advisory Committees are strategic advisory bodies to the CFC Board.

Their role is to provide independent, forward-looking advice and external insight to support the delivery, monitoring and continuous improvement of the CFC Strategic Priorities.

In fulfilling this role, Committees:

- Support and respect Aboriginal and Torres Strait Islander leadership, cultural authority, cultural integrity and self-determination in all advice provided
- Contribute to strategic direction, positioning and long-term cultural leadership
- Provide external perspectives and sector insight to inform Board decision-making
- Identify emerging risks, opportunities and trends
- Provide insight into audience, community and sector expectations.

Advisory Committees do not have decision-making authority and do not advise on operational or day-to-day programming matters.

Strategic Alignment

All Advisory Committee work will be aligned to the CFC Strategic Priorities, including the following pillars:

- **Aboriginal and Torres Strait Islander Peoples**: Leadership, Culture and Cultural Integrity
- **Connection**: Building Belonging Through Creativity
- **Growth**: Transforming Canberra's Cultural Landscape
- **Organisational Capability**: Strengthening Foundations for the Future.

Committees will apply these pillars as a lens for advice, ensuring alignment with organisational outcomes, initiatives and success measures.

Key Functions

In their advisory capacity, Committees support the CFC Board by applying their collective expertise, lived experience and perspectives to:

- Provide advice on initiatives and long-term planning aligned to the CFC Strategic Priorities
- Contribute informed input to major projects and developments, including infrastructure, precinct integration and organisational transformation
- Offer insights into audience behaviour, participation trends, access and digital engagement to inform strategy and planning
- Identify opportunities to strengthen partnerships and cultural leadership
- Contribute to community engagement, cultural participation and place-based strategies
- Highlight emerging strategic risks and opportunities relevant to their area of expertise, including implications for delivery of strategic priorities
- Respond to matters referred by the Board , and where appropriate, raise issues of strategic importance.

Committee-Specific Focus

Performing Arts Advisory Committee

Areas of focus may include:

- The long-term development, positioning and cultural leadership of the Canberra Theatre Centre
- Canberra Theatre Centre's role within the national performing arts and touring landscape
- Community and audience experience of the Canberra Theatre Centre, including access and participation barriers
- Audience growth, partnerships, access and commercial sustainability
- Evolution of the Civic and Cultural District, with a focus on precinct integration.

Museums and Heritage Advisory Committee

Areas of focus may include:

- The long-term direction, stewardship and governance of museum collections, exhibitions and interpretive practice
- Integrated cultural heritage management, including the protection, activation and sustainability of historic places
- Approaches to public engagement and place-based storytelling that strengthen access to, understanding of and participation in visual arts, social history and heritage
- Strategic access to collections, including digital transformation, learning pathways and knowledge sharing
- Evolution of the Civic and Cultural District, with a focus on precinct integration.

Relationship with the Board

Advisory Committees play an important role in supporting the Board's strategic oversight and effective governance and decision-making.

This relationship will be supported through:

- Formal reporting: Summary reports of each meeting provided to the Board
- Direct engagement:
    - Board members may attend Committee meetings
    - Committees may present directly to the Board on key issues
- Strategic alignment: Committee work programs informed by Board priorities
- Feedback loop: The Board will consider and respond to significant recommendations.

Membership and Capabilities

Each Advisory Committee will comprise:

- Generally 4 and up to 8 members;
- Relevant senior CFC staff as ex officio members.

Membership will reflect a balanced mix of expertise and perspectives, which may include:

- Aboriginal and Torres Strait Islander leadership, cultural authority, knowledge systems and lived experience
- Performing arts, museums, heritage or cultural sector expertise
- Strategic, commercial and governance capability
- Major project, infrastructure or precinct development experience
- Audience development, marketing and tourism insight
- Data, digital and audience analytics capability
- Design, planning or placemaking (as relevant).

The Board is committed to diversity and inclusion in appointments.

Appointment and Tenure

Members are appointed by the Board, generally for two-year terms, with eligibility for reappointment for a further term. No member will serve more than two consecutive terms.

Appointments will be made through a process that may include:

- Public expressions of interest
- Targeted approaches to individuals with required expertise
- Consideration of diversity and overall balance.

The Board may implement interim renewal arrangements where appropriate to maintain continuity and capability.

Meetings and Work Program

Each Committee will meet two times per year. Additional meetings may be held in line with Board priorities including meetings with the Board.

Committees will operate to an annual work program, aligned to the CFC Strategic Priorities.

The CEO or delegate will ensure appropriate secretariat support.

Participation and Engagement

Members are expected to:

- Attend and actively contribute to meetings
- Share expertise constructively and collaboratively
- Support the work and objectives of CFC.

Members may be invited to CFC events, providing opportunities for engagement with the Board, stakeholders and the community.

Advisory Committee Conduct

Confidentiality

Members must maintain confidentiality of sensitive information.

Code of Conduct

Members are expected to behave in accordance with the ACT Public Service Code of Conduct.

The Board may terminate a member's appointment in a situation where that member does not comply with the Code of Conduct.

Conflict of Interest

Members must disclose actual or perceived conflicts and manage them appropriately, including recusal where required.

Expenses

Participation is voluntary and unpaid. Reasonable expenses may be reimbursed with prior approval from the CEO.

Recognition and Remuneration of Cultural and Professional Contributions

CFC recognises the importance of fairly valuing the time, expertise and contribution of artists, arts workers and cultural knowledge holders, consistent with the ACT Government's Remuneration Principles for Artists and Arts Workers.

Participation in Advisory Committees is a voluntary governance and advisory role and is not considered the provision of professional or creative services.

However, where an Advisory Committee member is engaged by CFC to provide professional, artistic, cultural or consultancy services outside their advisory role, including the provision of specialist cultural knowledge or advice, this will be undertaken through separate arrangements.

Such engagements will be appropriately recognised and remunerated in accordance with relevant ACT Government remuneration principles and industry standards.

Recognition and Remuneration of Cultural Authority of Aboriginal and Torres Strait Islander Peoples

CFC acknowledges the cultural authority of Aboriginal and Torres Strait Islander peoples and is committed to ensuring that the provision of cultural knowledge, guidance and leadership is respected, appropriately recognised and, where applicable, remunerated in a culturally appropriate manner.

This includes recognising that cultural authority and knowledge may not be equivalent to general advisory input and may require distinct and appropriate forms of engagement and remuneration.

Review

This Charter will be reviewed periodically by the Board to ensure it remains fit for purpose and aligned with strategic priorities.

Authority

This Charter is approved by the Board of the Cultural Facilities Corporation.